

**Institutional Factors, Job Motivation and Service Delivery by Library Personnel in Public
University Libraries, Oyo State, Nigeria**

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**Being a MLIS Thesis Submitted to the Department of Information Management, Faculty of
Communication and Information Sciences, Lead City University, Ibadan, Oyo, Oyo State,
Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Masters in Library and
Information Science (MLIS)**

2022

Certification

This is to certify that Boluwatife T. AKINOLA with matriculation Number LCU/PG/001772 carried out this research work titled “Institutional Factors, Job Motivation and Service Delivery by Library Personnel in Public University Libraries in Oyo State in the Department of Information Management, Faculty of Communication and Information Science Lead City University, Ibadan, Oyo State, for the Award of Master Degree in Library and Information Science (MLIS) and this has not been previously submitted.

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Dedication

This thesis is dedicated to God Almighty for the gift of life and His mercy

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Acknowledgement

This thesis would not have been possible without the assistance from various institutions and individuals who had contributed to the completion of this work. I appreciate the support of the management of Lead City University. The following University Library rendered their support during the course of this work: University of Ibadan Library, Ladoko Akintola University of Technology Library and First Technical University.

My deepest gratitude goes to my supervisor Dr T.E Adenekan for her support and encouragement all through the writing of this thesis. My appreciation goes to the Head of Department of Information Management Dr. S. V. Adeyeye., I also appreciate the efforts of the Provost of postgraduate School, Lead City University Prof Afolakemi Oredein and all members of staff of PG School for their love. I appreciate the support from the Dean of Faculty of Communication and Information Sciences Prof L.A Ihebuzor

To PG Coordinator S. O Tunmibi and other staff of the faculty, To Prof. E.A Erwat, Dr. L.A Awobenu, Dr. T. D. Samuel, Dr. O. D. Bakare, Dr. K. O. Lateef, Dr. F. B. Oguntoye, Mrs. K. O. Popoola, Mrs. O.A. Ologbosere, Mrs. O.R. Oboh, Mr. I. A. Adeniran, Mrs. O.E. Ibironke, Mrs. V. O. Ahamze, and Departmental Administrator, Mrs O. D. Balogun, I say a big thank you. I want to sincerely thank Mrs. O.E. Ibironke for her support and recommendation on the work.

I am greatly indebted to my parent Rev Dr and Rev Mrs Akinola for their support, love, prayers and encouragement all through this journey. My appreciation also goes to the University Librarian, Ajayi Crowther University Dr Mrs, B. A. Fabunmi and to my senior colleague, Barr. O. J. Bamgbose, for the encouragement, advice on the work.

Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.

Abstract

Timely and easy access to information is a very vital desire of every human being and libraries and librarians play a very vital role in that direction. Despite all these efforts the goal of the library personnel to provide these effective and efficient services are often met with failure due to certain underlying factors ranging from institutional factors facing the libraries and the job motivation of library personnel. It is in this regard that this study therefore deems it fit to investigate the Institutional Factors (IF), Job Motivation (JM) and Service Delivery (SD) by library personnel in public university libraries in Oyo state. Descriptive research design was adopted. Population consists of 100 library personnel in public universities library in Oyo state, Nigeria. Total enumeration to select the sample. A validated questionnaire was also used to collect data. Descriptive and inferential statistics were used for the data analysis. The reliability coefficient for each of the variable ranged from 0.52 to 0.61. The study found that institutional factors (Adj. $R^2 = 0.0297$; $p = 0.000$) and job motivation (Adj. $R^2 = 0.292$; $p = 0.00$) had a significant relationship with service delivery. In addition, institutional factors and job motivation (Adj. $R^2 = 0.428$, $F(2,86) = 33.964$, $p = 0.000$) were found to have a joint statistically significant influence on service delivery. This study concluded that service delivery in academic libraries can greatly be enhance with the right amount of institutional factors and job motivation for the library personnel. The study therefore recommended that library management should regularly advocate for the institutional factors needed for effective service delivery in the university libraries and pay attention to library personnel's motivation.

Keywords: University Libraries, Service Delivery, Institutional Factors, Job Motivation, Public Universities, Library Personnel,

Word Count: 275

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List of Acronyms

Abbreviations

Meanings

| | |
|-------|--|
| I.C.T | Information Communication Technology |
| U.S.T | Unified Service Theory |
| L.I.S | Library and Information Science |
| OPAC | Online Public Access Catalogue |
| SPSS | The Statistical Packages for the Social Sciences |

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Chapter One

Introduction

1.1 Background to the Study

Libraries are essential now and will remain so as long as people strive to learn more about the world they live in and to comprehend it better¹. A library is a location where collections of books, periodicals, manuals, and records of human knowledge in print and non-print format are stored for use. Because access to information is a crucial component of decision-making for the advancement of the economy, of people, and of the nation, the role of libraries and information services cannot be disregarded².

Among of the many things that motivates the library profession is providing quality user information services, which is in line with the fifth Law of Ranganatan, which says to "save the users' time." As a result, it's crucial to realize that service delivery is primarily focused on addressing users' informational requests and wants at the appropriate time as they arise. The core function of every library, whether academic, national, public, special, school, or private, is to provide services for the fulfilment of the general public's curious information demands. No of the size or form, a library's primary purpose is to offer or supply services.

The goal of service delivery is to satisfy the user community's information needs and requests at the appropriate moment when those needs arise. How users rate the quality of services is a key factor in determining whether they are satisfied with the information the library provides³. To meet the demands of the specific academic community in terms of teaching, learning, research, and community development, librarians are at the forefront of offering effective and efficient information services⁴.

A long-standing objective of librarians and information professionals is the efficient provision of information services that satisfy the requirements and aspirations of citizens, decision-makers, and lifelong learners⁵. In order to meet the diverse and extensive information demands of library users within a community or society, services delivery therefore entails a range of activities and facilities that are focused on offering information services in multiple formats⁶. The effectiveness of library and information services is determined by the interactions between various mechanisms that make up service delivery. These unique activities collectively and individually contribute to the creation and dissemination of information resources, providing the framework within which management can develop and put into practice policies that will affect the library services process. Creating, storing, and disseminating knowledge, skills, and artifacts that define emerging technologies like the Internet, email, and others can also be included in the definition of service delivery.

Information-processing services, Reader services, and Information Communication Technology services will be the metrics for measuring service delivery in this study. The organization of the library's information resources is a component of information processing services. The gathering of information materials, accessioning of the resources, classification and cataloguing, and distribution or provision of the contents to users are all part of the processing services for information delivery. By cataloguing and processing materials, the cataloguing unit effectively controls the bibliographic information about the library's holdings. The acquisition unit is responsible for the selection and purchase of information materials⁷.

All library operations are centered on readers' services. It entails offering a range of information services to meet the needs of library users in the areas of teaching, learning, and research. This

claim is supported by the fact that the primary goal of library services is to meet the information needs of patrons engaged in teaching, learning, research, and volunteer work.

Reference services, which involve assisting library patrons, are examples of readers' services. which users expect librarians to respond to their questions and guide them in making effective and efficient use of the library's resources; routine library task is shelf reading and shelving to ensure that informational resources are arranged correctly; Library registration services is the process of registering users to become legitimate library users, giving them the opportunity to use the library and have access to borrow the information materials; Inter-library loan is a method established between libraries that allows libraries to borrow information materials they do not have from another library and can as well loan out information materials to libraries in need of these materials. Library Orientation services are done to inform new library users about the information resources available in the library collections, how to access, use, and borrow those information resources, the rules and regulations of the library, and introductions to the library staff members available to meet their information needs; Informational resources are lent to library patrons while being charged and discharged, and records are created; The process of making library customers aware of recent additions to the collection that the librarians believe will be useful to their information requirements is known as current awareness services; Library education services instruct library patrons on how to utilize the library catalog to identify and access information resources, as well as how to do so effectively, efficiently, and independently to satisfy their information needs.

In a type of alerting service known as selective dissemination of information, librarians choose particular publications that will specifically address the information needs of library customers; this is primarily done for researchers and specialists; When library patrons ask librarians to

translate a document from a language they do not understand to a language they do understand, the library provides translation services; Indexing and abstracting services help users more quickly and easily find the pertinent documents they need from a collection by generating abstracts of documents, analyzing the subject matter of documents, and providing indicators of the information they contain; supplying documents to library users directly or indirectly through document delivery services; photocopying is a process of making copies of a documents, journals or articles and reprographic services is the process of reproducing copies of a documents , it allows users to have access to multiple copies of documents even when the original copy is in use;

The use of computers, the internet, and networking in libraries for the purposes of gathering, processing, storing, and distributing information to users is known as information communication technology (ICT) services. ICT is used in libraries to ensure efficient and successful library services, and it helps librarians understand their crucial position in this rapidly expanding world of information. Information communication services include digital library services, which make it possible for library users to access digital information resources from outside the four actual walls of the library; electronic theses and dissertations, which involve the academic library providing copies of the institution's electronic theses and dissertations primarily for research purposes; and other services. The university library offers institutional repository services to the university community by making digital documents published by the community accessible; web-based online public access catalogues (OPAC) make the library catalog available online, allowing users to access it from anywhere in the world and making it simpler for library users to understand and use; Online user education instructs library patrons on how to utilize the library catalog to locate and access information resources, as well as how to identify

information resources that will fit their needs. Readers' advisory and e-reference services entail providing assistance to patrons. While reference librarians are expected to respond to users' questions and assist users in using library resources on the internet effectively and efficiently.

The distribution of services is intended to give users the pertinent data they require to respond to their inquiries, assist them in making decisions, or lower their degree of confusion. There are many different types of services that can be delivered, including reference and information services, document delivery services, online book reservations, current awareness services, Selective Dissemination of Information (SDI) services, interlibrary loan services, online database services, resource sharing, information repackaging, email alerts, instant messaging, and many others. However, providing services is not enough for university libraries; quality is also greatly desired, especially in the twenty-first century when users are becoming more knowledgeable in their search for library services⁸. For libraries, the idea of service delivery is essential. In essence, service delivery refers to library procedures and actions that are carried out by libraries to provide information services and materials to library patrons with the intention of boosting their productivity.

Technical services and readers/user services are the two main categories into which library administrations split service delivery. While user services are focused with the delivery of lending services, SDI, CAS, and other services, technical services are involved with the procurement, processing, and cataloging of library material resources. Service delivery refers to a group of interrelated mechanisms that together and separately contribute to the creation and dissemination of information resources. They also provide the framework within which

management develops and implements policies to affect the processes of library service. Their interactions determine the effectiveness of library and information services.

The efficiency of any library's service delivery is dependent not only on how well each service functions independently, but also on how well they work together as components of a larger system of knowledge and information dissemination and use, as well as on how they interact with other information resource bases. When librarians effectively provide services to people, Personalized collections, SMS/text notifications, online reference services, social networks, websites, mailing lists, and OPACs are just a few of the information dissemination methods that libraries of all kinds might use⁹. Additionally, some existing tactics for providing services to the general public were highlighted, along with the fact that many more such opportunities would emerge in the future. These consist of My Library in your personal space, mobile device text notifications, social media, QR codes, online reference services, library websites, mailing lists, and many more¹⁰.

Every human being desires to have timely, simple access to knowledge, and libraries and librarians play a critical role in achieving that goal. To fulfill the informational requirements of researchers, students, and Regardless of their career or traits, the public, policymakers, and health professionals are all included. Despite all of these efforts, academic librarians' attempts to offer these effective and efficient services frequently come up short due to a variety of underlying issues, such as the institutional factors faced by academic libraries and library personnel motivation for their work.

Institutional factors are indices that may have a good or negative effect on an organization's vision and mission. These institutional factors may include finance, staff ICT skills, infrastructure, environmental elements, library policy, and environmental factors¹¹. Therefore, it

might imply that institutional aspects, such as the following, should operate as institutional support that can be offered by institutions of higher learning: support for research, technical assistance, and pedagogical assistance²¹. The successful and efficient provision of information services to the academic community in order to meet their information demands for research, teaching, and learning is impacted by a number of institutional factors that academic libraries must contend with.

These variables increase the risk of service delivery failure and make it exceedingly challenging for academic librarians to provide timely and effective services.

Technical and financial support will be taken into account in this study. The library's technical assistance improves the efficient service delivery of information to users. The provision of computers and essential software for library operations or service delivery in the library is technical support as used in this study. Technical support at the library is also defined as the availability or provision of internet services and a steady power supply by library management. In the library, financial support is essential. The management works to provide money for the library to improve library services, librarian training and development, and prizes for extra work in the library. The act of making financial resources available to strengthen the library, as well as to provide library services, materials, and human resource development, is known as library funding or financial support. For university libraries to improve service delivery, good infrastructure is crucial.

Infrastructure factors include internet access and electricity supply, To achieve efficient service delivery in university libraries, PCs and other devices should be properly cared for. Information services will be less effective and efficient because of the ongoing power outage. A power outage prevents the delivery of information services effectively. It is impossible to overstate the

importance of a steady electrical supply for providing excellent library services. Delivering library services requires a steady supply of electricity, particularly in the digital age. Power supply shouldn't lag behind since ICT facilities and Internet-based tools need a steady power supply to operate at their best, as this could have a detrimental impact on service delivery. Furthermore, successful service delivery by library personnel requires a sufficient supply of electricity.

It must be kept in mind that an irregular supply of energy could have a negative impact on service delivery; yet, a sufficient supply of power could improve service delivery and make librarians more productive as they go about their daily duties. The delivery of services to users depends heavily on the availability of ICT.

Institutional resources and training are two aspects that can improve librarian service delivery. The training that information professionals acquire throughout time often falls short of what modern library users expect in terms of services and communication methods from the library. Therefore, it is important for library personnel to continually upgrade their skills to reflect new service delivery strategies in university libraries¹¹. Future educated professionals are anticipated to have gained the necessary abilities to provide services in the modern era. As technology changes the way librarians carry out their responsibilities, they must stay up to date to avoid becoming obsolete. In order to stay up with the rapid changes in technology advancement for library service delivery, there should be frequent capacity development of librarians' skills. To bridge the digital divide and satisfy the demands of users in the information age, librarians' ICT skills should occasionally be refreshed.

For efficient service delivery in university libraries, the competencies of Nigerian librarians need to be strengthened¹². Because money is required for the purchase and distribution of information

resources and information communication technology, staff training and maintenance, and the efficient delivery of information services, the sufficiency of funds is also an institutional factor that can affect the provision of service delivery by librarians. For librarians to perform information services effectively, funding is necessary.

In addition to institutional factors, library personnel job motivation may also have an impact on the quality of their services. Librarians' motivation for their work can affect how well they serve users. Initiating work-related actions and determining their form, direction, intensity, and duration are all influenced by job motivation, which is a collection of energetic forces that come from both within and without the individual. Librarians are motivated by their jobs to work tirelessly to meet the library's established goals and objectives. The motivational variables that drive employees, such as compensation, benefits, working conditions, and the work itself¹³, can affect how satisfied library staff members are with their jobs. Intrinsic and extrinsic drive for work are two common categories. Intrinsic motivation is defined as the type of drive that meets a person's needs or gives them hope that their objectives will be achieved. He thinks that the work itself provides intrinsic motivation. Extrinsic motivation refers to the performance of conduct that is fundamentally dependent upon the achievement of an objective that is separable from the action itself. Intrinsic motivation is the participation in behavior that is naturally pleasant or enjoyable¹⁴. It is carried out in order to achieve another goal¹⁵. Extrinsic elements, including as compensation and remuneration, attractive organizational policies, job security, interpersonal relationships, work supervision, and status, are used to distinguish between these two motivational components in order to prevent job unhappiness¹⁶. Extrinsic motives, on the other hand, are viewed as rewards given by academic libraries to librarians in order to promote effective work or service delivery. Money (salaries and other financial benefits), bonuses for

exhibiting desired behavior, the workplace atmosphere, reward and pay, and job promotion are some other instances of extrinsic motivation that comes from outside the individual. Both internal and extrinsic motivation can be used to explain why library staff members must also take care of a few fundamental necessities in their capacity as library employees.

Maslow's hierarchy of needs stated that, if employees' basic needs are addressed, their performance will likely improve. Physiological needs, security or safety needs, love or social attachment needs, self-esteem and self-actualization needs are the measures for job motivation in this study. Physiological needs, often known as basic needs of life, include things like food, oxygen, a desire for sexual activity, a need for physical activity, etc. Security needs is the requirement for security or safety stems from librarians' need to work in an atmosphere free from bodily harm or the possibility of physical harm. The urge for love or social affiliation is the circumstance in which library staff members yearn for affection, engage in social activities, and a sense of belonging, among other things. The desire for self-confidence and self-respect among library staff members is known as self-esteem needs. It also encompasses the desires for power, freedom, and independence. While the desire to fulfill one's potential in a chosen vocation is known as self-actualization. That is, reaching one's full potential and realizing it.

Job motivation is a key element that can improve the quality of services provided by librarians. Job motivation is a force that propels people to action and performance, for instance. When organizations motivate employees, there is a strong likelihood that employees will cooperate, buy-in, or embrace the organization, regardless of its texture¹⁷. The level of motivation librarians experience from libraries may be related to their level of satisfaction, which could result in more effective service delivery. Job motivation encourages librarians to work more, resulting in

excellent service delivery productivity. Job motivation is the force that drives librarians to attain goal because it tends to energise, stimulate, direct, and sustain behavior and performance¹⁷.

In libraries and information centers, library personnel motivation at work is crucial. In general, motivated library personnel are more likely to be content and successful in their work environments. It is undeniable that library personnel commitment to their work is essential to the university's overall commitment to teaching, learning, and research. Additionally, it is thought that one important factor that helps a person achieve their goals is their level of job motivation. One is motivated to keep reaching new heights by willpower combined with a certain amount of enthusiasm.

Considering the aforementioned, it is clear that library personnel desire for their work will have a significant impact on their capacity for effective and efficient job performance. This is so that highly motivated library personnel may work to assure high standards of efficiently delivered services, and vice versa. Motivated library personnel may experience fulfillment and thereby increase their productivity in their libraries. They are more likely to provide library patrons value-added functions and services.

However, it has been noted that institutional factors and job motivation of library personnel may have an impact on how well and effectively they provide services to the user population to suit their diverse information demands. It is against this backdrop that this study would be carried out to investigate institutional factors and job motivation and service delivery by library personnel in public university libraries, Oyo State, Nigeria.

1.2 Statement of the Problem

Provision of effective and efficient information services is a very important role of librarians in academic libraries. All the activities of the library revolve around the user to meet their information needs. This is the reason why the mission statement of any library always reflect the determination of librarians to render excellent services to library users. Librarians are expected to render effective service delivery to users as libraries prominently exist to satisfy the information needs of library users. It is observed that effective service delivery by librarians in recent time was not encouraging despite the huge investment made by the university stakeholders in that direction. The inefficient service delivery could be as a result of a number of factors which includes institutional factors as well as job motivation.

Literature and observations revealed that institutional factors (financial and technical support) which needed for library service delivery are yet to be fully embraced in most Nigerian university libraries. In view of this, the state of service delivery in many libraries often jeopardize accreditation of programmes as well as reduce patronage and use of library by the users. The justification of libraries existence and returns on investment made by the universities management could be at stake.

Again, there is a high tendency that library personnel who are not adequately motivated in the aspects of salary increase, remuneration, monetary benefits, bonuses, reward, compensation, job promotion and others are liable to exhibit poor disposition towards their job roles thus resulting in ineffective service delivery. In addition, there is a possibility that library personnel who are not well motivated in the library might be exposed to lack of commitment to work, which could make them deliver services below expectations, affecting meeting the information needs of the users, thereby affecting the general progress of the library. In other words, job motivation of librarians could be negatively influenced if the plot is the case. In order to empirically validate

these postulations, this study therefore investigates the roles of institutional factors and job motivation in the level of service delivery by library personnel in public university libraries in Oyo State, Nigeria.

1.3 Aim and Objectives of the Study

The study investigated the influence of institutional factors and job motivation on services delivery by library personnel in public university libraries, Oyo state, Nigeria. The specific objectives are as follows;

- i. to examine the level of service delivery by library personnel in public universities libraries, Oyo State, Nigeria;
- ii. to determine the institutional factors that could facilitates service delivery by library personnel in public university libraries Oyo State, Nigeria;
- iii. to determine job motivation of library personnel in public university libraries Oyo State, Nigeria;
- iv. to determine the relationship between institutional factors and service delivery by library personnel in public university libraries Oyo State, Nigeria;
- v. to determine the relationship between job motivation and service delivery by library personnel in university libraries, Oyo State, Nigeria;
- vi. to determine the joint influence of institutional factors and job motivation on service delivery by library personnel in public university libraries, Oyo State

1.4 Research Questions

The study provided answers to the following questions:

1. What are the levels of service delivery by library personnel in public university libraries, Oyo State, Nigeria?
2. What are the institutional factors that facilitate service delivery by library personnel in public university libraries, Oyo state, Nigeria?
3. What are the job motivation of library personnel in public university libraries, Oyo State, Nigeria?

1.5 Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

- H₀₁: There is no significant relationship between institutional factors and service delivery of Library personnel in public university libraries in Oyo State, Nigeria.
- H₀₂: There is no significant relationship between job motivation and service delivery of library personnel in public university libraries in Oyo State, Nigeria.
- H₀₃: There is no combined significant joint influence of institutional factors and job motivation on Service delivery of library personnel in public university libraries in Oyo State, Nigeria.

1.6 Scope of the Study

The study examined the influence of institutional factors, job motivation and service delivery by library personnel in public university libraries, Oyo state, Nigeria. The component of institutional factors include financial support and technical support, while the measures of job motivation are physiological needs, security needs, self-affiliation needs, self-esteem needs and self-actualization needs . Service delivery was measured in terms of reader's services and information communication technology services. The geographical scope of the study is public

university libraries in Oyo State, Nigeria. The respondents of interest to the study are library personnel in public university libraries in Oyo State, Nigeria.

