

JOB MOTIVATION AND SERVICE QUALITY OF LIBRARIANS IN TERTIARY INSTITUTIONS, OYO STATE, NIGERIA

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Abstract

Service delivery in academic libraries plays a crucial role in supporting teaching, learning, and research. However, in many academic libraries in Oyo State, Nigeria, there are concerns about the quality of services provided, as librarians often face challenges. This study examines the relationship between job motivation service delivery in academic libraries in Oyo State, Nigeria. The survey research design was adopted for the study. The population for this study consists of one hundred and seventy-four (174) librarians from tertiary institutions in Oyo-State, Nigeria. Total enumeration was adopted to select the study sample. The instrument for data collection was a structured questionnaire adapted from existing studies. Descriptive and inferential statistics was used in analysing the data collected. The results of data analysis revealed a high level of service quality among librarians in Oyo State tertiary institutions (Mean =3.31). The result however showed a moderate level of job motivation (Mean = 2.71). The study concludes that there is an apparent need for a balanced intervention strategy that simultaneously enhances librarians' working conditions, boosts their motivation, and provides opportunities for sustained digital capacity development. it was therefore recommended that University librarians should go beyond ensuring physiological and safety needs by introducing performance-based recognition, transparent promotion systems, and career development opportunities.

Keywords: Academic libraries, Job motivation, Service quality, Library services,

Introduction

Academic libraries serve as the intellectual heart of educational institutions, providing a wide range of resources and services that support teaching, learning, and research. Their primary function is to collect, organise, preserve, and disseminate scholarly information to students, faculty, and researchers. Unlike public or special libraries, academic libraries are affiliated with institutions of higher learning such as universities, colleges, and research institutes, where they facilitate access to information that aids in academic and professional development. Academic libraries remain indispensable in higher education institutions, serving as facilitators of knowledge acquisition, research, and scholarly communication. The transition towards digital and hybrid library services has enhanced access to information, but challenges such as funding, technological advancements, and information literacy gaps must be addressed. By leveraging collaborative networks, embracing technological innovations, and advocating for improved library funding, academic libraries can continue to fulfil their mission of supporting education and research in the 21st century.

In the heart of successful library services are librarians and library staff whose effectiveness and efficiency are inevitable and unavoidably pivotal to the avalanche of services expected to be delivered by the academic library. Service quality has emerged as a critical factor in determining organisational effectiveness, particularly in

knowledge-based institutions such as academic libraries, healthcare facilities, and public service organisations. The efficiency and effectiveness of service delivery directly influence user satisfaction, institutional reputation, and overall productivity of the library. In the context of academic libraries, service delivery encompasses the provision of information resources, accessibility of digital and physical collections, responsiveness to users' inquiries, and the integration of emerging technologies to enhance knowledge dissemination. The quality of these services is important to the continuing relevance of academic libraries and may affect the quality of scholarly outputs from universities.

Over the years, the landscape of library services has evolved due to advancements in technological innovations, changes in user expectations, and the need for greater efficiency in resource management. There is then need for library to render quality services to the users. Service quality is the measure of how well a service meets the expectations of its users. In the context of libraries, service quality is the effectiveness of service delivery, the availability and accessibility of resources, and the ability of librarians to support users in their information-seeking processes. Libraries, for example, have as a result of the disruptive nature of technology, had to transitioned from traditional service models based solely on physical collections to hybrid models that incorporate digital repositories, online reference services, and artificial intelligence-driven information retrieval systems. Despite these advancements, several challenges persist, including inadequate funding, limited staff training, and technological gaps, all of which can affect the quality of service delivery (Ifijeh & Ifijeh, 2018).

Service quality in the library setting is been measured through three key constructs namely; affect of service, information control, and library as a place. Affect of service in the library focuses on the interpersonal aspects of service delivery, Specifically, it focuses on areas such as librarians' responsiveness, approachability, empathy, and professionalism. Measuring library service quality based on the affect of services, which is justified based on the fact that effective librarian-user interactions significantly enhance user experience and contribute to overall satisfaction with library services (Nitecki & Hernon, 2000).

