Human and Financial Resource Management as Determinants of Library Service Delivery to Persons with Physical Disabilities in Nigerian Public Libraries

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Abstract

This study examined human and financial resource management as predictors of library service provision to persons with physical disabilities in Nigerian public libraries. A cross-sectional correlational survey design was adopted. The population comprised 174 librarians in selected public libraries across Nigeria's six geopolitical zones, and total enumeration was employed. Data were collected through a structured questionnaire administered by the researcher and trained research assistants. Pearson's correlation and multiple linear regression were used to analyse relationships at the .05 significance level. Staffing adequacy (r = .428), training in disability services (r = .255), attitudes toward persons with physical disabilities (r = .258), and perceived budgeting (r = .388) were positively and significantly associated with reported service provision. The predictors jointly explained 37.2% of the variation in reported provision. Staffing adequacy made the strongest standardised predictive contribution, followed by perceived budgeting, training, and attitudes. The study concluded that personnel availability, professional preparedness, supportive attitudes, and financial planning were relevant to inclusive service provision, although the findings did not establish causation. Public library boards and managers should strengthen staffing, practical disability service training, inclusive service standards, and dedicated budget allocations to support accessible and responsive services.

Keywords: Human resource management; Financial resource management; Library service provision; Persons with physical disabilities; Nigerian public libraries.

Introduction

Public libraries play a critical role in promoting equitable access to information, social inclusion, and lifelong learning for all members of society, including persons with physical disabilities. In Nigeria, the mandate of public libraries extends beyond traditional information provision to addressing the diverse needs of marginalized populations through inclusive service delivery. However, achieving this mandate is largely dependent on how effectively libraries manage their human and financial resources. Human and financial resource management therefore emerge as crucial determinants of the quality, accessibility, and responsiveness of library services provided to persons with physical disabilities. Human resource management in libraries encompasses the recruitment, training, deployment, and motivation of staff who are responsible for designing and delivering inclusive services. Librarians' competencies, attitudes, and awareness of disability issues significantly influence how well services are tailored to users with physical disabilities. Studies have shown that a lack of specialized training in assistive technologies and inclusive service practices often limits librarians' ability to meet the needs of users with disabilities. For instance, Nwogwugwu et al. (2025) observed that accessibility practices in libraries are strongly tied to staff preparedness and institutional commitment to inclusion. Similarly, Nazim and Ali (2025) reported that inadequate staff support remains a major barrier to effective access to library facilities for persons with disabilities. This suggests that without well-

trained and motivated personnel, the goal of inclusive library service delivery may not be fully realized.

On the other hand, financial resource management relates to the allocation, utilization, and sustainability of funds required to support library operations and services. Adequate funding is essential for the procurement of assistive technologies, infrastructural modifications, accessible information resources, and specialized services that cater to persons with physical disabilities. Abdullahi (2015) emphasized the importance of a robust policy framework and funding structure in enhancing social welfare information services in Nigerian public libraries. In a related study, Akerele et al. (2018) identified funding as a significant correlate of effective service delivery to users with hearing impairment, underscoring the broader implication of financial resources in inclusive library services. Furthermore, Nwobi and Echedom (2024) highlighted that the availability of relevant resources and services for persons with disabilities is largely influenced by the level of financial investment in library systems.

The concept of library service delivery in this study refers to the extent to which public libraries provide accessible, inclusive, and user-centered services that meet the information needs of persons with physical disabilities. This includes access to physical spaces, adaptive technologies, information resources, and supportive services. Adeyemi et al. (2026) noted that effective library services can significantly reduce social inequalities and vulnerabilities among users, reinforcing the importance of inclusive service provision in fostering social integration. Despite growing awareness of the need for inclusive library services, many Nigerian public libraries still face challenges related to inadequate funding and insufficiently trained personnel. These challenges often result in limited access to library resources and services for persons with physical disabilities, thereby undermining the principles of equity and inclusion. Consequently, understanding how human and financial resource management influence library service delivery is essential for improving service outcomes. This study, therefore, investigates human and financial resource management as determinants of library service delivery to persons with physical disabilities in Nigerian public libraries. The study aims to provide useful data that can inform policy, practice, and future research in the area of inclusive library services.