1.7 Significance of the Study

The findings of this study is of benefits to the following stakeholders: library management, library personnel, university management, university administrators and researchers. The findings of the study assist the library management to make decisions and policies in the areas that can increase the working conditions of the librarians in order to ensure their effective and efficient performance in the discharge of their various duties within the library. This will promote the expected commitment of the librarians towards the good representation of the image of the library to the users. In addition the findings of this study could encourage the library management to regularly review the library policy to reflect necessary changes that would improve service delivery. It could also help on timely improvement of the library facilities whenever the need arises.

The findings of this research is also very useful to the library personnel, as it gives them better understanding of the factors that will enhance their maximum service delivery. Likewise, it broaden their knowledge on what they should observe or ask before taking up job in an academic library especially when they want to change place of employment. Librarians could be assisted with acquisition of knowledge and skills through regular training to enhance their competencies for efficient and effective service delivery. The findings of this study could encourage better relationship between library personnel, university staff and students for optimal use of the library resources and services.

The study also raise the consciousness of university management on the peculiarity of the job of library personnel, thereby ensuring provision are made for their motivation who in turn will be

well disposed to provide effective and efficient service delivery, that will facilitate the realization of the goals and objectives of the university in the area of teaching, learning and research.

The findings of this study could assist the university administrators and university policy makers to formulate and update policies that will support and improve service delivery by library personnel to the users. Also, the study outcome could encourage the university administrators to improve on institutional factors that support effective delivery of library services by library personnel. Finally, the result of the study will serve as a reference source to researchers who will embark on similar studies in this area or related areas in future. Then, the data generated from the work will be useful to fill some gaps in scholarship and research in the contexts of library, social, industrial, organisational and human resource development. Findings of this study will add empirical studies to the body of knowledge in form of publication in learned journals.

1.8 Limitation of the Study

The major limitation faced during the research of this study is the hesitancy and uncooperative behavior of respondents to respond on time to the questionnaire of the research. However considerable amount of respondents were persuaded to participate in the study.

1.9 Operational Definitions of Terms

The following terms were defined as used within the body of this study:

Service delivery: This is conceived as arrays of activities by library personnel in universities in Oyo State, Nigeria targeted at providing information services to satisfy the broad and varying information needs of library patrons within a community or society.

Readers Services: It involves the provision of various information services that meet the library user's needs in the aspect of teaching, learning, research

Information Communication Technology Services: Refers to the application of computer, internet and networking in the library for acquiring, processing, storing and disseminating information to users

Job Motivation: This refers to as a set of energetic forces that may be used to encourage library personnel in public university libraries in Oyo State, Nigeria to work with full commitment towards achieving set goals and objectives of their libraries.

Physiological needs: The needs of library personnel to be satisfied in the library through various means including availability of office tools, adequate workplace and comfortable lighting and suitable temperature.

Security needs: This refers to those needs that must be fulfilled for library personnel to feel safe and secure, which includes having health insurance, retirement benefits and job security

Social Affiliation: Library personnel seek social relationships within the library including creating friendships and having a sense of belonging and affection within the library.

Self Esteem: This refers to needs relating to self- worth including receiving recognition and respect from the management and the feeling of a sense of identity derived from working at the library

Self-Actualization: Self- acceptance and accomplishments needs.

Institutional Factors: Institutional factors are indices that could impact positively or negatively the effectiveness and efficiency of library personnel for achieving a library vision and mission.

Technical Support: Technical support are the provision of computers, internet facilities and power supply for library routines or service delivery in the library.

Financial Support: Management efforts to provide funds for the library to enhance library services, training and development for librarians and rewards for extra work in the library.

University libraries: These refer to libraries set up within the university communities where librarians in university libraries in Oyo State, Nigeria perform their duties towards satisfying the information needs of the library users.

Library Personnel: These refer to trained librarians and library officers in university libraries in Oyo State, Nigeria who professionally perform multiple and overlapping roles to satisfy the information needs of the users

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Chapter Two

Review of Related Literature

The chapter reviewed related literature that enabled the researcher broaden her understanding on research problem. The review is essential to this study, it provides the researcher with insights into the state of the matter concerning the area of interest. This chapter highlights some literature that provides insights on institutional factors, job motivation, and service delivery by librarians in public universities libraries in Oyo state, Nigeria. The chapter is presented under the following:

2.1 Conceptual Review

2.1.1 Concept of Service Delivery

2.1.2 Concept of Job Motivation

2.1.3 Concept of Institutional Factors

2.2 Theoretical Review

2.2.2 Unified service theory

2.2.3 Maslow Theory of Motivation Hierarchy of Needs

2.2.4 Institutional support Theory

2.3 Review of Empirical Studies

2.3.1 Institutional Factors and Service Delivery

2.3.2 Job Motivation and Service Delivery

2.4 Conceptual Framework

2.5 Summary of Literature Reviewed

Endnotes

2.1 Conceptual Review

This section reviews key concepts in the topic of the study to lay a foundation for the empirical review that follows

2.1.1 Concept of Service Delivery

Every library, academic, national, public, special, school, or private, exists to provide information to satisfy the people's insatiable information requirements. No matter what kind or size it is, a library's primary purpose is to supply and deliver information services¹. The provision of services entails a variety of initiatives and resources aimed at meeting the varied and extensive

information demands of library users within a community or society². Information and communication technology can be used to provide these services in a variety of formats (ICT). The computer has been successfully incorporated into every aspect of library operations and services. In order to teach users the fundamentals of the library and how to use its resources efficiently, user education in the library has also used the use of ICTs³. In order to ensure that ICTs are used for the provision, production, and distribution of information, library professionals must take advantage of ICTs' power.

Library services are delivered with the goal of giving customers the knowledge they need to respond to their inquiries, assist them in making decisions, or lower their degree of uncertainty¹. There are many different ways to deliver services, including document delivery, online book reservations, current awareness services, selective dissemination of information (SDI) services, reference and information services, Resource sharing, information repackaging, email notifications, instant messaging, online database services, inter-library loan, etc.

A long-standing objective of the information profession is the effective delivery of information services that fulfill the requirements and aspirations of citizens, decision-makers, and lifelong learners⁵. A core idea in libraries is the supply of information services.

In essence, service delivery refers to the procedures and actions taken by libraries to provide information services and materials to library patrons with the intention of boosting patron productivity. Meeting users' information needs or satisfying their search for information is the essence of service delivery in a library. In support of this claim, it is indisputable to acknowledge that meeting users' various information demands is at the core of good library operations and services, regardless of the size, kind, or user population of the library. Every library—academic,

public, school, and national—offers information services to users in order to satisfy their diverse information demands.

Information-processing services, reader services, and information communication technology services will be the metrics for measuring service delivery in this study. The organization of the library's information resources is a component of information processing services. The gathering of information materials, accessioning of the resources, classification and cataloguing, and distribution or provision of the contents to users are all part of the processing services for information. Through the cataloging and processing of materials, the cataloging unit effectively controls the bibliographic information about the library's holdings. All library operations are centered on readers' services. It entails offering a range of information services to fulfill the needs of library users in the areas of teaching, learning, and research. The primary function of the readers service is to fulfill the mission of the library by addressing the information needs of library patrons. These needs include the provision of information services such as reservations, readers' inquiries, security, exhibition of library materials, current awareness services, selective information dissemination, and so forth. This claim is supported by the fact that the primary goal of library services is to meet the information needs of patrons engaged in teaching, learning, research, and volunteer work.

Reference services, which involve providing aid to library patrons, include addressing their questions and guiding them toward making effective and efficient use of the resources available; A routine library task is shelf reading and shelving to ensure that informational resources are arranged correctly; Inter-library loan is a system in existence that allows libraries to lend out informational resources to other libraries in need of them as well as borrow informational resources from other libraries that they do not have; The process of registering users to become

legitimate library users, giving them access to the library and the ability to use the informational resources kept there, is known as library registration services; The purpose of library orientation services is to introduce new library users to the staff members who can assist them with their information needs and to make them aware of the information resources that are available in the library collections, how to access, use, and borrow those information resources.

Informational resources are lent to library patrons while being charged and discharged, and records are created; The process of making library customers aware of recent additions to the collection that the librarians believe will be useful to their information requirements is known as current awareness services; Library education services instruct library patrons on how to utilize the library catalog to locate and access information resources, as well as how to do it in a quick, effective, and autonomous manner to satisfy their information needs; In a type of alerting service known as selective distribution of information, librarians choose particular publications that will specifically address the information needs of library customers; this is primarily done for researchers and specialists; When library patrons ask librarians to translate a document from a language they do not understand to a language they do understand, the library offers translation services; indexing and abstracting services, which generate an abstract of a document and assist in analyzing the subject matter of a document and giving an indication of the information contained therein, speed up and simplify the process of finding information in a document. distributing papers to library users directly or indirectly through document delivery services; Creating copies of documents, journals, or articles is called photocopying; making copies of documents, journals, or articles is called reprographic services. Despite the fact that the original copy is being used, it enables users to view additional copies of documents; Resources sharing services enable users of one library to access the collections of another library, and vice versa.

The use of computers, the internet, and networking in libraries for the purposes of gathering, processing, storing, and distributing information to users is known as information communication technology (ICT) services. ICT is used in libraries to ensure efficient and successful library services, and it helps librarians understand their crucial position in this rapidly expanding world of information. Information communication services, such as digital library services, offer digital information resources that library patrons can access remotely from locations outside the institution's four physical walls; Electronic theses and dissertations refer to the academic library's distribution of copies of the institution's electronic theses and dissertations, mostly for research purposes; Institutional repository services are provided by the university library to the university community by giving access to the digital documents published by the university community; electronic mail services are a medium used by the library to communicate with library users; electronic document delivery uses networks to deliver articles and documents in digital format to library users;

Online public access catalogues (OPAC) on the web make the library catalog available online, Online user education instructs library users online on how to locate and access information resources that will meet their information needs effectively, efficiently, and independently as well as on how to use the library catalogue to access information resources. Readers advisory and E-reference services involve reserving books online, which makes it easier for library patrons to learn and use the library catalogue. The administration of libraries divides service delivery into two main categories: technical services and readers/user services. While user services are involved with the delivery of lending services, SDI, CAS, and many other services, technical services are concerned with the procurement, processing, and cataloging of library material resources.

Another author further suggested that the delivery of library and information services is made up of a number of mechanisms, the efficacy of which is determined by their interactions. Service delivery is a collection of unique actions that collectively and individually support the creation and dissemination of information resources and offer the framework within which management develops and puts into practice policies to affect the operation of libraries. A core idea in libraries is the supply of information services. In essence, library and information service delivery refers to library procedures and initiatives used by libraries to provide information sources and services to patrons with the intention of improving the activity and productivity of library patrons. The development and dissemination of information resources are facilitated by a variety of unique activities that make up library and information services. These activities also provide the framework within which management develops and implements policies to affect library service operations. Therefore, it may be claimed that activities that produce, preserve, and transmit knowledge, skills, and artifacts that define emerging technologies like the Internet and e-mail are included in the supply of library and information services. The service delivery performance and Effectiveness of any library depends not only on how the individual service performs in isolation, But also on how they interact with each other as elements of a collective system of knowledge and Information dissemination and use and their interplay with other information resource bases.

Delivery of library and information services as a synergy of library operations whose interaction increases effective and efficient delivery of library and information services, hence enhancing the researcher's intellectual output and the productivity of library users. Academic libraries have faced an increasing threat to their very survival in recent years, particularly from two directions: the global digital world and rising competitiveness brought on by the rapid changes in higher

education. Academic libraries play a crucial role in research since they provide user-centered customer service in addition to assembling discipline-based research tools. Libraries must raise the quality of their services if they want to thrive since their performance is becoming more and more dependent on the services they provide.

The impact of dispositional factors on the provision of high-quality services in two university libraries in Oyo State, Nigeria, was the subject of a researcher study. The study looked at five goals, such as; to understand how students in two university libraries in Oyo State, Nigeria, perceive the quality of services provided, how library staff members view students in relation to the quality of services provided, how satisfied students are with the quality of services provided, and how dispositional factors and the quality of services delivered are related. Results revealed that students believed the library provides useful services ($x=3.41$), is well organized ($x=3.19$), is well lit and ventilated ($x=3.03$), has adequate and current information resources ($x=3.02$), and has competent librarians. The library also has useful electronic resources ($x=2.95$), is accessible to electronic resources ($x=2.88$), and has an adequate number of librarians, The library's services are delivered quickly ($x = 2.78$), and using the library portal is simple ($x = 2.76$). Findings also showed that some of the powerful attitudes displayed by the library staff include: willingness to relate with users and they are approachable ($x=3.04$); librarians assist users while seeking information ($x=2.96$); librarians are very hardworking and would do everything in their power to meet users' information needs ($x=2.96$); librarians are willing to help in users' quest for information whenever they visit the library ($x=2.93$); and librarians are always pleasant toward patrons. Additionally, the results showed that the students expressed some level of pleasure in the following domains: a user orientation program, circulation and reference services, information retrieval process in the library, book reservation service in the library,

currency/usefulness of projects/theses, and appropriateness of library databases. Reference materials in the library include dictionaries, encyclopedias, journals, bibliographies, biographies, almanacs, maps, and other printed resources. Consequently, it suggests that students are quite satisfied with the high level of quality services provided at the two university libraries.

According to research on the quality of service provided by library staff in university libraries, the library is open to readers at the proper time ($x=3.08$), users' records are kept and maintained properly ($x=3.02$), and there are functional facilities available that encourage study and learning ($x=2.98$); Users have confidence in librarians' ability to help them ($x=2.92$); they feel safe and at ease when interacting with librarians ($x=2.91$); library staff respect all classes of users ($x=2.90$); they are consistently polite ($x=2.90$); and librarians attend to users' needs ($x=2.98$); users are aware of the time of services ($x=2.97$); librarians are competent in solving users' problems; they have confidence in librarians' ability to help; they feel secure and at ease. To determine the level of quality services offered in university libraries, a test of norm was conducted. Results showed that the state of the quality services delivered in the two university libraries was high⁷.

According to the study's findings, library orientation placed first among the services listed in terms of frequency of delivery among institutional variables and social media use as correlates of service delivery by librarians in universities in southern Nigeria. The majority of librarians (386; 70.7%) stated that they provided library orientation. A close second is the 375 (68.7%) librarians who provide library education. A total of 351 respondents (64.3%) expressed a favorable attitude toward the reference services provided in their libraries, while 195 respondents (35.7%) said they were not involved in reference services at their libraries. Translation service by the respondents, was the least frequently delivered service. This means that a focus on libraries, The three most popular library services provided by librarians in Southern Nigerian universities were reference,

education, and library services. Only 61 (11.2%) of the respondents reported to be involved in translation services in their libraries, making it the least common service provided by librarians in the universities under study. Images/photo services (81, 14.8%), and outreach services (116, 21.2%) were two more services that the majority of respondents did not provide. This finding suggests that outreach services, translation services, and image/photo services were not as well-liked by librarians in university libraries in Southern Nigeria⁸.

In a study of the working conditions, incentives, and service delivery of librarians at the Ambrose Alli University (AAU) library in Ekpoma, Edo State and data collection revealed that the level of service delivery by librarians at the AAU Library in Ekpoma is low, with a Grand Mean (2.27) that is below the criterion mean (2.5). Additionally, research showed that the AAU Library's motivating structure for librarians is such that they don't feel pressure to perform at their highest level at all times.

Since they do not feel valued by their superiors and are always aware of the time while at work, librarians do not look forward to going to work on Monday mornings. These are all signs that the librarians lack motivation and do not consider their workplace to be a second home⁹.

The same study's findings on institutional variables and social media use as correlates of service delivery by librarians in universities in Southern Nigeria are also distributed by type of university, along with the services provided by librarians in those institutions (federal, state and private). Results showed that library instruction, library orientation, and material suggestion were the three main services provided by librarians at federal universities. The majority of respondents in state institutions stated that they provided library orientation to their users, closely followed by library education service and reference service. Results from private universities showed that the main services provided, as identified by the librarians, were library orientation, reference service,

library resources recommendation, and selective information distribution. In state and private colleges, it was library orientation, with 118 (73.3%) and 121 (69.9%) of the services provided by librarians in federal institutions being library education. Images and photo services were the least frequently provided service among the three colleges. The three services provided by librarians at federal university libraries were library education (157; 74.1%), library orientation (147; 69.3%), and library materials suggestion (133; 62.7%), as can be seen from the results displayed in Table 4.3b. The three services that librarians provided most frequently in state institutions were reference services (101; 62.7%), library orientation (112; 69.6%), and library education (111; 68.9%). Regarding private universities, the four services provided by the majority of librarians were library orientation (121; 69.9%), reference services (119; 68.8%), recommendations for library materials (111; 64.2%), and selective information dissemination (110; 63.6%)⁸.

In the study titled "staff quality and information service delivery by libraries in French-based institutions in Southwestern Nigeria," the librarians from the four (4) institutions indicated that there are current awareness services (4 or 100.0%), reference services (4 or 100.0%), bibliographic services (4 or 100.0%), audio-visual services (4 or 100.0%), and shelf-labeling (4 or 100.0%) available. One (25.0%) of the librarians specifically at the Alliance Française-Yaba in Lagos stated that the library offers a reading workshop as a service⁹.

Similar to this, two (50.0%) of the librarians (at the French Village in Lagos and IFRA in Ibadan) said that their libraries have provided capacity building training and donations to their patrons, employees, and French Departments at other institutions. The results suggest that the services offered in the libraries of French-based institutions in Southwest Nigeria include shelf labeling, reference services, bibliographic services, audio-visual services, and current awareness services

(CAS). The study also came to the conclusion that, as indicated by library users, the level of service delivery by libraries in French-based institutions in Southwest Nigeria is very high¹⁰.

In a study on "librarians and information service delivery in Kogi State, Nigeria, during the COVID-19 pandemic," the major roles that librarians played during the COVID-19 period, in order of highest score, are: helping users to solve their queries (22.8%), updating users with current information (17.5%), disseminating selective information to patrons, and giving patrons current awareness of library resources (12.3%). Other jobs with poor scores include managing the library's website and e-resources linkages, making it easier for users to obtain links for free open access information resources, and giving relief items (7.0%). Additionally, the findings of the study indicated that the most common information services offered by librarians during the COVID-19 season are Current Awareness Services (CAS) (28.1%). According to a study on "librarians and information service delivery in Kogi State, Nigeria, during the COVID-19 pandemic," the major roles that librarians played during the COVID-19 period, in order of highest score, are: helping users to solve their queries (22.8%), updating users with current information (17.5%), disseminating selective information to patrons, and giving patrons current awareness of library resources (12.3%). Other jobs with poor scores include managing the library's website and e-resources linkages, making it easier for users to obtain links for free open access information resources, and giving relief items (7.0%). Additionally, the findings of the study indicated that the most common information services offered by librarians during the COVID-19 season are Current Awareness Services (CAS) (28.1%), followed by electronic document delivery services (17.28%) and online selective dissemination of information (SDI) services. 7.0% of respondents—representing the lowest percentage—offer online bibliographic

services, virtual library services, online reference services, and online database search¹. 8.8% of respondents were involved in information repackaging.

The study's findings on the work environment, job performance, and motivational variables of librarians in federal university libraries in north-east Nigeria revealed the extent of their level of service delivery. According to the survey, these librarians provided modest service, with an average mean score of 2.80 on a 5-point Likert scale. Effectiveness on the work was 2.85 based on the measures used to measure service delivery, which were on a moderate level, work productivity in terms of a quantity was 2.69, punctuality was 2.82, and innovation/creativity was 2.84. However, the item under the quantity of labor output, fulfilling others' duties in their absence, got a mean score of 2.24, indicating a poor level of service delivery. Further conclusions from the same study indicated that effectiveness in service delivery had the highest mean of 2.85, followed by creativity and innovation 2.84, punctuality 2.82, and quantity of work output 2.69, in Federal university libraries in North-East Nigeria. Librarians at Federal University Libraries in North-East Nigeria performed their jobs more efficiently than other employees in terms of creativity, punctuality, and quantity of work produced. The ability of librarians to adhere to work schedules on time ($X = 3.02$), carry out tasks as allocated correctly ($X = 2.98$), and collaborate with others to complete tasks ($X = 2.84$), were the main factors that contributed to their effective service delivery on the job. The investigation also revealed a modest level of service delivery. The average mean scores of these indices, which are used as measures of work performance, indicated that the librarian's job performance was improving, rising from moderate to high. It also emerged from the instrument's questions that most respondents carried out their task to the best of their abilities regardless of whether they were motivated or the working environment was favorable or not¹¹.

Researchers found that 30 (88.2%) of the library employees in the Osun State University study on job motivation as correlates of job performance reported having high levels of productivity at work, whereas 4 (11.7%) reported having poor levels of productivity. In the same line, the results showed that 8 (23.5%) respondents said they were not very efficient at work, while 26 (76.5%) said they could mix professional, technical, and administrative tasks well. The results also revealed that whereas 31 (91.2%) respondents said they were highly reliable under pressure while carrying out their jobs, only 3 (8.8%) said the same about themselves. Additionally, the results showed that 29 people (85.3%) said they had a strong ability to tackle the situation at hand, whereas 5 people (14.7%), said they had a low ability to do so. Additionally, the results showed that 32 (93.1%) of those surveyed believed they had a strong ability to carry out official tasks with less fatigue, while just 2 (5.9%) believed they had a low ability to do so. Further analysis of the results showed that 33 (97.1%) respondents said they could complete library work efficiently under no time constraints, while only 1 (2.9%) said they could not. In conclusion, it can be concluded that the responders perform their jobs very well¹².