Information control is the dimension of library service quality that measures how effectively library information resources or organised so that users can access, retrieve, and utilise information resources they need with the least delay. In the modern library the need for and the tools for information is provided by digital technology. Therefore, information controls focus on aspects such as catalogue usability, organisation of information resources on the shelves and the provision of accessibility tools for both physical and digital resources. It also covers the efficiency of search and retrieval systems. Effective information control in Nigerian academic libraries remains a challenge, as many students report low awareness and poor utilisation of Online Public Access Catalogues (OPACs), despite their potential to streamline resource discovery (Zeithaml, Berry & Parasuraman, 2021).

Library as a place is the construct used to evaluates the physical and virtual environments of the library, Modern libraries are not expected to serve simply as information repositories by as a place where patrons would love to visit for the overall

experience. In line with this, library as a place focuses on the quality of library infrastructure, seating arrangements, study spaces, and accessibility of digital and print resources. A well-structured and user-friendly library environment fosters learning, research, and engagement. The physical environment of Nigerian academic libraries often suffers from inadequate infrastructure, including cramped study areas, insufficient seating, and poor ventilation, which collectively diminish user comfort and prolonged engagement (Awojobi, Okoro & Babalola, 2020).

Librarians play a crucial role in ensuring seamless information access through effective collection management and digital literacy support. Previous research has shown that libraries with high service quality experience increased user engagement, greater institutional credibility, and improved academic outcomes (Kumar & Mahajan, 2019). However, there are other factors such as inadequate funding, technological limitations, and staff shortages that negatively influence service quality (Mer & Viridi, 2024). Job motivation could influence service quality of librarians.

Job motivation refers to the internal and external factors that drive individuals to engage in work-related activities with enthusiasm, commitment, and persistence. It influences job performance, productivity, and overall job satisfaction. As for all other human beings, librarians are driven or motivated by certain factors which, if they perceive that they can achieve these in their jobs, they will be motivated. These factors range from the very modest which range from physiological and safety needs to social belonging, self-esteem, and ultimately, self-actualisation. In order to be motivated, the job must need these needs to certain extent.

The first need of every human being is physiological needs which are those things necessary for human survival. These needs are considered the most urgent, if they are not met, the human body cannot function optimally, and all other needs become secondary until these fundamental requirements are fulfilled. In the context of librarians' motivation, they expect that their job should meet their physiological needs by providing adequate salaries to afford food and shelter, ensuring reasonable working hours to allow for sufficient rest, and maintaining a comfortable working environment. Remuneration constitutes a primary physiological motivator for Nigerian librarians, as adequate salaries enable them to meet subsistence requirements and directly correlate with job performance (Atanda, 2020). It has been established that perceptions of fair compensation significantly influence librarians' motivation to perform efficiently and remain in their roles (Atanda & Olafimihan, 2021). However, a job should go beyond simply helping workers to afford food. Librarians also need to feel safe at work.

Safety needs is another source of motivation for librarians. Job security and organizational protections, including health insurance and pension schemes, are critical safety needs that can improve librarians' sense of stability and loyalty to their institutions. When employees such as librarians have a perception of fair treatment and safe working environment, including a sense of job security, it can eliminate stress and improve job motivation. In addition to this, motivation also comes from having a sense of belonging. Belongingness needs, situated at the third level of Maslow's hierarchy of needs, encompass the human desire for interpersonal relationships, affection, and connection. These needs emerge after the fulfilment of physiological and safety

requirements and are pivotal for psychological well-being. They include the pursuit of friendships, intimacy, trust, acceptance, and the exchange of love and affection. When these needs are unmet, individuals may experience loneliness, social anxiety, or depression.

