

Motivation of University Library Professional in Karnataka: A Diagnostic Study

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Abstract

Motivation should always emerge from within in order to make things happen. The real challenge is not just attracting and retaining competent work force, but more importantly handling employee disengagement, cynicism and skepticism by managing expectations both effectively and efficiently. This paper reports on the views and perceptions of 188 University Library Professionals in Karnataka in respect of their job, job environment and organization in addition to identifying and analyzing the key individual work and organizational characteristics influencing their motivation performance and job satisfaction. This study unfolds major implications for Human Resource Management research and practice in university libraries.

Key words

Employee Motivation, Job environment, Job Satisfaction

Introduction

A constant and continuous endeavour to excel on all fronts is the hallmark of any progressive organization. Essentially, the determining factors of an organization include people, structure, task, technology, strategy, culture, systems, processes and environment. It is in the fitness of things that 'people' keep the place and set the pace of progress of any organization. The quality of people can make or mark the organizational success. It is widely acknowledged that incessant improvement in the organizational performance can be achieved only through a motivated, competent and

committed workforce. University libraries cannot be an exception to this principle.

As noted above, the success of an organization depends on the competency (knowledge, skills, attitudes, values and habits) of its managers to provide a motivating environment for its employees. Motivated employees are more productive, contented and stay with the organization longer. Good librarians need to find out ways and means of motivating their staff by managing expectations. Librarians are persistently faced with the problem of varying levels of motivation among their employees. Some employees always perform at high levels, need little or no direction and appear to enjoy what they are doing. On the other hand, other employees perform only at marginal levels, require constant attention and are often absent from their work situation or consider work as a burden or punishment. Library, a labour intensive service provider, requires highly motivated personnel to provide adequate user benefit. Therefore, there is an imperative need to gauge present levels of motivation of library professionals and to explore various means of enhancing the same. The present study, 'Motivation of Library Professionals: A Study with Reference to the Karnataka State University Libraries' is a modest attempt in this direction.

Over the years, particularly after the recent emergence of the information era, it has become a challenge to motivate the library professionals. Factors like phenomenal widening of knowledge realms, enhanced user expectations, new and complex technology and also lack of promotional opportunities, overlapping scales of pay, early stagnation, internal problems of the institution, political interference, the burden of the daily maintenance work, lack of co-operation, co-ordination, communication, non-involvement in decision making, non-recognition of and lack of appreciation from their

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higher authorities are responsible for this disturbing trend. Therefore, in the present circumstances, what best can be done to motivate the library professionals and provide a better work environment need to be immediately examined and addressed.

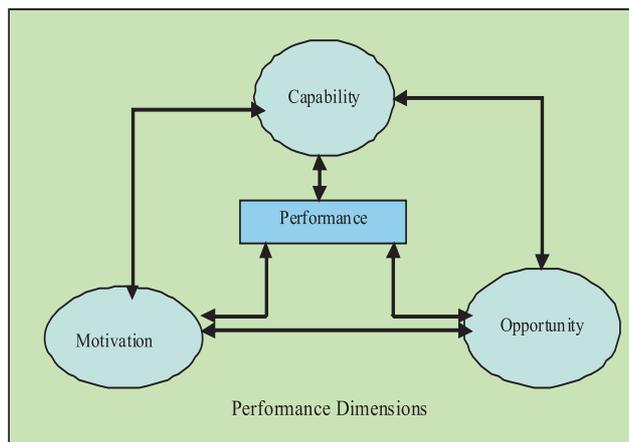
Conceptual Framework

Library is a tripartite organization consisting of reference materials of various kinds, users of various denominations and a good number of trained library personnel. The effective functioning of the library depends on the knowledge skills, attitudes, values and position work habits of its staff. If the staff members work to their fullest potential, they can serve the users of the library proficiently. Hence, the human factor plays a vital role in the valuable and competent functioning of libraries. From this, it follows that libraries in general and academic libraries in particular, need a highly committed competent and dedicated work force. Employees need to possess three critical qualities to be regarded as a superior work force (Figure 1). They are as follows:

