Job Motivation as Correlates of Quality Service Delivery by Library Personnel in Agricultural Research Institutes, Ibadan, Oyo State, Nigeria

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Abstract

The delivery of quality library services is a fundamental responsibility of any research institute libraries. However, Library personnel that are responsible for delivering library service require some level of motivation that gives room for involvement and responsibility. Some studies have reported low quality service delivery in some agricultural research libraries in Nigeria. The study, therefore, investigated job motivation as correlates of quality service delivery by library personnel in agricultural research institutes, Ibadan, Oyo State, Nigeria. The study adopted a survey design of the correlational type. The population of the study comprised 78 library personnel and 218 library users who are agricultural scientist in 6 research institute in Ibadan, Oyo State, Nigeria. Total enumeration technique was used for inclusion of library personnel and 3% for registered agricultural researchers who use library services. A structured questionnaire was used for data collection and data was analysed using descriptive statistics, Pearson's Moment Correlation and multiple regression at 0.05 level of significance. The level of job motivation of library staff is moderate ($\bar{x} = 79.21$). Most people are intrinsically hardworking but others need to be pushed into completing work ($\bar{x}=2.99$). On tangibility, appearance of the physical facilities are consistent with the type of service rendered in the library ($\bar{x}=2.95$), for reliability; promises are delivered within specified time ($\bar{x}=2.97$). Responsiveness: situations in the library are treated with care and seriousness ($\bar{x}=2.97$). On assurance, it is safe to use the library and its equipment ($\bar{x}=2.96$), empathy: librarians are knowledgeable and skilful to talk with ($\bar{x}=2.97$). There was a significant positive relationship between job motivation and quality service delivery ($r = 0.719; p = 0.00,; p < 0.05$). Job motivation is a significant predictor of quality service delivery of library personnel. Management of institute of agriculture should put more effort in place to ensure that motivation level of the library staff moves from moderate to high. Perhaps, there should be increase in salary and other incentives of which will serve as an encouragement and improve their level of motivation.

Keywords: Quality service delivery, job motivation, agricultural research libraries

Word Count: 323

Introduction

Research libraries at agricultural research institutes contribute to the research community by providing high-quality information services to suit the research and informational demands of

agricultural research institute librarians and other supportive personnel. A large number of the services provided by agricultural library personnel fall within the umbrella of their responsibilities as information provider. Generally speaking, a service can be defined as an intangible benefit offered to an individual, business, government establishment of activity, or as the supply of a physical facility, product, or activity for the benefit of another person or entity. The service industry encompasses a wide range of industries. In an evaluation of the management of intellectual capital in libraries and information services, Kostagiolas and Asonitis (2011) maintain that libraries harness information and knowledge by improving access and retrieval to information through professional processing, storage, and dissemination, and thereby increase the value of human intellectual outputs. If libraries were not there to gather, analyse, organise, categorise, and provide access to the world's intellectual production, it would be rendered ineffective, if not a source of public embarrassment.

According to Ogunsola (2011), library services can be divided into three categories: collection development services, technical support services, and information and research services. The acquisition of library materials, such as books, e-books, databases, and other resources, is referred to as collection development. Technical service is a term that refers to the processing of obtained materials in order to make them more easily organised, accessible, and retrievable. This covers things like labelling library materials, binding, and other things. It is the responsibility of the information service division to oversee the processes and procedures associated with information dissemination, electronic document delivery, the OPAC, and references services, among other things. The agricultural library provides all of these services and more as well as other resources. It is the concepts, standards, procedures, and methods by which the library provides its services to library patrons that are referred to as service delivery in this context. However, the quality of services delivered is largely dependent on the recipients of the services. Their satisfaction is key to determine whether or not the services rendered level up to expectation or the desired outcome.

To determine what customers, expect from an organisation, consider the following factors: client referrals; personal needs; and prior experiences we may have a gap between what we expect and what we really receive in terms of service quality. As stated by Wisniewski and Wisniewski (2005), the "GAP Model" of service quality was developed by Parasuraman, Berry, and Zeithaml in 1985. There are five 'gaps' in the model that lead to missed deliveries.

Customers often make the mistake of comparing the service they "get" with the service they "expect." There is a chasm between the two when the experience does not live up to expectations (Parasuraman, Berry and Zeithaml, 1985; Wisniewski and Wisniewski, 2005). Parasuraman and colleagues (1985) and Wisniewski and colleagues (2005) developed the SERVQUAL (Service Quality Scale) based on the expectancy-disconfirmation paradigm, which identifies the primary dimensions (or components) of service quality and a scale for measuring service quality known as SERVQUAL. When developing the model, the authors first identified 10 aspects of service quality that have an effect on customers' opinions about the level of service they received. The total number of dimensions was reduced to five, which were as follows: reliability, assurance, tangibles (including tangibles), empathy, and responsiveness, despite the fact that certain elements were found to be auto-correlated after extensive testing and retesting. Several people believe that these five characteristics represent the five dimensions of service excellence in a wide range of industries and environments (Oliver, 2011).