In professional settings, such as libraries, fostering a sense of belonging among staff is very important. Librarians often consider how their workplace or leaders encourage teamwork, open communication, and inclusive practices. As human beings, motivation is also helped by positive interpersonal relationship the workplace. This can help librarians feel connected and valued within their organizations. This sense of belonging not only enhances job satisfaction but also contributes to increased motivation and productivity (Oguntayo et al., 2024). As librarians grow in their profession, they reach a point where physiological, safety, and belonging needs have become a given after which they start paying attention to higher needs such as self-esteem and self-actualisation. Recognition for professional achievements and opportunities for career advancement satisfy librarians' esteem needs, fostering greater self-respect and external validation. Empirical evidence from Nigerian public universities reveals that inadequate acknowledgment of librarians' contributions undermines their self-esteem and dampens overall motivation. In addition to self-esteem, motivation for librarians is also driven by opportunities for self-actualisation through making impact in their workplaces and in the larger society. Opportunities for creative service design, research, and professional development address librarians' self-

actualization needs by enabling them to fulfil their highest potential as information professionals.

When all these conditions, such as favourable work environments, effective managerial support, and equitable reward systems, are adequately met, academic libraries are positioned to deliver high-quality services. These services are driven by librarians who are not only professionally competent but also intrinsically motivated to give their best in fostering teaching, learning, and research.

Statement of the Problem

Service delivery in academic libraries plays a crucial role in supporting teaching, learning, and research. However, in many academic libraries in Oyo State, Nigeria, there are concerns about the quality of services provided, as librarians often face challenges related to inadequate motivation. The effectiveness of service delivery is influenced by job motivation, which affects librarians' engagement, efficiency, and willingness to adopt innovative approaches in meeting user needs. Despite the recognized importance of job motivation in enhancing quality library service delivery, there is limited empirical evidence on influence in academic libraries in Oyo, State. This study, aims to address these gaps by examining the levels of job motivation and service delivery among librarians in tertiary institution in Oyo State, Nigeria. The objectives are to:

- i. assess the level of service quality among librarians in tertiary institutions in Oyo State, Nigeria;

- ii. identify the level of job motivation among librarians in tertiary institutions in Oyo State, Nigeria;

Literature Review

Service Quality in Academic Libraries

Quality is an intangible concept that has proven very difficult for scholars to conceptualise. While many scholars agree that quality may be identified as either missing or present, a universally recognised definition of quality remains elusive. This is made even more difficult because quality is an attribute that can related to both physical goods and intangible services. For instance, the quality of a shoe may be defined by its comfortability and durability. The same cannot be exactly applied to library services for instance. The conceptualisation of quality in libraries, for instance, is largely dependent on the aim and objectives of parent bodies

Traditionally, the quality of an academic library has been linked to its collection, evaluated by its quantity and the breadth of topic coverage. Historically, higher education has embraced a comparable notion of excellence. Scholars identifies the volume of library holdings as a technical criterion by which colleges and universities assess quality in the context of comprehensive quality management in academia (Mugo & Mathu, 2021). This criterion no longer hold true in the digital era where information explosion has ensured that no single library can house all the information resources needed by its clientele. Apart from digital evolution, other factors are leading to a reevaluation of quality metrics in libraries.

In the context of reduced financing and increased rivalry for funds from different units in the university, each unit within higher education is assessed based on its contribution to the overall quality and performance of the institution (Oyadeyi, Oladokun, Shorunke & Fasola, 2021). University libraries are no longer able to create library collections large enough to satisfy all local information demands for campus teaching and research. The quantity of publications escalates at significant rates of development, as do the expenses associated with acquiring them. However, the resources for obtaining and sustaining information sources are evidently not expanding. A criterion for assessing library quality based exclusively on collections has grown outdated.

Connecting people with information resources allows the library to fulfil the institution's objective (Shoab, Rasool, Anwar, & Ali, 2023). Academic libraries at several institutions are experiencing increased demands for novel assessment metrics regarding quality and responsibility. A scholar emphasised the necessity of assessing library quality as the "accountability aspect of planning." Furthermore, there is growing demand on libraries to evaluate the extent to which their services meet "quality" requirements. The focus on these measurements and services for library patrons necessitates that librarians should not associate "quality" just with collection quantity, variety, or comprehensiveness (Vaidya, Malik, & Ali, 2022). Nevertheless, no universally acknowledged alternative exists for conceptualizing understanding quality within the context of libraries. The recent planning initiatives by the Association of Research Libraries (ARL) indicated the necessity for a different methodology in formulating a

“strategic approach to assessing the quality of library services and user satisfaction (Ramanayaka, & Weerasooriya, 2023).

