

Performance Management and Job Satisfaction of University Library Professionals in Karnataka: A Study

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ABSTRACT

The relationship between job satisfaction and employee's performance has always been discussed in organisational behaviour and human resource management literature. A highly satisfied employee need not necessarily be a profound performer. However, an employee, who is dissatisfied, can cause irreparable damage to the organisational effectiveness. Performance management system should be based on ideological underpinnings and a holistic context by strengthening the linkages among the key components such as performance planning, performance execution, performance appraisal, recognition and reward, and performance improvement on a continuous basis. The paper discusses performance management and job satisfaction of university library professionals in Karnataka. Present study is based on the primary data collected from 188 library professionals through a pre-tested, structured, comprehensive questionnaire. The key issues were identification and definition of key performance areas, role clarity and direction, performance feedback and potential appraisal, and job rotation as a powerful tool to develop and unleash employee's potential. Factor analysis highlighted the significance of three sub-systems of performance management system, i.e., performance planning and development, employee involvement and empowerment, and organisation-employee rapport. The paper concludes that the conducive and congenial physical, social, and psychological conditions present in the workplace have potential to enhance the job satisfaction of the library professionals. The bottom line is that library administration should pay proper, adequate, and timely attention to the interaction and reinforcing nature of 'motivation-performance-satisfaction (MPS)' cycle.

Keywords: Performance planning, performance appraisal, job satisfaction, employee involvement, employ's empowerment, congenial conditions, library professionals

1. INTRODUCTION

Human resource in any organisation is its most expensive but vital resource. Consequently, the future of any organisation depends more on its staff than any other factor. The usefulness of service institutions like libraries is measured by the services rendered by them to the users, which in turn depends on the personnel who are responsible for the efficient and effective delivery of service. If the authorities tend to think of their services almost exclusively, it is very likely that these services cannot effectively be provided unless the authorities give due weightage

to those who manage these.

It is imperative from the above facts that the human resources have to be properly and adequately motivated, developed, maintained, and utilised to provide efficient services. Library professionals, therefore, occupy a prominent and decisive place in university libraries. The reason is that human resources are animated with attendant emotions, feelings, beliefs, opinions, perceptions, attitudes, etc., and human factor gives the necessary support and life to all the material resources to provide useful service to the users.

2. CONCEPTUAL FRAMEWORK

Library is the central point of the whole university system wherein one could find the various functions performed and services rendered by the library professionals. Library professionals should know that one of the most effective ways to win the loyalty of their staff is to make each employee feel that his/her work is important and appreciated. In addition to possessing an employee-centred attitude, a library supervisor should be equipped with certain skills in dealing with people, should have the ability to make clear assignments and to delegate authority, should be competent to instruct and to check completed work, should know the most effective ways to correct as well as commend, and should be able to discuss problems with staff members in an atmosphere of mutual trust, confidence, and goodwill.

To realise library's unique function of serving as the one unbiased non-partisan bureau of information, personnel of the highest competence and integrity are essential. This calls for proper management of university library personnel.

The task is no doubt challenging, as the behaviour of the human being is both complex and unpredictable, making human resources probably the most difficult and frustrating to manage. The disregard of an employee's capacity to feel, think and grow is a subtle but menacing danger that results in the breaking down of his social and spiritual morale. As a result, it may produce an ineffective and frustrated staff.

Performance of an employee in any organisation is largely determined by the motivation he or she possesses. Positive motivation not only leads to better performance, but also increases the employee morale, commitment, and emotional identification with the organisation. The employee so motivated would surely contribute his/her best to serve the user. Further, the question of motivation and its impact on performance assumes greater significance in service organisations like libraries where there is direct personal interaction between the employees and the user. It need not be overemphasised that the positive motivators would definitely pay rich dividends in the form of increased work-efficiency and productivity, reduced costs of operations, increased motivation and heightened morale, high job satisfaction, greater level of involvement, dedication, and commitment. Further, there would be a spectacular reduction in the number of complaints and grievances, and decrease in absenteeism. This automatically contributes to the reputation of the libraries by way of effective performance.

3. OBJECTIVES

The purpose of the study is to examine and report on 'motivation-performance-satisfaction' linkages among library professionals working in the university libraries of Karnataka. The specific objectives are:

- Ä To discuss the views and perceptions of the library professionals in respect of their job, job-environment, and the organization.
- Ä To identify and analyse the major personal, work, and organisational factors influencing motivation, performance, and job satisfaction of library professionals.
- Ä 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.

4. METHODOLOGY

The study is mainly based on the primary data collected from the professionals working in different university libraries (regular and deemed) of Karnataka. The information, opinions, perceptions, and attitude of these library professionals were collected and analysed. Relevant 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.