A variety of factors influence the quality of service delivered by library workers in the agricultural research institution library; these factors include job motivation and leadership style, among other things. It will be difficult for agricultural library workers in Agricultural Research Institutes to provide high-quality service to their users if they are not motivated by their jobs. Motivation is an activity that managers engage in other to boost employees effort to increase overall productivity in the organisation. According to Robbin and Judge (2015), motivation is a process that explains a person's strength, direction, and tenacity in an endeavour to attain their goals. They define motivation as follows: Individuals can be motivated to act in the direction of a specific objective when they have the power to do so. In addition, it may be described as the presence of autonomy support, which indicates that organisational administrators pay close attention to every action that is intended to improve the well-being of employees.

According to Evangeline and Gopal (2016), motivation can be either intrinsic or extrinsic. Intrinsic and extrinsic elements, such as engaging work, job satisfaction and stress and job stability and promotion and advancement are all factors that contribute to workplace motivation. A greater understanding of your employees' motivational needs will help you identify and implement the correct form of motivation to improve employee engagement. Intrinsic and extrinsic motivation can have different effects on different employees. Intrinsic

motivation refers to an internal motivation, which is subjective but believed to occur as a result of actions aligning with values or with pleasure for performing a task.

Studies on the motivation of library staff in both developed and developing nations have been undertaken (Anyaegbu et. al., 2015); Boluade, 2014; Katamba & Abdulsalam, 2014). (Anyaegbu et. al., 2015; Boluade, 2014; Katamba & Abdulsalam, 2014). A major factor of concern to quality information service delivery among personnel in agricultural libraries is poor job motivation for library personnel. Poorly motivated library personnel through indices like: intrinsic and extrinsic motivation could result in lack of zeal in library personnel with negative aftermath on the services they rendered. Looking at the importance of agricultural research to national development and the roles the library plays in providing adequate resources with veritable services in enhancing the quality of agricultural researches, the study therefore, sets out to understudy the influence of job motivation on quality services delivered in agricultural institutes, Ibadan, Oyo State.

Research Objectives

1. determine the quality of services delivered in agricultural research institute libraries in Ibadan, Oyo State, Nigeria;

2. identify level of motivation of library personnel in agricultural research institute in Ibadan, Oyo State, Nigeria;

3. examine the types of motivation used on library personnel in agricultural research institute in Ibadan, Oyo State, Nigeria;

4. find out the significant relationship between job motivation and quality service delivery in agricultural research institute libraries in Ibadan, Oyo State, Nigeria;

Hypothesis

There is no significant relationship between job motivation and quality service delivery in agricultural research institute libraries in Ibadan, Oyo State, Nigeria.

Literature Review

According to Yusuf (2021), Service delivery can be considered as the operations, activities, and programmes of libraries and information centres organised to maintain the libraries' smooth operating and focus on the customers to meet their information needs. Furthermore, Service delivery is all about users' service and effectiveness. The essence of the establishment of libraries all over the world is to give excellent service to users. Patrons must

have access to information services that will assist them in satisfying their diverse information demands. The focal motive of libraries is to supply the requisite knowledge base resources necessary for decision making. It arouses the intuitive information needs for patrons' research, teaching, leisure, pleasure, and learning circumstances. Service delivery in libraries guarantees that users' information needs are addressed through effective and efficient provision of information services and resources in the library for research, learning, and teaching (Yusf, 2021)

Customers' perceptions of a company's service quality are influenced by the motivation of its employees. Customers and employees must interact in order for services to be provided (Yee et. al., 2017). As stated by Khodov (2015) and Oh and Yoon (2015), when employees are inspired at work, they are more committed to providing high-quality services to their customers. The findings of Samuel and Chipunza (2015) show that high-motivated employees are more likely to be loyal, eager, and able to provide high-quality services. According to Burke and Fiksenbaum (2016), when employees are engaged in their work, they are more dedicated to the company's goals and work harder to deliver high-quality services. There is strong evidence that motivated personnel are more likely to deliver high-quality services, says Wansoo (2015). It was also found that the level of employee contentment and motivation has a bearing on the quality of services provided, as contented staffs are more likely to go above and beyond for their clients.

High-motivated employees, according to studies by Eskildsen and Dahlgaard (2016) and Yoon and Suh (2012), are happy, have a positive attitude about their professions, and remain engaged throughout their careers. To put it another way, they get more done and do it better. According to a study by Reichheld and Sasser (2018), the more satisfied and motivated staff are, the more likely it is that customers will be satisfied with the services they receive. It is obvious that high levels of employee motivation are required in order to deliver excellent customer service. High levels of employee motivation led to satisfied customers. Furthermore, Schmit and Allscheid (2017) have observed that motivated employees are more committed and actively participate in the delivery of better and more consistent service.