The pioneer scholars defined service quality as perceived quality, characterized as the "consumer's assessment of an entity's overall excellence or superiority." They differentiate it from objective quality, define it as a type of attitude that is connected but not synonymous with contentment, and describe it as the outcome of the consumer's assessment of expectations in relation to perceived performance (Lee & Shin, 2023). Their research elaborates on a subject previously recognized in literature about service quality, asserting that "quality assessments are determined not only by the service outcome but also by the evaluation of the service delivery process."

Certain authors correlate quality with output metrics related to meeting user expectations or processes like query negotiation and response. Several scholars have associated quality with efficacy. They set benchmarks for organisational success, defining effectiveness as “the degree to which the needs and expectations of strategic stakeholders are met” and acknowledging the diversity of library users with potentially varying expectations (Robinson, 1999). The importance of customer involvement in any organisational assessment of service quality depends on the conceptual framework defining the nature of quality. The research on service quality in marketing literature clearly asserts that "only customers evaluate quality; all other assessments are essentially irrelevant. This is a vital component of the customer-centric paradigm regarding service quality: “Perceptions of service quality stem from the degree to which a provider's performance corresponds with customer expectations of that

performance.” (Twum, Yalley, Agyapong, & Ofori). By the mid-1980s, several observers remarked that librarians, particularly in academic libraries, shown scant interest in user input. However, the promotion of the user perspective in assessing library quality has intensified in the modern era. The user's role as a quality evaluation adjudicator has been emphasised for several reasons, including the attainment of insights into quality.

Job Motivation of Librarians

In order to properly understand the concept of motivation, scholars have traced the origin of the word to ancient Latin. The word was traced to the Latin word "movere" which can be loosely translated to 'move', 'to move' or 'set in motion'. Movere is a verb in its infinitive form and is the root of many English words such as: motion, move, motive, and emotion (Yusuf, 2015). In broader usage, movere could refer to both physical movement and more abstract forms of stirring, such as moving someone emotionally or initiating action. It captures a dynamic essence of causing change, transition, or transformation. From the background, motivation can be literally described as the act of arousing in someone, the desire, willingness and readiness to progress from level to the other. At the same time, motivation can also be seen as those factors that moves someone or pushed them to reach beyond their current level of commitment. to fulfil or fulfil a necessity or desire.

A scholar characterised motivation as psychological factors that dictate the trajectory of an individual's conduct within an organisation, taking into account the individual's level of effort and tenacity when confronted with challenges. Encouraging employees to attain elevated performance levels is a primary organisational priority,

and managers focus their efforts to achieve this objective (Kahfi, Wibowo, & Widodo, 2022). Another scholar conceptualised motivation as a process initiated by a physiological or psychological deficit or need, which triggers a conduct or drive directed towards a goal or reward (Al-Harthy & Yusof, 2022). This means that motivation is internally driven by the recognition from the individual that things should be better. This is echoed by another scholar who conceptualised motivation as a collection of factors related to an individual's drive that enhances job performance and guides the achievement of certain objectives (Martinr & Uribe, 2021).

According to another scholar, motivation is the mechanism of stimulating and maintaining goal-oriented behaviour (Kalogiannidis, 2021). This definition broadens the concept of motivation from a unitary approach. To be motivated implies to be moved to do something. A person who feels no impulse or inspiration to perform is therefore classified as uninspired, whereas someone who is invigorated or activated toward an aim is termed motivated. Individuals engaged in collaborative work or leisure activities are inherently preoccupied with motivation, contemplating the degree of motivation possessed by themselves or their peers for a given job. Practitioners across several fields consistently confront the enduring challenge of enhancing or diminishing motivation in people around them. Most motivation theories address these issues by conceptualising motivation as a singular phenomenon that ranges from minimal to substantial levels of drive to act.

