Intrinsic Motivation of Librarians in University Libraries in Karnataka

T.Y. Mallaiah and P.S. Yadapadithaya

Mangalore University Library, Mangalagangothri, Mangalore-574 199
E-mail: mallaiahty@yahoo.com; subramanyayp@lycos.com

ABSTRACT

This paper discusses major implications for intrinsic motivation and managerial process in university libraries. The study is based on the primary data collected from 15 university librarians in Karnataka through a pre-tested, structured, comprehensive questionnaire with a response rate of 100 per cent. It paper reports on the intrinsic motivation of librarians in the university libraries of Karnataka in respect of their job, job environment and organization in addition to identifying and analysing the key individual, work and organizational characteristics influencing their performance expectations. It is hoped that this paper will help library administrators in managing library personnel both effectively and efficiently.

Keywords: Employee motivation, work environment, employee relations, employee communication, responsibility, recognition

1. INTRODUCTION

Libraries act as regular and up-to-date information provider, which is managed by persons having different motives, drives, attitudes, and perceptions. The users also have diversified needs, requirements, perceptions, and behavioural patterns. The professionals ought to be responsible for understanding and appreciating these differentials to sense, serve, and satisfy the users' requirements. Only then, there would be compatibility of interests between the professionals as the providers of service and the users of information. This is the basic objective of every library and all the efforts of the library should be directed to realise this avowed objective. Realisation of this objective calls for an understanding that every action of human beings is associated with motives and they automatically affect the resulting action.

The human resource in any organisation is its most expensive but vital asset. Consequently, the future of any organisation depends more on its staff than on any other factor. The usefulness of service institutions like libraries is measured by the services rendered by them to the users and this in turn depends on the personnel who are responsible for the efficient and effective delivery of service. They acquire, organise, and disseminate information. If the authorities tend to think of their service almost exclusively, it is very likely that these functions cannot effectively be discharged unless they give due weightage to those who manage them in universities.

It is imperative that human resource recruited and selected have to be properly and adequately developed, motivated, and maintained to provide quality service. Library professionals, therefore, occupy a prominent and decisive place in university libraries as compared to material resources such as buildings, equipment, etc. The reason is that human resources are animate with attendant emotions, feelings, beliefs, expectations, opinions, perceptions, attitudes, and other personal traits. All material resources in a university library such as buildings, equipment, books, and other kinds of reading materials, finance, and managerial methods are inanimate. The human factor will give the necessary support and life to all the material resources to provide useful service to the users. This 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 both important and appreciated. In addition to possessing an employee-centred attitude, a library supervisor should be equipped with certain competencies 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 respect, trust, confidence, goodwill, commonality of interest, shared vision, and determination to excel.

Therefore, management of university library personnel is of paramount importance. To realise library's unique function of serving as the one unbiased, non-partisan bureau of information for the people, personnel of the highest competence and integrity are essential. This calls for proper management of university library personnel with a sense of purpose, pride, and direction.

To increase efficiency, improve job satisfaction, and raise the employee morale, it is essential that an employee is viewed as physiological, sociological, psychological, and egoistic creature. People bring to the workplace, a crystallised and complex set of cognition, personal feelings, desires, perceptions, and motives. Thus, one is concerned with matters such as security, relations with fellow workers, status, roles, and personal needs. However, when an individual is unsettled about these, his/her efficiency will be impeded. A person whose various dimensions are harmoniously attuned will be more effective in his/her working environment. In gist, the workplace environment should provide a meaningful, satisfying, and challenging atmosphere which will unleash human potential within every individual.

1.1 Conceptual Framework

Herzberg's[1] two-factor (motivation-Hygiene) theory of motivation work itself has got enormous potential to increase an employee's sense of intrinsic satisfaction. There are two kinds of happiness: process happiness and destination happiness. The real happiness resides in the process of doing a particular work and not in the ultimate outcome of that work. If an individual takes good care of the process, the results will come automatically. This necessitates positive mental attitude, self-discipline, involvement, and commitment on the part of employees to enjoy the process of carrying out a given task. The three positive statements (work itself) reveal the extent to which the respondent loved their work. If a person continuously enjoys the work itself, it will certainly enhance his/her perceived sense of personal worth or value.

Sense of personal worth and work itself are essentially two sides of the same coin. The intrinsic satisfaction emanating from the work itself on a regular basis will supplement the stock of one's own self worth. If that individual fails to perform the work in the manner expected by him/her, then the results would decrease the level of perceived level of self worth. In this sense, loving one's own job and its proper performance will generate incremental personal worth.

