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ENTREPRENEURSHIP AND DIGITAL TRANSFORMATION IN ACADEMIC LIBRARIES: INNOVATIVE BUSINESS STRATEGIES FOR WEALTH CREATION IN OYO STATE

BY

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Abstract

Purpose: *This study investigated entrepreneurship and digital transformation in academic libraries: innovative business strategies for wealth creation in Oyo State. Four research questions were raised from the objectives to guide this study.*

Design*: The study adopted a descriptive survey research design to carry out this study. The total enumeration method was used to draw the sample size. The measuring instrument that was used for data collection is a questionnaire. Data was collected from one hundred and eight (108) library personnel in four (4) public academic libraries in Oyo State. Data analysis was done in an SPSS output format based on simple mean, standard deviation, frequency count and percentages to answer the research questions.*

Findings*: The study revealed that library personnel have adopted entrepreneurial practices to a moderately high extent, with a majority acknowledging the implementation of income-generating services such as photocopying, printing, and space rentals. The study also revealed that digital transformation has had a low impact on service delivery and revenue generation in academic libraries in Oyo State, though staff noted a measurable increase in revenue. Furthermore. the study showed that most library personnel in Oyo State identified the absence of a reward or incentive structure as a major challenge to entrepreneurial performance.*

Originality: *The paper suggested sustained investment in ICT infrastructure and continuous training in digital and entrepreneurial skills is essential to maximise the benefits of digital transformation. Building partnerships with the private sector will further enhance sustainability, while creating innovation hubs such as co-working and incubation spaces can boost both service delivery and revenue generation.*

Key words: *entrepreneurship, digital transformation, academic libraries, business strategies, wealth creation*

Paper Type*: Empirical research*

Introduction

Academic libraries are essential for research, teaching, and learning at both undergraduate and postgraduate levels. Nevertheless, the function of academic libraries as simple repositories of information, which has been mentioned before, is significantly changing due to technological advances and a shift in user expectations. The digital transition of library services is the cause of academic libraries finding ways to bring in

entrepreneurial strategies that can uplift service delivery and generate revenues, as well as ensure the sustainability of the libraries. In Oyo State, academic libraries have to deal with some problems, like a lack of finances, outdated facilities, poor infrastructure, and a lack of technology adoption, which makes it necessary to explore innovative business strategies for wealth creation.

Entrepreneurship in academic libraries requires the implementation of technology-based models that are innovative for service provision and financial sustainability. Worldwide libraries are currently experiencing a major shift toward innovation and entrepreneurship, where new services such as co-working spaces, research consultancy services, and the development of digital resources have been introduced (Khongmalai & Distanont, 2024). By the institution of entrepreneurial measures, they would be able to get different revenue sources, and also, they would get better at meeting modern user requirements. Moreover, digital transformation is an important factor in the change by enabling academic libraries to adopt cloud computing, artificial intelligence, and data analytics for more efficient information management and service delivery (Meena, 2024).

In the presence of drawbacks, the provision of accessibility tools is a step that needs to be taken. Academic libraries in Oyo State can harvest great benefits from entrepreneurship and digital transformation, but they too face obstacles, causing them not to implement. Problems like librarians' poor digital literacy, no institutional policies that can support entrepreneurship and lack of elitism are some barriers to the successful acceptance of innovative business strategies (Edens & Malecki, 2020). Further be it is known that the fundless and streamless state libraries find themselves deepening the already sad state of things by preventing them from being able to invest in digital tools and small businesses. These limitations alert us to the urgent need for strategic interventions that would transform library professionals' mindset to one that is entrepreneurial-focused and also prepare them with the technological skills they need to facilitate digital transformation.

In recent years, several studies have focused on the educational role of research libraries in the development of new ideas and entrepreneurial phenomena across disciplines (Howard, Zwicky, & Phillips, 2018). Libraries function as the main links connecting researchers, students, and industry stakeholders, and as such, they provide access to resources that support entrepreneurial activities. Among

the numerous ways in which academic libraries have successfully integrated entrepreneurial experiences, there is the transformation of libraries into innovation hubs, where students and researchers work together on business ideas, technology projects, and research commercialisation efforts (Khongmalai & Distanont, 2024).

