CHAPTER V

FINDINGS AND CONCLUSIONS
OF THE STUDY

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University libraries are imperative for their support in achieving the core objectives of university and similarly the library personnel are the main interface who contribute greatly in that process. A competent and motivated staff is the need of the hour for every university library that can render quality service to the users and convert the library into a lively environment where knowledge is cultivated. As it is generally observed and as found in this study that motivated staff performs well, it is important to keep the staff motivated for enhancing job performance. This is a challenging task before the librarian and the university system. The system has to know the level of motivation of personnel, identify the motivators, and design strategy to motivate and to sustain that to increase job performance. Therefore the present study was undertaken to find out the motivation level, to explore the motivational factors, to find out the relationship between motivation and performance, to study the performance level of high and low motivated, and to develop strategy for motivation of library personnel in university libraries. Motivation and performance data for the study was collected from 56 library personnel from eight university libraries of Gujarat with the help of Motivation scale and Self-Assessment Performance Rating scale developed by the researcher. Validation of the tools was carried out and the tools were pilot tested.

Motivational level of library personnel was measured through the Motivation scale by taking a combination comprising of eleven factors that are responsible for motivation. These factors were recognition, monetary gain, job security, job achievement, work it-self, job enrichment, competition, participation, inter-personal relation, working condition and work ethics. Self-Assessment Performance rating scale was administered to measure the performance level. Performance level was measured against the six components of job

performance viz., productivity, initiative, problem solving and creativity, attendance and punctuality, dependability, and interpersonal skills.

The data obtained through the administered tools were statistically analysed through computer. Different statistical techniques namely Mean, Standard deviation, Standard error of Mean, Standard Error of Mean Difference, 't' tests, Co-efficient of correlation was applied in order to meet the objectives and to test the hypotheses of the present study.

This chapter presents the findings, implications and conclusions which have emerged from the analysis and interpretation of data presented in chapter-IV as per the objectives and hypotheses of the study. Further, on the basis of findings of the study, the researcher has made an attempt to recommend some suggestions for further studies.

FINDINGS OF THE STUDY

The findings that derived from the study are listed below as per the objectives of the study.

1. The study revealed divergent levels of motivation among the library personnel. Most of them have average level of motivation (71·42%) where as a very few personnel are highly motivated (12·5%) and the rest are low motivated (16·07%). Growing awareness of the importance of library and information services in the society and the enhanced status of librarianship in the changing paradigm in the present context attributed in elevating the motivational level of most of the professionals into average or high motivation.

2. The analysis of demographic variables and job-related information of library personnel revealed that age, position, experience, qualification and career advancement have a say in personnel's motivation level where as other

variables namely, gender, pay, etc. are not found to influence the motivation level of library personnel in explicit term.

3. Highly motivated personnel are found to be mostly experienced, highly qualified, aged, male, and active in career advancement and held senior positions.

4. Average motivated personnel are found to be in their mid career, drawing a modest salary, in their forties to fifties year's of age and well qualified for the post they held.

5. Low motivated personnel are found to be comparatively younger i.e. below 40 year's age, mostly female, just have minimum professional qualification, and are not so active in career advancement. They greatly differ from each other in terms of years of job experience and pay. Therefore it can not be said here that job experience and pay have any influence on their motivation level.

6. Work ethics, job enrichment, job achievement, work it-self, and interpersonal relations have emerged as the top motivational factors that motivate the personnel greatly.

7. Work ethics is found as the top motivator for motivating library personnel. This is because library personnel look for a meaning in job, feel oneness in job and are concerned about the well being of the libraries in which they work. This sense makes these personnel involved, responsible and committed towards their job.

8. Job enrichment is also found to be the second strong motivator among the library personnel as they are very keen to overcome the challenges of the changing library scenario by updating themselves.

9. Job achievement is found to be the third important motivational factor among the respondents as they aspire to become excellent achiever in their job. They want to put their best in job and believe in carrying out challenging assignments successfully. They set high goal which they want to achieve through their job.

10. Work it-self is found as the fourth strong motivator because the personnel think that the work it self is a source of satisfaction, of interest, varied, as per taste, and as per their ability. They do not feel library work to be boring and routine. They command respect and enjoy status in the society because of the work they do.

11. Interpersonal relation is found to be the fifth important motivational factor. This is because, the personnel love to work together in a social and co-operative manner and they like to maintain good interpersonal relationship with superiors, peers and sub-ordinates.

12. Recognition, monetary gain, job security, competition, participation and working condition are found to be weak motivators. However their contribution can not be negated in determining the level of motivation of these library personnel.

13. One surprising finding that has emerged is the factor 'recognition'. It was perceived as a strong motivator but here in the study it does not contribute for strong motivation.

14. Motivation of library personnel and their Performance level has a significant positive correlation of 0·719. It can be stated that job performance of library personnel is significantly related to their motivation level and therefore hypothesis-1 is accepted. It is motivation that makes these personnel committed to job and drives them to work for better performance.

15. Level of performance among the library personnel is found to be divergent. Most of them have average level of performance i.e. 35 (62·5%) out of 56 respondents are performing their job to a moderate extent. Very few i.e. 12 (21·42%) library personnel are exhibiting high level of performance at job where as 9 (16·07%) library personnel have low level of performance or are performing their job poorly. The professionals are performing their job as per their ability, knowledge (keeping these determinants of job performance constant for all in the study) and the level of motivation they have.

16. Performance levels of high motivated personnel significantly differ from the performance level of low motivated personnel. It is found that highly motivated personnel are significantly better than the low motivated in all the components of job performance viz., productivity, attendance and punctuality, dependability, interpersonal skill ('t' values are found to be significant at ·01 level as the values are > ρ- value 2.62), initiative and problem solving ('t' values are found to be significant at ·05 level as the values are > ρ- value 1·76).