The study on the work motivation and performance of cataloguers in academic libraries in South-West Nigeria provided empirical evidence of the various levels of service delivery in these institutions. Overall, the quality of the services was excellent (Ave Weighted $M= 3.03$, $SD=0.67$). Overall, the service delivery items had mean scores that were higher than 2.5 but lower than 3.5, indicating that the scaled items appear to be in the high range. The results showed that librarians performed job-specific tasks at a high level ($M= 3.11$, $SD=0.66$). This suggests that librarians efficiently complete rote jobs like cataloging, collection management, and reference, among others. Regarding question two, Results revealed that although the mean score was slightly above 2.5, librarians reported having a high level of non-job specific task performance ($M= 2.98$,

SD=0.68). This shows that the librarians saw helping the library develop as a less significant aspect of their profession. Additionally, results showed that librarians delivered services with a high level of effort (M= 3.07, SD=0.75) by being innovative, diligent, and capable under pressure. This suggests that the librarians nevertheless performed their duties successfully in the face of deadlines. The results also showed that the personal discipline of librarians who provided services was high (M = 3.09, SD= 3.09). This suggests that the librarians were dependable and efficient with their time. The sixth study question's findings showed that librarians performed well as a team in terms of service delivery. The highest degree of performance among librarians was accounted for by team performance (M= 3.17, SD= 0.63). Due to their strong teamwork skills and ability to collaborate, librarians appear to be good corporate citizens. While the mean score was slightly above 2.5, the study's results once again showed that librarians performed at a high level in leadership (M= 2.93, SD=0.60). According to the results, Senior Librarians (n=55, 27.1%) made up the bulk of respondents, followed by Assistant Librarians (n=36, 17.7%), Principal Librarians (n=35, 17.2%), Librarian I (n=16, 7.9%), and Librarian II (n=15, 7.4%). This suggested that many of the librarians held senior librarian, principal librarian, and deputy librarian jobs, which were reserved for seasoned professionals in leadership roles like departmental heads, sectional heads, and unit heads. According to research, some librarians who supervise may not be giving their employment their all and may not enjoy it. Additionally, the results showed that although the mean score was just a little bit higher than 2.5¹³, the level of management service delivery by librarians was high (M= 2.89, SD=0.59).

The study on the delivery of information services to academics at different tertiary institutions in Nigeria was revealed by the researcher. The author's research revealed that librarians provided services such document delivery, document printing, data processing and retrieval, electronic

resources downloads, email service, internet call service and institutional repository service to their users¹⁴. A recent study on strategies for sustainable services in academic libraries in Singapore. For this study, a survey research design was used. The results showed that unique strategies such as structured communication templates, daily programming and staff development training to support library service delivery could be implemented at Nanyang Technological University Libraries to enhance sustainable strategies. The findings also submitted that sustainability of these strategies is connected to good planning that would enhance day-to-day activities of the academic libraries as well as clarity of goals and actions¹⁵.

2.12 Concept of Institutional Factors

Institutional factors is a broad concept and has widely be defined by various scholars. Institutional factors can be viewed from the aspect of financial, human resources, physical facilities, support mechanisms and ICT infrastructure. Institutional factors such as Technical support (Infrastructural facilities such as the internet connectivity, electricity supply, computers and software's) and financial support (library funds and training) has the capacity to influence library service delivery. Institutional factors are range circumstances and resources available at an institution that could affect professors' use of scholarly electronic publications including the services delivery by librarians to users in the library. These conditions includes tools for workplace, closeness to a library, an ICT lab, access fees, and a use policy among others⁶⁷.

Institutional factors are major determinants in managing the institutional activities that support the university mission and vision such teaching, learning, research, community services and information dissemination. The aspect of funds or finance play a significant part in achieving the institutional objectives. Also, in term of library services, funding of library to support the provision of information in their various formats to support users and lecturers academic needs

cannot be overemphasized. The act of providing financial resources for the use of a library to advance development and as well equipping the library with appropriate and adequate information materials⁹⁵.

The metrics of Institutional factors that will be used for this study are technical support and financial support. In achieving effective library service delivery, adequate provisions of Institutional factors such as Technical support which consist of institutional infrastructure, internet connectivity, power supply. All these factors are necessary for an excellent service delivery to library patrons by library staff. Infrastructure is the basic bedrock of any information organization. The use, access and delivery of information services, depends solely on infrastructures such as computers and library software.

The Nigerian electrical system is in good shape. Electricity is constantly failing, which makes it impossible to supply information services effectively and efficiently. The majority of libraries operate on backup electricity from sources like generators. These generators are susceptible to maintenance problems and high diesel and gasoline prices, though. The outcome was the provision of assistance for people with epilepsy. The majority of libraries spend a lot of money on alternative energy sources because of the nation's energy crisis. Generators, solar panels, environmentally friendly technologies, turbine gas, and other options are some of them. Effective provision of information services may be hindered due to this energy crises. There is great need for constant supply of electricity in the library, in order to ensure effective delivery of information services by library personnel. Electricity supply is the bedrock of any interaction with the computers, mobile devices and other ICTs devices. Regular electricity supply would enhance smooth and timely delivery of information services by library personnel.

Internet connectivity is another technical support factor that can affect services delivery by library personal. The Internet plays a major role in delivery of information services by library personnel, but constant Internet facility has not yet been accomplished at university libraries in Nigeria. and this can led to a hindrance to service delivery by library personnel. The majority of individuals currently have slow Internet connections. Financial support such as library funds and staff training. Funds are essential in the delivery of services delivery in the library.

The importance of money in providing top-notch library services cannot be overstated. In order for the library to accomplish its goals, it acts as the glue that holds the building, collection, and employees together. Thus, money may be viewed as the library's soul. Any library's effectiveness is hampered by inadequate funding. It is crucially important for a library to have the resources needed to achieve its goals. Users can only appreciate stunning design, knowledgeable staff, and cutting-edge information storage and retrieval technologies if they receive excellent services. Numerous services cannot be provided without adequate financing. All libraries need money. The quality of a library's resources directly depends on the amount of support it receives. Even though the majority of financing for libraries comes from state and local governments, federal support is crucial in ensuring that all libraries have the resources they need to serve their communities.

Like oxygen and water, libraries are an essential part of our lives. The memory of the human race is often referred to as libraries, which are thought to contain recordings of almost everything that man has made, conceived, and dreamed of. All of these need that university libraries have the money to carry out these responsibilities. Libraries develop organically. This implies that they undergo gradual changes over time, either growing or shrinking, depending on how much life is infused into them. Money is needed to provide the information needs of the academic

library. The academic library is a capital-intensive organization that provides social services. All of these things, including staff, physical structures, books, journals, and electronic resources, require funding. Whether it is a department of the government, a university, a school, a research center, or a for-profit business, the library is always a part of a bigger institution. As a result, it bargains with its parent firm over its budget. The parent entity is the owner who takes full responsibility for the company's finances. Academic libraries are supported by the finances of their parent universities. These funds often solely cover ongoing costs. Government organizations, particularly the Ministry of Education, do, nevertheless, occasionally assist libraries.

Money from the government, endowment funds, library fees, grants, and other unnamed sources, The funding for Nigeria's government-owned university libraries comes from a variety of sources, including the selling of duplicate volumes, fines, and photocopies. These estimates from the many departments must be combined and assembled by the bursar. Libraries get funding from a variety of sources in addition to the government, including grants and contributions, endowment funds, launching and other fees, and partial reimbursement of academic expenses. The key problems with alternative fundraising strategies include a lack of funds, the lack of a generous culture among Nigerians, and a lack of adequate structures for accountability and transparency. Libraries mostly rely on government subsidies for funding, so the government should increase the amount it gives to libraries so they can offer enough services and resources.

There should be more research done in the libraries on other sources of funding for their management. If the library has enough funding, it can provide the information sources and services needed to meet consumers' information needs. A tertiary institution's academic library serves as its brain. It serves as the major site for all of the teaching, learning, and research at the

parent institution because it is the source and the central element. Effective and efficient teaching, learning, and research require enough funds for the library to carry out its vital role. The budget for our academic libraries is insufficient, as experience has shown. This, we are not facing a brand-new problem with insufficient funding; on the contrary, it has been there for a very long time. At any rate Actually, all types of libraries have consistently faced difficulties with funding. Many authors have expressed concern about how our university libraries are deteriorating. Poor financial support has terrible impacts on our university libraries. The volume, caliber, and scope of the library's services have decreased as a result. As a result, more people are using the facilities and resources than they can handle making it difficult for them to effectively meet users' informational demands. It costs a lot of money to acquire and maintain information technology. Information technology acquisition is impacted by the habit of underfunding academic libraries. Because of this, not every academic library has gone electronic. If academic libraries wish to provide their users with the best possible service, they must adopt new information technology.

The significance of training in this area cannot be emphasized, as libraries aim to give information to all users. Libraries are regional information hubs, thus staff members whose responsibility it is to inform patrons in any way they need must be knowledgeable in all subject areas. A key strategy for motivating staff in the library as a service organization is training. To effectively serve the public, employees including librarians and other information professionals—must acquire the skills required for the position. The significance of training in this area cannot be emphasized, as libraries aim to give information to all users. The neighborhood library serves as a hub for information. Through training, a quick procedure applying a planned and controlled strategy, non-managerial workers learn technical skills and

knowledge for a particular activity. This idea is found to be lacking because both management and non-managerial employees need to undergo training.

Staff members of libraries are not given the particular training they need to accomplish their duties well and quickly in schools. All university students and professors in universities in Nigeria have access to academic libraries, which are reliable sources of information. A lecturer can take benefit of the library when they need to do research. By learning more and producing their assignments and projects, students might also gain. People who appreciate knowledge should treasure the library as a repository of information, which begs the question of whether it is necessary to give it the required personnel and financial resources.

A library must also have excellent human resources if it is to serve the academic community effectively. The reality is that properly equipped libraries will also indirectly have well-equipped staff. A library will be able to accomplish its objectives with the aid of motivated staff. Staff training includes educating library employees on new abilities they can use on the job. Staff training should prioritize the needs and services of the library while still respecting the contributions of those who make these things possible. Employee growth provides them with the chance to pick up the fresh skills, information, and competence required to accomplish the goals of the library. The staff also benefits from training because they are motivated and inspired by how important their work is, which goes beyond achieving the goals of having a library.

Even while managing a library involves more than just keeping books on the shelves, technology has increased the need for library staff to be trained, particularly in using the internet. Those who must not be forgotten, despite the fact that the saving, sharing, retrieving, and processing of information has made the world into a new global village. However, training library staff is necessary to enhance performance and increase productivity, despite the fact that a lack of

training affects output and the standard of services offered. Training is required for library staff in order for them to carry out their duties effectively.

It is important to periodically train library staff so that they are up to date on the newest trends and have the skills necessary to deliver services in an effective and efficient manner. The delivery of information services in the library requires that library staff members receive training in a variety of ict skills. The training of library staff depends on the availability of funds from the library, and when those funds are insufficient, training programs will suffer. This will have an impact on service delivery because poorly trained and unskilled library staff will be unable to provide users with the effective and efficient information services that they need. Additionally, library finances are crucial for the purchase of infrastructure, including computers and software, which facilitates the staff's seeming ease and speed in providing information services. However, if any of these are lacking, it might make it more difficult for library staff to provide services to patrons.

The library's connection to efficient information service delivery is financial. Funds are required for the purchase of information resources, ICT equipment, library software, alternative power supplies, internet subscriptions, staff training, pay, and upkeep. A library's strength resides in its print and online informational resources. The 21st-century library requires funding to support a wide range of services, yet those funds are insufficient.

Funds are needed in order to provide the library with excellent internet connectivity. The ability to connect to the internet is incredibly helpful for the library's service delivery. It is crucial and results in quick and continuous service delivery. Lack of funding will have an impact on how library staff provide services. The 21st-century library requires funding to support a wide range of services, yet those funds are insufficient.

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2.1.3 Concept of Job Motivation

Motivation is a good indicator for better service delivery by librarians in their library workplaces¹⁶. Motivation may be described as the capacity to exert greater effort toward organizational objectives while simultaneously meeting personal needs¹⁷. The idea of motivation is centered on energizing, propelling, and driving people toward a change in behavior to meet the aims and objectives of an organization, in order to increase productivity and employee happiness. However, job motivation can be channel towards committing library personnel to their job¹⁷. When a patron uses a service or a product, they can express their level of satisfaction with that level of contentment. Given a string of persistently favorable circumstances, the emotion of satisfaction is one that is easily transformed. Therefore, a user's evaluation of the expected performance or value of a service or product is how user happiness is determined.

As a result, in libraries and information centers, job motivation for librarians is crucial. In general, motivated librarians are more likely to be happy and effective in their workplaces. It is undeniable that academic libraries' motivation of librarians is essential to research, instruction, and learning at the institution as a whole.¹⁷ In other words, the condition for attaining library aims and objectives is the job motivation of librarians. Another author emphasized the significance of staff motivation in achieving any library's goals. Because staff motivation inspires, sustains behaviour and performance¹⁸. Motivation is belief to be intrinsic expressed through behaviour by an individual towards a job. Motivation is psychological forces that define

an individual's way of behavior in a workplace, level of effort, and degree of perseverance in the face of challenges¹⁹.

Another author identifies motivation as the internal power that fuels, prods, pokes, drives, or energises action toward goal achievement²⁰. As a result, when a worker lacks motivation, it shows in their lack of interest in carrying out a task because they have no objectives to work for. Goal-oriented traits like motivation aid someone in achieving their goals²¹. Motivation of employees in any organisation including academic library, is a function of management of the organisation. The purpose of motivating employee is to ensure employees brings out their best in achieving the organisational goals. Given credence to this assertion, motivational strategies are the used by managers to motivate employees to achieve their goals²².

When librarians are driven and content, they can create a welcoming and accommodating environment. Dedicated librarians may be content and, as a result, more productive in their organizations. When considering the elements that boost motivation in settings like libraries and information centers²³. Another author highlights several factors that affect employees' motivation in organizations, including work arrangements, training and other possibilities for professional advancement, competitive pay, and opportunities for promotion²⁴. The writer also agreed that Library staff members have the opportunity to discuss their various development requirements with their most senior librarians through appraisal and development plans. The chances for professional growth of employees, such as attending training sessions, conferences, seminars, and workshops, contribute to employment motivation²⁵.

The author went on to say that basic training for employees is crucial because it makes them feel competent and confident at work, and if managers took these considerations into account, it would help to motivate staff and address the issues raised by employees. Given the difficulties

facing library services right now, motivation is even more essential since it offers individuals a purpose to work hard and achieve success. Although not the only factor in the motivation process, library managers unquestionably play a crucial role in ensuring that libraries offer high-quality services²⁵. A person is motivated to work by a variety of variables, which can be roughly split into two categories: monetary factors and non-monetary factors. Salaries or wages and bonuses are examples of financial considerations. Job title, status, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, worker participation, cordial relations, proper job placement, proper promotion and transfer, proper performance feedback, providing training to employees, and proper welfare facilities are all examples of incentives, special individual incentives, and non-monetary factors. The same factors could spur library staff to exert more effort in order to meet both their own ambitions and the predetermined aims and objectives of the library²⁶.

Maslow argues that there are five basic needs—physiological needs, safety needs, needs for love, affection, and belongings, needs for self-esteem, and needs for self-actualization—that underpin human behavioral drive. Employee performance will readily improve if an organization meets their fundamental requirements, safety needs, belonging needs, self-esteem needs, and self-actualization wants. People have different demands because of their biological, psychological, and social characteristics. The hierarchy of these needs, which might differ from person to person, develops from basic physiological demands to social and psychological needs at the next level. By placing the requirements in a particular order, Maslow's Hierarchy of Needs Theory, which is at the forefront of the most significant studies about motivation, also generated the "Hierarchy of Needs Pyramid."

Psychological needs include those that must be met in order for a person's biological systems to continue functioning, such as the need for oxygen, food, water, rest, sleep, and shelter. Maslow identified these demands as the initial physiological motivations of the motivation theory and emphasized the importance of two fundamental ideas. To maintain "homeostasis" in their bodies, people must first have access to water, salt, sugar, protein, fat, minerals, and vitamins, among other things (protection of the internal balance of the body). To include every physiological necessity along with every physiological condition, though, would be impracticable. Physiological wants, as opposed to homeostatic requirements, include the urge for sexual activity, sleep, touch, smell, and taste. The second thing to think about is if the desire for food is a sign of a true need or a sign that the body is lacking something. Physical requirements must be met. Different desires won't materialize to a great level if they aren't satisfied to a certain extent. It is hard to claim that in people and communities that haven't achieved their necessary goals, freedom and democracy, fine art, good music, and sports are in the way they should be. Safety Needs: Despite the relative satisfaction of physiological needs, new demands develop that are categorized as safety needs. These include requirements for defense against danger, self-assurance, and lack of fear. Your need to preserve your finances is one component of your safety requirements. This requirement is the foundation for the concept of insurance, which was inspired by the pension system and other concerns like flood, fire, and theft. Due to their concern for protection, the local police and military organizations are also. In addition, a person's demand for protection may change in response to social challenges or geographical situations.

The need for love, commitment, and belongingness appears once the physiological demands and safety needs have been completely satisfied. At this stage of the theory, Maslow emphasizes that humans are social beings (Stephens, 2000; Adair, 2013). The individual's needs for

belongingness and love represent a large vary of desires, like feelings of attachment (group membership, clubs, churches, business associations, etc.), spouse, kid and maternal love. people wish the presence of affection in their relations with individuals, love, being beloved, to be within the hearts of individuals and teams. This would like class, that consists of needs has to be accepted by others, to ascertain friendships, to be with relatives, to show affection to individuals around and to expect love from them, from them, derives from the instincts of living together to a great extent. According Maslow, apart from a number of pathological exceptions, all individuals have a necessity} or desire for a stable and sound self-assessment, self-esteem and others' respect. Sound esteem suggests that self-esteem supported true capability, success, and respect of others.

Esteem Needs; there are two kinds of esteem needs. The first is the need to be appreciated and respected by others related to the reputation of a person, such as status, recognition, and appreciation. The next one is that they would like for self-appreciation and self-esteem, like certainty, independence.

Self-Actualization Needs; even supposing all the wants at the opposite levels of the hierarchy are achieved, the person can still feel uneasy and discontent. For this reason, individuals ought to behave per their personal talents. A musician ought to have interaction in music, artist ought to have interaction in art, author should write to be happy. Individuals ought to be no matter he or she will be. Self-realization is the process of maximizing one's potential, developing one's abilities, and becoming the ideal version of oneself that one truly desires. Since this is frequently an improvement-focused want, there is no saturation and the cravings grow in direct proportion to the degree to which they are being satiated.

Physiological needs, the bottom level of Maslow's hierarchy, are the focus of this study. This level will be met in the library through a variety of strategies, including the availability of office supplies, a good work environment, cozy lighting, and a comfortable temperature. In relation to this study's focus on security needs, focusing on the needs that must be met for library staff to feel safe and secure, the second level of Maslow's Hierarchy of Needs lists having health insurance, retirement benefits, and job security. In this study, library staff members seek social relationships within the library to satisfy the third level of requirements, which is social needs. These interactions include making friends and feeling a sense of belonging and affection within the library. In this study, needs related to self-worth, such as gaining respect and acknowledgment from management and the sense of identity acquired from working at the library, are included in the Maslow hierarchy's fourth level, self-esteem needs. Self-acceptance and successes will be emphasized in the fifth level, which addresses self-actualization demands. Motivation is the internal force that motivates, spurs, energises, ignites, propels, pokes, sustains, and leads action toward goal achievement. It therefore implies that when employees are motivated over performing a task, they develop enthusiastic in performing such task as a result of motivation given. In other word, in order to achieve predetermined goals, people must exert sufficient effort and have a clear sense of where they're going²⁷. There are two main methods for motivating people. Included in them are extrinsic and intrinsic motivation. An environment where the task at hand is set up so that it becomes fascinating, demanding, and gratifying is one that fosters intrinsic motivation. The job's nature offers rewards. Poor work morale was the primary cause of productivity loss. This includes a lack of a strong sense of teamwork, a lack of desire and a weak sense of belonging, as well as employees feeling underappreciated and poorly compensated^{28, 29}. Motivation is the act or process of expressing a desire that encourages

someone to achieve something. In some ways, job motivation of library staff is crucial to achieving the goals and objectives of the library in terms of the delivery of library services. Motivating the library personnel will spur the commitment and effectiveness of the personnel to carry out their functions in the library as expected³⁰. A study on the cognitive styles and work motivation of librarians in private universities in Nigeria revealed that these workers are more concerned with extrinsic issues like job security, pay, and working conditions. Extrinsic aspects should therefore be improved more in order to increase employee motivation. Whichever explanation is used, the policy that should be implemented should take into account the fact that employee pay, job stability, and attractive work tend to be significant ties to higher motivation³¹.

Extrinsic rewards' beneficial impacts on intrinsic motivation and the fact that employees' experiences with rewards and creativity fluctuate based on their personal characteristics. As a result, individuals could opt to take on a work for its own sake, for the sense of accomplishment or self-actualization it brings³². Extrinsic motivation is the practice of providing rewards for successfully completing tasks. Extrinsically motivated employees are individuals who care primarily about the benefits that their employment will bring them, rather than those who are truly interested in the activity for its own sake³³. An employee who is driven by external factors may pursue a career in order to receive a reward, such as a raise in pay, a promotion, or admiration. Extrinsic incentives can have significant, immediate consequences, but they don't always stay. For professional commitment and motivation, library staff members need to be genuinely driven.

Motivation Complex forces, incentives, wants, tensions, and other systems called motivations animate, catalyze, and sustain human behavior in order to carry out a certain activity. In actuality, motivation describes the amount of vigor and dedication a person brings to their work³⁶.