Theoretical framework
The Hygiene and Motivational Factors Theory, and the Generic Theory of Quality Service developed by Frederick Herzberg serve as the foundation for this investigation.

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Frederick Herzberg's Hygiene and Motivational Factors Theory: Vroom and Deci: 1970

To distinguish between internal and extrinsic variables, Herzberg (1959) divided the main components that could make a work enjoyable for employees through motivation into two different categories in his two-factor theory (Tan and Waheed, 2016). Humans, according to Herzberg, have a dual need to avoid pain as animals and to progress psychologically as humans. Herzberg bases his argument on these dual motivations. He claims that there are traits that are similar to Maslow's hierarchy of needs, except that his hypothesis is more focused on the job. There are two major types of hygienic factors (dissatisfiers) and motivational variables, in his opinion (satisfiers). He classified factors like working conditions, company policies and administrative practices, compensation and benefits, management, status, job security, coworkers, and personal life as hygiene factors, while factors like recognition, achievement, advancement, growth, responsibility, and the challenge of the job were classified as motivators. He concluded that both categories are important. There are two sets of wants that are tied to a person's actions and the environment in which they take place.

Motivational factors, according to Herzberg, are fundamental traits that allow for psychological growth and development on the job, such as achievement, recognition, responsibility, advancement, and hurdles (Wilson, 2010; Ajila and Abiola, 2004). It's extrinsic elements like hygiene considerations that are based on the conditions of employment rather than the essence of work (Armstrong, 2010). A few examples of this type of consideration are: job stability, income, working conditions, company policy, administration, supervision, and the interpersonal interactions between employees and their managers (Bhattacharyya, 2009). As a result of Herzberg (2003), companies should focus on the job itself rather than just the workplace atmosphere.

Individuals who are motivated are able to perform and put forth great effort, but those who are dissatisfied describe the workplace but have little effect on developing positive working attitudes. Hygiene factors are dissatisfiers because they create an environment in which man must continually adjust, whereas motivators are motivators because they are the activities that are available to permit advancement. To put it another way, according to Herzberg, before motivators can be used to boost work and the consequent feeling of motivation, hygienic characteristics must be observed in the workplace. As a result, you won't be able to use

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motivators until all of the cleaning requirements have been satisfied. To be motivated to do their best work and succeed in their careers, employees need a variety of diverse things in their work environments, according to Hygiene's thesis.

Excitement about one's work is referred to as extrinsic inspiration, according to Sandhya and Kumar (2014), while intrinsic inspiration comes from within and is motivated by factors unrelated to a person's job performance. Intrinsic motivation is defined by Malik et al. (2014) as variables that contribute to a person's professional development and advancement chances, as well as their own autonomy and responsibility at work. Variables like as monetary compensation and interpersonal interactions between coworkers and bosses are examples of extrinsic motivation (Malik et al. 2014, Kantor 2016). Both inner and external factors are necessary for employees to be productive (Robbins 2011).

According to Samuel and Chipunza (2015), one way to improve employee motivation is to incorporate both extrinsic and intrinsic components into the compensation and reward system. When municipal employees are provided with intrinsic factors like rewarding jobs and prospects for promotion, they are more likely to be motivated, according to the conclusions of the study from which this article is generated. People are less prone to get demotivated if they have access to external factors including competent leadership, a great organisational culture, a nice physical working environment, and positive and supportive work groups and teams. Extrinsic factors, such as customer satisfaction and employee retention, have a direct impact on employee commitment to the company's aims and the quality of its services.

When a person completes a task well, they are motivated by variables outside of their control, such as the need to succeed and grow in their career, as well as the satisfaction of being treated with respect and kindness. Employees are more likely to put out their best effort if they have a sense of purpose in their work. Dissatisfaction and a lack of motivation may develop if hygienic or extrinsic elements like as compensation, benefits, and job security, which are generally created at the organisational level, are not present in appropriate amounts. Herzberg's theory, according to Uzonna (2013), has several important parts, one of which is that inspiring today's young and ambitious employees in knowledge- and technology-based sectors requires an awareness of what they want from their jobs. With their high salaries, we can deduce that money or financial prizes alone do not serve as a sufficient

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motivator for these people to improve their performance further. This indicates that, in order to encourage employees, firms must go beyond monetary compensation.

Generic Theory of Quality Service

According to Senge and Olivia (1993), the service quality/capacity model supports the development of a service centre where clients join the system and, after a period of waiting, are served by the center's staff. A service center's capacity, or the number of service workers and years of experience, talent, and motivation required to offer a certain service, is defined by the desired degree of quality and throughput of the service centre, respectively. If a particular request is not completed to the satisfaction of the client, it is returned to the service backlog and must be reprocessed as rework (Mekonnen, 2016). Five Laws in Quality Service by Ranganathan provides a more in-depth explanation of the generic quality theory of quality service as it relates to the library environment. According to Bavakutty and Majeed (2005) and Thakuria (2007), the five rules of Ranganathan aid in the enhancement of service quality since they are focused on the users and taken extremely seriously by the organisation. Library collection development, rapid processing, maintenance, and the rapid retrieval of information by users are all explicitly encouraged by the rules in their direct effect. These laws are:

2   First Law**-** It is possible to measure the quality of a library by how many books are available for use at any given time. Quality can be measured in terms of contents, accessibility, and availability as and when needed.