1. Capabilities to work smartly (up-to-date domain-specific knowledge and highly refined and updated skill-mix);
2. Willingness to perform (attitudes and values); and
3. Opportunity to carry out the given assignment with a spirit of excellence (back-up support and help in times of difficulties). (Robbins 1999)¹

It is admitted all over the world that high-quality performance and the resultant job attitudes (job satisfaction, job involvement and organizational commitment) can be ensured only when the employee is highly motivated to invest his/ her time, energy and resources to achieve the intended goals both successfully and competently. In this context, 'motivation' is a drive to perform, and the 'performance' is the result (outcome) of motivated efforts to convert plans into practice. 'Satisfaction' is an attitude of mind and hence, it is the 'contentment' experienced by the jobholder when a want is satisfied. It is a very relevant and interesting proposition for the researcher to understand the role of motivation of library professionals.

Figure- 1: Performance dimensions



Source Adapted from M. Blumberg and C. D. Pringle, "The Missing Opportunity in Organizational Research: Some implications for a Theory of Work Performance," *Academy of Management Review* [October 1982], p. 565.

Hence, an average library employee expects to experience a sense of accountability, identification, belongingness, accomplishment, achievement and freedom from his job and job environment. It is therefore, crucial that an attempt be made to study motivation of library professionals. Hence, this study is undertaken with the anticipation that it would make a modest contribution to the solicitous and intensification of staffing in the University Libraries in Karnataka State.

Objectives

The specific objectives of the proposed study are as follows:

- (1) To discuss the views and perceptions of the library professionals in respect of their job, job-environment and the organization;
- (2) To identify and analyze the major personal, work and organizational factors influencing motivation, performance and job satisfaction of library professionals; and
- (3) To raise important human resource management implications and to offer suggestions for strengthening the 'motivation-performance-satisfaction' linkages among library professionals based on the findings of this study.

Methodology

The study is mainly based on the primary

data collected from the professionals working in different university libraries (regular and deemed) of Karnataka State. Primary data was collected from the records of the university libraries. These official records include pathfinder, annual reports and special publications of the university libraries in Karnataka State. Having collected the primary data from the records and reports of the university libraries, further data was collected from the library professionals working in the university libraries. The study relates to motivation of library professionals. Hence, the information, opinions, perceptions and attitudes of these library professionals were unruffled and analyzed.

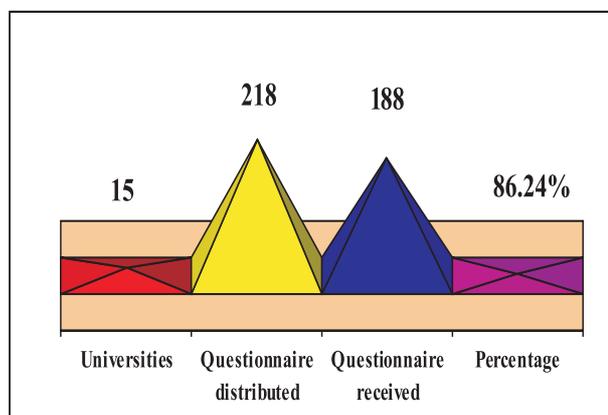
Selection of the Libraries and Library Professionals

There are 15 universities (regular and deemed) in Karnataka State, of which, six are the academic/general universities and nine are deemed universities. 218 libraries staff work in these universities. The library professionals identified in this study are grouped into two categories, namely, professionals and semi-professionals. The employees having bachelor degree/post-graduate degrees in the library and information science are considered as the professional staff of the library. The staff trained through diploma courses and certificate courses in library and information science are considered as semi-professionals of the library. Therefore, library professionals include Librarians, Deputy Librarians, Assistant Librarians / Documentation Information Officers. Library Assistants are semi-professionals. The total population considered for the current study was 218 distributed across the 15 university libraries.