One of the most pressing concerns in all management and organizations is job motivation. Job motivation for LIS personnel in the library promotes proper library use and maximizes service to end users. Extrinsic or intrinsic motivation are both possible. Intrinsic motivation is when a person develops motivation on their own. When a person acts as a result of outside influences, external motivation is evident. In order to characterize employees' motivation for their jobs in an organization, a number of characteristics have emerged. Employee motivation is primarily tied to performance. Professionals with motivation are beneficial to the library. The capacity to accomplish a job must be translated into implementation through motivation. An important element in creating a positive organizational climate in a firm is employee motivation. A healthy organizational culture affects employees' motivation, productivity, and job satisfaction. Job motivation is defined in the current study as the drive LIS professionals have for their work. Professionals in LIS will perform their duties more successfully and efficiently if they are motivated at work. Certain behaviors are elicited, controlled, and sustained by a process called motivation. Motivation is a phenomenon that influences a person's behavior in terms of its type, its intensity, and its persistence. In order to be consistently devoted to a work, role, or subject and to put up consistent effort toward achieving a goal, people need to be motivated by both internal and external forces. It is generally acknowledged that meeting personnel needs is necessary to promote efficiency and effectiveness. Before implementing them, management must recognize the demands that can readily encourage its employees if it hopes to succeed. Employees are inspired by their jobs to work hard to succeed at work.

The performance of library employees is impacted by a staggeringly tremendous number of motivational factors. However, this emphasizes how important it is to influence a workforce in any organization. Motivating the library personnel could be meeting their physiological or

psychological needs³⁷. Motivation is a process that begins as a physiological or psychological desire that prompts a behavior aimed at achieving an objective³⁸. It is the end result of the interaction between organizational distinctiveness and personality behavior³⁹. It stands for the psychological processes, the underlying principles, the impetus, the course, and the choice of purposeful acts that are focused on business management and strategy. Job motivation is defined as an action that prompts an employee to adopt a course of action that will help them achieve a goal or meet a certain psychological need⁴⁰.

Some scholars are of the opinion that using various techniques to motivate employees to take action can likewise be considered as job motivation. Motivation is the factor that causes an employee to act with a good attitude. It is a gift or incentive given by a superior or leader to a junior employee, such as a salary increase or other terms of employment. In a recent study, the effect of motivation on job satisfaction was examined, are of the belief that adopting different strategies to encourage workers to act can also be viewed as job motivation. The driving force behind an employee's positive attitude is motivation. It is a gift or incentive provided to a junior employee by a superior or leader, such as a pay raise or other job benefits. A recent study looked at the impact of motivation on job satisfaction. In the North-Central States of Nigeria, researchers conducted a study on staff motivation for increased productivity in Federal Polytechnic Libraries. The study's goals were to determine the level of employee motivation for increased productivity in the Federal Polytechnic Libraries in the North Central States of Nigeria, the degree to which employees were satisfied with the existing incentives there, and the type of incentive system used by the polytechnic management staff in those libraries. The chance for promotion and advancement criteria, accurate work flow, and prompt payment of retirement benefits after leaving the service have a high relative importance index, according to the findings.

It suggests that the majority of respondents value opportunities for advancement, promotion, and accurate flow as factors. Results on the impact of motivation for increased productivity showed that job satisfaction and a career in libraries benefited productivity. Additionally, research revealed that the majority of library staff prioritize opportunities for professional development and income increases as the primary rewards connected to motivation¹⁹.

Results of the study "Relationship between Motivation and Job Satisfaction of Personnel in Private University Libraries, Nigeria" showed that library staff in private University Libraries South-West, Nigeria, rated their job motivation as being at a high level. This is frequently obvious when taking into account the size of 4's usual mean score of 2.96. When compared to extrinsic motivation, which has a common mean score of 2.81, intrinsic motivation appears to be higher with an average mean score of 3.11. This implies that the librarians in the non-public university libraries under investigation were more organically motivated than extrinsically motivated. This indicates that their internal motivation, such as their work knowledge, abilities, and higher degree among others¹⁷, was more than the external motivation they obtained from their external (their employees) sources, such as pay, promotion, and job security. People are motivated to work hard and stay dedicated to their jobs and roles as assigned by both internal and external factors⁴².

People who are intrinsically motivated respond to professional obstacles by working harder in an effort to uphold their integrity and self-worth while also demonstrating their dedication to and desire for personal success. Acceptance, curiosity, honor, independence, power, and order are a few examples of intrinsic motivations⁴³. Contrarily, extrinsic motivation is the use of external benefits like higher earnings or salaries, promotions, or compliments to encourage employees to perform better. According to the external motivation theory, a person's feelings of attachment

and awareness of the consequences have a moderating effect on the relationship between their motives and their behavior. Extrinsic motivation derives from the anticipation of getting rewards from outside the person, such as compensation, benefits, incentives, promotions, and recognition in exchange for job performance. When library staff members are intrinsically motivated, they do not require significant extrinsic rewards because working is fulfilling in and of itself, according to declaration⁴⁵.

Extrinsic motivators like decent compensation, retirement benefits, time off pay, and comfortable working conditions may encourage or push paraprofessional library workers to give in or perform at their peak levels in the sake of increased productivity. Financial incentives work well to boost performance for uninteresting jobs but fail to do so for enjoyable ones⁴⁶. Only when the benefits were kept a secret rather than made public did performance-related remuneration improve performance on a task. Job motivation for library staff members is a long-lasting component that can increase their job productivity in terms of providing library services to patrons⁴⁷. The concept of motivation is centered on motivating, propelling, and stimulating people toward a change in behavior to meet the goals and objectives of an organization, in order to increase productivity and employee happiness^{48; 49}.

An individual's intensity, direction, and persistence of effort toward obtaining a goal are factors that are accounted for by motivation. Intensity, direction, and perseverance are the definition's three key elements. No matter how hard someone tries, intensity is amplified. The majority of personnel once discussed motivation in terms of this section. However, if the stress is not directed in a way that is beneficial to the organization, high intensity is unlikely to lead to favorable job-performance outcomes.

Persistence is a component of motivation. This gauges how long someone can exert themselves. In an interview with library managers in the tertiary institution libraries that were the subject of the study, researchers discovered that practically all of the psychological support systems in place (salaries, loans, and welfare facilities) are insufficient. They suggested that a variety of strategies be used, including job style, structural provisions, bonuses, job enrichment, rewards, job expansion, flexible working hours, regular promotions, sensible operating conditions, prompt payment of salaries, monitoring and evaluation strategy, human capacity development, retraining and workshop strategy, status, appropriate job title placement, an open-door policy, job security, interesting work, and employee involvement. It follows that pay given to tertiary institution library employees are thought to be insufficient to maintain the living standards of the paraprofessional staff. The inference is that low pay would prevent paraprofessional workers from meeting their basic needs, which would have an impact on their performance²².

Maslow's hierarchy of needs was used by Kuwaiti researchers, who then looked at employee motivation and need fulfilment. There are 108 participants in the study at Kuwait University. The workers are spread out among eight college libraries. Data were gathered using a survey method. Five levels of Maslow's hierarchy of wants are found to be met by the study's participants. The study also reveals that participant satisfaction with social and self-actualization requirements is higher. Reaching one's entire potential is the pinnacle, according to self-actualization⁵⁰. The methods used by academic librarians in Trinidad and Tobago to pursue Continuing Professional Development (CPD) activities were studied by researchers there. The study also looked at how much professional growth is aided by involvement in CPD. To evaluate the efficiency of the librarians in relation to CPD activities, a questionnaire was employed. The study shows how important academic librarians are to continuing professional development and how they are

willing to help library and information professionals locally, nationally, and internationally⁵¹. A dedicated librarian shouldn't rely on external incentives to keep them motivated to provide library services. This is due to the fact that a librarian can only perform at their best and progress professionally as a result of giving their career their all. Financial incentives do not always work to increase employee engagement and productivity in organizations that work for the public good. Different-sized financial bonuses have little effect on civil officials' motivation to put in additional effort at work⁵². Strong and efficient motivation is required at the various levels, departments, and sections of the library in order to encourage staff members to be dedicated to their work in university libraries. "Tangible" incentives are related to extrinsic motivation. Examples of common rewards include financial compensation, perks, incentives for exhibiting desired conduct, and the prospect of punishment for misbehavior^{53,54}.

Extrinsic motivation is a continuum that people feel, and it has four regions: external regulation, inserted regulation, identified regulation, and integrated regulation⁵⁵. These regions imply increasingly less control by others and increased behavioral self-determination. The motivation to exert effort to receive an external reward or to avoid an external punishment is known as external regulation, a type of behavioral self-regulation brought on by external pressure. Traditional examples of external regulation include financial incentives like bonuses and increases. The internal pressure that stimulates effort based on internal emotions like pride, guilt, and/or a need for approval from others or from oneself, on the other hand, is what causes intervened regulation. The need to behave methodically in accordance with a personal value system may be the source of known regulation, which is not brought about by either internal or external coercion. Last but not least, integrated regulation is defined as identification with the

value of a particular activity to the point where it is internalized as a component of a person's regular functioning and self-identity⁵⁶.

The goal of motivational theories is to anticipate behavior because motivation is not performance or conduct in and of itself. A person's choice of action is influenced by both internal and external circumstances, as well as their motivation. As a result, a writer highlighted that motivation is an internal state that activates activity, provides it direction and energies, and directs behavior that is goal-oriented⁵⁷. The need to behave methodically in accordance with a personal value system may be the source of known regulation, which is not brought about by either internal or external coercion. Last but not least, integrated regulation is defined as identification with the value of a particular activity to the point where it is internalized as a component of a person's regular functioning and self-identity⁵⁶.

Since motivation is not a performance or conduct in and of itself, the aim of motivational theories is to predict behavior. Both internal and external conditions, as well as a person's motivation, affect their choice of action. As a result, a writer made the point that motivation is an internal condition that activates activity, gives it direction and energies, and guides behavior that is goal-oriented⁵⁷. This reduces the intention to quit and, in turn, leads to greater corporate performance⁵⁸. Abraham Maslow's theory asserted that a hierarchy of psychological requirements supports human decision-making. Maslow argues that there are five basic needs: physiological needs, safety needs, needs for love, affection, and belongings, needs for self-esteem, and needs for self-actualization that underpin human behavioral drive. If a company satisfies its basic and safety requirements, When employers meet the requirements of their employees for identity, self-worth, and self-actualization, employee performance will naturally improve. The Maslow theory of motivation's hierarchy of needs will serve as the foundation for

the independent variable measuring job motivation. Because the many basic needs apply to library staff in the university library and satisfying those needs will enhance their service delivery as library staff in the university library, this theory is relevant to the study.

An organization must differentiate between good, average, and poor workers by clearly and openly connecting rewards to performance and providing the top employees with possibilities for promotion in order to satisfy the urge to acquire. According to the sector, this awards system must offer employees competitive pay. Researchers in Zambia carried out a study on the role of motivation for university librarians: In a study of three public universities in Zambia, it was discovered that the following factors influence librarian motivation: being trusted with work responsibilities, work accomplishment, recognition and good salary, relationships with coworkers, promotion, supervision, work environment, passion for the field and job security, and having power and authority¹⁸. Librarians will be satisfied with their job when motivated and will rendering services to clientele such that will meet their information needs. In other word, a motivated librarian will happily render services to the users of the library⁶⁰.

Researcher in Kerala investigated the role of authorities in inspiring Library and Information Science (LIS) specialists to do their jobs well. The eight universities in Kerala hosted the study. It was shown that authorities play a key part in inspiring LIS workers. Authorities, according to the survey, are a major motivator of LIS professionals' work, and LIS professionals' opinions on this topic are largely consistent⁶¹. A related investigation into the impact of motivating factors on the job satisfaction of academic libraries in Gombe State, Nigeria that employ professional librarians. The study's goals included examining librarians' perceptions of the types of tasks carried out by professional library staff in academic libraries in Gombe State, Nigeria; identifying the drivers of motivation for professional library staff in these institutions; and

determining the degree to which these drivers are met by professional library staff in these institutions. The findings showed that most librarians believed that directing and training library employees in tasks including receiving, shelving, researching, and classifying, which drew the greatest mean response of 2.70 and standard deviation of 0.4162, are the main tasks carried out by librarians in academic libraries. In determining the factors that motivate professional librarians in academic libraries, finding revealed that training motivates librarians to perform their job in academic libraries. Other motivating factors include; include financial considerations (such as salaries or wages, bonuses and incentives). Communicating with coworkers inside the organization as well as the physiological needs such as enough work space, appropriate lighting, appropriate temperature and water fountains are the least motivation with means of 2.14 and standard deviation of 0.40 each. This implies that factors such as training and monetary factors motivate librarians to perform their duties well. Findings on extent at which motivational factors satisfy the professional library staff in academic libraries revealed that the library personnel were highly satisfied with training, self-esteem need, trust and respect, and physiological needs. The high extent of satisfaction with the job by professional library staff in Gombe State could be as a result of motivational factors put in place by the academic libraries in Gombe State⁶².

The researcher revealed in a study titled "Effect of work motivation on academic library professionals' workplace productivity" used Maslow's hierarchy of needs, which consists of five different types of needs, to analyze the job motivation level of library professionals. The first one, on physiological needs, had three topic statements that together produced the working environment (office infrastructure) (M=3.96), wages and salaries (M=3.95), and the last one, on efficient parent organization supervision (M=3.93). The degree of respondents' responses to

these four question statements—job security/stability (M=3.97), staff evaluation/performance evaluation (M=3.73), organizational policies and procedures (M=3.70), and the final one—health safety/pension plan (M=3.62)—examined the second category of needs. The third category of demands is social needs, and average values show that library workers are highly motivated in this category. A positive, loving, friendly, and trusting work environment (M=3.87) and a healthy and respectful relationship with coworkers (M=4.02). The fourth category of needs is esteem needs. There are five different types of esteem needs listed in this section: greater responsibility (M=4.10), positive recognition (M=4.07), respect for my opinion on work-related matters (M=3.95), job title/status (M=3.81), and promotion as and when it is due (M=3.50). Self-actualization is the final category of needs, and statistics revealed a high level of motivation as shown by the mean scores of the various skill statements, including challenging job (M=4.06), achievements (M=4.06), work itself (M=4.00), contribution to the profession (M=3.90), support in personal and professional growth career advancement/development opportunity (M=3.82), and last one was sponsorship to participate in conferences/workshops (M=3.80)⁶³.

2.2 Theoretical Framework

Theories are important components of a research work. Researchers averred that existing theories provide a modicum of insight into the thematic subject of study. In view this, this study will be guided by three theories. These are; Unified Service Theory, Maslow Theory of Motivation Hierarchy of Needs, and Institutional Support Theory⁶⁴.

2.2.1 The Unified Service Theory

Sampson and Froehle (2006) propose the Unified Services Theory (UST) that claims a process is a service process if significant client inputs can be found during the transformation phase. As stated by the UST, services are grouped in terms on the nature of service act such as: Mental

stimulus services for processing, information services for processing, people processing services and possession services for processing. Mental stimulus services for processing are intangible actions aimed at the minds of people, they may offer entertainment or performance services. Information processing services are immaterial actions focused on the assets of a customer. They consist of information center services, insurance services, and financial services. Services that directly affect a person's body, such as transportation and medical care, are referred to as "people processing services." Services for processing possessions involve concrete acts focused on goods and other physical possessions. Production methods may be divided into 2 distinct elements – a service method Both phases of the production process—a phase that requires client inputs and a phase that does not—must be controlled differently. Sampson and Froehle distinguished four categories of customer inputs from the services management literature: client information; client belongings; customer-self inputs, which can be further divided into inputs involving physical presence and inputs involving mental presence. The classification scheme Lovelock (1983) recommended for categorizing services in support of the nature of the service act may have had an influence on the development of the UST. In terms of UST, we can think of Lovelock's work as a categorization of service operations based on customer inputs that shows up at "the approach during which (customer) inputs are remodeled into outputs⁹³."

One of the main claims of the UST is that "a classification of client inputs or the treatment of client inputs" are both closely related to the method style dimensions, which are known in commission frameworks. Thus, by scrutinizing the nature of customer inputs into the service system, it is possible to gain insight into method style (architecture of processes in an exceedingly service context). This offers a framework that goes beyond the confines of earlier work that has mostly concentrated on consumer presence.

Service Operations, Service Management, and now Service Science have all adopted the Unified Service Theory (UST) as their guiding paradigm. The UST's main goal is to bring together the many phenomena we refer to as "services" (i.e., service processes) in a way that illustrates both their differences from non-services and their shared managerial principles. The UST outlines the parameters for the field of service science and reveals a wide range of service-related themes of interest to scholars, managers, and designers. Although the UST was originally developed from a business operations perspective, it connects numerous service-related views. Since it switches the focus from customer presence or customer engagement to the sorts of customer inputs differentiating customer-self inputs from customer-information inputs, the UST offers a paradigm for dealing with technology-driven process changes. Sampson and Froehle expressly distinguish between service and non-service (manufacturing) process aspects. Dissecting processes in this way is, in our opinion, deceptive and could lead to sub-optimization. We can adapt to the current changes in the service landscape by analyzing service systems via the lens of an expanded UST that focuses on a collection of end-to-end, interconnected processes as the unit of analysis.

The Information processing services aspect of this theory is pertinent to this research in that relation to service delivery as library are information centers, where information services are offered by library staff to quickly and effectively address patron information needs of library users. Information processing services as applied to library service delivery can be referred to as readers service(charging and discharging, library registration, reference services, referral services, such as interlibrary loan services; ICT services for information and communication (digital library services, electronic mail services, electronic database, institutional repository services); and technical services(cataloging and classification of information materials, acquisition of

information materials). Information and communication technology (ICT) services and reader's services are pertinent to this study because they are services that library staff provide to patrons to effectively and efficiently meet their diverse information needs.

2.2.2 Maslow Theory of Motivation Hierarchy of Needs

The Maslow theory of motivation's hierarchy of needs will serve as the foundation for the independent variable measuring job motivation. Maslow created the concept in 1954. The theory is founded on what people need. According to Abraham Maslow's theory, a hierarchy of psychological requirements supports human decision-making.

by ranking the needs in one of the most significant studies on motivation, has also produced the "Hierarchy of Needs Pyramid." Maslow argues that there are five basic needs physiological needs, safety needs, needs for love, affection, and belongings, needs for self-esteem, and needs for self-actualization—that underpin human behavioral motivation. Employee performance would readily improve if an organization met their basic needs, safety needs, belonging needs, self-esteem requirements, and self-actualization needs⁹⁵. People have different needs because of their biological, psychological, and social characteristics. The hierarchy of these needs, which might differ from person to person, develops from basic physiological demands to social and psychological needs at the next level. The leading theory is Maslow's Hierarchy of Needs.

Psychological needs include those that must be met in order for a person's biological systems to continue functioning, such as the need for oxygen, food, water, rest, sleep, and shelter. Maslow identified these demands as the initial physiological motivations of the motivation theory and emphasized the importance of two fundamental ideas. To maintain "homeostasis," people initially require things like water, salt, sugar, protein, fat, minerals, and vitamins in their bodies (protection of the internal balance of the body). To list every physiological need along with every

physiological condition, though, would be impractical. Physiological wants, as opposed to homeostatic requirements, include the urge for sexual activity, sleep, touch, smell, and taste. The second thing to think about is whether the desire for food is a sign of a true need or a sign that the body is lacking something. Physical requirements must be met. Different desires won't materialize to a great extent if they aren't satisfied to a certain extent. It is hard to claim that in people and communities that haven't achieved their necessary goals, freedom and democracy, fine art, good music, and sports are in the way they should be.

Safety Needs: Despite the relative satisfaction of physiological needs, new desires develop that are categorized as safety needs. These include needs for defense against danger, self-assurance, and lack of fear. Your need to preserve your finances is one component of your safety requirements. This requirement is the foundation for the concept of insurance, which was inspired by the pension system and other concerns like flood, fire, and theft. Due to their concern for protection, the local police and military organizations are also. In addition, a person's desire for protection may change in response to social issues or geographical conditions.

The need for love, commitment, and belongingness appears once the physiological demands and safety needs have been completely satisfied. Maslow emphasizes that humans are social beings at this point in the theory. The needs of the individual for love and belonging encompass a wide range of desires, including feelings of attachment (group membership, clubs, churches, business associations, etc.), love for a spouse and children, and love from one's mother. People want people to feel affection in their relationships with them, to love them, and to want to be loved by them. This class of needs to be accepted by others, needs to establish friendships, needs to be with family, needs to exhibit affection to those nearby and needs to anticipate love from them derives mostly from the impulses of coexisting. With a few pathological exceptions, all people,

according to Maslow, have a need or a strong desire for respect from others as well as a stable and sound self-evaluation. A healthy sense of self-worth implies that these qualities—true capability, success, and respect for others were supported by it.

Esteem needs come in two different varieties. The first is the desire to be respected and valued by others in relation to one's reputation, including status, acknowledgement, and appreciation. The second is that people desire self-esteem and praise, as well as security and independence.

Self-Actualization Needs: Even if all the desires at the lower levels of the hierarchy are satisfied, one may still feel unsettled and unsatisfied. Therefore, people should act in accordance with their unique talents. A musician should communicate with other musicians, an artist should interact with other artists, and a writer should write because it makes them happy. No matter who they are, people should always be. Self-realization is the process of maximizing one's potential, developing one's abilities, and becoming the ideal version of oneself that one truly desires. Since this is frequently an improvement-focused desire, there is no saturation and the desires grow in direct proportion to the degree to which they are being satiated.

Maslow characterizes persons who are self-aware as having high levels of reality awareness, being able to act as they are, being solution-oriented, and having a propensity to be alone since they are self-sufficient, autonomous, able to recognize and enjoy the beauty of life, possessing a strong feeling of community, democracy, creativity, wit, and resistance to stereotypes. Satisfied needs become less essential as psychological feature components. However, it is impossible to clearly divide the needs into several categories.