As such, new challenges are being confronted today, resulting from the need for an investigation into how many academic libraries in the Oyo State area are embracing these entrepreneurial and digital transformation strategies. The research aimed to find out the possible ways in which academic libraries could operate to bring more wealth to the community. Thus, it identified the challenges obstructing their utilisation as well. Subsequently, it offers practical suggestions for combining entrepreneurship and digital transformation into their services. By privileging this vice, they missed a lot, and this study wants to cover a way for them to extend their accessibility and fund their sources, to support the creation of more knowledge in the area and to agree with worldwide standards in serving libraries.

Statement of the Problem

Academic libraries in Oyo State are essential knowledge hubs that support research, teaching, and learning in higher education institutions. However, with rapid technological advancements and evolving user needs, traditional library services are becoming increasingly inadequate in meeting the demands of the digital era. Many academic libraries struggle with limited funding, outdated infrastructure, and a lack of innovative strategies to enhance service delivery and financial sustainability. As higher education institutions face budgetary constraints, academic libraries must explore entrepreneurial and digitally driven approaches to remain relevant and financially viable. Entrepreneurship and digital transformation offer promising solutions for academic libraries to generate revenue, improve service efficiency, and create sustainable business models. By integrating innovative business strategies such as digital resource commercialisation, virtual library services, data analytics, and online research consultancy, libraries can transition from passive service providers to active knowledge-driven enterprises. However, the extent to which academic libraries in Oyo State have embraced entrepreneurship and digital transformation remains unclear. Key challenges such as inadequate technological infrastructure, limited digital literacy among library staff, and resistance to change hinder the successful adoption of these strategies. Therefore, this study

examined the entrepreneurial and digital transformation strategies employed by academic libraries in Oyo State, assess their effectiveness in wealth creation, and identify barriers to their implementation.

Research Objectives

This study aimed to:

- Examine the extent of entrepreneurial practices adopted by academic libraries in Oyo State.
- Assess the impact of digital transformation on service delivery and revenue generation in academic libraries in Oyo State.
- Identify the challenges hindering the adoption of innovative business strategies in academic libraries in Oyo State.
- Explore best practices for integrating entrepreneurship and digital transformation in academic library operations in Oyo State

Research Questions

This study answered the following research questions:

1. To what extent have academic libraries in Oyo State adopted entrepreneurial practices?
2. How has digital transformation impacted service delivery and revenue generation in academic libraries?
3. What are the major challenges hindering the adoption of innovative business strategies in academic libraries?
4. What best practices can be identified for integrating entrepreneurship and digital transformation in academic library operations?

Literature Review

Entrepreneurial Practices Adopted by Academic Libraries

Entrepreneurship in academic libraries involves the application of innovative business strategies to enhance service delivery and financial sustainability. Globally, academic libraries have begun to explore entrepreneurial initiatives, including digital resource commercialisation, consultancy services, and the provision of paid research support (Ghalavand et al., 2022). In South-West, Nigeria, academic libraries are increasingly adopting entrepreneurial practices due to funding constraints and the need to expand their service reach.

Empirical findings suggest that Nigerian academic libraries engage in revenue-

generating activities such as renting library spaces for events, offering information literacy training for a fee, and commercialising research databases (Shaifuddin et al., 2020). However, these practices are often carried out on a small scale due to institutional limitations. A case study in Malaysia found that similar revenue-generation efforts were hindered by weak management support and regulatory challenges (Shaifuddin et al., 2020), mirroring the situation in Nigeria.