5. SELECTION OF THE LIBRARIES AND LIBRARY PROFESSIONALS

There are 15 universities (regular and deemed) in Karnataka, of which six are the academic/general and nine are deemed universities. Two hundred eighteen library staff works in these universities. The library professionals identified in this study are grouped into two categories, namely, professionals and semi-professionals. The pre-tested, structured, comprehensive questionnaire was sent to these 218 professionals and semi-professionals. The questionnaire was self-administered by the respondent population. One hundred eighty eight respondents submitted their questionnaire (86.24 per cent).

6. RESULTS AND DISCUSSIONS

6.1 Factor Analysis

Factor analysis was performed for performance management of library professionals. The analysis

has been discussed in terms of total variance and rotated component matrix. Kaiser's criterion¹ was used to extract factors. The factors, which had Eigen value of more than one, were only considered. The connotations of variables are interpreted as seen through rotated component matrix. The significance of rotated factor loadings was obtained through Burt-Bank's¹ formula (± 0.23 rotated factor loading was found to be significant for a sample size of 188 at 0.05 level of significance).

6.2 Factor Analysis of Performance Management

Continuous improvement and development of the process of carrying duties and responsibilities is considered as the hallmark of performance management in any organisation. Competent and effective management of work performance must be characterised by performance planning and performance development. A meaningful performance planning should spell out the key performance areas for each employee well in advance in order to provide the role clarity and direction to generate qualitative work performance. On the other hand, the development component of performance management

comprises two variables, namely, appropriate and timely performance feedback about the potential of the employee's for higher-level jobs, and practicing job rotation as a tool to develop employee's potential in new areas.

Factor analysis from the data set of six variables, suggests three factors to be generated that accounts for 70.028 per cent of the total variance (Table 1) in the scores. The rest of 29.97 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 six variables. These factors explain three major sub-systems of performance management pertinent to a library namely, performance planning and development, employee involvement and empowerment, and organisation-employee rapport. These factors individually possess 36.83, 19.14 and 14.06 per cent of variances, respectively. These sub-systems are components of a major system called performance management. The Kaiser's rotated component matrix is given in Table 2.

Factor I, defined as performance planning and development, measures the attributes of employee's

Table 1. Total variance explained of performance management

Component	Initial Eigen values			Extraction sums of squared loadings		
	Total	Per cent of variance	Cumulative per cent	Total	Per cent of variance	Cumulative per cent
1.	3.315	36.833	36.833	3.315	36.833	36.833
2.	1.722	19.139	55.971	1.722	19.139	55.971
3.	1.265	14.056	70.028	1.265	14.056	70.028
4.	0.996	11.062	81.089			
5.	0.723	8.035	89.124			
6.	0.521	5.784	94.909			
7.	0.273	3.036	97.945			
8.	0.134	1.488	99.433			
9.	0.051	0.567	100.000			

Table 2. Rotated component matrix of performance management

S. No.	Components		
	Performance planning and development	Employee involvement and empowerment	Organisation-employee rapport
1.	0.893	0.032	-0.065
2.	0.892	-.249	-0.034
3.	0.303	-.328	0.594
4.	-.307	0.644	-.168
5.	-.238	0.367	0.664
6.	0.144	0.891	0.176
7.	0.121	-.026	0.834
8.	0.761	0.121	0.284
9.	0.712	-.400	0.145

work performance and is presented in Table 3. Table 3 shows a significant proportion of the respondents opined that key performance areas were identified for each employees in their respective organisations (0.893 loading). Similarly, they also stated that the key performance area identified and defined by their organisations provided them the much needed role clarity and work direction to discharge their duties and responsibilities (0.892 loading). Besides these, employees regularly received performance feedback from their superiors about their potential for higher-level jobs in the organisation (0.761 loading). Finally, job rotation was practiced widely to help employees develop their potentials in new areas (0.712 loading).

Factor II, defined as employee's involvement and empowerment, acknowledges mechanism of continuously improving organisational performance and effectiveness. Employee's participation and organisational communication are the vehicles ensuring effective involvement and empowerment of employees (Table 4).

Table 4 depicts that most of the respondents indicated that employees' participation was sought in all the matters pertaining to the work and goals of their respective organisation (0.891 loading). With regard to organisational communication, their organizations used circulars and newsletters to keep every employee well informed and connected (0.644 loading).

It should be clearly noted that by effectively involving and keeping the employees well connected through the provision of an interrupted flow of information, progressive and purposeful organisations can definitely attract and retain willing, committed and talented work-force in addition to significantly improving their work performance. Hence, the issue of employee's involvement and empowerment in the area of performance management cannot be lost sight of.

Factor III, defined as organisation-employee rapport, is considered as a prerequisite for effectively managing work performance and organisational effectiveness. For the purpose of this study, 'organisation-employee rapport' is viewed as a construct made up of three variables, namely, sense of pride in the quality of work, mechanisms for interacting with top management if need be, and discussing performance and targets with the subordinates by the immediate superiors (Table 5).