It is possible to advance from one need to a greater one without requiring complete fulfilment. Even those who have some upper-level needs met occasionally experience lower-level demands.

Lower level demands are also prioritized in situations like war, sickness, and natural disasters. Maslow asserts that while the proportions are uncertain, it is sufficient to meet 85% of physiological needs, 70% of one's needs are for safety, 50% are for love and belonging, 40% are for appreciation and esteem, and 10% are for self-actualization (Maslow, 1954).

Numerous studies in every aspect of life have examined Maslow's hierarchy of needs theory to date. Maslow's hierarchy of needs served as the foundation for Quchi's Theory of Z as well as McGregor's Theory of X and Y. Theory X and Theory Y are two completely diametrically opposed ideas that support the actions managers have taken in response to their impressions of employees. According to Z theory, managers should appropriately assess the attitudes of their employees based on objective standards. The theory places the greatest emphasis on the idea that needs can change depending on the context and the period.

Because the many basic needs apply to library staff in the university library and satisfying those needs will enhance their service delivery as library staff in the university library, this theory is relevant to the study. This indicates that when the university management appropriately meets the needs of the library staff, their motivation for their jobs will be raised and boosted, which will in turn increase their effective and efficient service delivery. Additionally, knowing what demands have been satisfied by university administration and how those that still need to be met will be handled in the future is helpful to library staff.

Physiological needs, the bottom level of Maslow's hierarchy, are the focus of this study. This level will be met in the library through a variety of strategies, including the availability of office supplies, a good work environment, cozy lighting, and a comfortable temperature. The second level of Maslow's hierarchy, known as "Stability needs," will focus on the requirements that must be met for library staff to feel safe and secure in the context of this study. These requirements

include having access to health insurance, retirement benefits, and job security. In this study, library staff members seek social relationships within the library to satisfy the third level of requirements, which is social needs. These interactions include making friends and feeling a sense of belonging and affection within the library. In this study, needs related to self-worth, such as gaining respect and acknowledgment from management and the sense of identity acquired from working at the library, are included in the Maslow hierarchy's fourth level, self-esteem needs. Self-acceptance and successes will be emphasized in the fifth level, which addresses self-actualization needs.

2.2.3 Institutional Support Theory

Elinor Ostrom propounded the Institutional Support theory (1994). It also goes by the name "common-pool resource." The thesis asserted that once an institutional support system is created or derived from a natural source, it becomes difficult to exclude or restrict people. The difficulty in eliminating beneficiaries is one of the fundamental characteristics of common pool resources. However, given the potential incentives in all jointly used common-pool resources for people to apply additional resource units once acting separately than they might if they may notice how of coordinative their appropriation activities, one of the issues facing the joint users of a common-pool resource is known as the "Commons Dilemma." Joint users of a common-pool resource frequently encounter a wide range of additional issues, such as assignment issues, technological externality issues, provision issues, and maintenance issues⁹⁴.

Institutional support is a broad reflection of the assistance provided by the government and its agencies, including established policies, programs, financial support, technical support, and other help (such as mentoring). Institutional support is discovered to be frequently employed as a moderating or mediating component. It is challenging to comprehend the consequences of

institutional support because these data on the roles of institutional support are inconsistent. The variations in research samples could be one cause. According to the English Advanced Dictionary, an institution is a similarly reputable and long-standing organization, particularly one that is engaged in charitable, public service, or educational endeavors. In any subject, including education, support is simply seen as aid.. The operational support provided on a daily basis to the various university libraries falls under the functional area of institutional support. An important aspect of the academic institution's financial environment is referred to as institutional support. It consists of activities, academic bodies, and organizations whose judgments and active support in the form of rules, regulations, financial assistance, and non-financial assistance are thought to have a significant positive impact on how university libraries operate. Academic scholars have determined that institutional support is a crucial component for the effective and efficient provision of services.

The theory's application to this study implies that the university library's technical and financial support system is a resource shared by the mother institution that must be supported by the library in order to acquire technical tools to improve the efficient delivery of services by the library staff. However, universities must adhere to high standards in order to deliver efficient, high-quality services; as a result, they must have policies, such as rules and regulations that direct and constrain their operations. It is impossible to overstate the importance of providing infrastructure in university environments. Therefore, the accessibility, use, and availability of infrastructural facilities will have an impact on the quality of services provided by librarians at university libraries.

2.3 Review of Empirical Studies

2.3.1 Institutional Factors and Service Delivery By Librarians In University Libraries

Literature had revealed that for librarians to provide services in university libraries, institutional aspects including technical support (internet access, infrastructure, and power supply) and financial assistance (library finances, staff training) are crucial. For instance, a study on the availability and use of information and data technology facilities in the library of Madonna University in Nigeria was conducted by researchers to examine the relationship between institutional factors in the area of information and technology use and service delivery by librarians. The study's findings revealed that the ICT section has resources and facilities that are available, which students used to some extent. Computers, the Internet, photocopiers, flash drives, scanners, CD-ROMs, and e-mail services are just a few of the ICT resources that are readily available as well as website for the institution. It also demonstrated that students made extensive use of the available ICT resources and facilities. However, there are concerns because some ICT facilities are not available, preventing the kids from using them⁵⁵. It is impossible to overstate the influence of ICT on libraries because every aspect of library operation and practice has changed as a result of its introduction⁶⁶.

Researchers found that the availability of suitable computers, printers, and other technical assistance was a key factor in determining how much lecturers used electronic publications in library schools in Nigerian universities. The main factors influencing how much LIS teachers utilize electronic publications for research include additional facilities for using e-journals in the library and the training provided by academic institutions to lecturers on how to use e-journals in the library. Additionally, academic library environments, increased workloads from teaching and project management, electricity availability on campus, library closing hours, and institutions'

ICT use policies are among the institutional factors that affect how much lecturers use electronic publications for research. Since lecturers frequently use electronic publications for research, there is a strong positive relationship between institutional characteristics and this behavior⁶⁷.

ICT resources were used in areas like ordering, classification, bibliographic searches, user registration, interlibrary cooperation, book reservations, charging and discharging of library materials, receipt of order, library statistics, among others, and the extent of application was significantly high, according to a survey on the use of ICT for effective library service delivery in academic libraries in Benue State. Regarding how frequently library staff use ICT to perform services⁶⁸. ICT resources were used in areas like ordering, classification, bibliographic searches, user registration, interlibrary cooperation, book reservations, charging and discharging of library materials, receipt of order, library statistics, among others, and the extent of application was significantly high, according to a survey on the use of ICT for effective library service delivery in academic libraries in Benue State. Regarding how frequently library staff use ICT to perform services⁶⁸. On a daily and weekly basis, computers connected to the internet, CD-ROMs, OPACs, E-Books, and printers are utilized by professional and paraprofessional librarians in the course of providing services. Only a small fraction of people use fax machines on a regular basis⁶⁹. The UNN library has ICT resources, but some are more accessible than others. The tools that are most frequently utilized include the OPAC, Internet, and virtual library, which are used to finish project work, stay current on information, and access lecture notes⁷¹. While there were some ICT facilities available for service delivery, the main issues preventing their adoption in research libraries in North Central Nigeria were ICT policy and inadequate funding⁷².

According to empirical findings from a study on "mobile technology adoption by librarians in colleges of education in South-West, Nigeria," librarians have accepted mobile technologies

because they are practical and compatible with how they operate and provide services in libraries. The results revealed that 14 respondents (33.3%) disagreed with the statement that using mobile technology may improve their operations and service delivery, while 28 respondents (66.7%) agreed. A total of 25 respondents (59.5%) agreed that using mobile technology would give them access to the most recent information in their area(s) of interest, while only 17 respondents (40.5%) disagreed. Additionally, 16 respondents (38.1%) disagreed with the statement that adopting mobile technology will allow them to work productively from home, while 26 (61.9%) agreed. The implementation of mobile technology will familiarize them with library users and their immediate information demands, according to 25 (59.5%), whereas 17 (40.5%) disagreed. To sum up, A substantial portion of respondents indicated favorable opinions about the adoption of mobile technologies for improving efficient service delivery⁷³.

In a similar vein, the majority of the librarians in the study "Information and communication technology facilities use as correlates of quality library service in first generation universities, southwest, Nigeria" stated that there was a significant positive correlation between computing facilities and perceived benefits of library services ($r=.331^*$, $N=187$, $P.05$). Therefore, the perceived advantages of ICT facilities to library services are favorably correlated with the computer facilities. It follows that providing library services can be accomplished using computer hardware (computers, scanners, printers, UPS systems, and power point projectors) and computer software (online databases, CD-ROMs, library application software, Internet access and storage mediums). A recent study looked into the use of information and communication technologies (ICTs) to assist the delivery of innovative services at the Wilbert Chagula Library at the University of Dar es Salaam (UDSM). The Director of Library Services, thirty administrative employees, ten academics, two ICT workers, and seven Heads of Sections

were employed. The findings indicate that virtual desk services (72.5%), electronic resource and database supply (70%), and chat with a librarian (65%) are the services that staff members perform most frequently. Ask a librarian (27.5%), literature searches (52.5%), QR code access to resources (50%) and institutional repository (22.5%) were among the other tasks that received significant percentages of mentions. researchers conducted a study⁶⁹

On 122 professional and paraprofessional librarians at Ambrose Alli University, Benson Idahosa University, and John Harris Library, University of Benin, it was discovered that 100% of them utilized computers, 97.5% used phones, and 85.7% used printers. Additionally, it was shown that the vast majority of respondents (98%) used ICTs to support research while 100% used them to reply to customer inquiries⁷⁵.

Again, the study "Use of Information and Communication Technology as Correlates of Service Delivery by Library Personnel in Ekiti State Universities, Nigeria" acknowledged the purpose of use of ICT facilities by the library personnel in university libraries in Ekiti State. This study focused on the relationship between institutional infrastructure and service delivery by librarians. The respondents stated that, "it helps to minimize duplication of work in the library" has a mean (x) of 3.23, followed by "it helps me efficiently fulfill my professional tasks" (x =3.25). To render diverse library services to users with ease came in second with a mean (x) of 3.34. The two items with the lowest average scores, "To digitize local materials in the library" and "It fosters cooperation and the establishment of library network," were noted. In the same vein, the researcher further posited the frequency of use of ICT facilities for service delivery in university libraries. It was revealed that 62.7% of the respondents use photocopier, 57.3% use computer and 45.5% use printers on daily basis, Scanners, databases, and the Internet are used on a weekly basis by the majority of respondents. Some of the ICT resources are used on a monthly and daily

basis. A test of norm was carried out to determine the frequency of ICT use for service delivery in university libraries in Ekiti State. When the findings (sum of the mean) fall within the range of the scale's "1 - 31.67" mean value, according to the test of norm scale, this indicates that it is not employed at all. Results between 31.68 to 63.33 indicate a moderate/rare use. It is heavily/frequently used when the mean value falls between 63.64 and 94. In Ekiti State, the overall mean for ICT facility use for service delivery in university libraries is "51.35," which is in the range of "31.68-63.33." This suggested that ICT facilities are utilized somewhat, if not infrequently, for the delivery of services in university libraries in Ekiti State⁷⁶.

The majority of respondents, with a mean score of 3.38, attested to the availability of desktop computers in their libraries for service delivery. Infrastructure and technical support, such as desktop/laptop computers, phones, and software, were adequately provided for service delivery. Anti-virus software was readily available on the machines, with a mean score of 2.95. The outcome, however, also demonstrated that smart gadgets, as expressed by the majority of respondents, were not effectively offered. The low mean scores indicated that service delivery tools like iPads (mean = 1.91) and mobile/smart phones (mean = 1.98) were not adequately offered. According to respondents' consensus that university Internet was accessible (mean = 3.43), Internet access was shown to be adequately provided for library professionals in Southern Nigerian universities. However, some participants claimed they used personal Internet subscriptions (mean = 2.45) for library service delivery. Power supply is another sort of infrastructure that may have an impact on the services that librarians provide. It was indicated by most of the respondents that other sources of electricity supply such as generator was used for service delivery (mean = 3.39) whenever there is general electricity supply outage. Government

electricity supply was moderately supplied as claimed by the respondents. It could be deduce that regular electricity was fairly supplied as claimed by the respondents⁸.

The Internet, as an example of institutional variables, has had a significant impact on libraries all over the world in recent decades, according to a review of the literature that is now available. For instance, researchers looked into how the web could be used to deliver services in a few selected special libraries in Kaduna State. The survey revealed that web services like e-mail, discussion boards, file transfer protocol, chat, instant messaging, and the internet⁷⁷ are used to deliver library services. However, it was discovered that the use of the web for library services isn't very widespread. Additionally, the findings demonstrated in frequencies and percentages the areas of application of specific internet services for efficient library service delivery in university libraries in Plateau State. All of the items, including Acquisition Services (100%), Cataloguing/Classification Services (100%), Awareness Services (100%), Reference Services (100%), Selective Dissemination of Information Services (91.2%), Inter-library Loan Services (96.5%), Documentary Services (75.4%), Circulation Services (95.7%), Bibliographic Services (93.7%), and Resource Sharing (100%) are thought to be the areas of application of these internet services for effectiveness.

Researchers identified a number of contemporary technologies that are available in special libraries for service delivery, including printers, scanners, security cameras, bulletin boards, internet access, Braille, library-based software, connected computers, and others in the study "Utilization of Modern Technologies for Service Delivery in Special Libraries in South-East Nigeria." The printers, however, come in at the top of the frequency list (100.0), showing that most special libraries have them.

DVD-ROM and Internet accessibility scored 90.6. A few of the specialized libraries have linked computers that they can use to access the internet to provide services. Data is stored on DVD-ROM. There are no other technologies, such as robots that distribute books, digital image and media technology, electronic message boards, or 3D printers. The frequency was 00.0 because some librarians admitted that they had never seen any of these technologies. The usage of internet resources and search engines like Google and Mozilla Firefox by special librarians to serve their users has the highest mean score out of the 20 mentioned things, with both being ranked first with 3.06, it was further discovered. CD-ROM use came in second with a score of 2.80, followed by library software with a score of 2.66. Only 8 objects with high extent were recorded⁷⁹.

2.3.2 Job Motivation and Service Delivery By Librarians In University Libraries

Numerous empirical researches have been looked at in order to recognize the connection between job motivation and the services provided by librarians at university libraries. For instance, researchers examined the impact of emotional intelligence, job motivation, and human capital development on the service delivery of university librarians in the public sector of Niger. Using a random sampling technique, a questionnaire was created as a data gathering tool and completed by sample respondents drawn from the target demographic. Results showed that job motivation has a pronounced impact on the quality of services provided by librarians. The study promoted the idea that university administration should contribute economically to building and enhancing librarians' soft skills⁸⁰.

Researchers in Ghana carried out a thesis to assess the connection between service delivery and job motivation. Through the use of a form provided by 184 staff members of the SAM Jonah and Osagyefo libraries in the Republic of Ghana, knowledge for a cross-sectional study was gathered.

The study discovered that factors affecting employment motivation ultimately lead to improved workplace productivity in libraries. Salary, rules, interpersonal relationships, the working environment, and supervision are the factors that are stressed. Through this, they can direct employees' focus toward achieving workplace objectives⁸¹.

Researchers in Capiz looked into how motivated non-academic staff members were at work and how it related to how well they performed their jobs. The main goal of this study was to assess the work motivation of CapSU State University's non-academic staff and its link to job performance. The research was carried out at CapSU State University during the 2017–2018 academic year. Information using both descriptive statistics and inferential statistics, were examined. Results were considered significant at the 5% alpha level. The results showed that all of CapSU's nonacademic employees have a high degree of job motivation. All of CapSU's non-academic employees produce good work overall. The relationship between labor motivation and job performance is crucial ($r=0.548$, $p=0.000$)⁸².

The combined effects of intrinsic and extrinsic motivation on organizational commitment and the productivity of Pakistani bank executives were studied by researchers there. 250 of the approximately 500 closed-ended surveys that were issued across the six targeted personal business banks returned, and 223 of them were helpful. A good PLS was used in structural equation modeling to verify postulated correlations. Findings shows inessential and intrinsic motivations are completely and considerably and completely related to employees' performance. Researches additionally recommend that intrinsic motivation and inessential motivation show a strong link with institutional commitment.

Additionally, it demonstrates that private business banks ought to think about their staff as valuable quality so as to extend the structure outputs⁸³.

A related study conducted in Nigeria on Librarians motivation as work performance predictors in south Nigerian university libraries. The study's data demonstrated the nature of the relationship between librarians' job motivation and their provision of services in South-South Nigerian university libraries. The analysis shows a strong positive link ($r=.728$, $n=153$) between librarians' motivation and job performance in university libraries in South-South Nigeria. Additionally, at a .05 alpha level, the t-calculated result (13.30) exceeds the t-critical value (1.960) (13.03 1.960). The null hypothesis was thus disproved. As a result, there is a strong link between librarians' commitment to their jobs and the quality of the services they provide in South-South Nigerian university libraries. The study found that the numerous staff training and development programs, good condition of service rules, and reward policies in the various University libraries investigated may be contributing to the high positive link between librarians' motivation and service delivery⁸⁴.

In other words, the librarians in South-South Nigerian libraries are highly motivated. The study "Job Motivation, Satisfaction and Its Effects on Library Officers' Productivity in Three Selected Libraries in Ibadan, Oyo State, Nigeria" provided empirical evidence that suggested there might be connections between various aspects of job motivation and the services that librarians provide. Over 96% of respondents to the first question, which asked about the impact of a library officer's daily work routine on their health, agreed that this impact is unquestionable. When asked if the environment in their workplace had an impact on how they provide their everyday services, 95% of respondents claimed it does, while 5% disagreed. 100% of respondents claimed that their service delivery was correlated with their financial happiness and that they were more productive when their financial situation was improved. And more than 96% of respondents claimed that they are less productive when their benefits, or salary, are delayed or unpaid. This indicates that

people are more productive and even more eager to give of themselves when they are in a motivated financial state as opposed to when their benefits are being delayed or denied to them.

The study's results also showed that many people agreed with the idea that people who are satisfied with their workplaces or educational institutions tend to be more productive. On the issue of whether money has a significant impact on how motivated employees are at work, 93.2% of respondents said that it does. They believed that when they were not receiving adequate compensation, it was impossible for them to truly be satisfied at work. It simply means that when employees are unhappy at work, their productivity will suffer, and employee happiness at work is strongly correlated with institutional financial rewards. The final question in this part examined how other advantages connect to the productivity of library officers. 95% of respondents agreed that their environment, benefits, bonuses, and compensation are related to their productivity. They all agreed that these advantages have an impact on their productivity. This indicates that the institution should pay closer attention to the welfare and benefits of its workers if it wants to improve the service that library officers provide.

The study on job satisfaction as a determinant of librarians' job performance at university libraries in Nasarawa State was a hit with researchers, who found that regular salary payment, In Nasarawa State's university libraries, employment motivation for librarians includes advancement, rewards, training, and access to facilities. The study also found that librarians' service delivery in university libraries in Nasarawa State is significantly predicted by their promotion. The same study also found that delays in wages strongly predicted low service delivery by librarians in university libraries in Nasarawa State, Nigeria, and that incentives significantly predicted service delivery by librarians⁸⁶.

According to their average mean score of 3.13 on a scale of 4, academic librarians in the study on job satisfaction among librarians in Nigerian public universities believed they had a high level of job motivation. The most significant drivers of their employment motivation in the university system, in their opinion, were their recognition by the authorities and the effective leadership techniques that were used. The average mean grade for each of them was 3.48 and 3.33, respectively. Particularly, librarians were content with their positions because their opinions on work-related matters were respected (mean = 3.51); this was followed by the discovery that most librarians employed by university libraries were permitted to utilize their initiative on some complex tasks (mean = 3.47). In order to boost their productivity, it was also shown that their immediate employer expressed interest in their efforts to advance their careers (mean = 3.33). The university libraries' promotions (average mean = 3.25), rewards (average mean = 3.21), comfortable working environments (average mean = 3.20), and possibilities for professional advancement (average mean = 3.13), among other factors, also had a direct impact on the quality of the services provided. It has been revealed that their immediate bosses frequently recommended them for promotion to the consequent position they were to occupy in their libraries (mean = 3.23), among other details. In particular, promotions benefits that librarians enjoyed in their numerous university libraries uplift their scale of their job performance (mean = 3.31)⁸⁷.

The relationship between employee motivation and service delivery in higher education libraries in Rivers State, Nigeria, was explored. The study also identified the elements that work against motivation as a strategy for capacity development in higher education libraries in Rivers State.

The results showed that in higher education institutions, motivation and service delivery have a strong and favorable link. However, it has been identified that the issues preventing staff

motivation as a method of capacity development in higher institutions in Rivers State include inadequate funding for training, poor management attitudes, weak policies, inadequate staff training, inadequate staff motivation, and corrupt practices to a significant degree. A mix of financial and non-financial incentives should be used to create effective and good employee incentive systems, according to the researcher. The government should also give appropriate subsidies for the upkeep and development of libraries and their personnel through sound institutional policies⁸⁸.