The pre-tested, structured comprehensive questionnaire was sent to these 218 professionals and semi-professionals, who were considered for this study. The questionnaire was self-administered by the respondent population. 188 respondents submitted their questionnaire, which accounts for a response rate of 86.24%. The response rate was above the normal response for any mailed survey. Nachmias and Nachmias (1985)³ and Bernard (1995)⁴ state that "the response rate for a mailed survey is usually between (20 to 40%)". Although the

questionnaire was mailed to the respondents through surface mail, the high rate of response for the current study could be attributed to the investigator's follow up activity through telephonic reminders and personal visits.

Figure 2: Response rate of library professionals



Results and Discussions

Factor Analysis

Factor analysis was performed for motivation of library professionals. The analysis has been discussed in terms of total variance and rotated component matrix. Kaiser's criterion (Child 1972)⁵ was used to extract factors. The factors, which had Eigen value of more than one, were considered and the rest of the factors were not considered as they had insignificant Eigen values. The connotations of variables are interpreted as seen through rotated component matrix. The significance of rotated factor loadings was obtained through Burt-Bank's (Child 1972)⁶ formula (+0.23 rotated factor loadings were found to be significant for a sample size of 188 at 0.05 level of significance). Factor solutions can best be interpreted with respect to the pertinent field of research as also the researcher's insight in-to the subject. The subjective interpretations are some-times essential in order to reach evocative conclusions, which may often lead to new thought in the fruitful field. (Thurston 1948)⁷ and (Kim and Mueller (1978)⁸ have recommended that one should look for subjective insights rather than looking for merely numerical values. Keeping these points in view, the researcher had taken the variables with bipolar loadings of 0.50 and

above as significant for each factor analysis. The theory of redundancy (Prakash 1995)⁹ is followed, while considering variables in each factor, i.e., the significant variable measured in one factor is not measured in another factor. However, the interpretations are completed with respect to the relevance of an investigation with another factor, if there is a noteworthy loading. The results are also provided with scree plots for factor analysis.

Factor Analysis of Motivation

It is widely acknowledged that motivational factors, jointly and severally, influence the person as to how well he/she is performing in the job and the level of job-satisfaction, job-involvement and organizational commitment experienced by that individual. For this, an employee should possess three critical components-capabilities (knowledge and skill), willingness to do (attitudes, values, and habits) and opportunity to perform (a chance to perform

and back up support). The results of this study pertaining to the motivational factors are furnished in the following paragraphs.

Factor analysis from the data set of 10 variables suggests three factors to be generated that account for 61.325 per cent of the total variance (Table 1) in the scores. The rest of 38.675 per cent of variance produced 'n' number of factors. These factors are insignificant because of low Eigen values and low per cent of variance in the data-set of 10 variables. These factors explain three major sub-systems of motivation pertinent to library work place, namely work environment, work ethics and the work itself. These factors individually possess 25.814, 20.792, and 14.719 percent of variances respectively. These sub-systems are components of a major system called motivation. The Kaiser's rotated component matrix is given in Table 2 and the scree plot of the same is presented in Figure 3.

Table 1: Total variance of motivation explained

Component	Initial Eigen values			Extraction Sums of Squared loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	2.581	25.814	25.814	2.581	25.814	25.814
2.	2.079	20.792	46.606	2.079	20.792	46.606
3.	1.472	14.719	61.325	1.472	14.719	61.325
4.	.902	9.025	70.350			
5.	.837	8.375	78.724			
6.	.714	7.143	85.867			
7.	.467	4.671	90.538			
8.	.393	3.930	94.468			
9.	.317	3.165	97.633			
10.	.237	2.367	100.000			