3   Second Law**-** Every reader's books imply the requirements of those who read them. It is necessary for the library to index all micro and macro materials in order to ensure that every reader can find what he or she is looking for.

4   Third Law**-e**very book / Information its reader: A library's book/information collection is critical, as evidenced by this statement. Science-based document selection, subject-based organisation, advanced and in-depth indexing, efficient and effective searching and locating tools, staff support, open access, extension services, and public relations initiatives, among other things, are encouraged by the legislation.

5   Fourth Law-Save the time of Reader: This demonstrates the necessity of providing people with quick and efficient service through the use of innovative technologies, methods, techniques, and tools. Open access, digital services, classified arrangement of documents in shelves, location and directing guides, excellent searching tools and techniques, such as an Online Public Access Catalogue (OPAC) in an automated

library, a Xerox facility, Online Information services, qualified and experienced staff will all contribute to providing users with prompt service.

6 Fifth Law-The Library is a growing organism: This implies collection development, changing of all components of a library(Bavakutty and Majeed, 2005; Thakuria, 2007)
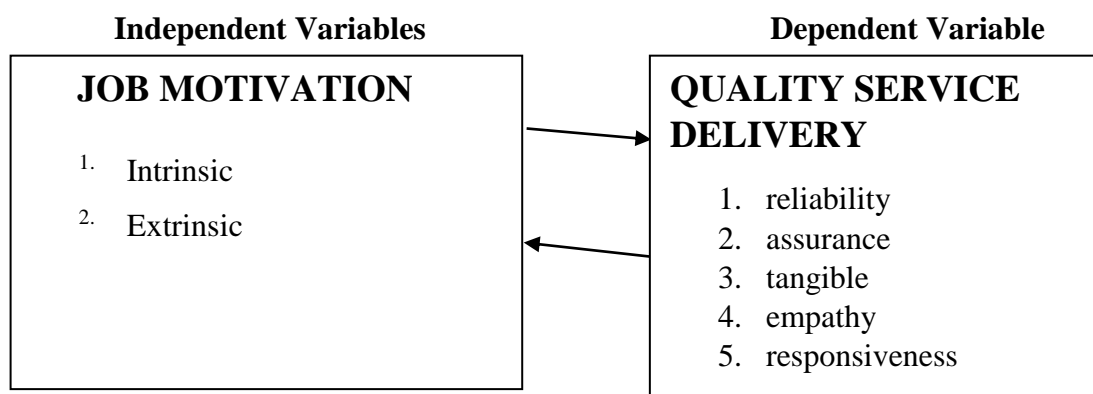
Conceptual model

Independent Variables	Dependent Variable
JOB MOTIVATION 1. Intrinsic 2. Extrinsic	**QUALITY SERVICE DELIVERY** 1. reliability 2. assurance 3. tangible 4. empathy 5. responsiveness

Fig 1:   Self-constructed conceptual model on job motivation andquality service delivery

The conceptual model is the diagrammatic representation of the relationship between the variables of study as considered by the researcher based on empirical and conceptual literatures review that were available as at the period of the study. The independent variable of the study is job motivation, the dependent variable is quality service delivery by agricultural library personnel in agricultural research institute in Ibadan, Oyo state, Nigeria. The conceptual model suggests that there is a direct relationship between the independent variable and the dependent variable. The conceptual model identifies and describes the relationship that exists between Job motivation of agricultural library personnel and quality service delivery. The conceptual model goes further to suggest that there is a relationship between job motivation and quality service delivery by agricultural library personnel in agricultural research institute in Ibadan, Oyo state, Nigeria.

Appraisal of the literature reviewed

Various researches have been conducted on the variable job motivation and has been tested to show the relationship with quality service delivery. The literature reviewed showed that job motivation is concerned about the need to intrinsically and extrinsically motivate employee in order boost their performances at work. Employees are known to be key players in the achievement of every organisation such as special library goals and objectives which demand that employer should motivate the employee to ensure increased performance. Whereas quality service delivery related to the ability of services offered by the employee to meet the expectation of the user or consumer satisfactorily. The reviewed literature agreed in general

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that quality service delivery is essential in service been offered to people (customer, library users).

However, it was noticed that there is dearth of literature that combines the independent variable (job motivation) on the dependent variable (quality service delivery) which makes this study important. This makes this study novel research as regards the combination of the variable (job motivation) on the dependent variable (quality service delivery). As well as the scope of the study which is a special library as well as also in Nigeria. Therefore, this research intends to fill this gap in the literature by studying the variables, getting findings and making a conclusive statement on the study.