The researcher delighted in a study on employee motivation that revealed the level of motivation and service delivery of library personnel at Osun State University as predictors of work performance. Out of 34 respondents, 34 (100.0%) stated that they are highly committed to their jobs and are prompt at work. The results also revealed that 30 people (88.2%) said their level of productivity at work was high, while 4 people (11.7%) said it was low. In the same line, the results showed that 8 (23.5%) respondents said they were not very efficient at work, while 26 (76.5%) said they could mix professional, technical, and administrative tasks well. The results also revealed that whereas 31 (91.2%) respondents said they were highly reliable under pressure while carrying out their jobs, only 3 (8.8%) said the same about themselves. Additionally, the results showed that 29 people (85.3%) said they had a strong ability to tackle the situation at hand, whereas 5 people (14.7%), said they had a low ability to do so. Additionally, the results showed that 32 (93.1%) of those surveyed believed they had a strong ability to carry out official tasks with less fatigue, while just 2 (5.9%) believed they had a low ability to do so. Further analysis of the results showed that 33 (97.1%) respondents said they could complete library work efficiently under no time constraints, while just 1 (2.9%) said they could not. In conclusion, it can be concluded that the responders perform their jobs very well¹².

The effect of motivation and work satisfaction on staff performance in university libraries in Nigeria's north central geopolitical zone was examined by researchers. The study's primary goal was to examine two types of correlations in university libraries in Nigeria's north central geopolitical zone, including those between motivation and performance and those between work satisfaction and performance. The study's subject was every skilled and unskilled employee working in fully operating university libraries within the government zone. Survey research was used for the study. The Motivation Job Satisfaction and Job Performance Questions (MFJSJPQ) were established with the intention of gathering information. At a significance level of 0.05, Pearson product moment correlation was employed to examine the null hypotheses.

In university libraries in North Central, Nigeria, it was found that among trained and non-skilled workers, there was no significant relationship between motivation and job performance and no significant relationship between job satisfaction and job performance. According to the study's recommendations, the management of university libraries in northern Nigeria can effectively inspire library staff by giving annual awards, paying salaries on time, promoting workers, providing them with training, and integrating democratic leadership techniques⁸⁹.

In Nigeria's public universities, researchers carefully examined correlational analyses between employee motivation and librarian productivity. In order to collect data, researchers created a questionnaire, which was completed by the librarians chosen at random as the sample size. The study came to the conclusion that productivity and job satisfaction are related to employee motivation. According to research, raising employee job motivation levels has a positive impact on productivity⁹⁰.

According to the study on job satisfaction as correlates of librarian productivity in Nigerian public university libraries, which had an average mean score of 3.13 on a scale of 4, librarians in Nigerian universities believed they had a high level of job motivation. They considered their being recognised by the authorities as well as the good leadership styles that were practised as the most important reasons for their job motivation in the university system. Each of them had an average mean score of 3.48 or 3.33. The realization that most librarians working in university libraries were permitted to utilize their initiative on some difficult assignments (mean = 3.47), followed by the finding that their opinions on work-related matters were respected, specifically inspired librarians on the job (mean = 3.51). Additionally, it was discovered that their immediate manager (mean = 3.33) took a deep interest in their efforts to advance their careers in order to increase productivity. Other sources of employment motivation for university librarians were the likelihood of promotions (average mean = 3.25), pay (average mean = 3.21), a positive work environment (average mean = 3.20), and possibilities for professional progression (average mean = 3.13). It was found that librarians' immediate supervisors frequently recommended them for promotion to the next position they were to occupy in their libraries (mean = 3.23), and that promotions privileges that librarians enjoyed in their various university libraries boosted their level of service delivery (mean = 3.31). Additionally, respondents revealed that they received wage increases as and when due (mean = 3.28) and that their existing positions in their libraries matched their current salaries (mean = 3.32). A few tools were provided to librarians so they could perform their duties successfully. Additionally, university library administrators supported librarians to attend regional conferences and seminars around the nation (mean = 3.23).

Researchers assessed the paraprofessional employees working at Kaduna State's tertiary institution libraries in terms of motivation and productivity.

Using a stratified random sample technique, the initial data were gathered from the chosen respondents using structured questionnaires and interviews. To test hypotheses, descriptive and inferential statistical tests are used. The study came to the conclusion that a variety of measures, including pay, loans, promotions, job enhancement, training, and education, were used to inspire the paraprofessional staff members of libraries. The results showed a substantial beneficial association between paraprofessional staff members' job motivation and their work output.

As a result of the study's emphasis on the importance of employee motivation in increasing work output, it is advised that employee motivation be taken into consideration, therefore, it is advised that library managers continue to inspire staff members through a variety of tactics⁹².

2.4 Conceptual Framework
Independent Variables

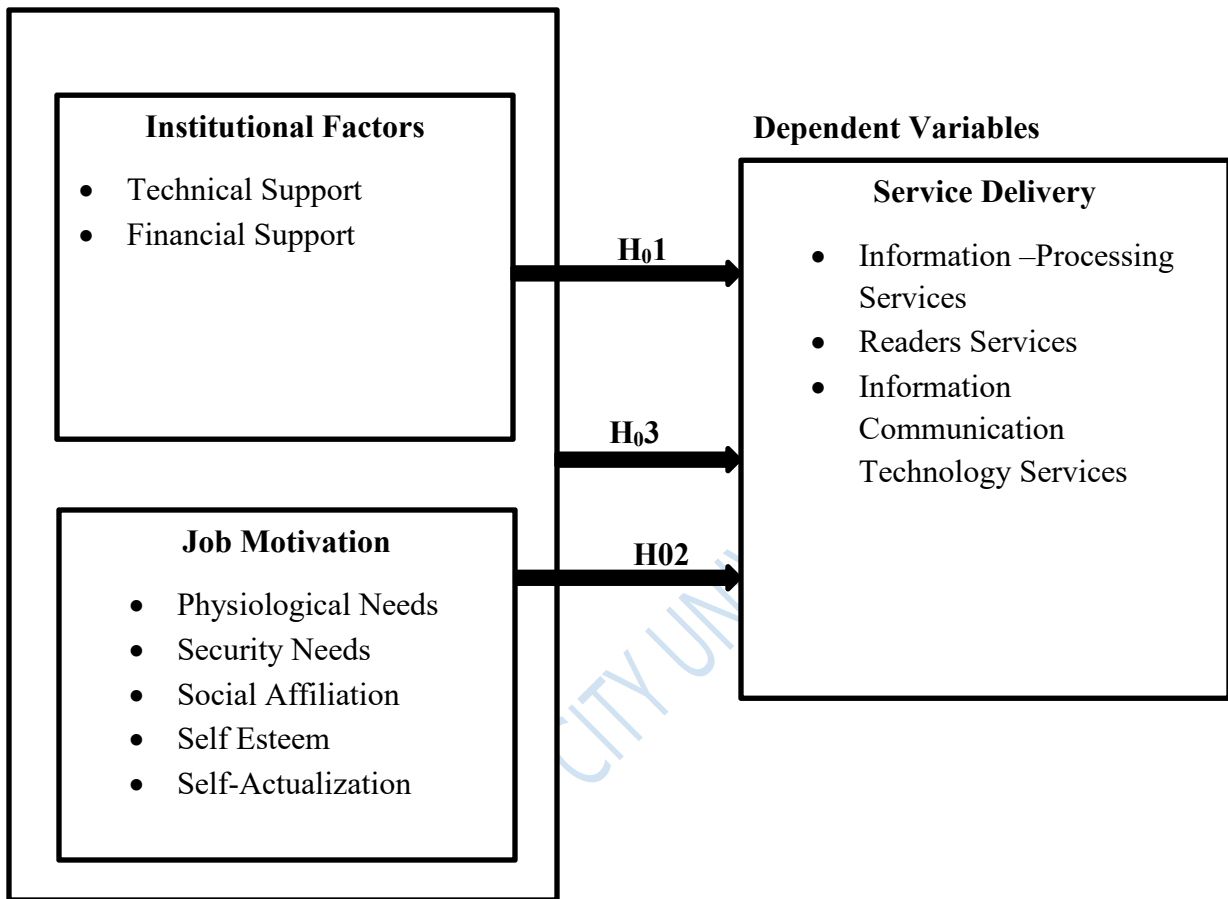


Figure 2.1: Conceptual Framework on Institutional Factors, Job Motivation, and Service Delivery by Library Personnel in University Libraries, Adapted from Valverde and Rodrieguez (2002), McLead (2018) and Ponsignon (2017).

Unified Service Delivery Theory (2006) will be used for the dependent variable (service delivery) which will be measured by information processing services, reader’s services and information communication technology⁹³. Institutional Support theory (1994) will be used for the first independent variable (institutional factors) will be measured by technical support and financial support⁹⁴. Maslow theory of Motivation Hierarchy of Needs (1854) will be used for the Second

independent variable (job motivation) and will be measured by physiological needs, security needs, social affiliation needs, self-esteem needs and self-actualization needs⁹⁵.

The model illustrates how Institutional Factors and Job Motivation affect the effective and efficient delivery of information services by library personnel.

The dependent variable is Service Delivery by Library Personnel. Service delivery is conceived as arrays of activities by library personnel in universities in Oyo State, Nigeria targeted at providing information services to satisfy the broad and varying information needs of library patrons within a community or society. The metrics of service delivery for this study are Readers Services, which involves the provision of various information services that meet the library user's needs in the aspect of teaching, learning, research. Readers services includes inter-library loan services, library registration, reference services, selective dissemination of information, library education services, current awareness services, library orientation services, referral services, charging and discharging of library materials, translation services, indexing and abstracting services, document delivery services, photocopying and reprographic services, library education, resources sharing services and Information Communication Technology Services which refers to the application of computer, internet and networking in the library for acquiring, processing, storing and disseminating information to users. Information communication technology services include digital library services, electronic thesis and dissertation services, electronic mail services, electronic document delivery services, readers advisory services, online users education services, institutional repository services and web based online public access catalogue.

Provision of effective and efficient information services is a very important role of librarians in academic library. All the activities of the library revolve around the user to meet their

information needs. This is the reason why the mission statement of any library always reflect the determination of librarians to render excellent services to library users. Librarians are expected to render effective service delivery to users as libraries prominently exist to satisfy the information needs of library users. It is observed that effective service delivery by librarians in recent time was not encouraging despite the huge investment made by the university stakeholders in that direction. The inefficient service delivery could be as a result of a number of factors which includes institutional factors as well as job motivation.

Thus, study first proposes a relationship between institutional factors and services delivery by library personnel in Public University Libraries in Oyo State, Nigeria. Institutional Factor is a Factor that is likely to affect the service delivery of library personnel. Institutional factors are indices that could impact on organization's vision and mission positively or negatively. Technical Support are the provision of computers, internet facilities and power supply for library routines or service delivery in the library. They include computers and necessary software, internet facilities and constant electricity supply. Financial Support are Management efforts to provide funds for the library to enhance library services, training and development for librarians and rewards for extra work in the library. Financial support includes financial rewards for extra day, library funds to support training and development of library personnel and also library funds to support library services. The availability of all these factors can affect the delivery of services by library personnel.

Secondly, it is proposed that a relationship exist between job motivation and services delivery by library personnel in Public University Libraries in Oyo State, Nigeria. Job motivation refers to as a set of energetic forces is used to encourage library personnel in public university libraries in

Oyo State, Nigeria to work with full commitment towards achieving set goals and objectives of their libraries.

The metrics that will be used to measure job motivation are Physiological needs which are needs of library personnel to be satisfied in the library through various means including availability of office tools, adequate workplace and comfortable lighting and suitable temperature. Security needs refers to those needs that must be fulfilled for library personnel to feel safe and secure, which includes having health insurance, retirement benefits and job security. Social Affiliation where Library personnel seek social relationships within the library including creating friendships and having a sense of belonging and affection within the library. Self Esteem needs refers to needs relating to self- worth including receiving recognition and respect from the management and the feeling of a sense of identity derived from working at the library. Self-Actualization needs are Self- acceptance and accomplishments needs.

These various basic needs are applicable to library personnel in the university library and meeting those needs will improve their service delivery as library personnel in the university library. This means that when the needs of library personnel are adequately meet by the university management, their job motivation will be increased and boosted and this will in turn increase their effective and efficient service delivery.

Thirdly, it proposes a joint influence of institutional factors and job motivation on service delivery by library personnel in public university libraries in Oyo State. That is institutional factors such as Technical Support (computers, internet facilities and electricity supply) and job motivation (Physiological needs, Security needs, social affiliation needs, self- esteem needs, self-actualization needs.)

2.5 Summary of Reviewed Literature

The review of literature in this study provided that services delivery are aimed towards providing users with the right information needed to answer their queries and to help them accomplish the task of for decision making or reduction of the level of uncertainty. It was provided that the provision of information resources by the librarians for the satisfaction of the curious information needs of the academic communities is the crux of all academic libraries.

Conceptual and empirical review of literature revealed that determinants such as institutional factors and job motivation could influence effective service delivery in university libraries. However, it seems much had not been conducted on the relationships between the independent variables of this study and the dependent variable within the context of Nigeria, especially among librarians in university libraries.

Furthermore, there seems to be a plethora of studies conducted on the various factors that could influence service delivery by library personnel in university libraries, however the reviewed literature had revealed that no single study had combined the relationship between institutional factors, job motivation, and service delivery by library personnel in public university libraries in Oyo State, Nigeria. This is the gap in knowledge that this study intends to fill.

Finally, conceptual model is adapted for this study which models three variable that contained in the study: Institutional Factors, Job Motivation and Service Delivery. The Institutional Factor are indices that could impact on organization's vision and mission positively or negatively. Institutional Factors as independent variable which consists of measures such as: Technical Support (Computers, Internet Facilities and Power Supply) are the provision of computers, internet facilities and power supply for library routines or service delivery in the library and Financial Support (Library Funds and Staff Training) Management efforts to provide funds for

the library to enhance library services, training and development for librarians and rewards for extra work in the library. Job Motivation as independent variable which consists of measures such as: Physiological needs, Security needs, Social affiliation, self – esteem needs and Self-actualization. Job motivation refers to as a set of energetic forces is used to encourage library personnel in libraries to work with full commitment towards achieving set goals and objectives of their libraries.

Service delivery as the dependent variable conceived as arrays of activities by library personnel in libraries targeted at providing information services to satisfy the broad and varying information needs of library patrons within a community or society. Service delivery as a dependent variable consist of measures such as Readers services which involves the provision of various information services that meet the library user's needs in the aspect of teaching, learning, research and information communication technology services which refers to the application of computer, internet and networking in the library for acquiring, processing, storing and disseminating information to users

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Chapter Three

Methodology

This chapter of the study mainly provided information on the methodology used by the researcher in the following sub-headings: research design, population of the study, sample and sampling technique instrument for data collection, validity of research instrument, and reliability of research instrument, administration of the instrument and method of data collection, and method of data analysis.

3.1 Research Design

This study adopted the descriptive research design of the correlational type. The descriptive method of research refers to the type of research that aimed at obtaining information on current state of phenomena¹. This type of research will be set out to provide an accurate profile of situations, people or events". The design is helpful as data will be systematically and scientifically collected from a sample of the population through the use of scale opinion questionnaire, after which inferences would be deduced. This research design will be fit as it will help reveal the relationships that could exist among institutional factors, job motivation, and

service delivery by librarians in public universities libraries in Oyo state, Nigeria. This design will also be considered appropriate because of the nature of the variables which is interactive.

3.2 Population of the Study

The study covered all public universities in Oyo state Nigeria. Based on the data collected from the university libraries, the population of this study is One Hundred (100) library Personnel. This consisted librarians and library officers working in public university libraries in Oyo State, Nigeria.

Table 3.1 Population of Library Personnel

| S/N | Name of Institution | Number of Library Personnel |
|-----|--|-----------------------------|
| 1. | University of Ibadan, Ibadan | 67 |
| 2. | Ladoke Akintola University of Technology | 30 |
| 3. | First Technical University, Ibadan | 3 |
| | Total | 100 |

Source: Field survey

3.3 Sample Size and Sampling Techniques

The total enumeration technique was used for this study. For the purpose of this study, total enumeration technique was adopted in order to ensure participation of all the library personnel chosen in the area of study. Total enumeration is a data collection technique in which data is collected from all members of the population². Through the use of this method, all the librarians across the public university libraries in Oyo State, Nigeria will participate in the study. This will bring about an intensive and comprehensive research of the service delivery by librarians in

public university libraries. In addition, the use of total enumeration for this study will provide benchmark data which could assist future service delivery study among librarians within and outside Nigeria. Therefore, the total number of library personnel in public universities in Oyo state, Nigeria as at the time of study was (100) One hundred.

3.4 Instrument for Data Collection

The data collection instrument use was a structured questionnaire. Questionnaire was chosen as the data collection instrument because it is appropriate considering the nature of the data, the research design, analyses required, number of respondents and their dispersion time. The questionnaire is tagged Institutional Factors, Job Motivation, and Service Delivery by Library personnel in Public Universities Libraries in Oyo state, Nigeria (IFJMSDLULQ). The questionnaire contain scales to measure the various constructs of the research model.

The questionnaire is divided into six (4) sections which focuses on the constructs of the study.

The sections are: A, B, C, D.

Section A collected information on **Demographic Data of the Respondents**. It consist of seven (7) items namely; Institution, library, section, age range, Gender, Designation/cadre, and Highest education qualification. It contains open and close ended questions.

Section B collected information on **Service Delivery by Library Personnel**. This contains 24 items adapted from literature³. It has four likert scale type. The respond format is: Strongly Agree (SA); Agree (A); Disagree (D); Strongly Disagree (SD).

Section C collected information on **Institutional Factors**. This contain 6 items on Institutional factors (Technical and Financial Support) adapted from literature³. It has four likert scale type. The respond format is: Strongly Agree (SA); Agree (A); Disagree (D); Strongly Disagree (SD).

Section D collected information on **Job Motivation of Library Personnel**. This contains 6

items on Job Motivation of Library Personnel adapted from literature⁴. It has four likert scale type. The respond format is: Strongly Agree (SA); Agree (A); Disagree (D); Strongly Disagree (SD).

3.5 Validity of Research Instrument

In order to ensure the validity and reliability of the instrument, a copy of the questionnaire was given to the researcher's supervisor for face validity. Apart from this, the researcher will also give some experts in library management field for review so as to ensure face validity also. Comments and suggestions given will be used to improve the quality of the drafted questionnaire.

3.6 Reliability of Research Instrument

The reliability refers to the ability of the instrument to be consistent in returning the same result when administered to a population similar in nature. The draft of the questionnaire was pre-test on 30 Library personnel at University of Ilorin Library of Kwara State, Nigeria who were not part of sample size but share similar characteristics with the population of the study. To test the reliability of the questionnaire, The Cronbach Alpha reliability method was used at 0.05 level of significance. The reliability test result reveals the following values; Service delivery; 0.52; Institutional factor; 0.58; and Job motivation 0.61. These Cronbach alpha value are within the range accepted for reliability of research instruments.

3.7 Administration of Instrument and Method of Data collection

Copies of the questionnaire was personally administered by the researcher. The researcher visited the various university libraries selected for the study. Completed copies of the questionnaire was retrieved sequel to the completion. The administration took three weeks.

3.8 Method of Data Analysis

The analysis of the data collected was based on the use of simple descriptive statistical analysis of frequency counts and percentages for research questions 1-4. Figures and tables will be used to present the findings. The hypotheses Ho1-Ho2 was tested using Simple Linear Regression Analysis while multiple regression analysis was used to test Ho3. The Statistical Packages for the Social Sciences (SPSS) version 23 was used for data analysis. Inferences and recommendations was drawn from them.

Endnotes

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Chapter Four

Results and Discussion of Findings

The data collected towards the achievement of the research objective are presented, analysed and discussed in this chapter. Quantitative data was collected through the use of a structured questionnaire. One hundred copies of the questionnaire was administered on library personnel from three Universities in Oyo state. Out of the all the copies sent out, 89 were properly filled and returned. This constitutes 89% return rate which is considered adequate. The analysis of the return rate is presented in table 4.1

4.1 Questionnaire Return Rate

Table 4.1: Analysis of the Questionnaire Return Rate

| | |
|----------------------------|------------|
| Questionnaire Administered | 100 |
| Questionnaire Returned | 89 |
| Return rate | 89% |

Source: Fieldworks, 2022.

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4.2 Presentation of Demographic Data

Table 4.2 Demographic Information of the Respondents

| Items | Frequency | Percentage |
|--|------------------|-------------------|
| Gender | | |
| Female | 43 | 48.3 |
| Male | 46 | 51.7 |
| Total | 89 | 100.0 |
| Section/Unit | | |
| Readers' Services Division | 49 | 55.1 |
| Technical Section | 35 | 39.3 |
| Serials | 5 | 5.6 |
| Total | 89 | 100.0 |
| Age Range | | |
| 20 – 30 | 21 | 23.6 |
| 31 – 40 | 27 | 30.3 |
| 41 – 50 | 25 | 28.1 |
| 51 – 60 | 16 | 18.0 |
| Total | 89 | 100.0 |
| Highest Educational Qualification | | |
| BLIS | 46 | 51.7 |
| MLIS | 35 | 39.3 |
| PhD | 8 | 9.0 |
| Total | 89 | 100.0 |
| Current designation | | |
| Librarian | 53 | 59.6 |
| Library Officer | 36 | 40.4 |
| Total | 89 | 100.0 |

Source: Fieldworks, 2022.

Table 4.2 presents the demographic distribution of the respondents. The gender distribution shows that male respondents 46 (51.7%) has a slight majority compared to female respondents who are 43 in number, representing 48.3% of the total respondents. In term of the units/section of the library where they work, 49 (55.1) of the respondents indicated that they work in the Readers' Services Division, 35 (39.3%) in the Technical Section while only 5 (5.6%) reported that they work in the Serials section of their library. Furthermore, the analysis of the age distribution of the respondents shows that 21 (23.6%) of the respondents are between 20 – 30 years of age; those who are in the 31-40 age bracket are 27 (30.3%). In addition, 25 (28.1%) of the respondents are between 41 – 50 years while 16 (18%) are between 51 – 60 years of age. According to the education qualification of respondents 46 (51.7) have Bachelor degree in Library and Information Science (BLIS), 35 (39.3%) holds a Masters' degree in Library and Information Science (MLIS) while 8 (9.0%) of the respondent has PhD qualifications. In term of designation, 53 (59.6%) of the respondents are professional librarians while 36 (40.4%) are designated as Library Officer.