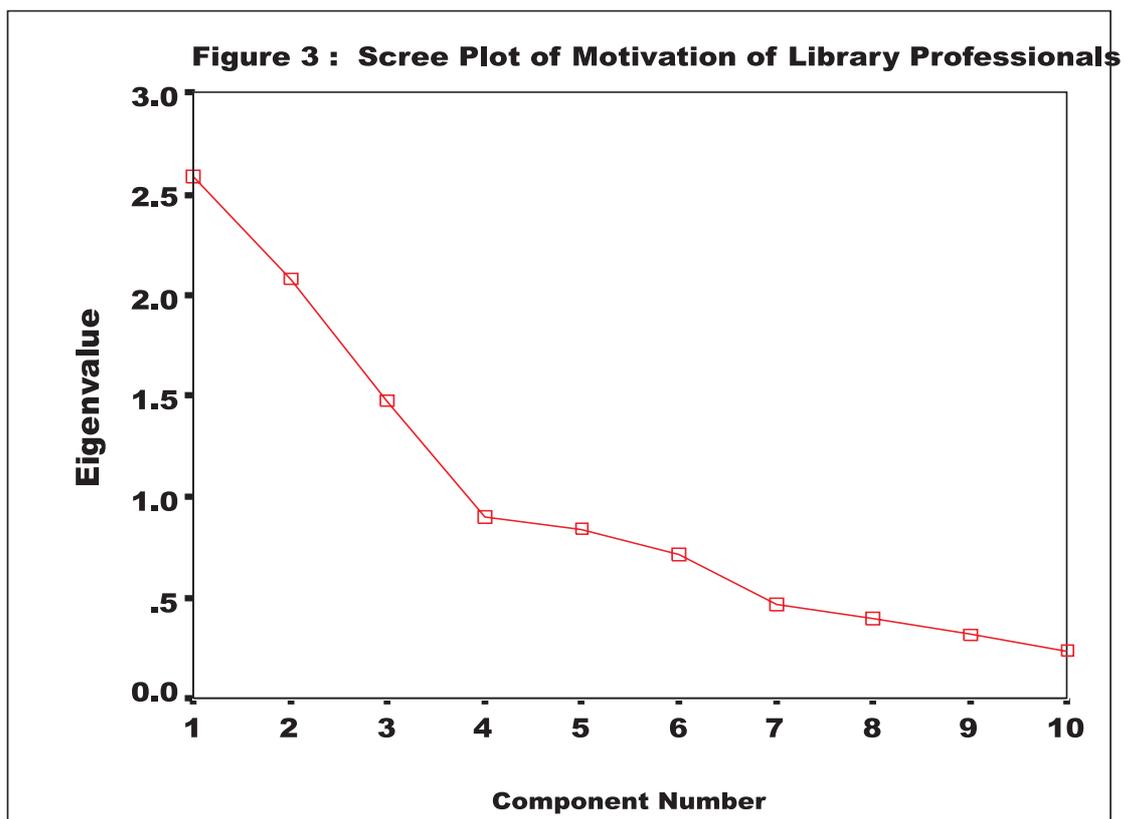


Table 2: Rotated component matrix of motivation

Sl. No.	Components		
	Work Environment	Work Ethics	Work Itself
1.	0.835	0.074	-0.102
2.	0.804	-0.217	-0.011
3.	0.795	0.110	-0.096
4.	0.592	-0.118	0.287
5.	0.312	-0.087	0.666
6.	-0.173	0.169	0.609
7.	0.006	0.046	0.775
8.	0.011	0.843	-0.126
9.	0.013	0.868	0.166
10.	-0.196	0.550	0.445

Factor I is defined as Work environment, which can measure the attributes of the em-

ployee work motivational factors and is presented in Table 3.

Table 3: Work environment

Sl.No.	Variables	Loadings
1.	Receive enough help and equipment	0.835
2.	Enough authority/power to do any job	0.804
3.	Co-employees are competent in their jobs	0.795
4.	Opportunity to achieve personal goals	0.592

Analysis of the above table reveals that the variable 'equipment and help' is significant with the factor loading of 0.835, followed by 'power and authority' (0.804 loading), 'competent co-employees' (0.795 loading) and 'opportunity to achieve personal goals' (0.592 loading). These together emerged as principal component of motivation in library work place. These variables explain the importance of motivational goals that are necessary for effective management of the library.