Statement of the Problem

Despite the recognized role of public libraries in promoting inclusive access to information and supporting persons with physical disabilities, evidence suggests that library service delivery in many Nigerian public libraries remains inadequate and uneven. While policies and professional standards advocate equitable services for all users, persons with physical disabilities often encounter significant barriers, including inaccessible facilities, limited assistive technologies, and insufficiently tailored services. These challenges undermine the ability of public libraries to fulfill their social responsibility of inclusivity and equal access. A critical concern underlying this situation is the apparent gap in effective human and financial resource management within public library systems. On one hand, many libraries lack adequately trained personnel with the requisite skills and competencies to address the unique needs of persons with physical disabilities. Librarians may not be sufficiently exposed to disability-inclusive practices, assistive technologies, or user-centered service approaches, thereby limiting the quality of services delivered. On the other hand, financial constraints continue to hinder the acquisition of relevant resources, infrastructural adaptations, and the implementation of specialized programs designed to support users with disabilities. Although previous studies have examined aspects of library services for persons with disabilities, much of the existing literature has focused on availability of resources, accessibility, or general service provision, with limited empirical attention given to how human and financial resource management

jointly influence service delivery outcomes, particularly in the context of public libraries in Nigeria. This creates a knowledge gap in understanding the extent to which these managerial factors determine the effectiveness of services provided to persons with physical disabilities. Consequently, the problem of this study lies in the persistent inadequacy of library service delivery to persons with physical disabilities in Nigerian public libraries, which may be attributed to deficiencies in the management of human and financial resources. Without a clear understanding of how these factors interact and impact service delivery, efforts to improve inclusivity and accessibility in public libraries may remain fragmented and ineffective. This study therefore seeks to address this gap by examining human and financial resource management as key determinants of library service delivery to persons with physical disabilities in Nigerian public libraries.

Objectives

1. Determine the relationship between staffing adequacy and librarians' reported provision of library services to persons with physical disabilities in Nigerian public libraries.
2. Examine the relationship between librarians' training in disability services and their reported provision of library services to persons with physical disabilities in Nigerian public libraries.
3. Assess the relationship between librarians' attitudes toward persons with physical disabilities and their reported provision of library services to this group in Nigerian public libraries.
4. Investigate the relationship between librarians' perceptions of budgeting for disability services and their reported provision of library services to persons with physical disabilities in Nigerian public libraries.
5. Determine the joint predictive contribution of staffing adequacy, training in disability services, attitudes toward persons with physical disabilities, and perceived budgeting to librarians' reported provision of library services to this group in Nigerian public libraries.

Hypotheses

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

H_{01} There is no significant relationship between staffing adequacy and librarians' reported provision of library services to persons with physical disabilities in Nigerian public libraries.

H_{02} There is no significant relationship between librarians' training in disability services and their reported provision of library services to persons with physical disabilities in Nigerian public libraries.

H_{03} There is no significant relationship between librarians' attitudes toward persons with physical disabilities and their reported provision of library services to this group in Nigerian public libraries.

H_{04} There is no significant relationship between librarians' perceptions of budgeting for disability services and their reported provision of library services to persons with physical disabilities in Nigerian public libraries.

H_{05} Staffing adequacy, training in disability services, attitudes toward persons with physical disabilities, and perceived budgeting do not jointly make a significant predictive contribution to librarians' reported provision of library services to persons with physical disabilities in Nigerian public libraries.

Literature Review

Library service delivery to persons with physical disabilities depends on how effectively institutions translate their inclusive responsibilities into accessible facilities, appropriate resources, and responsive assistance. Abdullahi (2015) situates inclusive public library provision within social welfare policy, while Okafor (2020) identifies funding, staff welfare, and technological limitations as challenges confronting Nigerian public libraries. Akidi and Igbinovia (2025) similarly connect sustainable information services with organisational capacity. Together, these works establish the importance of

institutional support, but provide limited evidence on how specific resource management practices relate to services experienced by persons with physical disabilities.

Studies of Nigerian public libraries reveal a persistent difference between the existence of services and their adequacy. Iroeze et al. (2017) found outdated resources, insufficient services, and unsuitable architectural arrangements in specialised provision within the Imo and Abia State Library Boards. Obuezie et al. (2022) likewise examined shortcomings in resources and services for people with special needs. Beyond disability provision, Omeluzor et al. (2017) reported that inadequate skilled personnel, materials, and infrastructure constrained rural library services in Delta State. These studies suggest that establishing libraries or acquiring resources does not necessarily ensure meaningful access. However, their emphasis on identifying deficiencies leaves the relationships between management practices and service outcomes insufficiently explained.

Evidence from Nigerian university libraries reinforces this concern. Osadebe et al. (2019) found that conventional services were available to students with visual impairment, while accessible formats, technologies, and specialised support remained uneven. Nwobi and Echedom (2024) examined resource and service availability for persons with disabilities, while Nwogwugwu et al. (2025) addressed accessibility practices for students with physical disabilities. Ihekwoaba et al. (2023) extended the discussion to access for students with reading disabilities. Collectively, these works demonstrate that accessibility requires provision suited to particular needs. Nevertheless, differences between disability groups and between academic and public libraries limit direct generalisation to persons with physical disabilities in Nigerian public libraries.