In this kind of research, the available operational measures are not adequate to directly understand whether the respondents truly love their job or work. Accordingly, the supplementary scale of sense of personal worth containing three negative statements was used. Therefore, there is no apparent overlapping between work itself and sense of personal worth since both are closely interrelated, yet slightly different. In fact, work itself is a direct measure of one's own love towards the work, whereas, the sense of personal worth is a surrogate (indirect) measure of the perceived outcome of loving the work itself. For example, if an assistant librarian loves his/her work itself on a continuous basis, then every increment of personal worth will be added at the end of every day to the existing stock of personal worth, and in turn this will increase the level of his/her self esteem (self respect and respect from others).

2. OBJECTIVES

The objectives of the study were to identify the motivation factors of librarians working in the university libraries of Karnataka. The specific objectives of the study were:

(i) To assess key human resource management process and systems prevailing in university libraries such as employee communication, and involvement, and human resource development, and

(ii) To identify and examine the major personal, work, and organisational factors influencing motivation of librarians.

3. METHODOLOGY

The study was mainly based on the primary data collected from the librarians working in different university libraries (regular and deemed) of Karnataka. All the 15 librarians in the academic and deemed universities in Karnataka (Mangalore, Mysore, Karnatak, Bangalore, Gulbarga, Kuvempu, Kannada (Hampi), Indian Institute of Science (IISc), Indian Institute of Management (IIM), National Institute of Mental Health and Neuro Sciences (NIMHANS), Rajiv Gandhi National Institute of Technology Karnataka, University of Agriculture Sciences of Dharwad and Bangalore, and Manipal Academy of Higher Education (MAHE) were selected for collecting their opinion and views on the various aspects of the working and management of libraries.

The study relates to intrinsic motivation of librarians. Hence, the information, opinions, perceptions and attitudes of these library professionals were collected and analysed. A sincere attempt has been made to elicit a consistent style of response. An attempt was also made to ask close-ended questions. The questionnaires were mailed to 15 librarians working in various universities of

Karnataka. It is heartening to note that all of them have responded to the questionnaire.

Further, the filled in questionnaire was coded, and each item in the questionnaire was analysed using advanced statistical tools and techniques. Factor analysis was carried out for measuring and assessing intrinsic motivation of librarians.

4. REVIEW OF LITERATURE

A study by Norse[2] has shown that low salary, monotonous routine work, lack of initiative and development compounded by limited avenues for promotion were the causes of dissatisfaction. Presthus[3] in his study of librarians, found only a marginal degree of job satisfaction among librarians. His investigation further revealed that two thirds of the librarians would not choose librarianship, if they were given another chance. Plate and Stone[4] noted that recognition and achievement were considered as the biggest motivation. It was in the context of American librarianship that human relations theories first made their impact, notably in the work of Plate and Stone, leading to the subsequent rise of participative as opposed to authoritarian style of management. Their results largely verified the theories of McGregor and Herzberg, showing that the two biggest motivators were recognition and achievements, and the biggest dissatisfier was institutional policy and administration.

Wahba[5] in his study on motivation, performance, and job satisfaction in libraries found that work as the highest source of satisfaction, and satisfaction with work is highly correlated with motivation. Correlation between job satisfaction and job performance is not conclusive, but job dissatisfaction leads to negative job performance such as high turnover rate. Therefore, there is a need for future studies on the quality of the work environment in libraries and its ability to promote intrinsic satisfaction emerging from within an individual.

Biscoe and Stone[6] proposed to bring about a change in the perception of library as a workplace, which would enhance the quality of work in libraries. According to the study conducted by Champawat[7] McGregor's 'X' and 'Y' theories were found to be relevant to Indian library management. He carried out a study to find out the relevance of McGregor's theories of motivation. The pioneering survey on motivation of university librarians in India was conducted by Kishore[8] for his research study in Punjab University. Maslow's theory of hierarchy of needs, Herzberg's two factor theory of motivation and Vroom's expectancy valence model of motivation were the basis of his work. Sample consisted of 240 respondents from 28 university libraries located in 19 places. He hypothesised that:

(i) The choice of library profession, as a career would be preceded by a vocational growth process.

(ii) People already in the library profession would be advising their children/kith and kin to adopt librarianship as a career.

(iii) Work efficiency would be related to both intrinsic and extrinsic motivating factors.

For collecting the data, he used three tools: work efficiency rating scale, Maslow's security-insecurity inventory, and structured interview schedule. The first and the last tools were constructed by the investigator. His statistical techniques used for the study were frequencies, percentages and Chi-square and for comparison, he used mean, standard deviation, and 't' ratio. The results did not support the first and second hypotheses and highlighted that there was a strong correlation between motivational factors and work efficiency. The study suggested more investigations on the subject to arrive at clear and conclusive results.