Impact of Digital Transformation on Service Delivery and Revenue Generation in Academic Libraries

Digital transformation in academic libraries involves the integration of technology to improve access to information and operational efficiency. It includes the adoption of artificial intelligence (AI), cloud computing, and digital repositories to enhance research support and knowledge dissemination (Dohe et al., 2019). In academic libraries, digital transformation has significantly improved service delivery by enabling access to electronic resources, automating cataloguing processes, and facilitating remote learning support. However, the impact on revenue generation is mixed. Some libraries have successfully leveraged digital services to create subscription-based access to specialised research databases and consultation services, while others struggle with technological infrastructure and expertise (Khongmalai & Distanont, 2024). Research from the University of Maryland found that entrepreneurial digital services could generate substantial revenue while maintaining academic libraries' mission of open knowledge dissemination (Dohe et al., 2019).

Challenges Hindering the Adoption of Innovative Business Strategies in Academic Libraries

Despite the potential benefits of entrepreneurial and digital initiatives, academic libraries face several challenges. A major barrier is inadequate funding, which limits investment in new technologies and entrepreneurial ventures (Ghalavand et al., 2022). Additionally, many librarians lack the necessary technological skills to implement digital transformation effectively. A study on digital preservation in Nigeria found that a lack of training in AI and digital tools prevented effective service innovation (Owate & David-West, 2024).

Resistance to change among library staff and institutional policies that do not support revenue generation further hinder the adoption of entrepreneurial strategies (Edens & Malecki, 2020). Studies from

other countries indicate that strong leadership and strategic planning are essential for overcoming these barriers (Khongmalai & Distanont, 2024).

Best Practices for Integrating Entrepreneurship and Digital Transformation in Academic Library Operations

Several best practices have been identified for integrating entrepreneurship and digital transformation into academic libraries. First, academic libraries should develop strategic plans that align digital initiatives with institutional goals. This includes investing in digital skills training for librarians and adopting flexible policies that encourage innovation (Haryanto & Hapsari, 2023). Another best practice is forming partnerships with external stakeholders, such as technology firms and research institutions, to co-develop and fund digital initiatives. A study on revenue generation in libraries found that collaboration with the private sector helped libraries sustain entrepreneurial projects (Ghalavand et al., 2022). Additionally, successful case studies from other regions suggest that integrating co-working spaces, business incubation centres, and digital knowledge hubs within libraries can enhance both revenue generation and research impact (Khongmalai & Distanont, 2024).

Methodology

Research Design

A descriptive survey research design was adopted for the study. The population of the study is made up of 108 library personnel of public universities in Oyo State. They comprised 47 library staff from the University of Ibadan, 37 library staff from Ladoke Akintola University of Technology 17 library staff from Emmanuel Alayande University of Education and the 7 library staff from Technical University. Total enumeration method was used to select the sample size. Questionnaire was adopted as a means of data collection. Data analysis was done in an SPSS output format based on simple mean, standard deviation, frequency count and percentages to answer the research questions.

RESULTS AND DISCUSSION

Table 1: Demographic characteristics of library personnel in academic libraries in Oyo State

Demographic information		Frequency	Percentage
Gender	Male	56	71.8%
	Female	22	28.2%

Age	21-30 years	5	6.4%
	31-40 years	39	50.0%
	41-50 years	17	21.8%
	51-60 years	12	15.4%
Work experience	1-10 years	34	43.6%
	11-20 years	27	34.6%
	21-30 years	12	15.4%
	31 years and above	5	6.4%
Educational Qualification	HND/BLIS	24	30.8%
	MLIS	39	50.0%
	PhD	24	30.8%
Designation	Library Assistant	7	9.0%
	Library Officer	7	9.0%
	Librarian	64	82.1%

The findings of this study revealed that the majority of the library personnel are Male, 56(71.8%). Findings also shows that a majority 39(50%) are 31-40 years of age; 34(43.6%) posses 1-10 years work experience. Also, a majority of 39(50%) have a minimum of an MLIS degree, while the majority, 64(82.1%), are also Librarians.