Table 5 shows that majority of the respondents indicated that every employee in his/her organisation enjoyed a sense of pride in the quality of the work accomplished (0.834 loading). Some of the respondents also reported the presence of certain mechanisms (e.g. open-door policy) for employees at all levels to meet their top officers in case they wished to do so (0.664 loading). Finally, a few respondents stated the practice of regularly discussing performance

Table 3. Performance planning and development

S. No.	Variables	Loadings
1.	Key performance is as identified for each employee in the organisation	0.893
2.	Performance is role clarity and direction to employees in terms of their work	0.892
3.	Employees regularly receive feedback about their potential for higher level jobs	0.761
4.	Job rotation is practiced widely to help people develop their potential in new areas	0.712

Table 4. Employee involvement and empowerment

S. No.	Variables	Loadings
1.	Employees' participation is sought in all the matters that pertain to the work and organisation's goals	0.891
2.	The circular and newsletters in the organisation keep every employee well informed	0.644

Table 5. Organisation-employee rapport

S. No.	Variables	Loadings
1.	Every employee in the organisation has a sense of pride in the quality of the work they do	0.834
2.	There are mechanisms for employees at all levels to meet top officers if they wish to	0.664
3.	Senior officers always discuss performances and targets with their subordinates	0.594

and targets with subordinates by the senior officers in their respective organisations (0.594 loading) helped them a lot. Therefore, organisation-employee rapport should be considered as an integral part of human resource. Essentially, every employee should possess and reflect a sense of pride in the quality of the work done, encourage the employees working at all levels to meet the top officers if necessary, and senior officers must assume the responsibility and accountability of discussing performance and targets with their juniors.

7. JOB SATISFACTION

Job satisfaction is one of the criteria of establishing a healthy organisational structure. Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make work mentally challenging. Jobs that have too little challenge create boredom, but too many challenges create frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction. Managers should be concerned with the level of job satisfaction in their organisations for at least three reasons: (i) there is clear evidence that unsatisfied employees skip work more often and are more likely

to resign; (ii) it has been demonstrated that satisfied employees have better health and live longer, and (iii) satisfaction on the job carries over to the employees' life outside the jobs. In this respect, the question of how the material and moral elements affect the job satisfaction of the librarians gains importance. Table 6 shows the opinion of the librarians on their level of satisfaction in their organisations. Table 6 shows significant proportion of the respondents 11 (73.33 per cent) opined that they were well satisfied with their job.

Table 7 shows that 26.67 per cent of librarians opined that their employees were the best group as far as work-related aspects were concerned. Five (33.33 per cent) respondent felt that they like them a great deal, while the other five felt that they liked them fairly well. One has expressed that he has no feeling one way or the other.

Table 8 indicates that nine (60 per cent) respondents were satisfied with the respect they received from their colleagues, while five (33.33 per cent) were highly satisfied with it. One respondent was dissatisfied with the amount of respect received from his colleagues.

Finally, we asked the librarians a question relating to the overall opinion on their job satisfaction (Table 9).

Table 6. Level of satisfaction received from supervision

S. No.	Level of satisfaction	No. of responses	Percentage
1.	Dissatisfied	—	—
2.	Some what satisfied	—	—
3.	Moderately satisfied	04	26.67
4.	Well satisfied	11	73.33
5.	Extremely satisfied	—	—

Table 7. Opinion about the employees

S. No.	Opinion	No. of responses	Percentage
1.	I do not particularly care for them	—	—
2.	I have no feeling one way or the other	01	06.67
3.	I like them fairly well	05	33.33
4.	I like them a great deal	05	33.33
5.	They are the best group I could ask for	04	26.67

Table 8. Respect received from colleagues

S. No.	Respect received from their colleagues	No. of responses	Percentage
1.	Highly dissatisfied	—	—
2.	Dissatisfied	01	06.67
3.	Moderately satisfied	—	—
4.	Satisfied	09	60.00
5.	Highly satisfied	05	33.33

Table 9. Opinion about the overall job satisfaction

Overall job satisfaction	No. of responses	Percentage
Completely dissatisfied	—	—
Dissatisfied	01	06.67
About half-and-half	01	06.67
Satisfied	09	60.00
Highly satisfied	04	26.66

Table 9 shows that nine respondents (60 per cent) expressed that they were satisfied with their job and the work environment. About four (26.66 per cent) respondents felt that employee's attitude promotes the willingness, dedication and commitment in their profession, and that they were highly satisfied about that.

One respondent felt he was moderately satisfied, while the other respondent stated that he was more dissatisfied than satisfied. Hence, it is evident from the above analysis that 86.66 per cent of the respondents were satisfied with their jobs.

8. CONCLUSION

This study was 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, and to assess their views in respect of their work-related aspects, keeping motivation and performance 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 able staff.

In summary, performance planning and development frame work in any organisation should aim at identifying and defining the key performance areas for the employees at the individual level; provide role clarity and direction to the employees through these key performance areas; provide performance feedback about the potential of employees for higher jobs in the organisation; and rotation of jobs as a technique for developing employees potential in new areas. Therefore, performance planning and development can be viewed as two sides of the same coin—the coin being performance management.

REFERENCE

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