Methodology

The study adopted a survey design of the correlational type. The population of the study comprised 78 library personnel and 218 library users who are agricultural scientist in 6 research institute in Ibadan, Oyo State, Nigeria. Total enumeration technique was used for inclusion of library personnel and 3% for registered agricultural researchers who use library services. A structured questionnaire was used for data collection and data was analysed using descriptive statistics, Pearson's Moment Correlation and multiple regression at 0.05 level of significance**.**

Analysis

Out of the 78 copies of questionnaire administered to library personal, 68 copies were returned which is equivalent to 89.4% return rate for library personnel at Agricultural Research libraries. The total number of returned questionnaires were 206 out of 218 copies administered to library users. This gave a return rate of 94.4% for the users of Agricultural Research libraries in Ibadan.

As shown in socio-economic, the study revealed that 46 (67.6%) of respondents were male, while 22 (32.4%) were female, indicating a higher number of male library personnel in agricultural libraries in Ibadan. Regarding work experience, 13 (19.1%) had 1–3 years, 43 (63.3%) had 4–6 years, and 12 (17.6%) had over 6 years of experience. In terms of academic qualifications, 7 (10.3%) held a Diploma/HND, 25 (36.8%) a Bachelor's degree, 23 (36.8%) a Master's, 11 (16.2%) an M.Phil., and 2 (2.9%) a PhD. Job roles included 37 (54.4%) Library Officers, 4 (5.9%) Programme Analysts, 5 (7.4%) Librarian II, 6 (8.8%) Librarian I, 4 (5.9%) Senior Librarians, 5 (7.4%) Principal Librarians and Chief Librarians, and 2 (2.9%) Assistant

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Directors. Departmental distribution showed 9 (13.2%) in Management, 11 (16.2%) in Cataloguing and Classification, 13 (19.1%) in Acquisition, 15 (22.1%) in Circulation, 8 (11.8%) in both Reference and ICT, 3 (4.4%) in Reprographics/Preservation, and 1 (1.5%) in the Serial Unit.

Objective One: Examine the quality of services delivered in agricultural research institute libraries in Ibadan, Oyo State, Nigeria.

Table 1: Quality of services delivered in agricultural research institute libraries

Quality Services Delivery	SA		A		D		SD		Mean	S.D
	F	%	F	%	F	%	F	%		
Tangibility										
Facilities in library are attractive	84	40.8	53	25.7	34	16.5	35	17.0	2.90	1.12
Library materials are arranged appropriately	67	32.5	70	34.0	52	25.2	17	8.3	2.91	0.95
Technology adopted in the library are modern and useful	6	2.9	81	39.3	85	41.3	34	16.5	2.29	0.77
Library has visually appealing equipment	27	13.1	73	35.4	58	28.2	48	23.3	2.38	0.99
Appearance of the physical facilities are consistent with the type of service rendered in the library	81	39.3	51	24.8	56	27.2	18	8.7	2.95	1.01
Reliability										
Response promised are delivered within specified time	85	41.3	65	31.6	20	9.7	36	17.5	2.97	1.10
Exact query of users is followed specifically	49	23.8	51	24.8	53	25.7	53	25.7	2.47	1.12
Statement or reports given by the Librarian are free of errors	53	25.7	58	28.2	59	28.6	36	17.5	2.62	1.05
Service provided in library right from the first visit is worthy of dependence	43	20.9	65	31.6	45	21.8	53	25.7	2.48	1.09
There is sincere interest in solving users' problems and reassurance of such when another problem arise	49	23.8	81	39.3	55	26.7	21	10.2	2.77	0.93
Responsiveness										
When there is a problem, library staff respond to it quickly	37	18.0	88	42.7	61	29.6	20	9.7	2.69	0.88

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Library staff are willing to answer users' questions	34	16.5	102	49.5	49	23.8	21	10.2	2.72	0.86
Libraries give specific time for service delivery to users	45	21.8	80	38.8	59	28.6	22	10.7	2.72	0.93
Situations in the Library are treated with care and seriousness	51	24.8	101	49.0	50	24.3	4	1.9	2.97	0.76
Library provides prompt service delivery to users	32	15.5	117	56.8	53	25.7	4	1.9	2.86	0.69
Assurance										
The library has a good reputation	52	25.2	69	33.5	42	20.4	43	20.9	2.63	1.08
It is safe to use the library and its equipment	53	25.7	95	46.1	55	26.7	3	1.5	2.96	0.76
Library staff are quick and skillful in their use of information technology	66	32.0	74	35.9	47	22.8	19	9.2	2.91	0.96
The library protects information resources and document securely	47	22.8	71	34.5	58	28.2	30	14.6	2.66	0.99
Users can be assured that services provided will be delivered correctly	38	18.4	97	47.1	63	30.6	8	3.9	2.80	0.78
Empathy										
Librarians are knowledgeable and skillful to talk with	69	33.5	82	39.8	35	17.0	20	9.7	2.97	0.95
Library staff understand the needs of their users	53	25.7	80	38.8	53	25.7	20	9.7	2.81	0.93
Librarians have the best interest of users at heart	42	20.4	58	28.2	78	37.9	28	13.6	2.55	0.97
Librarians operate conveniently at users' time	28	13.6	91	44.2	59	28.6	28	13.6	2.58	0.89
Librarians give users individual attention	46	22.3	64	31.1	77	37.4	19	9.2	2.67	0.93