Line[9] advocated that to avoid demotivating the staff, the demotivating factors ought to be avoided, namely, rigid grading structures and hierarchies ignoring staff, brushing aside suggestions, claiming credit for their ideas, showing no interest in staff as humans, criticising but never appreciating them, confusing and patronising staff, giving them unclear job descriptions, and reporting lines avoiding consultation, excluding them from any involvement, and being negative.

Nkereuwem[10] in his study indicated that Nigerian academic library staff responds to monetary rewards. Blackwell's[11] studies revealed that staff tended to be dissatisfied with pay and opportunities for promotion and liked more training and better communications.

Thapisa's[12], study of job content is yet another factor, which help motivate employees. In his study of motivation among librarians, he found that to motivate employees, it is absolutely essential to study job content with a view to enriching it. He analysed the relationship between motivation, organisational structure, and work design. He preferred teamwork approach to bureaucratic management and introduced the triple-tier, dual concept organisational structure. He described the features of an effective system.

Rowley[13] identified some of the issues that affect the motivation of staff in libraries. He argues that such motivation is central to a quality culture. As libraries become more sophisticated in their approach to ensure quality, self-motivation will become a central issue. He briefly reviews the rational-economic model, the social model, the self-actualising model and the complex model as a basis for reviewing motivation of staff. Environmental

factors that had an impact on motivation include approaches to financial rewards, culture and the diversity of staff experience and roles. Possible strategies for motivation include development strategies such as appraisal, managing dissatisfiers, and financial and social rewards. Shih's[14] studies of volunteer library staff in public libraries in Taiwan found that the strongest motivation was social responsibility and human relationships and that there existed positive correlations between motivation and job satisfaction. Abifarin's[15] investigation of the level of motivation among librarians and para-professionals in Nigerian university libraries reveal a general dissatisfaction with training opportunities, professional development, work environment, sabbatical leave, communication, and management style. All the respondents agreed with the frequency of development of staff in their respective libraries. Further, Abifarian suggests some practical ways of motivating staff. Among these is the management style of university librarians going out to see for themselves what is going on in the various sections of the library. By this, librarians will be able to observe their staff at work, talk to them in their various sections on a regular basis and be able to carry out on-the-spot assessment, listen to, and praise staff as the case may be.

Gradisar and Cesnovar[16] argued that successful work for the attainment of the goals of the organisation did not depend only on money. Davis's[17] study, whether staff was motivated to provide library services to users and what role, if any, motivation played, of public libraries in the Cape Peninsula in South Africa indicated that in-service training, study incentives, continuing education, and performance appraisal played a role in motivating staff.

5. RESULTS AND DISCUSSIONS

5.1 Factor Analysis

Factor analysis was performed for determining the intrinsic motivators and motivation of librarians. The analysis has been discussed in terms of total variance and rotated component matrix. Kaiser's criterion Child[18]

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 were interpreted as seen through rotated component matrix. Factor solutions can best be interpreted with respect to the pertinent field of research as also the researcher's insight into the subject. The subjective interpretations are sometime essential to reach meaningful conclusions, which may often lead to new thought in the concerned field. Thurston[19] and Kim and Mueller[20] have suggested that one should look for subjective insights rather than looking for merely numerical values. Keeping these observations in view, the researcher had taken the variables with bipolar loadings of 0.50 and above as significant for each factor analysis.

5.2 Factor Analysis of Intrinsic Motivation

Employee motivation has two principal dimensions, namely, extrinsic and intrinsic motivation. Extrinsic motivation is influenced by various factors external to the job and job environment such as salary, working conditions, supervision, and organisational policies. On the other hand, certain factors internal to the job and job environment such as the work itself, perceived sense of responsibility, recognition, achievement, and personal advancement govern intrinsic motivation. It is worth noting that intrinsic factors have greater potential to motivate the employees than the external motivators do.

Factor analysis from the data set of six variables suggests two factors to be generated that account for 77.94 per cent of the total variance (Table 1) in the scores. The rest of 22.07 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 two major sub-systems of intrinsic motivation pertinent to library workplace namely work itself and sense of personal worth. These factors individually possess 54.09 per cent, and 23.84 per cent of variance, respectively, and are components of a major system called intrinsic motivation.