The skeptical vision of work environment results reveal that the physical, social and psychological conditions that individuals and team experience at work can either facilitate or retard continuous individual/team learning on the one hand and enhanced job satisfaction on the other. The work environment presupposes the presence of adequate help and equipment for the employees in the work place to perform his/her job in terms of effectiveness and efficiency. It also presupposes enough authority and power to carry out the given task, competent superiors, subordinates and colleagues and the potential to achieve one's own personal goals through accomplishing the work responsibilities.

As stated earlier, the work environment cuts both ways. If it is highly supportive as perceived by the employees, then they will be highly motivated for superior work performance and to derive high job satisfaction. On the contrary, if employees struggle for timely help and required equipment to discharge their duties; if they experience lack of power or authority to do the job in the way it is called for; working with ineffectual superiors or subordinates or colleagues; and finally are unable to achieve their personal goals, then these employees would become de-motivated, demoralized and cynical with a high degree of job-dissatisfaction.

Factor II is identified as work ethics. Individuals enter an organization with preconceived notions of what "ought to be" and what "ought not to be". Work ethics and values are known to influence a person's motivation, performance and job satisfaction. In this context, work ethics and values represent basic convictions that "a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence" (Rokeach 1973)¹⁰. Accordingly, work ethics and values contain a judgmental element in that they shape an individual's ideas as to what is right, good, or desirable.

Table 4: Work ethics

Sl.No.	Variables	Loadings
1.	I do not like many of the tasks I have to do	0.868
2.	I only do my work because I need money	0.843
3.	I have to ask my boss before I do almost anything	0.550

The analysis of the Table 4 highlights that variable 'job dislike' is loaded with 0.868, 'money minded' loaded with 0.843 and the variable 'autonomy' is loaded with 0.550. These variables identify themselves with personal satisfaction of the employee with respect to job and employer, which is most important as far as work ethics is concerned.

Some employees may do their job only because they need money. In that case, these employees do not love their work but they always crave for more money. This tendency is tested on a 'money-minded and opportunistic value'. Eventually, such employees are bound to experience low motivation, poor and reduced job performance. In addition to this, these employees, focusing more on money than the process of doing the work, may not like many of the tasks they have to do on the job. This would adversely affect the quality of their performance and the scope for enjoying higher job satisfaction. Thus, positive work ethics and values of the employees will have all the potential to promote their motivation, performance and satisfaction.

Autonomy is considered as one of the powerful motivators for employees working in various forms of organizations. "Autonomy" is conceptualized as an individual's perceived freedom to act or to take a decision. An employee will feel highly comfortable and confident, if he/she is given proper and adequate freedom to perform the job without any undue interference. It is quite understandable that if an employee has to ask his/her boss before he/she does almost anything, then the performance of the task would reflect low motivation, poor quality and reduced job satisfaction. In this sense, employee should be empowered to perform the given task effectively and efficiently only through the provision of needed autonomy, which will, in turn, enhance the level of employee motivation, performance and satisfaction.

Factor III is identified as the work itself. Attending the work on time is of utmost importance in the library and the work should be given top priority by the employees for efficient management of library.

Table 5: Work itself

Sl.No.	Variables	Loadings
1.	I am given the chance to do the things I do best	0.775
2.	The major satisfaction in my life comes from my job	0.666
3.	I can see the results of my work	0.609

The above Table 5 depicts that variable 'I am given the chance to do the things I do best' is loaded with 0.775, which identifies the importance of nature of work as against the personal goals of the employee. Another variable as perceived by the respondents is 'job satisfaction' (0.666 loading) and 'I can see the result of my work' is loaded with 0.609 also gives importance to work. All these attributes are very important for the nature of work and work environment.

As Herzberg (1959)¹¹ pointed out, intrinsic factors such as achievement, recognition, work, responsibility, advancement and growth are related to job satisfaction, while extrinsic factors such as supervision, organizational policy and

administration, relationship with superiors, subordinates and colleagues, work conditions, pay, personal life, status and job security are associated with job dissatisfaction.