SA= Strongly Agree, A= Agree, D= Disagree, SD= Strongly Disagree

As shown in table 1, there are twenty-five (25) items on the scale showing various indices of quality service delivery. The items were divided into 5 categories (Tangibility, Reliability, Responsiveness, Assurance and empathy) with each category having five (5) items each. In tangibility category, majority of the respondents agreed that appearance of the physical facilities is consistent with the type of service rendered in the library ($\bar{x}$=2.95); facilities in the library are attractive ($\bar{x}$=2.90: and library materials are arranged appropriately ($\bar{x}$=2.91)

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meanwhile more than half of them disagreed that library has visually appealing equipment ($\bar{x}$=2.38). In Reliability category, majority of the respondents agreed that responses promised are delivered within specified time ($\bar{x}$=2.97); There is sincere interest in solving users problems and reassurance of such when another problem arise ($\bar{x}$=2.77) and that statements or reports given by the Librarians are free of errors ($\bar{x}$=2.62). The inference to be derived from this that quality of services delivered by the library staff are very reliable.

Furthermore, in the Responsiveness category, almost all the respondents agreed that situations in the library are treated with care and seriousness ($\bar{x}$=2.97); Library provides prompt service to users ($\bar{x}$=2.86); libraries staff are willing to answer users' queries and they give specific time for delivery of service ($\bar{x}$=2.72). It can be noted that the library staff are responsive in attending to the need of library users. In assurance category, most of the respondents agreed that it is safe to use the library and its equipment ($\bar{x}$=2.96); Library staff are quick and skillful in their use of information technology ($\bar{x}$=2.91) and users can be assured that services provided will be delivered correctly ($\bar{x}$=2.80. Lastly, in empathy category, Majority of the respondents agreed that librarians are knowledgeable and skillful to talk with ($\bar{x}$=2.97); library staff understand the needs of their users ($\bar{x}$=2.81) and that librarians give their users individual attention ($\bar{x}$=2.67).

Objective Two: the level of motivation of library personnel in agricultural research institute in Ibadan, Oyo State, Nigeria?

Table 2. Level of motivation of library personnel in agricultural research libraries

Level of Motivation	SA		A		D		SD		Mean	S.D
	F	%	F	%	F	%	F	%		
Intrinsic Motivation										
I don't mind staying longer at work even if I am not compensated	30	44.1	12	17.6	12	17.6	14	20.6	2.85	1.20
The work I do is interesting	35	51.5	14	20.6	13	19.1	6	8.8	2.15	1.03
I see it at the right thing to arrive at the office on time and do not leave early	17	25.0	30	44.1	13	19.1	8	11.8	2.82	0.95
I willingly participate in-training to improve my own skills and competencies	18	26.5	23	33.8	19	27.9	8	11.8	2.75	0.98
I rare think/worry on issues at work even if there are issues	23	33.8	15	22.1	22	32.4	8	11.8	2.78	1.05

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Level of Motivation	SA		A		D		SD		Mean	S.D
	F	%	F	%	F	%	F	%		
I believe that it is important that the chief executive officer cooperates with staff	26	38.2	29	42.6	7	10.3	6	8.8	3.10	0.92
Even without motivation, some workers still put in their best	29	42.6	19	27.9	6	8.8	14	20.6	2.93	1.16
Workers will still perform well even if their salary is delayed	22	32.4	8	11.8	25	36.8	13	19.1	2.57	1.14
Workers put in their best when they are placed under little or no supervision at all	25	36.8	14	20.6	10	14.7	19	27.9	2.66	1.24
I work hard because I enjoy being good at anything I do	11	16.2	16	23.5	34	50.0	7	10.3	2.46	0.89
I learn new skills related to my work without the consent of my boss because I like developing myself	26	38.2	27	39.7	12	17.6	3	4.4	3.12	0.86
I properly organise my office because I am used to doing that even at home	22	32.4	34	50.0	8	11.8	4	5.9	3.09	0.82
I like being creative in what I do at work	21	30.9	32	47.1	10	14.7	5	7.4	3.01	0.87
I don't work to impress but I like to work to be fulfilled	17	25.0	26	38.2	20	29.4	5	7.4	2.81	0.90
Sometimes, I prefer to do what I enjoy than doing what comes with incentive	23	33.8	35	51.5	10	14.7	0	.0	3.19	0.68
Extrinsic Motivation										
Fat salaries are the best tools with which to motivate workers	32	47.1	21	30.9	7	10.3	8	11.8	3.13	1.02
I have a mentor who keeps me alert and motivated in my work	17	25.0	28	41.2	18	26.5	5	7.4	2.84	0.89
Staff welfare are important if a worker must perform well	17	25.0	29	42.6	16	23.5	6	8.8	2.84	0.91
The welfare facilities have helped in motivating people for increased productivity	15	22.1	28	41.2	17	25.0	8	11.8	2.74	0.94