1. To what extent have academic libraries in Oyo State adopted entrepreneurial practices?

Table 2: Adoption of Entrepreneurial Practices by library personnel in academic libraries in Oyo State

S/N	Items	SD	D	A	SA	Mean	S.D.
1	Our library actively seeks alternative funding sources outside institutional allocations.	5(6.4%)	24(30.8%)	32(41%)	17(21.8%)	2.78	.86
2	We have implemented income-generating services (e.g., photocopying, printing, space rentals).	5(6.4%)	27(34.6%)	17(21.8%)	29(37.2%)	3.03	.93
3	The library markets its services to attract external users or partners.	-	17(21.8%)	56(71.8%)	5(6.4%)	2.85	.51
4	There is a strategic plan in place that includes entrepreneurial objectives.	-	12(15.4%)	56(71.8%)	10(12.8%)	2.97	.53
5	Staff are trained regularly on entrepreneurship and	5(6.4%)	34(43.6%)	29(37.2%)	10(12.8%)	2.56	.80

	innovation.						
6	The library collaborates with private or public sectors to generate income.	-	39(50%)	39(50%)	-	2.50	.50
7	We have a dedicated unit or officer responsible for entrepreneurial ventures.	-	32(41%)	31(39.7%)	15(19.2%)	2.78	.75
8	Innovative service ideas are encouraged and funded by the management.	-	29(37.2%)	32(41%)	17(21.8%)	2.85	.76
9	Performance indicators include financial contributions from entrepreneurial activities.	-	27(34.6%)	41(52.6%)	10(12.8%)	2.78	.66
10	The library has set targets for revenue generation.	-	34(43.6%)	24(30.8%)	20(25.6%)	2.82	.82
11	Our library offers paid consultancy or research support services.	7(9%)	44(56.4%)	22(28.2%)	5(6.4%)	2.32	.73
12	Internal policies guide entrepreneurial activities.	7(9%)	27(34.6%)	39(50%)	5(6.4%)	2.54	.75
13	Entrepreneurship is discussed during library staff meetings or strategy sessions.	-	22(28.2%)	46(59%)	10(12.8%)	2.85	.63
14	Staff are incentivised for contributing to entrepreneurial initiatives.	-	48(61.5%)	25(32.1%)	5(6.4%)	2.45	.62
15	We assess the financial impact of entrepreneurial services regularly.	-	46(59%)	27(34.6%)	5(6.4%)	2.47	.62
						2.70	**.70**

Key: SA= Strongly Agree, A= Agree, Disagree = D, Strongly Disagree = SD
Decision Rule: 1-1.74 = Very low, 1.75-2.50 = Low, 2.51-3.26 = Moderately High; while 3.27 - 4 = High

The results show that library personnel have adopted entrepreneurial practices to a moderately high extent. The result further shows that the majority of them agree that they have implemented income-generating services (e.g., photocopying, printing, space rentals) (Mean= 3.03; S.D. = .93). However, most of the staff are not incentivised for contributing to entrepreneurial initiatives (Mean = 2.45; S.D. = .62),

2. How has digital transformation impacted service delivery and revenue generation in academic libraries?

Table 3: Impact of Digital Transformation

S/N	Items	SD	D	A	SA	Mean	S.D.
1	The library has automated most of its routine services.	17(21.8%)	20(25.6%)	22(28.2%)	19(24.4%)	2.55	1.09