Job Motivation and Library Service Quality

A well-designed, accessible, and inspiring library space not only facilitates academic excellence but also affirms students' sense of worth, inclusion, and intellectual possibility. As such, investments in library design, ambiance, and spatial functionality are as critical to educational outcomes as investments in collections and digital systems (Ahmed, Zabed, & Shoeb, 2022). An increasing number of researchers have examined library service quality using these metrics and coming up with useful insights and recommendations to boost library services across the world. to assess and improve the library services in different countries. For example, Wayne State University study employed LibQUAL™ data of to explore the user satisfaction of e-retrieval and traditional retrieval. By using LibQUAL™ (Kiran & Diljit, 2012).

Another study investigated the information control to arise the library's awareness about which library services were the most important to faculty and thereby clearly identified areas in need of improvement (Choshaly, & Mirabolghasemi, 2019). Applying LibQUAL, in a study, demonstrated two types (desired and adequate) of expectations as a comparison standard in evaluating library service in Northern Cyprus (Nadiri, & Mayboudi, 2010). To hold the users and to increase the usage of the library in this competitive setting, library service quality is the best tool to assess users' perceptions (Ogedengbe & Adenekan, 2024). Customer satisfaction approach was one method of evaluating the effectiveness of the library services. The evaluation of the quality of library services has been carried out around since 1995. Various tools are used to assess the quality of library services, for example, the Libqual model. LibQUAL is an approach commonly used to assess the quality of library services which examines

the quality of library services in three dimensions: the Effect of Services, the information control, and the library as a place (Kamath, Mallya, Kamath & Payini, 2022).

The findings of a study indicate that Affect of services has a significant and positive effect on satisfaction. This finding highlight that the staffs working in library have influence on users' satisfaction with the services delivered by the academic library. According to the literature, as living standards have improved, individuals demand changed from services, and evaluate these services critically (Wang, Yuan, & Shi, 2022). Therefore, the library administration should put effort to enhance staffs' knowledge and behaviour as the respondents have evaluated those are important to them. The results of this study reveal that library administration should hold training programs for having knowledgeable staff and provide more advancement for the users such as improving the speed of wireless internet, providing more discussion rooms for study, more updated resources, better lighting system, equipment like new computers and provide media type resources like CDS and DVDS. It is also recommended to build a place for entertainment for individuals. By considering all these things library would be able to provide a better service quality to the users (Alam & Mezbah-ul-Islam, 2023).

Methodology

The survey research design was adopted for this study. Survey research designs are procedures in quantitative research in which researchers gather data through appropriate instruments such as questionnaire in order to measure attitudes, opinions, and the dynamics of a particular phenomenon. The population for this study consists of librarians from tertiary institutions in Oyo-State, Nigeria. This tertiary institution

includes Universities, Polytechnics and colleges of education. Therefore, the population for the research include one hundred and seventy-four (174) librarians. Total enumeration method was use since the population of the study is not too large and it will enable the researcher to have an intensive study of the population, higher degree of accuracy in data collection and it will eliminate errors and bias in sampling. Therefore, all librarians of university libraries in Oyo state were included in the study. The main instruments for this research work are structured questionnaire. The questionnaire is tagged "Job Motivation, Digital Literacy Skills and Service Quality Questionnaire" (JODIS-Q). Items in the questionnaire was adapted from relevant theories and models. The questionnaire was divided into four parts. Questionnaire was administered physically with the aid of research assistants who have been trained by the researcher and digitally. The data collected from questionnaires was coded and analysed using the Statistical Package for Social Sciences (SPSS).

Findings and Discussions

This section presents the results of data analysis based on the questionnaire administered during the research. The researcher administered one hundred and seventy-four (174) copies of the study questionnaire to respondents from various tertiary institutions (universities, polytechnics, and colleges) in Oyo State. However, at the end of the exercise, one hundred and sixty-eight (168) copies of the questionnaire were retrieved from the respondents. This represents about 96% return rate which is adequate for generalisation.