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Level of Motivation	SA		A		D		SD		Mean	S.D
	F	%	F	%	F	%	F	%		
Workers' welfare should be paramount issue of concern to employers	16	23.5	29	42.6	20	29.4	3	4.4	2.85	0.83
Conductive working condition has helped to increase my productivity	23	33.8	21	30.9	13	19.1	11	16.2	2.82	1.08
Safety practices for the welfare of employees is entrenched in my organisation	17	25.0	21	30.9	18	26.5	12	17.6	2.63	1.05
Motivation is important to my duties in the organisation	17	25.0	21	30.9	20	29.4	10	14.7	2.66	1.02
Staff work best when working equipment and facilities are adequately provided	11	16.2	27	39.7	18	26.5	12	17.6	2.54	0.97
Working attitude is affected by the challenges encountered on the job	13	19.1	17	25.0	25	36.8	13	19.1	1.44	1.01
There is health insurance scheme to take care of staff	15	22.1	23	33.8	19	27.9	11	16.2	2.62	1.01
Housing facility provided has made me to be more comfortable	8	11.8	17	25.0	28	41.2	15	22.1	1.74	1.09
Regular payment of staff salary contributes to industrial harmony	6	8.8	7	10.3	29	42.6	26	38.2	1.22	1.02
Inter-personal relationship between top management and staff should be encouraged	23	33.8	15	22.1	22	32.4	8	11.8	1.78	1.05
Receiving credit for work done affects my morale at work	14	20.6	35	51.5	13	19.1	14	20.6	2.98	0.68
Overall mean									**79.12**	

There are thirty (30) statements in the scale used to measure level of job motivation and four measures (Strongly Agree, Agree, Disagree and Strongly Disagree). The 30 statements were multiplied by the four measures, which gives a score of 120. The division of 120 by 3 gives 40. The scale between 0-40 would mean that the level of job motivation is low, the scale between 40.1 – 80 indicates that the level of job motivation is moderate while the scale between 80.1 – 120 shows a high level of job motivation among the library staff.

From the findings, the overall mean for job motivation is 79.12 which falls within the scale of "40.1 – 80" implying that the level of job motivation among library staff in agricultural research institute libraries Ibadan, Oyo State is moderate. The responses of the library staff corroborated the moderate level of job motivation. Apart from the overall rating which reported moderate level of job motivation, most of the library staff attributes their motivation to work to good welfare and remuneration and conducive working condition. This was evident when majority of the agreed that Fat salaries are the best tools with which to motivate workers ($\bar{x}$ =3.15); staff work best when working equipment and facilities are adequately provided ($\bar{x}$ =3.13); workers' welfare should be paramount concern to employers ($\bar{x}$ =3.12); and a majority of them also affirmed that staff welfare are important if a worker must perform well ($\bar{x}$ =2.93). It was equally found out that intrinsic motivation was higher than extrinsic motivation at the Agricultural Research Institute Libraries in Ibadan, Oyo State, Nigeria.

Hypotheses: There is no significant relationship between job motivation and quality service delivery in agricultural research institute libraries in Ibadan, Oyo State

Table 3: Relationship between job motivation and quality service delivery in agricultural research institute libraries in Ibadan, Oyo State, Nigeria.

Variables	Mean	Std. Deviation	N	r	Sig. (P)	Remarks
Job Motivation	79.12	29.26	206	.719**	.007	Sig.
Quality Service Delivery	68.24	23.49				

As shown in table 3 above, the results showed that there is a positive correlation between job motivation and quality service delivery in agricultural research institute libraries in Ibadan, Oyo State (r=-.719**, df=205; p<0.05). This implies that job motivation of library staff has the potential to increase the quality-of-service delivery in agricultural research institute libraries in Ibadan, Oyo State. Thus, the null hypothesis that there is no significant relationship between job motivation and quality service delivery is rejected. The alternative hypothesis is accepted.

Discussion of Findings

The study investigated the quality of service delivered in agricultural research institute libraries in Ibadan, Oyo State. The quality of service was measured using five key dimensions: Tangibility, Reliability, Responsiveness, Assurance, and Empathy (Parasuraman, Zeithaml, & Berry, 1988). Tangibility refers to the physical appearance of facilities, equipment, and materials in the library. The study revealed that the physical facilities were consistent with the type of service rendered, and the library materials were arranged appropriately, making them accessible to users. Similarly, the facilities were considered attractive, but most respondents believed that the library lacked visually appealing equipment. This finding aligns with the study by Akinade and Ogunlade (2021), which emphasizes the role of well-organized library facilities in enhancing user experience.