Human resource capacity helps explain why available resources may remain inaccessible. Igbokwe (2023) examined capacity-building practices for librarians' service delivery, while Eneya and Adesina (2025) reviewed provision for students with disabilities. Mumtaz and Asghar (2024) identified uneven inclusive provision in Pakistani university libraries and recommended staff training, improved funding, technological integration, and greater awareness. These contributions support distinguishing staffing adequacy from staff competence. A library may have sufficient personnel without the knowledge needed to provide appropriate assistance. They also suggest that training requires organisational and financial support, making human and financial resource management interdependent.

Users' evaluations further challenge the assumption that resource availability guarantees satisfactory services. Gul and Khowaja (2020) reported greater satisfaction with resources than with services and facilities at Aligarh Muslim University, alongside a need for specialised staff skills. Nazim and Ali (2025) also examined access to facilities and services for persons with disabilities in India. Ncube and Ngulube (2025) identified inadequate equipment, funding constraints, and sometimes negative staff attitudes in Zimbabwean academic libraries. These studies indicate that competence and willingness to assist are distinct considerations. However, evidence concerning visual impairment and broader disability populations does not establish how staff attitudes relate specifically to service delivery for persons with physical disabilities.

Financial resources constitute a further explanatory factor. Akerele et al. (2018) examined funding, communication, and marketing as correlates of services to persons with hearing impairment, while Iroeze et al. (2017) and Ncube and Ngulube (2025) associated inadequate provision with financial constraints. Their contributions justify investigating financial support, but funding should be distinguished from budgeting. Funding concerns the resources available; budgeting concerns how expenditure priorities and commitments are planned. Consequently, identifying insufficient funds does not explain whether libraries prioritise accessibility, staff development, maintenance, and specialised

assistance within their financial arrangements.

The importance of management is particularly evident in Ditebo and Oladokun's (2023) Botswana study, which found that public library services fell below users' expectations despite government support. This suggests that internal processes influence how institutional resources translate into service quality. Adeyemi et al. (2024) similarly found that selected Nigerian public libraries undertook social responsibility activities without written corporate social responsibility policies. Adeyemi et al. (2026) connected public library services with perceived reductions in social inequalities and vulnerabilities. Collectively, these studies position inclusion as an organisational responsibility requiring sustained management, although they do not isolate the resource management variables relevant to disability services.

From the review, it is evident that existing studies document inaccessible facilities, inadequate resources, funding difficulties, and staff limitations, but the reviewed evidence does not establish the relative and combined relationships of staffing, staff training, staff attitudes, and budgeting with service delivery to persons with physical disabilities in Nigerian public libraries. Much of the disability evidence concerns academic libraries or different disability groups, while public library studies generally address broader service deficiencies and social responsibilities. This leaves uncertainty about whether service outcomes relate more strongly to personnel availability, staff competence, staff attitudes, or budgeting, and whether examining these factors together explains more than considering them separately.

Methodology

The study adopted a cross-sectional correlational survey design to examine the relationships between human and financial resource management variables and librarians' reported provision of library services to persons with physical disabilities in Nigerian public libraries. The design enabled the assessment of existing conditions without manipulating the variables. Staffing adequacy, training in disability services, attitudes toward persons with physical disabilities, and perceived budgeting constituted the independent variables, while reported library service provision constituted the dependent variable. The population comprised 174 librarians employed in selected public libraries across Nigeria's six geopolitical zones, according to personnel records obtained from the participating libraries. Given the manageable population size, total enumeration was adopted, and all 174 librarians were included in the targeted population. This approach provided coverage of the identified population, although it did not establish national representativeness. Generalisation was consequently restricted to the participating public libraries. The number of usable questionnaires determined the sample available for analysis.

Data were collected using a researcher-developed structured questionnaire presented in Appendix A. The questionnaire contained six sections. Section A collected demographic and professional information concerning gender, age, highest completed qualification, years of professional library experience, years working in the current library, and frequency of assisting users with physical disabilities. Sections B to F contained 50 statements, with ten items each addressing staffing adequacy, training in disability services, attitudes toward persons with physical disabilities, perceived budgeting, and reported library service provision. The fifth objective was addressed through the joint analysis of the four predictor variables against the service provision variable. The substantive items were measured on a four-point Likert scale comprising Strongly Agree, Agree, Disagree, and Strongly Disagree, scored 4, 3, 2, and 1, respectively. Higher scores represented more favourable assessments of the measured constructs. Physical disability was defined as a physical condition affecting mobility, movement, or handling materials. Budgeting responses represented librarians' perceptions of financial planning rather than audited financial practices.