Table 1. Total variance explained of intrinsic motivation

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.	3.245	54.091	54.091	3.245	54.091	54.091
2.	1.431	23.844	77.935	1.431	23.844	77.935
3.	0.690	11.505	89.440	-	-	-
4.	0.475	7.915	97.355	-	-	-
5.	0.117	1.954	99.310	-	-	-
6.	0.041	0.690	100.000	-	-	-

The Kaiser's rotated component matrix is given in Table 2 and the Scree plot of the same is presented in Fig. 1.
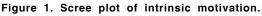
Factor 1: Work Factor is defined as work itself, which can measure the attributes of the employee work motivational factors and is presented in Table 3. As shown in Table 3, work itself emerged as one of the main determinants of intrinsic motivation of the employees. As a factor, work itself is measured by three variables: (i) sense of personal satisfaction, (ii) pride in doing the job, and (iii) creative ways of doing the job.

Most of the respondents reported that they took pride in doing their jobs as well as they could feel a sense of personal satisfaction derived from doing their jobs well (0.939 loading). Majority of the respondents expressed that they were motivated enough to think in terms of developing better ways of doing their jobs both effectively and efficiently (0.819 loading). Finally, large number of respondents identified a sense of personal satisfaction derived from doing their jobs well (0.778 loading).

As a matter of fact, a job should be meaningful, satisfying, and challenging to the jobholder in order to inspire him/her for turning out superior work performance and deriving greater level of job-satisfaction. Furthermore, if the job contains greater motivational potential, the employee will experience autonomy to use imagination and creativity with a view to enhancing the quality of work performance. In turn, this experience will certainly motivate the employee to take pride in doing the job to the best of his/her ability, imagination and creativity.

From this analysis, it could be inferred that *work itself* can be a powerful intrinsic motivating factor for the simple reason that the jobholder is deriving the real satisfaction in the process of performing meaningful, satisfying, and challenging job duties and responsibilities demanded by a specific job.

Factor 2: Sense of Personal Worth, identified to be *a* sense of personal worth, constitutes another important determinant of intrinsic motivation of the employees. For the purpose of this study, *a sense of personal worth* is conceptualised as a construct (term) comprising three aspects: (i) linkage between the quality of performance and the self-opinion, (ii) being unhappy when the work is not up to one's own standard, and (iii) looking back on the day's work with satisfaction.

Based on the results presented in Table 4, it is worth noting that majority of the respondents reported the reality of rating themselves down when they did their jobs very badly with factor loading 0.639. In addition to this, most of them also felt unhappy when their work was not up to their normal standard with factor loading 0.934. Many respondents wished to look back on the day's work at the end of the day with a sense of satisfaction (0.835 loading).

6. IMPLICATIONS

In summary, an employee's sense of personal worth will be increased only when he/she performs the job tasks both competently and proficiently meeting one's own normal standard with a view to looking back at that completed work with satisfaction. Hence, every job should contain substantial potential to improve the employee's perception of personal worth. In conclusion, higher the sense of personal worth provided by the work itself, the greater the potential of motivating the employees intrinsically (Fig. 2) and get superior work performance.

Every library professional is having a powerful motivational fuse which should be plugged timely and appropriately. Proper management of their intrinsic expectations (of course hidden or subtle in nature) will definitely go a long way in enhancing the perceived level of intrinsic satisfaction. This would enable them to put forward physical, mental, intellectual, social and spiritual efforts to turn out superior work performance. An effective performance management system will ensure the provision of monetary and non-monetary (psychological) rewards and recognitions schemes. Under such circumstances, library professionals would experience process happiness and enhancement of their self-

Table 2. Rotated component matrix of intrinsic motivation

Sl. No.	Components	
	Work itself	Sense of personal worth
1.	**0.778**	0.038
2.	0.419	**0.639**
3.	**0.939**	0195
4.	-0.178	**0.934**
5.	0.409	**0.835**
6.	**0.819**	0.354

Figure 1. Scree plot of intrinsic motivation.

Table 3. Factor I: Work itself

Sl. No.	Variables	Loadings
1.	I take pride in doing my job as well as I can	0.939
2.	I try to think of ways of doing my job effectively	0.819
3.	I feel a sense of personal satisfaction when I do this job well	0.778

Table 4. Factor II: Sense of personal worth

Sl. No.	Variables	Loadings
1.	I feel unhappy when my work is not up to my usual standard	0.934
2.	I like to look back on the day's work with a sense of satisfaction	0.835
3.	My opinion of myself goes down when I do this job badly	0.639

Motivation (1)
(Intrinsic, long-lasting, self-reinforcing)

Efforts (2)
(Physical, mental, intellectual social, spiritual)

Satisfaction (5)
(Process happiness and enhancement of self-esteem)

Performance (3)
(Appraisal and performance improvement)

