



## Appendix-C

### VALIDATION OF MOTIVATION SCALE AND SELF-ASSESSMENT PERFORMANCE RATING SCALE FOR LIBRARY PERSONNEL

#### Covering Letter

To,

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(Sub: Validation of Motivation Scale and Self-Assessment Performance Rating Scale for  
Library Personnel)

Dear Sir/Madam,

I, the undersigned, am a Ph.D. student in the Dept. of Library & Information Science of the M. S. University of Baroda. The topic of my research is “Motivation and performance level of library personnel in university libraries’. I have reviewed the literature available in the field of human resource management to have a sound knowledge regarding my research concept. Though I have found various motivation scales for measuring motivation and performance level of personnel in the industrial and other job sector, these are of little use for measuring the same of library staff in Indian context. Therefore, I have constructed the scales for Motivation and Performance library personnel as per the requirements of my study.

Here I am presenting this booklet which comprises of a Motivation Scale and a Self-Assessment Performance Rating Scale to check their validity. You being the subject expert and dealing with human resource management in theory and practical situation, I request you to judge the language clarity and relevance of the statements considered in these tools.

I shall be grateful to you if can kindly go through both the scales and judge the suitability of the statements/items from content coverage, language clarity, and logical sequence point of view. You are requested to suggest any other dimensions/items to be included in the scales. Before judging the items, if you want, then please go through the operational definitions of Motivation and Performance that are attached herewith at the end. If you want to suggest something more about the tools, that will be of great academic help and encouragement for me. A blank page is appended herewith for this purpose.

Looking for your positive response and thanking you.

Yours Sincerely

(Ms. Sanghamitra Pradhan)

## Motivation Scale

### Statements for different Factors of Motivation

There are eleven statements given below one each for the eleven motivators, which the investigator wants to include in the motivational scale. You are supposed to give your opinion whether the enlisted statements are indicators to motivate the employees for better performance or not. If you feel any other factor that can motivate the library personnel you are requested to suggest the same in the space provided at the end of this pamphlet.

<u>Statements</u>	<u>Factors of Motivation</u>	
	<u>YES</u>	<u>NO</u>
1. Due recognition given to the employees' potentials motivate them to perform better.	---	---
2. Creative, challenging as well as right jobs motivate the employee to put their best at their own jobs.	---	---
3. Aspiration for excellent achievement in job is a great motivator.	---	---
4. Monetary incentives in the form of raising salary or bonus is very effective for increasing employees' performance who do their jobs well.	---	---
5. Opportunity for learning new methods and techniques related to job for better problem solving motivates employees.	---	---
6. Security in job and protection measures are important motivators for employees.	---	---
7. A competitive working atmosphere has a very good impact on improvement of performance standard.	---	---
8. Comfortable working condition having good equipment to work has a modest effect on job motivation.	---	---
9. Employees feel motivated when they schedule their work and are consulted for decision making related to their problem.	---	---

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|--|-----|-----|
| 10. One's own sense of moral responsibility and value influence the employee to give their best at work.                               | --- | --- |
| 11. In inter-personal relations with the co-workers, supervisors and sub-ordinates play an important role in motivating the employees. | --- | --- |

The motivation scale is prepared to measure the motivation level of the library personnel. The scale comprises of 62 items under the 11 motivational factors. Each item is followed by a five point scale ranging from 1 to 5.The coding in the five point scale is:

	<u>Responses</u>	<u>Code</u>
a.	Strongly Disagree	[1]
b.	Disagree	[2]
c.	Can't Say	[3]
d.	Agree	[4]
e.	Strongly Agree	[5]

Here the respondents are required to encircle the code of his/her choice against each item. You are requested to go through the questionnaire and judge whether the items included under 11 factors of motivation have language clarity or not as well as their relevancy regarding the research study.

	<u>Clarity</u>	<u>Relevance</u>
	Y/N	Y/N
1. Recognition		
a. I am praised by my supervisor whenever I successfully complete some job.	---	---
b. My knowledge and skills are properly recognized and often put to use in job by my superior (i.e. my immediate boss ).	---	---
c. I feel dejected when my work is not appreciated by my supervisor.	---	---
d. I feel that those who get promotion in this library actually deserve it.	---	---

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|---|-----|-----|
| e. Whenever I do any good work incentives (an increase in salary, promotion or interesting assignment) are offered to me. | --- | --- |
|---|-----|-----|

## 2. Monetary Gain

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|--|-----|-----|
| a. I feel that my salary is adequate to fulfill my needs.  | --- | --- |
| b. My present salary is up to my expectation from the job.   | --- | --- |
| c. I am satisfied with the organisation's various financial schemes (bonus, leave with pay, medical reimbursement etc.). | --- | --- |
| d. I want to earn more money by hard work.   | --- | --- |
| e. I am enjoying a good socio-economic status in the society because of my job.  | --- | --- |