4.3 Presentation of Research Questions

4.3.1: What is the Level of Service Delivery by Library Personnel in Public University Libraries in Oyo State, Nigeria?

Table 4.3: Level of Service Delivery by Library Personnel in Public University Libraries in Oyo State, Nigeria

| Readers Service | Strongly Agree (4) | Agree (3) | Disagree (2) | Strongly Disagree (1) | Mean |
|---|--------------------|---------------|---------------|-----------------------|------|
| Inter-library loan services | 17 (19.1%) | 56 (62.9%) | 13 (14.6%) | 3 (3.4%) | 2.98 |
| Library registration services | 48 (53.9%) | 38 (42.7%) | -- | 3 (3.4%) | 3.47 |
| Reference services | 58 (65.2%) | 26 (29.2%) | 5 (5.6%) | -- | 3.60 |
| Selective dissemination of information | 31 (34.8%) | 49 (55.1%) | 9 (10.1%) | -- | 3.25 |
| Library education services | 41 (46.1%) | 44 (49.4%) | 4 (4.5%) | -- | 3.42 |
| Current awareness services | 30 (33.7%) | 54 (60.7%) | 5 (5.6%) | -- | 3.28 |
| Library orientation services | 48 (53.9%) | 37 (41.6%) | 4 (4.5%) | -- | 3.49 |
| Referral services | 28 (31.5%) | 48 (53.9%) | 12 (13.5%) | 1 (1.1%) | 3.16 |
| Charging and Discharging of library materials | 36 (40.4%) | 44 (49.4%) | 9 (10.1%) | -- | 3.30 |
| Translation services | 6 (6.7%) | 25 (28.1%) | 35 (39.3%) | 23 (25.8%) | 2.76 |
| Indexing and abstracting service | 27 (30.3%) | 44 (49.4%) | 18 (20.2%) | -- | 3.10 |

| | | | | | |
|---|---------------|---------------|---------------|-------------|-------------|
| Document delivery services | 22 (24.7%) | 50 (56.2%) | 14 (15.7%) | 3 (3.4%) | 3.02 |
| Photocopying and Reprographic services | 28 (31.5%) | 51 (57.3%) | 10 (11.2%) | -- | 3.20 |
| Library education | 26 (29.2%) | 50 (56.2%) | 13 (14.6%) | -- | 3.15 |
| Resources sharing services | 26 (29.2%) | 54 (60.7%) | 9 (10.1%) | -- | 3.19 |
| Weighted Mean | | | | | 3.22 |
| ICT Services | | | | | |
| Digital library services | 38 (42.7%) | 48 (53.9%) | 3 (3.4%) | -- | 3.39 |
| Web based online public access catalogue | 42 (47.2%) | 40 (44.9%) | 7 (7.9%) | -- | 3.39 |
| Institutional repository services | 39 (43.8%) | 42 (47.2%) | 8 (9.0%) | -- | 3.35 |
| Electronic thesis and dissertation services | 29 (32.6%) | 38 (42.7%) | 22 (24.7%) | -- | 3.08 |
| Electronic mail services | 21 (23.6%) | 53 (59.6%) | 15 (16.9%) | -- | 3.07 |
| Electronic Document delivery services | 23 (25.8%) | 52 (58.4%) | 11 (12.4%) | 3 (3.4%) | 3.07 |
| Readers advisory and E-reference services | 22 (24.7%) | 47 (52.8%) | 20 (22.5%) | -- | 3.02 |
| Online user education services | 21 (23.6%) | 56 (62.9%) | 12 (13.5%) | -- | 3.10 |
| Weighted Mean | | | | | 3.18 |
| Grand Mean | | | | | 3.20 |

Decision rule 1.00 – 1.75= very low, 1.76 – 2.50= low, 2.51 – 3.25 = moderate, 3.26-4.00 = high.

Source: Field work, 2022.

The data showing the level of service delivery in by library personnel in public university libraries in Oyo State, Nigeria is presented in table 4.3. Services is divided into tradition and ICT-based services. The results under traditional library services show that 82% percent of the respondents agreed their libraries provided inter-library loan services. with a mean score of 2.98, this service is regarded as highly provided. Also. 96.6% of the respondent agreed that their libraries provided library registration services which also has a mean score of 3.47. similarly 94.4% of the respondent agreed that their libraries provided references services which is supported by a mean score of 3.60 indicating a high level of reference services provision. In the same vein, 89.9% of the respondent agreed that their libraries provided selective dissemination of information. The level of this service is demonstrated by a mean score of 3.25. Other services provided in the libraries include library education services (Mean = 3.42); current awareness services (Mean = 3.28); library orientation services (Mean = 3.49); Referral services (Mean = 3.16); charging and discharging of library materials (Mean = 3.30); Translation services (Mean = 2.76); Indexing and abstracting service (Mean = 3.10); Document delivery services (Mean = 3.02); Photocopying and Reprographic services (Mean = 3.20); Library education (Mean = 3.15); and resources sharing services (Mean = 3.19). The combined mean score of these services resulted in a weighted mean of 3.22 which is considered as high level according to the decision rule adopted in this study. The implication of this is that the traditional library services are moderately performed in these libraries. The results of the ICT-based services also follow similar trends.

Analysis of the ICT services provided shows that 97.6% of the respondents agreed to the high level of digital library services in their libraries which is supported by a mean score of 3.39. This is also the case of web based online public access catalogue to which 92.1% of the respondents

agreed that it is highly provided. Similarly, 91% of the respondent agreed that their libraries provided institutional repository services. This service also has a mean score of 3.35. Also electronic thesis and dissertation services where 73.3% agreed that it is highly rendered resulting in a mean score of 3.08. Other services as indicated by the majority of the respondents include electronic mail services (Mean = 3.07); electronic document delivery services (Mean = 3.07); Readers advisory and E- reference services (Mean = 3.02), and Online user education services (Mean = 3.10). The weighted mean of ICT-based service delivery is 3.18 which indicates a high level of ICT-based service delivery in the libraries. In addition, the grand obtained from the aggregate of traditional and ICT-based services is 3.20 which has shown that the level of service delivery in the libraries is rated as moderate.

4.3.2 What are the Institutional Factors That Could Facilitates Service Delivery by Library Personnel in Public University Libraries in Oyo state, Nigeria?

Table 4.4: Institutional Factors That Could Facilitates Service Delivery by Library Personnel in Public University Libraries in Oyo state, Nigeria

| Technical Support: | Strongly Agree (4) | Agree (3) | Disagree (2) | Strongly Disagree (1) | Mean |
|---|---------------------------|------------------|---------------------|------------------------------|-------------|
| Computers and necessary software are provided for service delivery in the library | 39 (43.8%) | 50 (56.2%) | -- | -- | 3.44 |
| Internet Facility is available in the library | 47 (52.8%) | 42 (47.2%) | -- | -- | 3.53 |
| Constant power supply is available in the library | 23 (25.8%) | 46 (51.7%) | 20 (22.5%) | -- | 3.03 |

| | Weighted Mean | | | | 3.30 |
|--|---------------------------|------------------|---------------------|------------------------------|-------------|
| Financial Support: | Strongly Agree (4) | Agree (3) | Disagree (2) | Strongly Disagree (1) | Mean |
| My institution support training and development of librarians | 13 (14.6%) | 64 (71.9%) | 12 (13.5%) | -- | 3.01 |
| My institution provide enough fund to support library services | 12 (13.5%) | 35 (39.3%) | 42 (47.2%) | -- | 2.66 |
| My institution provide financial reward for extra duty | -- | 46 (51.7%) | 36 (40.4%) | 7 (7.9%) | 2.44 |
| Weighted Mean | | | | | 2.70 |
| Grand Mean | | | | | 3.00 |

Decision rule 1.00 – 1.75= very low, 1.76 – 2.50= low, 2.51 – 3.25 = moderate, 3.26-4.00 = high.

Source: Field work, 2022.

Table 4.4 present the responses to the questions of institutional factors that can enhance effective library services delivery in by library personnel in public university libraries in Oyo state, Nigeria. The factors were grouped into technical support and financial support. Under technical support, the result shows that all (100%) of the respondents agreed that computers and necessary software are provided for service delivery in their libraries. This is accepted as high level due to the mean score of 3.44. Also 100% of the respondents agreed that internet Facility is available in their libraries which is supported by a mean score of 3.53. Another item under technical support is constant power supply. In response, is available in the library 77.5% of the respondents agreed that there is constant power supply in their libraries. This item also has a high mean score of 3.03. Combined together, the weighted mean for technical support is 3.30 indicating a very a high level of technical support.

Under financial support, 86.5% of the respondents agreed that their institution support training and development of librarians which gave the statement a mean score of 3.01 indicating high level of support for training and development of librarians. Similarly, 52.8% of the respondents agreed that their institution provide enough fund to support library services. This item has a mean score of 2.66 indicating moderate level of support for library services. Indeed, that 47% of the respondents disagree with the statement should not be overlooked. Similarly, 51.7% of the respondents agreed that their institution provide financial reward for extra duty while 48.3 disagreed. This gives the item a low mean score of 2.44 indicating a low financial support for extra duty in the libraries. Meanwhile, the weighted mean for financial support is 2.70 which indicates a moderate level of financial support for library services in the libraries studied. However, combined the weighted mean scores of technical and financial support results in a grand mean of 3.00 which indicate a moderate level of overall institution support for library services

4.3.3 What is the Level of Job Motivation of Library Personnel in Public University Libraries in Oyo State, Nigeria?

Table 4.5: Level of Job Motivation of Library Personnel in Public University Libraries in Oyo State, Nigeria

| Physiological Factor | Strongly Agree (4) | Agree (3) | Disagree (2) | Strongly Disagree (1) | Mean |
|--|---------------------------|------------------|---------------------|------------------------------|-------------|
| Library Management pays enough attention to work environment | 23 (25.8%) | 56 (62.9%) | 10 (11.3%) | -- | 3.15 |
| My work environment is comfortable for performing my job | 21 (23.6%) | 60 (67.4%) | 8 (9.0%) | -- | 3.15 |
| Office tools are adequately available in my work place | 9 (10.1%) | 52 (58.4%) | 22 (24.7%) | 6 (6.8%) | 2.78 |

| Weighted Mean | | | | | 3.02 |
|---|---------------------------|------------------|---------------------|------------------------------|-------------|
| Security | Strongly Agree (4) | Agree (3) | Disagree (2) | Strongly Disagree (1) | Mean |
| I feel secure in the library work place | 31 (34.8%) | 52 (58.4%) | 6 (6.8%) | -- | 3.28 |
| Health insurance are available for librarians | 24 (27.0%) | 37 (41.6%) | 19 (21.3%) | 9 (10.1%) | 2.85 |
| Retirement benefits are available for librarians | 23 (25.8%) | 49 (55.1%) | 14 (15.7%) | 3 (3.4%) | 3.03 |
| Weighted Mean | | | | | 3.14 |
| Social Affiliation | | | | | |
| The atmosphere on the job is friendly | 22 (24.7%) | 63 (70.8%) | 3 (3.4%) | 1 (1.1%) | 3.19 |
| There a feeling of affection among the librarians | 20 (22.5%) | 57 (64.0%) | 12 (13.5%) | -- | 3.09 |
| There is a sense of belonging on the job | 22 (24.7%) | 48 (53.9%) | 16 (18.0%) | 3 (3.4%) | 3.07 |
| Weighted Mean | | | | | 3.12 |
| Self-esteem | | | | | |
| There is mutual trust between me and my boss at work | 24 (27.0%) | 56 (62.9%) | 9 (10.1%) | -- | 3.17 |
| I feel a sense of identity derived from working at the library | 24 (27.0%) | 55 (61.8%) | 10 (11.2%) | -- | 3.16 |
| Achievements are recognised by the management | 18 (20.2%) | 46 (51.7%) | 25 (28.1%) | -- | 2.92 |
| Weighted Mean | | | | | 3.08 |
| Self-actualization | | | | | |
| I feel proud and honoured to be performing my work as a librarian | 47 (52.8%) | 39 (43.8%) | 3 (3.4%) | -- | 3.49 |
| I feel fulfilled as a librarian | 33 (37.1%) | 53 (59.6%) | 3 (3.4%) | -- | 3.34 |
| The Library workplace allows one to realise his/her potentials | 29 (32.6%) | 56 (62.9%) | 4 (4.5%) | -- | 3.28 |
| Weighted Mean | | | | | 3.37 |
| Grand Mean | | | | | 3.15 |

Decision rule 1.00 – 1.75= very low, 1.76 – 2.50= low, 2.51 – 3.25 = moderate, 3.26-4.00 = high.

Source: Field work, 2022.

Table 4.5 shows the level of job motivation among library personnel in public university libraries in Oyo State, Nigeria. The study considered various indicators of motivation such as psychological factor, security, social affiliation, self-esteem, and self-actualization. Under psychological factor, 88.7% of the respondents agreed that their library Management pays enough attention to the work environment. This perception has a high mean score of 3.15. Similarly, 91% of the respondents agreed that their work environment is comfortable for performing their jobs. In the same vein, 68.5% of the respondents agreed that office tools are adequately available in their work place. The mean score of 2.78 also indicate that this provide a moderate level of motivation among the library personnel. Overall, the weighted mean for psychological factor is 3.02 indicating that this factor is moderate contributor to motivation among the respondents.

Under security, 93.2% of the respondents agreed that they feel secure in the library as a work place. This item has a mean score of 3.28. Also, 80.9% of the respondents agreed that retirement benefits are available for librarians in their library and 68.6% agreed that health insurance are available for librarians. This has a moderate mean score of 2.85. Overall, the weighted mean for security is 3.14 which indicates that security is a high factor in motivation among the respondents. The next one is social affiliation.

Under social affiliation, the results shows that 95.5% of the respondents agreed that the atmosphere on the job is friendly (Mean = 3.19). also, 86.5% of the respondents agreed that there a feeling of affection among the librarians (Mean = 3.09) while 78.6% of the respondents agreed that there is a sense of belonging on the job (Mean = 3.07). Overall, the weighted mean for social affiliation is 3.12 indicating a level of social affiliation among the respondents. Table 4.5 also presents the result of self-esteem among the respondents. It shows that of the respondents agreed

that there is mutual trust between them and their boss at work. This item has a mean score of 3.19 indicating a moderate level of mutual respect. Also, 88.8% agreed that they feel a sense of identity derived from working at the library. This item also has a high mean score of 3.17 indicating a high level of sense of identity among the respondents. However, 71.9% of the respondents agreed that achievements are recognised by the management (mean = 2.92). Overall, the weighted mean for self-esteem is 3.08 indicating a moderate level of self-esteem among the respondents.

Self-actualization is also measure as a factor of job motivation among library personnel. The responses show that 96.6% of the respondents agreed that they feel proud and honored to be performing their work as librarians. The mean score for feeling proud and honored is 3.49. Also, 96.7% of the respondents agreed that the feel fulfilled as a librarian. This sense of feeling fulfilled as librarians has a mean score of 3.34. In the same vein, 95.5% of the respondents agreed that the Library workplace allows one to realise his/her potentials. The perception that the Library workplace allows one to realise his/her potentials has a mean score of 3.28 which indicates a high perception of the library as a good workplace. Overall, the weighted mean of self-actualization is 3.37 which indicates a high level of self-actualization among the respondents. With the combination of all the weighted means derived from the indicators of motivation used in this study, the grand mean for motivation is 3.15 which indicates a moderate level of motivation among the respondents.

4.4. Presentation of Test of Hypotheses

4.4.1 Ho1: There will be no Significant Relationship Between Institutional Factors and Service Delivery of Library Personnel In Public University Libraries In Oyo State, Nigeria.

Table 4.6 (a –c) Relationship Between Institutional Factors and Service Delivery of Library Personnel In Public University Libraries In Oyo State, Nigeria.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .552a | .305 | .297 | .32195 |

. Predictors: (Constant), Institutional Factors

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 3.960 | 1 | 3.960 | 38.208 | .000b |
| | Residual | 9.017 | 87 | .104 | | |
| | Total | 12.978 | 88 | | | |

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Institutional Factors

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.655 | .254 | | 6.525 | .000 |
| | Institutional Factors | .496 | .080 | .552 | 6.181 | .000 |

a. Dependent Variable: Service Delivery

Table 4.6a-c presents the results of the simple regression analysis for the relationship between institutional factors and service delivery of library personnel in public university libraries in Oyo State, Nigeria. From the results in Table 4.6a, institutional factors have a positive and significant relationship with the service delivery of library personnel in public university libraries in Oyo State, Nigeria ($R = 0.552$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.297 shows that institutional factors explain 29.7% of the changes in service delivery of library personnel in public university libraries in Oyo State, Nigeria, while the remaining 70.3% variation in service delivery of library personnel in public university libraries in Oyo State, Nigeria is explained by other variables not considered in this study.

Table 4.6b presents the results of ANOVA (overall model significance) of regression test which revealed that institutional factors has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria. This can be explained by the F-value (38.208) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that institutional factors has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria.

In addition, the results of regression coefficients in table 4.6c, revealed that at 95% confidence level, a unit change in institutional factors will lead to a 0.496 increase in the service delivery of library personnel in public university libraries in Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (Adj. $R^2 = 0.297$, $F(1, 87) = 38.208$, $p = 0.000$), this study rejects the null hypothesis one (H_01) which states that there will be no significant relationship between institutional factors and service delivery of library personnel in public University Libraries In Oyo State, Nigeria.

4.4.2 Ho2: There will be no Significant Relationship Between Job Motivation and Service Delivery of Library Personnel in Public University Libraries in Oyo State, Nigeria.

Table 4.7 (a – c) Relationship Between Job Motivation and Service Delivery of Library Personnel in Public University Libraries in Oyo State, Nigeria.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .547a | .300 | .292 | .30795 |

a. Predictors: (Constant), Job Motivation

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 3.532 | 1 | 3.532 | 37.241 | .000b |
| | Residual | 8.251 | 87 | .095 | | |
| | Total | 11.782 | 88 | | | |

a. Dependent Variable: Library Service Delivery

b. Predictors: (Constant), Job Motivation

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.756 | .243 | | 7.238 | .000 |
| | Job Motivation | .469 | .077 | .547 | 6.103 | .000 |

a. Dependent Variable: Library Service Delivery

Table 4.6a-c presents the results of the simple regression analysis for the relationship between job motivation and service delivery of library personnel in public university libraries in Oyo

State, Nigeria. From the results in Table 4.7a, job motivation has a positive and significant relationship with the service delivery of library personnel in public university libraries in Oyo State, Nigeria ($R = 0.547$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.292 also shows that job motivation explain 29.2% of the changes in service delivery of library personnel in public university libraries in Oyo State, Nigeria, while the remaining 70.8% variation in service delivery of library personnel in public university libraries in Oyo State, Nigeria is explained by other variables not considered in this study.

Table 4.7b presents the results of ANOVA (overall model significance) of regression test which revealed that job motivation has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria. This can be explained by the F-value (37.241) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that job motivation has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria.

In addition, the results of regression coefficients in table 4.7c, revealed that at 95% confidence level, a unit change in job motivation will lead to a 0.469 increase in the service delivery of library personnel in public university libraries in Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (Adj. $R^2 = 0.292$, $F(1, 87) = 37.241$, $p = 0.000$), this study rejects the null hypothesis two (H_02) which states that there will be no significant relationship between job motivation and service delivery of library personnel in public University Libraries In Oyo State, Nigeria.

4.4.3 Ho3: There is no Combined Significant Influence of Institutional Factors and Job Motivation on Service Delivery of Library Personnel in Public University Libraries in Oyo State, Nigeria

Table 4.8 (a-c): Combined Influence of Institutional Factors and Job Motivation on Service Delivery of Library Personnel in Public University Libraries in Oyo State, Nigeria Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .664 ^a | .441 | .428 | .27667 |

Predictors: (Constant), Institutional Factors, Job Motivation

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 5.200 | 2 | 2.600 | 33.964 | .000 ^b |
| Residual | 6.583 | 86 | .077 | | |
| Total | 11.782 | 88 | | | |

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Institutional Factors, Motivation

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| | (Constant) | 1.005 | .271 | | |
| Institutional Factors | .432 | .092 | .429 | 4.668 | .000 |
| Job Motivation | .292 | .079 | .342 | 3.718 | .000 |

a. Dependent Variable: Service Delivery

Source: Field Survey Results (2022)

Table 4.8a-c presents the results of the multiple regression analysis for the combined influence of institutional factors and job motivation on service delivery of library personnel in public University libraries in Oyo State, Nigeria. From the results in Table 4.8a, it can be seen that institutional factors and job motivation have a positive and significant relationship with service delivery of library personnel in public University libraries in Oyo State, Nigeria ($R = 0.664$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.428 shows that institutional factors and job motivation jointly explains 42.8% of the variation in service delivery of library personnel in public University libraries in Oyo State, Nigeria, while the remaining 57.2% variation in service delivery of library personnel in public University libraries in Oyo State, Nigeria is explained by other variables not investigated in this study.

Table 4.8b presents the results of ANOVA (overall model significance) of regression test which revealed that institutional factors and job motivation have a significant influence on service delivery of library personnel in public University libraries in Oyo State, Nigeria. This can be explained by the F-value (33.964) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that institutional factors and job motivation significantly influenced the service delivery of library personnel in public University libraries in Oyo State, Nigeria.