Reward & Recognition (4)
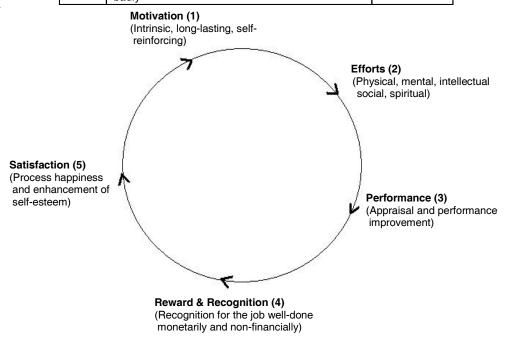(Recognition for the job well-done monetarily and non-financially)

Figure 2. Intrinsic motivation-satisfaction cycle.

esteem. This cyclical process further motivates them to be on the right track of superior service delivery. Just like any other organisational intervention, motivating the library professionals should be effectively aligned with the nine key elements—people, structure, task, technology, culture, strategy, systems, processes and environment. That is why, one can only imitate the best practices of motivating personnel but cannot duplicate. This is precisely due to the tact that motivation is culture-specific, industry-specific, and organisation-specific and context or situation-specific in nature. Hence, motivators and motivation process are highly dynamic in terms of contents and the context.

7. CONCLUSION

Work environment is continuously influenced by the perceived quality of physical, social, and psychological conditions available in the workplace. It is an indisputable fact that work ethics (values, beliefs and norms of behaviour generally manifested in the organisation) will influence the work culture, and in turn, the work culture will determine the quality of work environment. In this sense, work environment is comparable to the super structure and work culture and work ethics constitute the solid foundation supporting the super structure.

REFERENCES

1. Herzberg, Frederick; Mausner, B. & Snyderman, B. The motivation to work. John Wiely, New York. 1959.

2. Norse, Louise H. Speaking for the dissatisfied young assistants. *ALA Bulletin,* 1937, **31,** 629-34.

3. Presthus, Robert. Technological change and occupational responses: A study of librarians. Office of Education, Bureau of Research. Washington, D.C.,1970.

4. Plate, Kenneth H. & Stone, Elizabeth W. Factor affecting librarian's job satisfaction: A report of two studies. *Library Quarterly,* 1974, **44**(2), 97-110.

5. Wahba, Susanne Patterson. Motivation, performance and job satisfaction in libraries. *Law Lib. J.,* 1978, **71**(2), 270-78.

6. Biscoe, Eleanor Lynch & Stone, Elizabeth W. Motivation and staff development. *J.Lib. Admin.,* 1980, **1**(1), 55-72.

7. Champavat, C.S. Douglas McGregor visits Jaipur Information Centre: More of 'Y' and less of 'X' is the answer: A case study. *Herald of Lib. Sci.,* 1981, **20**(1-2), 28-37.

8. Kishore, Juggal. *In* Personnel management in libraries. Ess Ess publication, New Delhi,1981. pp. 111-15.

9. Line, M. B. How to de-motivate staff: A brief guide. *Library Management,* 1992, **13**(1), 4-7.

10. Nkereuwem, E.E. The correlation between job satisfaction, job attitudes and work behaviour among the staff in academic libraries in Nigeria. *Inform. Services and Use,* 1992, **12**(3), 253-26.

11. Bakewll, K.G.B. Motivation of library staff. *Library Management,* 1993, **14**(5), 18-19.

12. Thapisa, A.P.N. Structures, efficacy and motivation among librarians. *Library Management,* 1993, **14**(5), 20-26.

13. Rowley, Jennifer. Motivation of staff in libraries. *Library Management,* 1996, **17**(5), 31-35.

14. Shih, S.H.A. Study on the library volunteers: Their characteristic, participated motivation and job satisfaction in the public libraries. *J. Educat. Media Lib. Sci.,* 1997, **34**(4), 422-50.

15. Abifarin, A. Motivating staff in Nigerian University Libraries. *Library Management,* 1997, **18**(3-4), 124-28.

16. Gradisar, V. & Cesnovar, N. What motivates librarians working in non-profit making organisations? *Knjiznica,* 1997, **41**(2-3), 75-88.

17. Davis, G.R. Staff motivation versus service: A case study. *Cape Librarian,* 1999, **43**(3), 8-11.

18. Child, Dennis. The essentials of factor analysis. Holt, Rinehart and Winton, London, 1972. 43 p.

19. Thurston, L.L. Psychological implications of factor analysis. *American Psychologist,* 1948, **3**, 402.

20. Kim, Jae-On & Mueller, Charles W. Factor analysis. Sage Publications, New Delhi, 1978. 45 p.