## 3. Work Itself

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|---|-----|-----|
| a. I feel that my present job is according to my ability and taste.                               | --- | --- |
| b. I find real enjoyment in my work since it is very interesting to guide people for information. | --- | --- |
| c. I feel that my job is leading to me the kind of future I want.                                 | --- | --- |
| d. I am enjoying good prestige in my job.   | --- | --- |
| e. I feel that my job is providing scope to use my talent and potentialities.                     | --- | --- |
| f. I do not feel that my work is routine and boring.  | --- | --- |

## 4. Job Achievement

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|--|-----|-----|
| a. I put my maximum capability whatever I do in the job.                 | --- | --- |
| b. I think of myself as the best at my job.                              | --- | --- |
| c. I often dream to become an excellent achiever in my work.             | --- | --- |
| d. I like to do my work done successfully without any hurdles.           | --- | --- |
| e. I often want to carryout challenging assignments as a part of my job. | --- | --- |
| f. I frequently aspire to be a person with wonderful achievements.       | --- | --- |

### 5. Job Enrichment

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|--|-----|-----|
| a. I like to learn new methods and try to keep up to date information to solve problems related to my job. | --- | --- |
| b. I am very enthusiastic to experiment new things like computer application in my job.                    | --- | --- |
| c. I often participate in training programmes to enrich my knowledge pertaining to my job.                 | --- | --- |
| d. I volunteer to work in a new situation whenever there is job rotation.                                  | --- | --- |
| e. I am satisfied with the training opportunities available to me for further growth.                      | --- | --- |

### 6. Job Security

- |   |     |     |
|---|-----|-----|
| a. I am best secured in my job.   | --- | --- |
| b. I think I am well protected against any disability in the institution.   | --- | --- |
| c. I discharge my duty without having fear or favour because there is rare chances of losing the job.                                     | --- | --- |
| d. I feel the union is taking good care for the well being of the employees.  | --- | --- |
| e. I am satisfied with the institution's retirement benefit schemes and other financial measures against, illness, death, disability etc. | --- | --- |

### 7. Competition

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|---|-----|-----|
| a. I see that the competition among the employees in my workplace has more advantages than disadvantages. | --- | --- |
| b. I personally feel that through healthy competition, improvement in the job is done.                    | --- | --- |
| c. I like to be seeing myself as best among my co-workers.  | --- | --- |
| d. I feel it is a pride to me when I compete with my colleagues and achieve success.                      | --- | --- |
| e. I frequently feel envy of my colleagues' performance.  | --- | --- |

## 8. Participation

- a. I actively participate in programs and meetings related to the issue of my work. --- ---
- b. Very often I feel that I am part and parcel of this institution. --- ---
- c. I am very much consulted by the management in decision making where employees' welfare is concerned. --- ---
- d. I feel free to take decision regarding urgent matter related to my work. --- ---
- e. Very often my ideas and opinions are accepted by the management. --- ---
- f. I am free to schedule my own work --- ---
- g. I am free to make job related decisions with a minimum of supervision. --- ---
- h. I am least bothered about the policies and decisions made by the authorities. --- ---

## 9. Inter-personal Relations

- a. I feel free to ask questions to my supervisors when ever I found any problem in work. --- ---
- b. My supervisor is very cordial and shows willingness to listen to any complain or suggestion. --- ---
- c. I am very much liked by my sub-ordinates because of my good personal and working relationship. --- ---
- d. I am very much accepted as an important member of the social group or team in which I have joined. --- ---
- e. My co-workers are very much co-operative and friendly with me. --- ---
- f. I feel that my colleagues are jealous of me because of my progress. --- ---

## 10. Working Condition

- a. I am satisfied with the present working condition i.e. in terms of good furniture, sanitary facility, canteen facility, stationeries, equipments, etc. at my work place. --- ---
- b. My institution is adequately equipped with modern technology

such as computers to carry out various routine library works.	---	---
c. I find it easy to work with up-to-date machines.	---	---
d. I feel handicapped when I unable to provide an information service to the reader because of non-availability of certain tools like up to date reference books, online computer system, internet facility etc.	---	---
e. I very often feel that my work is adversely affected due to bad working environment.	---	---
f. I am satisfied with the amount of work given to me.	---	---

### 11. Work Ethics

a. I think my job has some meaning to me.	---	---
b. I believe that money itself won't serve any purpose in life but it is the hard work and one's morality that matter.	---	---
c. I am very much concerned about the success and well being of my organization.	---	---
d. I do my duties honestly even if there is nobody to monitor me.	---	---
e. I am willing to take the responsibility of my work outcome whether it is a failure or success.	---	---

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### Self-Assessment Performance Rating Scale

#### Statements for different components of job performance

There are six statements given below, one each for the six components of performance which the investigator wants to include in the performance measurement scale. You are requested to give your opinion whether the enlisted statements are considered as measures of performance or not.