The questionnaire was subjected to expert review by three (3) specialists in library and information science and measurement and evaluation. The review assessed the clarity, relevance, appropriateness, and alignment of the items with the study objectives. Internal consistency was assessed using Cronbach's alpha for each substantive scale, with .70 adopted as the acceptable benchmark. Questionnaires were administered directly by the researcher with the assistance of trained research assistants. Face-to-face distribution and retrieval enabled clarification of the instructions and supported questionnaire completion. Assistance was provided without influencing respondents' answers. Participation remained voluntary throughout the collection process.

Demographic variables were analysed using frequencies and percentages. Responses to the substantive items were summarised using means and standard deviations. A criterion mean of 2.50 guided descriptive interpretation, while composite scores were used for inferential analysis. Pearson's product–moment correlation tested the first four hypotheses by estimating the strength and direction of the relationships between each predictor and reported library service provision. Multiple linear regression examined the joint predictive contribution of staffing adequacy, training in disability services, attitudes toward persons with physical disabilities, and perceived budgeting. The four predictors were entered simultaneously. All hypotheses were tested at the .05 significance level. The relationships were interpreted as associations.

Participants were informed about the purpose of the study, and their informed consent was obtained before questionnaire completion. Confidentiality was maintained, and participation was voluntary. Respondents were permitted to decline participation or withdraw before submitting their questionnaires without consequences. Findings were reported collectively to protect participants' identities.

Results

Table 1: Demographic and professional characteristics of public librarians (N = 174)

Variables	Category	Frequency	Percentage (%)
Gender	Female	98	56.3
	Male	76	43.7
Age	Below 25	5	2.9
	25–34	31	17.8
	35–44	62	35.6
	45–54	48	27.6
	55–64	26	14.9
	65 and above	2	1.1
Highest completed qualification	Diploma	24	13.8
	Bachelor's degree	82	47.1
	Master's degree	57	32.8
	Doctorate	8	4.6
	Other	3	1.7
Years of professional library experience	Less than 1	6	3.4

Variables	Category	Frequency	Percentage (%)
	1–5	28	16.1
	6–10	48	27.6
	11–15	39	22.4
	16–20	29	16.7
	More than 20	24	13.8
Years working in the current library	Less than 1	12	6.9
	1–5	49	28.2
	6–10	54	31.0
	11–15	35	20.1
	More than 15	24	13.8
Frequency of assisting users with physical disabilities	Daily	12	6.9
	Weekly	29	16.7
	Monthly	38	21.8
	Less often	69	39.7
	Never	26	14.9

Table 1 presents the demographic and professional characteristics of the 174 public librarians who participated in the study. Female respondents constituted the majority, with 98 (56.3%), while males accounted for 76 (43.7%). The largest age group was 35–44 years, comprising 62 (35.6%) respondents, followed by 45–54 years with 48 (27.6%). Respondents aged 25–34 years accounted for 31 (17.8%), while those aged 55–64 years represented 26 (14.9%). Only 5 (2.9%) were below 25 years, and 2 (1.1%) were aged 65 years and above. Regarding qualifications, bachelor's degree holders formed the largest group, with 82 (47.1%), followed by master's degree holders with 57 (32.8%). Diploma holders accounted for 24 (13.8%), doctorate holders for 8 (4.6%), and respondents with other qualifications for 3 (1.7%). The most common duration of professional library experience was 6–10 years, reported by 48 (27.6%) respondents, followed by 11–15 years with 39 (22.4%). Similarly, 54 (31.0%) respondents had worked in their current library for 6–10 years, while 49 (28.2%) had served for 1–5 years. Concerning assistance to users with physical disabilities, 69 (39.7%) respondents provided assistance less often, 38 (21.8%) monthly, 29 (16.7%) weekly, and 12 (6.9%) daily, while 26 (14.9%) had never provided such assistance. These results indicate that the respondents were predominantly female, commonly held bachelor's or master's degrees, and had substantial professional experience, although regular assistance to users with physical disabilities was relatively uncommon.

Table 2: ***Pearson correlation between staffing adequacy and reported library service provision***

Variables	N	r	95% CI for r	p
Staffing adequacy	174	.428	[.298, .542]	< .001
Reported library service provision				

Table 2 shows a moderate positive and statistically significant relationship between staffing adequacy and reported library service provision to persons with physical disabilities (r = .428, p < .001, N = 174). This indicates that librarians who reported more adequate staffing also tended to report better provision of services to users with physical disabilities. The 95% confidence interval ranged from .298 to .542 and did not include zero, supporting the positive association. Since the probability value was below the .05 significance level, the null hypothesis of no significant relationship between staffing adequacy and reported library service provision was rejected. The finding suggests that adequate staffing was associated with better reported service provision, although the relationship does not establish causation.