Research Questions

Research Question One: What is the level of the service quality among librarians in tertiary institutions in Oyo State, Nigeria?

Table 1 presents the results of analysis on the level of level service quality among librarians in tertiary institutions in Oyo State, Nigeria. Service quality was measured under three dimensions namely: affect of service, information control, and library as a place.

Table 1: Level of Service Quality Among Librarians in Tertiary Institutions in Oyo State, Nigeria.

Affect of Service	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
It is mandatory for library staff in my library to instil confidence in users	128 (76.2%)	40 (23.8%)	---	--	3.76
The library has enough staff so we can pay individual attention to staff	80 (47.6%)	68 (40.5%)	20 (11.9%)	--	3.36
Library staff in my library are trained to be consistently courteous to all patrons	108 (64.3%)	48 (28.6%)	12 (7.2%)	--	3.64
Only library personnel who have demonstrated competence are posted to the reference section	72 (42.9%)	92 (54.8%)	4 (2.4%)	--	3.40
The library manager deliberate selects even temper employees to work at the reference section	84 (50.0%)	52 (31.0%)	32 (19.0%)	--	3.31
Average Mean					3.49

Information Control	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
My library provides remote access to electronic resources	56 (33.3%)	84 (50.0%)	16 (9.5 %)	12 (7.1%)	3.10
My library has a website which	104	52	8	4 (2.4%)	3.52

helps user to locate information on their own	(61.9%)	(31.0%)	(4.8%)		
My library has acquired enough print and digital resources to meet the needs of the users	76 (45.2%)	84 (50.0%)	8 (4.8%)	--	3.40
My library has invested in searchable databases for effective reference services	84 (50.0%)	12 (7.1%)	8 (4.8%)	--	3.21
My library has created information retrieval tools such as indexes, bibliography reading list etc that allow users find information easily	68 (40.5%)	92 (54.8%)	8 (4.8%)	--	3.36
Average Mean					3.32

Library as a Place	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
Library has space that inspires study and learning	76 (45.2%)	76 (45.2%)	4 (2.4%)	12 (7.1%)	3.29
Library has quiet space for individual work	60 (35.7%)	88 (52.4%)	16 (9.5%)	4 (2.4%)	3.21
Library has comfortable and inviting location	32 (19.0%)	96 (57.1%)	16 (9.5%)	24 (14.3%)	2.81
Library is secure and peaceful place for study, learning and research	52 (31.0%)	108 (64.3%)	8 (4.8%)	--	3.26
Library has space for group learning and group study	44 (26.2%)	96 (57.1%)	24 (14.3%)	4 (2.4%)	3.07
Average Mean					3.13
Aggregate Mean					3.31

Source: Fieldwork, 2025

Decision Rule: 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 2.99 =Moderate, 3.00 - 2.39= high; 3.50-4.00= very high.

The findings show that overall service quality is high (Aggregate Mean = 3.31), indicating that the library performs well across key service dimensions, particularly in

staff-related service delivery. The highest rating was recorded for Affect of Service (Mean = 3.49), demonstrating that staff competence, courtesy, and professionalism are major strengths. Employees are perceived as consistently courteous, competent, and capable of instilling confidence in users. This suggests that human interaction and service attitude significantly enhance user experience and satisfaction in the library. For Information Control (Mean = 3.32), the results indicate strong access to information resources and systems. The availability of a functional website, sufficient print and digital resources, and information retrieval tools highlights the library's effectiveness in supporting users' independent information seeking. However, relatively lower ratings for remote access suggest some limitations in off-site accessibility. The Library as a Place dimension (Mean = 3.13) also reflects a generally positive perception, particularly regarding quietness, security, and availability of study spaces. However, the comparatively lower rating for the library being a comfortable and inviting location (2.81) indicates that physical ambience and comfort may require improvement.