In addition, the results of regression coefficients in table 4.8c, revealed that institutional factors and job motivation had significant relative effect on service delivery of library personnel in public University libraries in Oyo State, Nigeria. Specifically, the analysis showed that, at 95% confidence level, a unit change in institutional factors will lead to a 0.432 increase in the service delivery of library personnel in public University libraries in Oyo State, Nigeria, given that all other factors are held constant. Also, at 95% confidence level, a unit change in job motivation

will lead to a 0.292 increase in the service delivery of library personnel in public University libraries in Oyo State, Nigeria given that all other factors are held constant. In addition, of the independent variables examined, institutional factors has the higher relative effect of the two. It is on the strength of this result (Adj. $R^2 = 0.428$, $F(2,86) = 33.964$, $p = 0.000$), this study rejects the null hypothesis three (H_03) which states that there will be no significant combined influence institutional factors and job motivation on service delivery of library personnel in public university libraries in Oyo State, Nigeria.

4.5 Discussion of Findings

The study examined the influence of institutional factors and job motivation on service delivery by library personnel in public universities in Oyo state, Nigeria. Research questions and hypotheses were set in in line with this objective. The first research question focused on the level of service delivery in the selected universities. The services were examined under traditional library services and ICT-driven library services. Study found that there is an overall high level of service delivery in the university libraries studied. It was found that both traditional and ICT-driven library services were delivered at a high level in the libraries studied. Studies have supported the need for high level of service delivery in academic libraries.

Scholars have submitted that library and information service delivery are a set of mechanisms whose interactions determine library and information service effectiveness. Service delivery are a set of distinctive activities that jointly and individually contribute to the development and dissemination of information resources and which provide the framework within which management form and implement policies to influence the library service processes¹. In line with this, studies have evaluated the level of services delivered in

A study which focused on service delivery in two University Libraries in Oyo State, found that students perceived that the library renders useful service. Effective service delivery is judged by effective organisation of the library; provision of current and adequate information resources; effective reference services; the library has useful electronic resources; there is availability of electronic resources, speed of library services, and easy accessibility to the library portal among others². Similarly, another study found that services such as library orientation, library education, reference as a service and, to some extent, translation services in which libraries in Southern Nigeria have excel. The study reported that the effective provision of these services contributed to the perception of quality service delivery in the libraries¹. Researchers from eastern part of Nigeria also found that the various levels of service delivery in universities in South-East, Nigeria³. However, some studies have indicated that quality service delivery is not common to all libraries in Nigeria.

Researchers who carried out a study on work environment, motivation and service delivery of librarians in Ambrose Alli University (AAU) library, Ekpoma, Edo State and found that the level of service delivery of librarians in AAU Library, Ekpoma is low as revealed by data collected. Indeed, when strict criteria are applied, many libraries would be rated poorly on the quality of service delivery⁴. However, majority of the studies that have been conducted have focused on the availability of services rather than the quality of services available⁴. This difference in level of service delivery in Nigerian libraries is due to several factors peculiar to each institution.

The second research question looked at the institutional factors that can affect the quality of services delivered in university libraries. The institutional factors were examined under technical and financial support. The finding of the study showed that there is a high level of technical support but a moderate level of financial support. However, when both dimensions are

considered, it results in high level of institutional support for library services. The finding of this study is unique has studied have painted a very picture of institutional support for libraries in Nigeria.

According to the submission of a scholar, the situation of Nigeria's electricity grid is unappealing. As a result of the frequent power outages, information services cannot be provided in a timely or reliable fashion. The vast majority of libraries run on generators or other forms of alternate power to keep the lights on. However, these generators have a number of drawbacks, including the high cost of petroleum and gasoline and the need for regular maintenance⁶.

Since the country is currently experiencing an energy crisis, most libraries have invested heavily in renewable energy. Generators, solar panels, environmentally friendly innovation, and other options are all on the table. There may be disruptions in the delivery of information services if the current energy crisis continues. Having a reliable source of electricity is crucial to the library's ability to provide quality information services. There can be no use of computers, mobile phones, or any other information and communication technology (ICT) device without a reliable source of electricity. The efficiency and timeliness with which library staff provide information would be greatly improved with a reliable power source⁷.

Furthermore, the ability of library staff to access the Internet is another aspect of technical support that may impact the quality of services provided. Although the Internet plays a crucial part in the provision of information services by librarians, the lack of a reliable Internet connection in Nigerian university libraries is a potential barrier to this service. Most people suffer from painfully sluggish Internet speeds at present⁸.

As was found in this study, scholars have also observed that libraries are often affected by lack of funding. Funding is crucial to the smooth operation of the library and the provision of its services. Training library staff on a regular basis is essential for them to stay abreast of industry developments and acquire the skills necessary to provide patrons with high-quality, timely service. Librarians also need training in the many forms of information technology (IT) used to provide library services to the public. When library funds are insufficient, training library staff is compromised, which in turn has a negative impact on service delivery because untrained staff lacks the expertise necessary to provide users with the timely, accurate, and useful information they need⁹. It can also affect employee motivation.

The third research question investigate the level of motivation of the personnel in public universities in Oyo state. The study found a high level of motivation among the respondents. It was found that the respondents score high on all the indicators of motivation adopted in the study. Motivation of library personnel is a big issue as it is in many other organisations. This is because the enthusiasm with which librarians approach their jobs is crucial to the success of libraries and archives. Librarians who are passionate about their jobs are more likely to find fulfilment in their work and to contribute effectively to their organisations. Researchers, students, and faculty all benefit greatly when librarians at academic libraries are motivated to do their best work¹⁰

Scholars carried out a study on cognitive styles and work motivation as precursors of job performance of library personnel in private Universities in Nigeria and found that library personnel are more concerned about extrinsic factors such as job security, salary and work conditions. He opined that more efforts should be focused on improving extrinsic factors in order to get staff better motivated. Regardless of which theory is applied, the policy that should be put in place should take cognizance of the fact that employee salary, job security and interesting

work appear to be important links to higher motivation¹¹ This focus of this study is mostly on extrinsic motivation,, However, other studies have examined the psychological and other factors adopted in this study.

Scholars opined that there are many aspects of motivation related to the library workers to a significant extent. The study submitted that motivating the library personnel could be done through meeting their physiological or psychological needs. The submission of those scholar is that motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective¹². It is the bye product of interface among personality behavior and organisational distinctiveness¹³

In line with this, the study that have been conducted on motivation of librarians across Nigeria. Scholars carried out a study on staff motivation for improved productivity in Federal Polytechnic Libraries in North-Central States of Nigeria. Findings revealed that the librarians were motivated because their institution create opportunity for promotion and advancement criteria. The institution also created accurate work flow, payment of retirement benefit after leaving the service without delay has a high relative important index. It implies that majority of the respondent give important to opportunity for promotion and advance and accurate flow as criteria¹⁴. In another study, scholars' also found that most of the library personnel give importance to the criteria training opportunity and salary increment as the major reward associated with motivation¹⁵

In study titled "relationship between motivation and job satisfaction of staff in private university libraries, Nigeria the findings indicated that the level of job motivation among the library personnel in private University Libraries South-West, Nigeria is high. This suggests that the library workers within the private university libraries investigated were a lot of motivated

intrinsically as such than extrinsically. That means that the motivation they received from external (their employees) like wage, promotion, job security among different was less than their internal motivation like work expertise, skills, higher degree among others¹⁶.

Hypothesis one of the study revealed that institutional factors has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria. The finding is also supported by majority of existing literature on service deliver and performance of library personnel. Study on institutional factors variable as determinants of Lecturers' Utilization of Electronic Publications in Library Schools in Universities in Nigeria revealed that the provision of technical support such as adequate computers, printers and other facilities to use e-journals in the library and the training of lecturers on how to use e-journals in the library by the academic institutions are the major determinants of LIS lecturers' utilization of electronic publication for research. Also, Internet access, academic library environment, increased workload like teaching, project supervision, electricity supply on campus, library closing time, institutions ICT use policy among others are considered as institutional factors which determine the level of lecturers' utilization of electronic publications for research. Thus there is a high positive relationship between institutional factors and lecturers' utilization of electronic publications for research.

Researchers have emphasized the importance of institutional factors, particularly technical support, to the effective service delivery in modern academic libraries. A survey on application of ICT for effective library service delivery in academic libraries in Benue State discovered ICT resources were applied in areas like ordering, classification, bibliographic searches, registration of users, interlibrary cooperation, book reservation, charging and discharging of library materials, receipt of order, library statistics, among others and extent of application was significantly high¹⁷.

The implication is that when these facilities are not adequately available or properly maintained, it can affect the efficiency of the library services. However, institutional factors are not the sole issues in service delivery. The motivation of the library personnel is also important.

The test of the second hypotheses showed that job motivation has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria. This finding has also been reported in previous literature. Scholars have pointed out that job motivation of librarians can influence their level of service delivery to the users. Job motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behaviors and to determine its form, direction, intensity, and duration. Job motivation is used to encourage librarians to work with full commitment towards achieving set goals and objectives of the library. Library personnel satisfaction can be influenced by factors that motivate employees such as promotion, pay, working condition and the work itself¹⁸.

In a study of the influence of motivation on librarians' productivity in Nigeria's public universities, researchers found that employee motivation is correlated with job satisfaction and work productivity¹⁹. Researchers who focused on Rivers State, Nigeria also examined the relationship between motivation and service delivery in higher institutions in Rivers State and identified the factors militating against motivation as a strategy for capacity development in higher institutions in Rivers State. The findings revealed that there is a positive and strong relationship between motivation and service delivery in higher institutions²⁰.

The same was reported in Nasarawa state where scholars found that regular salary payment, promotion, incentives, training and provision of facilities are job motivation strategies that predict service delivery of librarians in University Libraries in Nasarawa State. The study further

revealed that promotion significantly predicts service delivery of librarians in university libraries in Nasarawa State. In the same study, findings also revealed that incentives significantly predict service delivery of librarians and that delay of salaries significantly predicts low service delivery of librarians in university libraries in Nasarawa State Nigeria²¹. Similar findings were reported by scholars who evaluated the motivation level and work performance of the para-professional staff of tertiary institution's libraries of Kaduna State. The findings indicated a significant positive relationship between job motivation and para-professional staff members' work performance. The study strongly emphasised that employee motivation plays a significant role in boosting work output, so it is recommended that employee motivation plays a significant role in boosting work output, so it is recommended that library managers continue to motivate using various strategies²²

The third research hypothesis tested the combined influence of institutional factors and job motivation significantly on service delivery of library personnel in public University libraries in Oyo State, Nigeria. It was found that institutional factors and job motivation significantly influenced service delivery of library personnel in public University libraries in Oyo State, Nigeria. This finding is also supported by other studies conducted around the world. Although, there are no study that have combined both institutional factors and motivation as predictors of services, there are several studies that have been conducted on each of the variables.

A study titled "job motivation, satisfaction and its effects' on library officers' productivity in three selected libraries in Ibadan, Oyo State, Nigeria established possible relationships that could exist between different aspects of job motivation and service delivery by librarians²³. The study found that library personnel are more productive and are willing to even give their best when they are in a motivated financial state than when they are being denied of their benefit or

their benefits are being delayed. In addition, findings further established that quite a number agreed to this fact that they tend to be more productive as a result of their happiness with their institutions / schools.

It was also found that the relationship between institutional factors, motivation and service delivery goes beyond librarians. Scholars investigated the level of work motivation and its relationship to job performance of non-academic staff at Capiz system. The findings revealed that all the non-academic staff of CapSU have high level of work motivation. Overall, all the non-academic workers of CapSU have excellent output in their job. The study concluded that there's significant connection between level of labor motivation and job performance

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Chapter Five

Conclusion

5.1 Summary of Findings

The findings of this study on the influence of institutional factors and job motivation on service delivery in university libraries in public universities in Oyo state can be summarized as follows;

- i. Study found that there is an overall high level of service delivery in the university libraries studied. It was found that both traditional and ICT-driven library services were delivered at a high level in the libraries studied. Studies have supported the need for high level of service delivery in academic libraries.
- ii. The finding of the study showed that there is a high level of technical support but a moderate level of financial support. However, when both dimensions are considered, it results in high level of institutional support for library services.
- iii. The study also found a high level of motivation among the respondents. It was found that the respondents score high on all the indicators of motivation adopted in the study.
- iv. The test of hypothesis one revealed that institutional factors has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria.

v. Similarly, the test of hypothesis two revealed that job motivation among library personnel has a significant influence on service delivery of library personnel in public university libraries in Oyo State, Nigeria.

vi. In addition, the test of hypothesis three revealed that both institutional factors and job motivation significantly combined to influence the service delivery of library personnel in public University libraries in Oyo State, Nigeria.

5.2 Conclusion

The contemporary academic environment relies on effective library and information services. Academic library users are faced with an enormous amount of information resources which they need to make sense of. The effect of information explosion has dictated that information users will always need professional help in making use of information sources and information resources. It is therefore imperative that service delivery in university libraries be at the highest level possible. Without this, the quality of scholarship in universities would be affected. It is therefore importance for library managements to take care of all the factors that can affect the quality of service delivery in academic libraries.

5.3 Recommendations

- i. The university libraries should conduct periodic appraisals and service evaluations in order to ensure that the standard of service do not drop and areas that needs improvement can be improved.

- ii. .Library management should continue to explore innovative means of generating the funds need for effective library services. This can be done through make appeals to donor agencies and philanthropists in order to obtain the needed financial and material resources.
- iii. There is a need for improved welfare packages to ensure that motivation does not reduce among the library personnel. In addition, management should also seek for means of blocking gaps in employee motivations in university libraries in Oyo state.
- iv. The library management should regular advocate for the necessary institutional factors needed for effective service delivery in the university libraries so as to ensure that these supports are constantly available.
- v. There is a need for management to constantly engage library personnel in order to identify factors that can affect their motivation with the intention of improving the level of motivation among the library personnel.
- vi. The significance of the combination of institutional support and job motivation on service delivery calls for an integrated approach to the effort to stimulate effective service delivery in university libraries in Oyo state.

5.4 Contribution to Knowledge

This study has made significant contribution to the theory and practice of librarianship in Nigeria. Specifically, it has made conceptual, theoretical and empirical contribution to the existing body of knowledge in the field of library and information science. The conceptual contribution can be found the review of literature where the author has synthesized various opinions and findings to

conceptualized concepts such as service delivery, institutional support in libraries and motivation among library personnel. These concepts have been clarified and proper contextualized in the field of library and information science.

Theoretically, the study has integrated various theories and models such as the Maslow's Hierarchy of needs theory, The Unified Service Delivery Theory and the Institutional Support Theory. All of these were integrated together to create a research model employed in this study. Apart from further validating these theories and model, the study has also created a framework that can be followed by future studies.

Empirically, the study has also collected primary data from respondents which has not been collected by any previous research. This data will be added to data repositories and made available for future researchers to use in their studies.

5.5 Suggestions for Further Studies

The current study has focused on service delivery in public university libraries in Oyo state. The study examined the relationship between institutional factors, job motivation and service delivery. Future studies can consider the following approach;

A comparative study of the influence of institutional factors and motivation on service delivery in public and private universities in Nigeria can be explored.

An extend study which examines the influence of institutional factors and motivation on service delivery in universities in Southwest Nigeria

Since both institutional factors and job motivation did not totally explain the level of service delivery in this study, researchers can also examine the influence of other factors such as ICT

skills, librarians' attitude and others on service delivery in public and private universities in Nigeria

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DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Lead City University
Department of Information Management
Questionnaire

Dear Respondent,

This research questionnaire is being designed to elicit information on factors influencing service deliver by librarians. I am a Master Degree Student in above mentioned Department and University. I hereby solicit for your support by completing the questionnaire objectively. All responses given will be treated with confidentiality and used for academic purposes only.

Thank you for your cooperation and assistance.

Boluwatife Temitayo Akinola

Researcher

07068286317

Section A: Demographic Characteristics of the Respondents

Each section of the questionnaire is meant to elicit specific data on the above named title. Please read through each section carefully and indicate by ticking (√) appropriately.

1. Name of Institution.....
2. Name of Library.....
3. Section/Unit.....
4. Religion: (a) Christianity [] (b) Islam (c) other, please specify.....
5. Gender: (a) Male [] (b) Female []

6. Age range: (a) 20-30 [] (b) 31-40 [] (c) 41-50 [] (d) 51-60 [] (e) 61- 70 []
7. Highest Educational Qualification: Please tick one (a) Ph.D. [] (b) MLS []
 (d) BLS [] (e) Diploma in Library Studies [] (f) others
8. Current designation (a) librarian [] (b) library officer []

Section A: Service Delivery

1. Please indicate your level of agreement with the services by ticking (√) as it applies to you. Please rate your level of agreement with the following statements using this scale; Strong Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD)

| | | SA | A | D | SD |
|----|--|----|---|---|----|
| | Readers Service To what extent do you agree with the delivery of the services below by your library | | | | |
| a. | Inter-library loan services | | | | |
| b. | Library registration services | | | | |
| c. | Reference services | | | | |
| d. | Selective dissemination of information | | | | |
| e. | Library education services | | | | |
| f. | Current awareness services | | | | |
| g. | Library orientation services | | | | |
| h. | Referral services | | | | |

| | | | | | |
|----|---|--|--|--|--|
| i. | Chagrining and Discharging of library materials | | | | |
| j. | Translation services | | | | |
| k. | Indexing and abstracting service | | | | |
| l. | Document delivery services | | | | |
| m | Photocopying and Reprographic services | | | | |
| n. | Library education | | | | |
| o. | Resources sharing services | | | | |
| | ICT Services To what extent do you agree with the delivery of the services below by your library | | | | |
| p | Digital library services | | | | |
| q | Electronic thesis and dissertation services | | | | |
| r | Electronic mail services | | | | |
| s | Electronic Document delivery services | | | | |
| t | Readers advisory and E- reference services | | | | |
| u | Electronic document delivery services | | | | |
| v | Online user education services | | | | |
| w | Institutional repository services | | | | |
| s | Web based online public access catalogue | | | | |

Section C: Institutional Factors

2. What are the institutional factors that could facilitates service delivery by library personnel in public university libraries in Oyo state, Nigeria? Rate the level of your agreement on the following infrastructural statements for service delivery.

| Technical Support: | Strongly agree | Agree | Disagree | Strongly disagree |
|---|----------------|-------|----------|-------------------|
| Computers and necessary software are provided for service delivery in the library | | | | |
| Internet Facility is available in the library | | | | |
| Constant power supply is available in the library | | | | |
| Financial Support: | Strongly agree | Agree | Disagree | Strongly disagree |
| My institution provide financial reward for extra duty | | | | |
| My institution provide enough fund to support library services | | | | |
| My institution support training and development of librarians | | | | |

Section D: Job Motivation of Librarians

3. What are the job motivation of library personnel in public university libraries in Oyo State, Nigeria? Please rate your level of agreement with the following statements using this scale; Strong Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD)

| | Physiological Factor | SA | A | D | SD |
|--|--|-----------|----------|----------|-----------|
| | Library Management pays enough attention to work environment | | | | |
| | My work environment is comfortable for performing my job | | | | |
| | Office tools are adequately available in my work place | | | | |
| | Security | SA | A | D | SD |
| | I feel secure in the library work place | | | | |
| | Health insurance are available for librarians | | | | |
| | Retirement benefits are available for librarians | | | | |
| | Social Affiliation | | | | |
| | The atmosphere on the job is friendly | | | | |
| | There a feeling of affection among the librarians | | | | |
| | There is a sense of belonging on the job | | | | |
| | Self-esteem | SA | A | D | SD |
| | Achievements are recognised by the management | | | | |
| | There is mutual trust between me and my boss at work | | | | |
| | I feel a sense of identity derived from working at the library | | | | |
| | Self-actualization | | | | |
| | The Library workplace allows one to realise his/her potentials | | | | |

| | | | | | |
|--|---|--|--|--|--|
| | I feel fulfilled as a librarian | | | | |
| | I feel proud and honoured to be performing my work as a librarian | | | | |

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Bio-data

Personal Data

Full Name: Boluwatife Temitayo AKINOLA
Address: Ajayi Crowther University, Oyo
Email: boluak15@gmail.com
Date of Birth: 15th May, 1998
Place of Birth: Oyo, Oyo State
State of Origin: Oyo State
Nationality: Nigerian
Religion: Christianity
Mobile Number: 07068286317
Marital Status: Single
Next of Kin: Mrs Bolanle Janet Akinola
Address: No 5, Aso Rosk Area, Ijesun, Ilora
Oyo, Oyo State.
Phone Number: 08033681008

Educational Background

Olivet Baptist Nursery and Primary (2009)
School, Oyo, Oyo State

Olivet Baptist Academy Oyo, Oyo State

Senior Secondary School Certificate (2014)

University of Ibadan, Ibadan

B.LIS. Library, and Information Studies (2019)

Lead City University, Ibadan

Masters of Library and Information Science (2020 still on-going)

Working Experience with Dates

Organisation: Ajayi Crowther University, Oyo

Role: Assistant Librarian (Law Library)

Date: (2020 till date)

Award:

Research Work/ Academic Publications

Unpublished Manuscripts:

- Demographic Factors, Awareness and Use of Media Resources by Students in Four Selected Secondary School Libraries in Ibadan, Oyo State, Nigeria..
- Information Seeking Behaviour and Use of Library Resources for Academic Activities by Undergraduates Students of Library and Information Science of Ajayi Crowther University, Oyo, Oyo State, Nigeria.

Major Conferences, Seminars and Workshops Attended

- Capacity Development Training for Librarians, Federal College of Education Library (2018)
- 15th Library and Information Technology Today (LITT) National Conference/ Workshop 4th – 8th Oct (2021)

- 5-Day Training for Library Staff Members on the Application of KOHA (i.e. An Open Source Integrated Library System) January, 2020 at T.Y. Danjuma Library, Ajayi Crowther University, Oyo.

Signature

Date

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University Compliance Certificate

This is to certified that this thesis by Boluwatife Temitayo, AKINOLA with Matric No. LCU/PG/001772 in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date

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