Table 3: ***Pearson correlation between training in disability services and reported library service provision***

Variables	N	r	95% CI for r	p
Training in disability services	174	.255	[.110, .389]	< .001
Reported library service provision				

Table 3 reveals a weak positive and statistically significant relationship between training in disability services and reported library service provision to persons with physical disabilities (r = .255, p < .001, N = 174). Librarians who reported greater training in disability services tended to report better service provision, although the association was modest. The 95% confidence interval ranged from .110 to .389, indicating a consistently positive relationship within the estimated interval. As the probability value was below .05, the null hypothesis of no significant relationship between training in disability services and reported library service provision was rejected. The result indicates that disability service training was positively associated with librarians' reported provision of services to persons with physical disabilities.

Table 4: ***Pearson correlation between attitudes toward persons with physical disabilities and reported library service provision***

Variables correlated	N	r	95% CI for r	p
Attitudes toward persons with physical disabilities	174	.258	[.114, .392]	< .001
Reported library service provision				

Table 4 indicates a weak positive and statistically significant relationship between librarians' attitudes toward persons with physical disabilities and reported library service provision (r = .258, p < .001, N = 174). This means that more favourable attitudes toward persons with physical disabilities were associated with better reported service provision. The 95% confidence interval ranged from .114 to .392 and excluded zero, supporting the statistical significance of the positive relationship. Consequently, the null hypothesis of no significant

relationship between librarians' attitudes and reported library service provision was rejected at the .05 significance level. The finding suggests that librarians' willingness to assist, respect users' preferences, and accommodate their physical access needs was associated with better reported service provision, although the strength of the relationship was modest.

Table 5: ***Pearson correlation between perceived budgeting for disability services and reported library service provision***

Variables	N	r	95% CI for r	p
Perceived budgeting for disability services	174	.388	[.254, .508]	< .001
Reported library service provision				

Table 5 shows a moderate positive and statistically significant relationship between perceived budgeting for disability services and reported library service provision to persons with physical disabilities (r = .388, p < .001, N = 174). Respondents who perceived greater attention to disability services in their libraries' budgeting processes also tended to report better service provision. The 95% confidence interval ranged from .254 to .508, excluding zero and supporting a positive association. Since the probability value was below .05, the null hypothesis of no significant relationship between perceived budgeting and reported library service provision was rejected. This result suggests that greater perceived attention to disability service needs in financial planning was associated with better reported provision, while reflecting librarians' perceptions rather than independently verified budgetary practices.

Table 6: ***Multiple regression predicting reported library service provision***

Panel A. Model fit and joint significance

N	R	R^2	Adjusted R^2	RMSE	Robust F	df_1	df_2	p
174	.610	.372	.357	.645	29.423	4	169	< .001

Panel B. Regression coefficients

Predictor	B	SE (HC3)	β	t	p	95% CI for B
Constant	−0.235	0.234		−1.001	.318	[−0.697, 0.228]
Staffing adequacy	0.371	0.063	.375	5.848	< .001	[0.246, 0.497]
Training in disability services	0.189	0.071	.177	2.669	.008	[0.049, 0.328]
Attitudes toward persons with physical disabilities	0.160	0.061	.150	2.631	.009	[0.040, 0.279]
Perceived budgeting for disability services	0.356	0.072	.328	4.964	< .001	[0.214, 0.497]

Table 6 presents the joint and individual predictive contributions of staffing adequacy, training in disability services, attitudes toward persons with physical disabilities, and perceived budgeting to reported library service provision. Panel A shows a multiple correlation coefficient of .610 and an R^2 of .372, indicating that the four predictors jointly accounted for 37.2% of the variation in reported service provision. The adjusted R^2 of .357 indicated that 35.7% of the variation was accounted for after adjustment for the number of predictors and sample size, while the root mean square error was .645. The overall model was statistically

significant, robust $F(4, 169) = 29.423$, $p < .001$; therefore, the null hypothesis that the four variables did not jointly make a significant predictive contribution was rejected. Panel B shows that all four predictors made positive and statistically significant contributions when the other variables were held constant. Staffing adequacy had the largest standardised coefficient ($B = .371$, $\beta = .375$, $t = 5.848$, $p < .001$), followed by perceived budgeting ($B = .356$, $\beta = .328$, $t = 4.964$, $p < .001$), training in disability services ($B = .189$, $\beta = .177$, $t = 2.669$, $p = .008$), and attitudes toward persons with physical disabilities ($B = .160$, $\beta = .150$, $t = 2.631$, $p = .009$). The 95% confidence intervals for all four predictor coefficients excluded zero, supporting their significant positive contributions. The constant was not statistically significant ($B = -.235$, $p = .318$). Overall, staffing adequacy and perceived budgeting showed the largest relative predictive contributions within the model, while training and attitudes also contributed significantly to reported service provision.