The major finding was that staff-related service quality is the strongest aspect of the library, followed by effective information systems, while physical environment factors are relatively weaker. This suggests that although the library excels in service delivery and resource provision, enhancing the physical atmosphere could further improve overall user satisfaction. The finding that is consistent with earlier scholarship in Nigeria that highlights the commitment of librarians to professional excellence despite systemic challenges. For example, a researcher observes that Nigerian academic

librarians consistently demonstrate strong reference and information services, often bridging gaps in access caused by infrastructural deficiencies (Ajibola & Kolawole, 2021). Similarly, an expert argued that the professional ethos of Nigerian librarians equips them with resilience, enabling them to deliver high-quality services in teaching, learning, and research support even when resources are limited. This aligns with the present study's revelation of overall service quality being commendable among the respondents (Osiesi et al., 2022).

Research Question Two: What is the level of job motivation on service quality among librarians in tertiary institutions in Oyo State, Nigeria?

Table 2 presents the results data analysis on the level job motivation on service quality among librarians in tertiary institutions. Job motivation of the respondents was examined under three dimensions namely: physiological needs, safety needs, social need, esteem needs, and self-actualization needs.

Table 2: Level of Job Motivation on Service Quality Among Librarians in Tertiary Institutions in Oyo State, Nigeria

Physiological Needs	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
My salary adequately covers my basic living expenses.	4 (2.4%)	68 (40.5%)	80 (47.6%)	16 (9.5%)	2.36

I have access to clean drinking water and restroom facilities at work.	100 (59.5%)	52 (31.0%)	12 (7.1%)	4 (2.4%)	3.48
The library provides a comfortable environment (e.g., lighting, temperature).	52 (31.0%)	80 (47.6%)	32 (19.0%)	4 (2.4%)	3.07
I receive sufficient breaks during my workday.	80 (47.6%)	80 (47.6%)	8 (4.8%)	--	3.43
I have access to necessary tools and equipment to perform my duties.	20 (11.9%)	88 (52.4%)	48 (28.6%)	12 (7.1%)	2.69
Average Mean					3.01
Social Needs	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
I have positive relationships with my colleagues.	36 (21.4%)	88 (52.4%)	24 (14.3%)	20 (11.9%)	2.83
I feel a sense of belonging within the library staff.	44 26.2	80 47.6	20 11.9	24 (14.3%)	2.86
Teamwork is encouraged and practiced in my workplace.	32 (19.0%)	84 (50.0%)	20 (11.9%)	32 (19.0%)	2.69
I receive support from my supervisors and peers.	20 (11.9%)	92 (54.8%)	36 (21.4%)	20 (11.9%)	2.67
There are opportunities for social interaction among staff members.	20 (11.9%)	108 (64.3%)	24 (14.3%)	16 (9.5%)	2.79
Average Mean					2.77
Esteem Needs	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
My contributions to the library are recognized and appreciated.	16 (9.5%)	68 (40.5%)	44 (26.2%)	40 (23.8%)	2.36
I am given responsibilities that reflect trust in my abilities.	36 (21.4%)	60 (35.7%)	44 (26.2%)	28 (16.7%)	2.62
I receive constructive feedback that helps me improve.	20 (11.9%)	92 (54.8%)	36 (21.4%)	20 (11.9%)	2.67
There are opportunities for career advancement in my organization.	8 (4.8%)	72 (42.9%)	56 (33.3%)	32 (19.0%)	2.33
I feel confident in my	32	36	64	36	2.38

professional skills and knowledge.	(19.0%)	(21.4%)	(38.1%)	(21.4%)	
Average Mean					2.51
Self-Actualization Needs	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
I am encouraged to pursue professional development opportunities.	36 (21.4%)	24 (14.3%)	48 (28.6%)	60 (35.7%)	2.21
My job allows me to utilize my full potential.	28 (16.7%)	20 (11.9%)	80 (47.6%)	40 (23.8%)	2.21
I am involved in decision-making processes that affect my work.	36 (21.4%)	28 (16.7%)	64 (38.1%)	40 (23.8%)	2.36
I have opportunities to innovate and implement new ideas.	16 (9.5%)	68 (40.5%)	52 (31.0%)	32 (19.0%)	2.40
My work aligns with my personal values and goals.	40 (23.8%)	52 (31.0%)	36 (21.4%)	40 (23.8%)	2.55
Average Mean					2.34
Aggregate Mean					2.71

Source: Fieldwork, 2025

Decision Rule: 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 2.99 =Moderate, 3.00 -2.39= high; 3.50-4.00= very high.