2	Users can access library services remotely via digital platforms.	22(28.2%)	20(25.6%)	29(37.2%)	7(9%)	2.27	.98
3	Digital collections have significantly replaced print resources.	22(28.2%)	27(34.6%)	22(28.2%)	7(9%)	2.18	.95
4	The adoption of digital tools has improved service delivery efficiency.	27(34.6%)	10(12.8%)	22(28.2%)	19(24.4%)	2.42	1.20
5	There is a user-friendly library website or digital portal.	22(28.2%)	10(12.8%)	34(43.6%)	12(15.4%)	2.46	1.07
6	Online reference and consultation services are available to users.	27(34.6%)	22(28.2%)	17(21.8%)	12(15.4%)	2.18	1.08
7	Staff are competent in using digital tools for library services.	17(21.8%)	22(28.2%)	27(34.6%)	12(15.4%)	2.44	1.00
8	We have adopted a digital strategy for service innovation.	17(21.8%)	25(32.1%)	24(30.8%)	12(15.4%)	2.40	1.00
9	Digitisation has led to improved user satisfaction.	22(28.2%)	22(28.2%)	17(21.8%)	17(21.8%)	2.37	1.12
10	The library leverages digital tools for marketing and communication.	22(28.2%)	22(28.2%)	22(28.2%)	12(15.4%)	2.31	1.05
11	Revenue-generating digital services (e.g., online training, database subscriptions) are available.	10(12.8%)	32(41%)	19(24.4%)	17(21.8%)	2.55	.98
12	There is a measurable increase in revenue due to digital transformation.	5(6.4%)	30(38.5%)	31(39.7%)	12(15.4%)	2.64	.82
13	We track and evaluate digital service usage metrics.	10(12.8%)	22(28.2%)	34(43.6%)	12(15.4%)	2.62	.90
14	Digital	22(28.2%)	15(19.2%)	22(28.2%)	19(24.4%)	2.49	1.15

	transformation has improved access to research support services.						
15	External funding or partnerships have increased due to digital innovation efforts.	20(25.6%)	36(46.2%)	10(12.8%)	12(15.4%)	2.18	.99
						2.40	**1.02**

Key: SA= Strongly Agree, A= Agree, Disagree = D, Strongly Disagree = SD
Decision Rule: 1-1.74 = Very low, 1.75-2.50 = Low, 2.51-3.26 = Moderately High; while 3.27 - 4 = High

The result shows that digital transformation has a low impact on service delivery and revenue generation in academic libraries. The result further shows that the majority of the library personnel agree that there is a measurable increase in revenue due to digital transformation (Mean = 2.64; S.D. = .82). However, digital collections have not significantly replaced print resources (Mean = 2.18; S.D. = .95).

3. What are the major challenges hindering the adoption of innovative business strategies in academic libraries?

Table 4: Challenges Hindering the Adoption of Innovative Business Strategies by library personnel in academic libraries in Oyo State.

S/N	Items	SD	D	A	SA	Mean	S.D
1	Lack of institutional support discourages entrepreneurial efforts in the library.	29(37.2%)	22(28.2%)	15(19.2%)	12(15.4%)	2.13	1.09
2	Insufficient funding limits innovation and revenue-generating initiatives.	17(21.8%)	24(30.8%)	25(32.1%)	12(15.4%)	2.41	1.00
3	Staff lack the required entrepreneurial skills or training.	19(24.4%)	32(41%)	15(19.2%)	12(15.4%)	2.26	1.00
4	There is resistance to change among library staff and administrators.	27(34.6%)	29(37.2%)	22(28.2%)	-	1.94	.80
	Bureaucratic structures in public	17(21.8%)	31(39.7%)	30(38.5%)	-	2.17	.76

	universities hinder entrepreneurial decision-making.						
6	Innovation is not included in the library's strategic plan.	17(21.8%)	44(56.4%)	17(21.8%)	-	2.00	.66
7	Fear of failure or risk deters staff from proposing new business strategies.	24(30.8%)	44(56.4%)	10(12.8%)	-	1.82	.64
8	Regulatory or policy barriers restrict the library from engaging in business activities.	24(30.8%)	32(41%)	15(19.2%)	7(9%)	2.06	.93
9	Poor ICT infrastructure limits digital innovation and entrepreneurial ventures.	19(24.4%)	22(28.2%)	25(32.1%)	12(15.4%)	2.38	1.02
10	There is limited collaboration with external stakeholders or industries.	17(21.8%)	22(28.2%)	27(34.6%)	12(15.4%)	2.44	1.00
11	Inadequate staffing affects the capacity to manage business-oriented services.	17(21.8%)	34(43.6%)	10(12.8%)	17(21.8%)	2.35	1.05
12	The library lacks access to entrepreneurial mentorship or networks.	29(37.2%)	27(34.6%)	10(12.8%)	12(15.4%)	2.06	1.06
13	Management undervalues the financial potential of library services.	19(24.4%)	27(34.6%)	20(25.6%)	12(15.4%)	2.32	1.01
14	There is no reward or incentive structure for entrepreneurial performance.	5(6.4%)	34(43.6%)	22(28.2%)	17(21.8%)	2.65	.89
15	Cultural perceptions of libraries as non-profit institutions restrict innovation efforts.	10(12.8%)	29(37.2%)	27(34.6%)	12(15.4%)	2.53	.91