Discussion

Inclusive library service delivery requires adequate personnel, relevant staff skills, supportive attitudes, and financial planning that addresses users' access needs. The study examined how these human and financial resource management factors related to librarians' reported provision of services to persons with physical disabilities in Nigerian public libraries. The study found that staffing adequacy was positively associated with librarians' reported provision of library services to persons with physical disabilities. This finding agrees with Omeluzor et al. (2017), who reported that inadequate skilled personnel constrained service delivery in rural libraries in Delta State. Although their study addressed a broader population, both findings support the importance of personnel availability in meeting users' information needs. The result also aligns with the organisational capacity perspective discussed by Akidi and Igbinovia (2025), which connects sustainable information services with institutional capacity. A possible explanation is that adequate staffing allows libraries to maintain assistance during opening hours, retrieve materials, support access to equipment, and respond to requests without placing excessive demands on individual librarians. The present study extends the reviewed literature by identifying staffing adequacy as a specific factor associated with disability service provision in public libraries. However, this association does not imply that increasing staff numbers alone would resolve accessibility problems, since appropriate skills, facilities, and organisational support remain relevant.

Training in disability services was also positively associated with reported library service provision, although the relationship was modest. This finding is consistent with the emphasis on professional capacity development in Igbokwe (2023) and agrees with Mumtaz and Asghar (2024), who recommended staff training alongside improved funding, technological integration, and disability awareness to address uneven inclusive provision in Pakistani university libraries. It also supports Gul and Khowaja (2020), whose findings identified a need for specialised staff skills despite users' comparatively greater satisfaction with available resources. Together, these studies suggest that possessing information resources does not necessarily equip librarians to provide appropriate assistance. Training may help librarians recognise physical access needs, communicate respectfully, support independent use of resources, and operate relevant equipment. Nevertheless, the modest association in the present study suggests that training should be considered within the wider conditions under which librarians work. Its practical value may depend on opportunities to apply acquired skills and the availability of resources, although these possible explanations were not directly tested.

The positive relationship between librarians' attitudes toward persons with physical disabilities and reported service provision indicates that the interpersonal dimension of accessibility deserves attention alongside staffing and training. This finding agrees with

Ncube and Ngulube (2025), who identified negative staff attitudes among the challenges affecting inclusive provision in Zimbabwean academic libraries. Their identification of unfavourable attitudes as a barrier is consistent with the present finding that more favourable attitudes were associated with better reported services. Librarians who respect users' choices, welcome requests for assistance, and support adjustments to library procedures may be more willing to accommodate diverse physical access needs. The finding also complements Gul and Khowaja (2020) by suggesting that service experiences depend on how users are assisted, in addition to the resources available to them. However, the modest relationship indicates that favourable attitudes cannot fully account for differences in service provision. Willingness to assist may have limited practical expression where personnel, equipment, or accessible facilities are insufficient.

Perceived budgeting for disability services was positively associated with reported library service provision. This finding is consistent with the financial constraints associated with inadequate provision in Iroeze et al. (2017) and Ncube and Ngulube (2025). It also complements Akerele et al. (2018), who examined funding as a correlate of service delivery to persons with hearing impairment. Although the disability groups and financial measures differ, these studies collectively support the relevance of financial support to inclusive library services. The present study adds a distinction between the availability of funds and the planning of expenditure for disability services. Attention to accessibility during budget preparation may provide a basis for purchasing supportive equipment, maintaining facilities, financing staff development, and meeting recurring service costs. However, the finding concerns librarians' perceptions of budgeting and cannot establish whether planned allocations were adequate or implemented. It therefore supports the importance of perceived financial prioritisation without providing an audit of actual expenditure.

The joint contribution of staffing adequacy, training, attitudes, and perceived budgeting indicates that reported service provision was associated with several dimensions of resource management. This finding agrees with Mumtaz and Asghar (2024), whose recommendations addressed staff development, funding, technology, and awareness together. It is also consistent with Ditebo and Oladokun (2023), who found that public library services in Botswana fell below users' expectations despite government support. Their findings suggest that institutional support must be translated into effective internal practices, while the present study identifies specific management factors associated with reported provision. The result further complements Adeyemi et al. (2024), who reported social responsibility activities in selected Nigerian public libraries without written corporate social responsibility policies. Taken together, these findings support treating inclusive services as a sustained organisational responsibility requiring personnel planning, professional development, supportive interactions, and financial commitment. The joint analysis does not, however, establish that the predictors interact with one another or that improvements in them would necessarily cause better services.