The findings indicate that employees’ needs are met at a moderate level overall (Aggregate Mean = 2.71), suggesting that while some workplace conditions are satisfactory, several critical areas require improvement. At the physiological level (Mean = 3.01), needs are relatively well met. Staff reported strong access to basic workplace facilities such as clean water, restrooms, and adequate breaks. However, salary adequacy recorded a notably low mean (2.36), indicating that financial compensation does not sufficiently meet employees’ basic living needs. This suggests a gap between workplace provisions and economic well-being. For social needs (Mean =

2.77), the findings show a moderate level of interpersonal satisfaction. Employees generally experience positive relationships and a sense of belonging. However, weaker perceptions of teamwork and supervisory support indicate that organisational collaboration and support systems are not fully optimised.

At the esteem level (Mean = 2.51), results reveal limited recognition and career growth opportunities. Key indicators such as recognition of contributions (2.36) and career advancement (2.33) are low, suggesting that employees may feel undervalued and insufficiently motivated. The lowest ratings were observed in self-actualization needs (Mean = 2.34), indicating that employees are least satisfied with opportunities for personal growth and fulfillment. Limited encouragement for professional development and restricted participation in decision-making highlight a work environment that does not fully support innovation, autonomy, or the realization of individual potential.

The study found out that while basic (physiological) needs are relatively satisfied, higher-order needs (esteem and self-actualization) are inadequately met. This imbalance suggests that the organization provides foundational support but falls short in fostering motivation, engagement, and long-term professional fulfillment among staff. The finding aligns with several empirical studies in Nigeria that underscore similar dynamics. For example, a study of library staff in Southwest Universities, Nigeria, found that while librarians reported positive self-efficacy and feeling motivated, constraints such as inadequate funding for career development, poor working climate, and weak

management support limited their ability to fully translate motivation into performance (Oyetunji, Abdulwahab & Eromosele, 2024).

In another related study, professional library staff show higher motivation and job satisfaction than non-professional staff; but the study also reports that motivational factors beyond basic pay such as recognition, advancement, involvement in decision making are less strongly met. Thus, while pay and regular salary (basic needs) are relatively well addressed, higher-order motivational needs (esteem, self-actualization) are less well served (Tella & Ibinaiye, 2020).

Based on these studies, the finding that job motivation is moderate beyond basic and safety needs corresponds with a recurring pattern. Existing literature has shown that Nigerian academic librarians are often satisfied to some extent with what keeps them afloat (salary, job security, safe working conditions), but when it comes to higher-order motivators such as esteem (recognition, feedback, promotion), self-actualization (career development, autonomy, innovation), there are some challenges. Because higher motivation often translates into better service quality, the fact that higher-order motivational needs are not fully met is significant: it may help explain variation in service quality across dimensions.

Recommendations

The following recommendations are made:

- i. University management is encouraged to invest in modernising library facilities to make them more inviting, collaborative, and technologically enabled.
- ii. Creating flexible learning spaces with improved lighting, digital labs, and collaborative workstations will enhance the “library as a place” dimension of service quality.
- iii. University librarians should go beyond ensuring physiological and safety needs by introducing performance-based recognition, transparent promotion systems, and career development opportunities. This will help improve intrinsic and extrinsic motivation among librarians.
- iv. University management need continue to train library staff to sustain and further improve their professionalism and user engagement skills. This will help maintain high service quality and ensure consistent positive interactions with users.

Conclusion

The study concludes that librarians in tertiary institutions in Oyo State generally demonstrate commendable service quality, with notable strengths in assurance and professional delivery. However, challenges persist in the physical and collaborative dimensions of the library environment, which remain less inviting and modern. Librarians also possess moderate levels of job motivation.

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