More often than not, the real satisfaction to the employees will always come from the process of doing the work. If an employee is not able to enjoy his/her job and job-environment, he/she will not be able to put forward genuine efforts to improve job-performance and derive higher job-satisfaction. This suggests that the nature of the job and job environment contains enormous potential to motivate the employees towards superior performance and higher job satisfaction. A person considering the importance of one's own work will always

derive major satisfaction from the work itself. Other things in his/her life will not be as important as the work itself. In such a holistic environment, employees will not experience any negative conflict between the organizational goals and their personal goals. At the end of the day, they will be able to see the results of their work, because the work itself will provide the relevant feedback about the quality of job performance. Furthermore, such employees will always try to do the things to the best of their ability. Since they love their work more than anything else does, they will concentrate more on turning out to be 'superior job performers' and they tend to perceive that their values and the departmental values are very similar without any conflicts. Hence, the work itself can either motivate or de-motivate employees towards achieving superior performance and job satisfaction.

One may arguably establish logical relationship between job satisfaction and future motivation. At the same time, a highly motivated individual need not necessarily derive high job satisfaction due to the pressure of some unexplainable intervening variables moderating the relationship between motivation and job satisfaction and vice-versa.

In the ultimate analysis, it could be inferred that personal and work related factors influence the perceived levels of motivation and job satisfaction of the library professionals. Furthermore, these factors also moderate the relationship between motivation and job satisfaction and job satisfaction and motivation. From this, it follows that a highly motivated library professional is expected to put forward genuine efforts (physical and mental efforts) in order to generate superior work performance. If the performance is appropriately and timely measured, assessed and rewarded, then he/she would get the recognition to the job well done. This kind of rewarding mechanism in libraries would go a long way in enhancing the levels of job satisfaction and its consequent positive impact on the future motivation of the library professionals.

Thus, the performance management cycle (motivation-effort-performance- reward-satisfaction-motivation) continues. In summary,

the task of suitably and timely motivating and satisfying the library professionals with a view to improving work performance is a continuous process. Educational institutions can neglect this task only at their peril.

Conclusions

Work environment was a significant component in respect of motivation to the employees. 'Work ethics' and 'work itself' are the other two variables associated with employees' motivation. The librarians' perceived 'work itself' as a principal component of intrinsic motivation and a sense of personal worthiness was also significant factor in this regard. Performance planning and development was the key component in respect of librarians' performance management. The other factors associated with performance management were employee involvement and empowerment and organization-employee rapport.

The present study, as mentioned earlier, covers motivation of library professionals: A study with reference to the Karnataka State University Libraries. Further, keeping in view the atrociousness of the task, the researcher intended to limit the scope of this study to only university libraries of Karnataka State. The issues addressed, thus, include motivational factors, job and environment, level of satisfaction, employee relation and employee performance, placement of professionals and the like. The study concentrates on library professionals and semi-professionals and excludes other office personnel working in the University library system.

The researcher is aware of the fact that the concept of university library and its human resource management include a wide variety of facets and, within the limited time, it is extremely difficult, if not impossible, to study every aspect in detail. Hence, only a modest exertion is made here to present an overview of the current motivation climate relating to library professionals. Further, the study depends on the views of the library professionals working in the university libraries only. As such, it is amenable to divergent views and diverse perspectives and as such, the conclusion and inferences cannot be generalized.

This study, in particular, aimed to gauge the limitations of existing human resource management practices relating to library professionals and semi-professionals working in the university libraries of Karnataka State and to assess their views in respect of their work related aspects, keeping motivation at the centre. This endeavour was set against the background of the need for a consolidated approach to the development of professionals in the library and information field. This approach was perceived to be important to educate, enlighten, entertain and inspire the user-community by way of strengthening the university library system with competent, qualified, skilled and motivated staff.

This task, obviously, is an onerous one. We believe that a comprehensive work of such a magnitude cannot be taken up in one paper like the present one. We have within the limitations of the study, tried to analyse the task mentioned above by keeping motivation at the centre.

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