Staffing adequacy and perceived budgeting made the largest relative predictive contributions, while training and attitudes retained independent contributions when the other factors were considered. This pattern gives greater explanatory prominence to personnel availability and financial planning within the participating libraries. It complements the broader account of staffing, funding, and technological challenges presented by Okafor (2020), while providing a more specific comparison of their relevance to disability service provision. The smaller contributions of training and attitudes do not contradict the importance assigned to these factors by Gul and Khowaja (2020) and Mumtaz and Asghar (2024). Rather, they suggest that competence and willingness to assist operate within organisational conditions that may enable or constrain

service delivery. The findings therefore favour coordinated attention to the four factors rather than reliance on a single intervention. Since the study measured librarians' reports within selected public libraries, these conclusions concern associations in reported provision and should not be treated as direct evidence of users' satisfaction or causal improvements in accessibility.

Conclusion

The study concluded that human and financial resource management were important predictors of librarians' reported provision of services to persons with physical disabilities in the participating Nigerian public libraries. Staffing adequacy, training in disability services, favourable attitudes, and perceived budgeting were positively associated with service provision and contributed jointly to its prediction. Staffing adequacy and perceived budgeting made the strongest relative contributions, suggesting that personnel availability and attention to disability needs in financial planning deserve particular consideration. Training and attitudes also remained relevant, indicating that inclusive services depend on librarians' preparedness and willingness to provide appropriate assistance.

These findings support a coordinated approach to inclusive library service delivery that combines adequate staffing, continuous professional development, respectful engagement with users, and sustained financial planning. Attention to these areas may strengthen libraries' capacity to accommodate physical access needs and provide responsive assistance. However, the findings represent associations based on librarians' reports and do not establish causal effects or directly reflect users' experiences. The conclusions therefore apply primarily to the participating public libraries and provide a basis for improving resource management in support of more accessible services.

Based on this conclusion and the findings of the study, the following recommendations have been derived:

1. Public library boards should review staffing levels and duty schedules to ensure that librarians are available to assist users with physical disabilities throughout opening hours.
2. Library management should organise regular practical training on disability services, including accessible resource use, respectful communication, and appropriate assistance.
3. Library managers should establish service standards that promote respectful treatment, user independence, and responsiveness to requests from persons with physical disabilities.
4. Public library boards and government funding agencies should provide dedicated budget allocations for accessibility improvements, supportive equipment, maintenance, and staff training.
5. Library directors should integrate staffing, training, staff conduct, and budgeting into disability service plans and regularly review their implementation with feedback from users with physical disabilities.

Limitations of the Study

The study was limited to selected public libraries in Nigeria, which restricted the generalisation of its findings to other libraries. Its cross-sectional correlational design established associations rather than causal relationships. Data were based on librarians' self-reports and could have been affected by recall or socially desirable responses. Perceived budgeting was not verified against financial records, while reported service provision was not assessed through observation or the experiences of users with physical disabilities. However, further studies should include a broader range of public libraries and incorporate users' perspectives, direct observation, and financial records. Longitudinal or intervention studies could examine whether changes in staffing, training, attitudes, and budgeting improve service provision. Future research should also investigate additional factors, including accessible infrastructure, assistive

technologies, and institutional policies, to explain service provision more comprehensively.

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Appendix A

Human and Financial Resource Management and Library Service Provision Questionnaire

Dear Respondent,

I am conducting a study titled "Human and Financial Resource Management as Determinants of Library Service Delivery to Persons with Physical Disabilities in Nigerian Public Libraries". The study examines the relationships between staffing adequacy, librarians' training, attitudes toward persons with physical disabilities, perceived budgeting, and reported library service provision.

You are invited to complete this questionnaire as a librarian working in a public library. Please respond based on your knowledge and experience of your current library. Your participation is voluntary, and you may skip any question or withdraw before submitting the questionnaire. Please do not write your name. Responses will be treated confidentially and reported collectively for academic purposes.

Thank you for your participation.

Section A: Demographic and Professional Information

Tick one option unless otherwise stated. You may leave any question unanswered.

1. Gender: ☐ Female ☐ Male ☐

2. Age: ☐ Below 25 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55–64 ☐ 65 and above

3. Highest completed qualification ☐ Diploma ☐ Bachelor's degree ☐ Master's degree ☐ Doctorate

☐ Other: _____

4. Years of professional library experience: ☐ Less than 1 ☐ 1–5 ☐ 6–10 ☐ 11–15 ☐ 16–20 ☐ More than 20

5. Years working in the current library: ☐ Less than 1 ☐ 1–5 ☐ 6–10 ☐ 11–15 ☐ More than 15

6. Frequency of assisting users with physical disabilities: ☐ Daily ☐ Weekly ☐ Monthly ☐ Less often ☐ Never

Section B: Staffing Adequacy

SA = Strongly Agree (4); A = Agree (3); D = Disagree (2); SD = Strongly Disagree (1).