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

The result shows that majority of the library personnel in academic libraries in Oyo State agreed that one of the major challenges is that there is no reward or incentive structure for entrepreneurial performance (Mean = 2.65; S. D. = .89); while library personnel do not agree that fear of failure or risk deters staff from proposing new business strategies (Mean = 1.82; S.D. = .64).

4. What best practices can be identified for integrating entrepreneurship and digital transformation in academic library operations?

Table 5: Best practices for integrating entrepreneurship and digital transformation in academic library operations

S/N	Item	SD	D	A	SA	Mean	S.D
1	Establishing a dedicated innovation or entrepreneurship unit in the library.	17(21.8%)	5(6.4%)	32(41%)	24(30.8%)	2.81	1.11
2	Embedding entrepreneurial goals in the library's mission and strategic plan.	17(21.8%)	5(6.4%)	39(50%)	17(21.8%)	2.72	1.04
3	Regularly training staff on innovation, entrepreneurship, and digital skills.	17(21.8%)	5(6.4%)	32(41%)	24(30.8%)	2.81	1.11
4	Collaborating with tech firms or entrepreneurs to co-develop services.	22(28.2%)	-	34(43.6%)	22(28.2%)	2.72	1.16
5	Creating an internal innovation fund to support experimental projects.	22(28.2%)	-	34(43.6%)	22(28.2%)	2.72	1.16
6	Implementing digital analytics to monitor service performance and demand.	15(19.2%)	7(9%)	39(50%)	17(21.8%)	2.74	1.01
7	Encouraging staff innovation through idea contests and rewards.	22(28.2%)	-	39(50%)	17(21.8%)	2.65	1.11
8	Integrating user feedback in the design	17(21.8%)	5(6.4%)	39(50%)	17(21.8%)	2.72	1.04

	of new services or technologies.						
9	Offering consultancy or expert services to university departments and external bodies.	12(15.4%)	5(6.4%)	39(50%)	22(28.2%)	2.91	.98
10	Automating routine services to free up staff time for innovative roles.	17(21.8%)	5(6.4%)	27(34.6%)	29(37.2%)	2.87	1.14
11	Using social media and digital marketing to increase library visibility.	12(15.4%)	5(6.4%)	32(41%)	29(37.2%)	3.00	1.03
12	Seeking grants or investment for digital transformation projects.	12(15.4%)	5(6.4%)	44(56.4%)	17(21.8%)	2.85	.94
13	Creating co-working or innovation spaces in the library.	5(6.4%)	5(6.4%)	44(56.4%)	24(30.8%)	3.12	.79
14	Developing partnerships with business schools and incubators.	17(21.8%)	7(9%)	37(47.4%)	17(21.8%)	2.69	1.05
15	Including entrepreneurial achievements in staff performance reviews.	12(15.4%)	5(6.4%)	49(62.8%)	12(15.4%)	2.78	.89

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

The result shows that the majority of the library personnel in academic libraries in Oyo State agree that the best practices for integrating entrepreneurship and digital transformation in academic library operations include creating co-working or innovation spaces in the library (Mean = 3.12; S.D. = .79).