Reliability in library service delivery implies that users can depend on the accuracy and consistency of provided information (Hernon & Altman, 2010). The study found that information resources provided by librarians were reliable, accurate, and met users' specific information needs. This corroborates the findings of Ogbuiyi and Okpe (2013), who argued that reliable library services contribute to research productivity among scholars. Responsiveness entails the promptness and willingness of library staff to assist users. Findings from the study indicate that library staff were highly responsive, as they promptly attended to users' requests, displayed a willing attitude to answer queries, and set specific time frames for service delivery. This is consistent with research by Nwalo (2012), which highlights the importance of timely and effective services in ensuring library user satisfaction. Assurance relates to the trust and confidence that users have in the library's services and staff. The study found that library users felt safe using the library and its equipment. Moreover, library staff were skilled in using information technology, ensuring that services were delivered correctly.

These findings support the conclusions of Iwhiwhu and Okorodudu (2012), who emphasized that skilled librarians enhance user confidence and service efficiency. Empathy in service delivery refers to the personalized attention and care given to library users. The study revealed that library staff displayed a high level of empathy by providing sympathetic assistance that met users' specific information needs. This is in line with the work of Oyewusi and Oyeboade (2009), who argued that empathetic librarianship improves user engagement and satisfaction. The study confirms that agricultural research institute libraries in Ibadan provide a high level of service quality across the five measured dimensions. However, areas requiring improvement, such as enhancing the visual appeal of library equipment, should be addressed to further enrich the user experience.

From the findings of this study, it was revealed that the level of job motivation among library staff in agricultural research institute libraries Ibadan, Oyo State is moderate. This implies that the library staff are motivated on the average level. This contradicts the findings of Otagburuagu (2012). The investigation was based on five research questions. Findings from the study revealed that librarians in Nigeria's southern geopolitical zone were under-motivated due to subpar library services. The findings further revealed that motivation of the library staff was closely associated with good welfare and remuneration and conducive working conditions among other factors. This was evident when majority of them agreed that Fat salaries are the best tools with which to motivate workers**.** Staff work best when working equipment and facilities are adequately provided**.** Workers' welfare should be paramount concern to employers and a majority of them also affirmed that staff welfare is important if a worker must perform well. This agrees with the findings of Awolusi (2014) who carried out a study on the motivational factors of Nigerian workers and found that the vast majority of those polled agreed that a competitive wage and benefits package was the most essential factor.

From the Hypothesis tested, the correlation test computed showed that there is a strong positive correlation between job motivation and quality of service delivery in agricultural research institutes sampled in Ibadan, Oyo State, Nigeria (r=-.719**, df=205; p<0.05). The null hypothesis is therefore rejected because the test is significant. The test is significant because the significant p-value is less than 0.05. This means that if staff at the agricultural research institutes are well motivated, there is a high tendency that service delivery will increase. This is tantamount to the fact that there is every likelihood that job productivity of each of the staff will

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increase when intrinsically and/or extrinsically motivated. In the same vein, low motivation will likely affect quality of service delivery negatively.

In summary, the study found:

1. Library staff are motivated on the average level and their motivation is closely associated with good welfare and remuneration and conducive working conditions among other factors.

2. It was found that the library users are satisfied with the quality-of-service delivery in the library.

3. There is a significant relationship between job motivation and quality service delivery in agricultural research institute libraries in Ibadan, Oyo State.

Conclusion

Libraries exist to ensure that the services given are effective and satisfactory to customers to preserve patronage, especially in an electronic age when knowledge may be gathered from numerous sources independent of the special library. To achieve this, quality serviced delivery cannot be over emphasized, hence all library personnel must be on their toes to ensure customer needs are met. However, just like the case of any organization, certain factors get in the way which influence the quality-of-service delivery to users, such as job motivation. However, findings from this study revealed that the level of motivation of the library personnel, and quality service delivery were moderately good, however, results of tests from all angles revealed that there is correlation between the variables. This study concludes that job motivation determines the quality-of-service delivery in agricultural research institutes in Ibadan, Oyo State, Nigeria.

Recommendations

Based on the findings of the study, the following recommendations are proffered:

1. A study should be conducted to identify other factors influencing the quality-of-service delivery in agricultural research institutes in Ibadan, Oyo State, Nigeria.

2. More efforts should be put in place to ensure that motivation level of the library staff moves from moderate to high. Perhaps, there should be increase in salary and other incentives of which will serve as an encouragement and improve their level of motivation.

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3. Generally, there should be a drastic improvement on the level of extrinsic motivation in all the agricultural research institutes in Ibadan, Oyo State Nigeria.

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