No.	Statement	SA	A	D	SD
1.	This library has enough librarians to assist users with physical disabilities during opening hours.				
2.	Staff coverage for disability assistance is maintained during busy periods.				
3.	Duty schedules ensure that a librarian is available to respond to requests for disability assistance.				
4.	Replacement personnel are available when librarians assigned to disability assistance are absent.				
5.	Librarians' workloads allow sufficient time to assist users with physical disabilities.				
6.	Enough personnel are available to retrieve materials that users with physical disabilities cannot reach.				
7.	Enough personnel are available to assist users who have difficulty handling library materials.				
8.	Enough personnel are available to help users with physical disabilities operate library equipment.				
9.	Staffing levels can accommodate requests for assistance from several users with physical disabilities at the same time.				
10.	Staffing levels are adequate to maintain disability assistance throughout the working week.				

Section C: Training in Disability Services

SA = Strongly Agree (4); A = Agree (3); D = Disagree (2); SD = Strongly Disagree (1).

No.	Statement	SA	A	D	SD
1.	I have received training on identifying the access needs of users with physical disabilities.				
2.	I have received training on communicating respectfully with users with physical disabilities.				
3.	I have received training on asking users what assistance they prefer.				
4.	I have received training on assisting users who have difficulty handling library materials.				
5.	I have received training on operating equipment that supports users with physical disabilities.				
6.	I have received training on helping users with physical disabilities access digital resources.				
7.	I have received training on identifying physical barriers within library facilities.				

No.	Statement	SA	A	D	SD
8.	I have received training on emergency procedures for users with physical disabilities.				
9.	My disability service training has included practical exercises.				
10.	I have participated in refresher training on services for users with physical disabilities.				

Section D: Attitudes toward Persons with Physical Disabilities

SA = Strongly Agree (4); A = Agree (3); D = Disagree (2); SD = Strongly Disagree (1).

No.	Statement	SA	A	D	SD
1.	I regard users with physical disabilities as equally entitled to library services.				
2.	I am willing to assist users with physical disabilities when they request help.				
3.	I am comfortable interacting with users with physical disabilities.				
4.	I am willing to allow additional time when a user's physical disability makes a library task difficult.				
5.	I value users' explanations of the assistance they need.				
6.	I support users' decisions to use library resources independently.				
7.	I believe users should decide whether to accept physical assistance.				
8.	I consider complaints about physical access worthy of serious attention.				
9.	I support adjusting library procedures to accommodate physical access needs.				
10.	I welcome suggestions from users with physical disabilities about improving services.				

Section E: Perceived Budgeting for Disability Services

SA = Strongly Agree (4); A = Agree (3); D = Disagree (2); SD = Strongly Disagree (1).

No.	Statement	SA	A	D	SD
1.	To my knowledge, the library budget identifies expenditure for services to persons with physical disabilities.				
2.	Budget planning considers the expressed needs of users with physical disabilities.				
3.	Librarians can submit disability service needs for consideration during budget preparation.				
4.	Budget priorities include improvements to physical access within the library.				
5.	Budget planning includes the purchase of equipment that supports users with physical disabilities.				

No.	Statement	SA	A	D	SD
6.	Budget planning includes maintenance of equipment used for disability assistance.				
7.	Budget planning includes staff training on disability services.				
8.	Budget planning considers the recurring costs of disability services.				
9.	Planned expenditure for disability services is reviewed against actual spending.				
10.	Reviews of disability service needs inform subsequent budget allocations.				

Section F: Reported Library Service Provision

SA = Strongly Agree (4); A = Agree (3); D = Disagree (2); SD = Strongly Disagree (1).

No.	Statement	SA	A	D	SD
1.	This library provides an entrance that users with physical disabilities can access.				
2.	Routes between the library's service areas accommodate users with physical disabilities.				
3.	This library provides reading spaces that accommodate users with physical disabilities.				
4.	Users with physical disabilities can complete transactions at the library's service counters.				
5.	This library provides a retrieval service for users who cannot reach materials on shelves.				
6.	This library provides borrowing arrangements that accommodate users' physical access needs.				
7.	This library provides reference assistance suited to the needs of users with physical disabilities.				
8.	This library provides support for users with physical disabilities to access digital resources.				
9.	Requests for disability assistance receive a response within a reasonable time.				
10.	This library provides information materials in formats usable by persons who have difficulty handling print.				

Thank you for completing the questionnaire.