Discussion of Findings

The study revealed that library personnel have adopted entrepreneurial practices to a moderately high extent, with a majority acknowledging the implementation of income-generating services such as photocopying, printing, and space rentals. This finding aligns with empirical evidence from Nigerian academic libraries, which also engage in revenue-generating activities, such as renting spaces, offering fee-based information literacy training, and commercialising research databases (Shaifuddin et al., 2020). However, both contexts show that these entrepreneurial

efforts are generally limited in scale due to institutional and structural constraints. Similarly, a case study in Malaysia highlighted that revenue-generation initiatives were often hampered by inadequate management support and regulatory challenges (Shaifuddin et al., 2020). Thus, while entrepreneurial practices are being embraced, their full potential remains restricted by systemic barriers, suggesting the need for stronger institutional backing and policy frameworks to sustain and expand these initiatives.

The findings of this study revealed that digital transformation has had a low impact on service delivery and revenue generation in academic libraries in Oyo State, though staff noted a measurable increase in revenue. This contrasts with prior studies, which show that digital initiatives often enhance access, streamline cataloguing, and support remote learning (Khongmalai & Distanont, 2024). For instance, entrepreneurial digital services in the U.S. have been shown to generate substantial revenue while sustaining libraries' academic mission (Dohe et al., 2019). However, similar to findings in Africa and Nigeria, infrastructural limitations and uneven digital readiness continue to restrict the transformative potential of these initiatives (Otike, 2023; Odunlade & Ojo, 2023). The persistence of print alongside digital resources further illustrates that transformation remains partial, underscoring the need for stronger institutional support to realise its full benefits.

The study showed that most library personnel in Oyo State identified the absence of a reward or incentive structure as a major challenge to entrepreneurial performance. This aligns with broader literature that highlights systemic barriers such as inadequate funding, lack of technological skills, and institutional policies that do not support entrepreneurial initiatives (Ghalavand et al., 2022; Owate & David-West, 2024; Edens & Malecki, 2020). Importantly, the absence of incentives discourages innovation and limits personnel's willingness to adopt entrepreneurial practices. A similar issue was observed in Jordan, where financial and moral incentives were found to directly influence employee performance in academic libraries directly, underscoring the importance of structured motivation frameworks (Obeidat, 2014). This implies that while the lack of incentives in Oyo State mirrors global challenges, low-cost but well-structured motivational systems could still foster entrepreneurial engagement among staff, even in resource-constrained environments.

The study revealed that most library personnel in academic libraries in Oyo State view the creation of co-working and innovation spaces as the best practice for integrating entrepreneurship and digital transformation. This aligns with research showing that collaboration with private sector partners enables libraries to sustain entrepreneurial projects and expand service delivery (Ghalavand et al., 2022). Similarly, successful case studies from other regions highlight that embedding co-working spaces, business incubation centres, and digital knowledge hubs within libraries not only enhances revenue generation but also strengthens their role in supporting research and innovation (Khongmalai & Distanont, 2024). These findings suggest that by adopting such models, academic libraries in Oyo State can reposition themselves as hybrid knowledge and entrepreneurial ecosystems, contributing more directly to institutional development and community engagement.

Conclusion

This study concludes that while entrepreneurial practices and digital transformation hold strong potential to reposition academic libraries in Oyo State as drivers of innovation and revenue generation, their success ultimately depends on supportive institutional frameworks, adequate incentives, and sustained investment in infrastructure and staff capacity. Without these enabling conditions, the transformative role of libraries in fostering knowledge, innovation, and sustainability will remain underutilised.

Recommendations

Academic libraries in Oyo State should establish reward systems to motivate staff and adopt policies that support entrepreneurial ventures. Sustained investment in ICT infrastructure and continuous training in digital and entrepreneurial skills are also essential to maximise the benefits of digital transformation. Building partnerships with the private sector will further enhance sustainability, while creating innovation hubs such as co-working and incubation spaces can boost both service delivery and revenue generation. At the same time, libraries should balance digital growth with maintaining print collections to ensure inclusive access for all users.

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