17. In total level of performance also high motivated differ from low motivated ('t' value 6·22 is > ρ-value 2·62 at ·01 significance level). This situation is attributed to the fact that high motivated personnel are having better task clarity; believe in goal oriented efforts; and in addition put their best at work than the low motivated personnel. They are sincere, accountable and dependable; take initiative; are competent to solve problem; and believe in mutual co-operation at work. Thus high motivated personnel excel in all components as well as in total level of performance over the low motivated personnel.

18. 't' tests confirmed that the performance level of high motivated personnel is truly different and higher than the performance level of low motivated personnel in all the components of job performance as well as in total level of performance. Therefore Hypothsis-2 is accepted and it is proved that the

178

observed difference in the performance level of highly and low motivated groups is not by chance but true.

STRATEGIES FOR RAISING MOTIVATION LEVEL

On the basis of the findings revealed by the study about the motivational level, very few library personnel are highly motivated and the rest of the library personnel are either low or moderately motivated, it appeared to point out the need to understand motivation and thereby to suggest remedy to enhance motivation. Therefore a motivational strategy has been designed to raise and to sustain motivation level among the library personnel.

Objectives of the strategy

The strategy has been suggested with the following objective in mind.

To raise motivation and to sustain a high level of motivation among the library personnel in university libraries.

Components of the strategy

The components of the motivational strategy are;

1) Redesigning the work;

2) Providing opportunities for professional growth and development;

3) Instilling work values and professionalism;

4) Recognizing the potential;

5) Enriching the work;

6) Providing autonomy;

7) Building an effective performance management system;

8) Practicing participative management; and

9) Managing dissatisfaction.

179

Mode of implementing strategy

The following modes are suggested for implementing the strategy in university libraries. They are; 1) System change; 2) professional development programmes; 3) appraisal of staff; 4) counseling; 5) staff meeting and open discussion; and 6) others.

IMPLICATIONS OF THE STUDY

The following implications can be drawn from the findings of the study:

- Motivated personnel perform to their best at job. The personnel get motivated differently by different motivators attached to their job. Therefore this intricacy should be understood by the library managers who have a great role to identify what motivates whom and accordingly to keep the staff motivated. To achieve this they have to convert themselves into 'leader' from 'manager' in true sense. They have to lead from front and have got to bring the staff with them. To ensure a high level of motivation and at the same time to retain the same among the library personnel a wider range of managerial, sociological and psychological skills are expected from library managers. Therefore there is also a need to equip the library managers in these skills at the first place to initiate any motivational strategy. Then the designed strategy could possibly help them to implement in the university library system in a continuous manner.

- The university should understand the importance of keeping the library staff motivated in job. There should be provision for financial and other supports to implement various staff developmental programmes; to conduct training and workshops; and for organizing seminars and conferences to address the problems and prospects of the library.

SUGGESTIONS FOR FURTHER STUDIES

In the light of the study conducted by the researcher the following suggestions are made for further studies which were not under the scope of the study.

- This kind of study should be replicated in other university libraries, special libraries, school libraries, and public libraries in India and abroad since the issue of motivating staff for better performance in these libraries is equally important.

- This kind of research study may be extended by taking larger samples and by adding other variables to understand motivation from a different perspective.

- Further as literature on motivation and performance is currently limited in case of library field, studies are needed in this area for deriving valid generalizations.

- Since the study was limited to study the motivation and performance level of professionals of university libraries, such studies should be conducted by taking non-professionals and paraprofessionals as they also contribute greatly in providing quality service in university libraries.

- Comparative studies can also be conducted to find out whether the governmental and private-funded libraries; and general and special libraries differ in the level of motivation among their personnel and subsequently in their job performance.

- Case studies of the personnel who have extreme level of motivation (either very high or very low motivated) should be done to understand in depth as to why these personnel are motivated or de-motivated.

- On experimental basis the motivation strategy suggested in the present study should be implemented in a university library and the impact be assessed.

CONCLUSION

The importance of employee motivation's contribution to the performance cannot be overstated. It affects not only the employee, but the university library. Motivation is related to and affects job performance of personnel in library. Motivation offers the basis to work and this is currently desired more in the challenging library environment. Employees have much to offer if provided with a favorable climate in which they can utilize their potentials to attain their individual goals or motives and in turn contribute to the fulfillment of overall library objectives. What are these motives or motivational factors that are present in the work environment have to be identified and tapped properly to create a positive motivational work environment.

In the university libraries of Gujarat state, the personnel are mostly having just average level of motivation and some of them are very low motivated. Motivation is a complex process and these personnel are motivated by different motivators to different extent. In large university libraries, it is difficult for the managers to understand what motivate whom and thereby it is difficult to address their motivational needs appropriately. This situation in the university libraries clearly demonstrated in the work behavior of personnel and as a result many of them are not performing to the desired level. So to achieve improved job performance it is imperative to enhance the motivation level of these professionals.

One positive aspect that was found in the study is that the personnel at the helm of the university libraries are highly motivated and it is the responsibility of these people to motivate the personnel and get the maximum work from them. A suggestive strategy is worked out in the study to motivate the personnel and that may work as a guideline for the managers of libraries to initiate actions in motivating the staff. For initiating the strategy the library managers are expected to equip themselves with a wide range of managerial, sociological and psychological skills. But the library managers should not be left alone in the process of motivation, the staff and the university authority also owe to this process.

Further motivation is a continuous process and that needs to be developed and sustained as individual and organizational factors change over time, person and context. Therefore the designed strategy may help to boost the motivational process and may serve to keep the motivational level of library personnel consistent for enhancing performance in the changing library environment.