<u>Statements/Items</u>	<u>Criteria for Performance Measurement</u>	
	YES	NO
1. Productivity at work i.e. both rate of work and quality of work performed by the employee is important to judge the employee's performance level.	---	---
2. Initiative taken by the employees to carry out certain jobs is an indicator of good performance.	---	---
3. Adequate skill, creativity, and knowledge is an important requirement for problem solving for the effective performer.	---	---
4. Sincerity and punctuality at work place is very important for increasing performance.	---	---
5. Accountability and dependability on the part of the employees is a sign of high level of performance.	---	---
6. A healthy and co-operative work culture is very conducive for high performance at work.	---	---

The Self-Assessment Performance Rating Scale is prepared to measure the performance level of the library personnel. This scale intends to measure the employee's perceptions of the extent to which he/she is performing at job. The scale comprises of 22 items related to the 6 criteria of job performance measurement. A five point scale ranging from 1 to 5 follows each item. This means high scores are indicative of very good performance.

The coding in the five point scale is:

<u>Responses</u>	<u>Code</u>
a. True to almost no extent	1
b. True to little extent	2
c. True to a moderate extent	3
d. True to a considerable extent	4
e. True to a great extent	5

You are requested to go through the scale and judge whether the items included in the scale have language clarity or not and their relevancy regarding the research problem.

	<u>Clarity</u> Y/N	<u>Relevancy</u> Y/N
<b>1. Productivity</b>		
a. I think that I am doing my duty, as it should be.	---	---
b. I feel that I am very successful in getting things done on the job.	---	---
c. I am doing the right amount of work that is enough for a particular day.	---	---
d. I attempt to sacrifice the quality in work to speed up my work.	---	---
e. I feel that I am giving the best at my job.	---	---
f. When I am given a new activity, I do feel that I have mastered the skill to carry out that job.	---	---
<b>2. Initiative</b>		
a. Very often I take initiative to do certain tasks.	---	---
b. I am competent enough to act independently when a situation demands.	---	---
c. Whenever I volunteer to take any responsibility, I proved that I have done the job effectively.	---	---
<b>3. Problem solving/creativity</b>		
a. I feel I am effective in tackling problems which requires fast decisions.	---	---
b. I feel myself as competent enough to cope up with unexpected problems.	---	---
<b>4. Attendance and Punctuality</b>		
a. Very often I hesitate to take leave.	---	---

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|---|-----|-----|
| b. I am sure that I do not take leave when there is workload.               | --- | --- |
| c. I always come to my workplace at right time.                             | --- | --- |
| d. I do not mind to come early or stay late whenever there is pending work. | --- | --- |

### 5. Dependability

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|--|-----|-----|
| a. When I am given any responsibility I am able to arrange the work to go as smoothly as possible. | --- | --- |
| b. My superiors often show trust and give important assignments to me.                             | --- | --- |
| c. It worries me a lot when my job is not completed in time.                                       | --- | --- |

### 6. Inter-personal Skill

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|--|-----|-----|
| a. I do receive co-operation and respect from my colleagues when I am required to direct the activities of them. | --- | --- |
| b. I often assist my co-employees to get things done on the job.   | --- | --- |
| c. My colleagues are very supportive towards me whenever I take new assignments.                                 | --- | --- |
| d. I extend my solidarity towards the authority whenever there is any management problem.                        | --- | --- |

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### Operational Definitions of the Variable 'Motivation' and Factors of Motivation

The important objective of this study is to measure the library personnel's level of motivation and to find out what motivates them. Therefore the terms 'Motivation and its Factors' are operationalised below for their inclusion in the Motivation Scale.

#### MOTIVATION

In this study the term 'motivation' is used to mean 'work motivation' i.e. motivation of people at work or human behavior at work. Motivation is a combination of factors that induces an employee to perform or not to perform certain duties at job. Out of

the several factors, 11 factors of motivation or simply motivators, which are identified as important and relevant to motivate library personnel (derived from literature and is subjected to validation), are considered in the study. These factors are:

1. **Monetary gain:** This factor based on reinforcing properties of material rewards in terms of wages, salaries, bonus, leave, medical reimbursement etc. directly related to the socio-economic status that one can aspire from his or her job.
2. **Recognition:** It is a most effective motivator that satisfies the human needs for self-esteem and esteem by others. Recognition of employees' potential or good work by praising them or in the form of a pat on the back of the employee; and giving promotion or assigning more challenging task/ project boost employees' morale that in turn leads to high productivity.
3. **Work itself:** Work itself is a motivational factor implies that nature of work or the actual performance of the job as a source of pleasure or guilt/bad feelings about it. Job satisfaction, creativity, oneness with job, prestige in job etc. are included in work itself component.
4. **Job achievement:** This factor is defined as competition with a standard of excellence. This includes the desire to work to the best of one's ability to attain or surpass a difficult goal, to solve complex problem, to carry out a challenging assignment successfully and to aspire to become an excellence achiever in his/her work.
5. **Job enrichment:** It is a form of growth in the job or improving one's job. The various aspects related to this factor of work motivation are: like to work in a situation; to have up to date information related to work; to experiment new things in job; and to know more about new techniques and methods such as computer application in job, etc. to make it interesting and challenging.
6. **Job security:** It is an important factor for motivation. Job security means guarantee of job, a sense of not losing the job. These are ensured from the employing authority like government, the security by the private organizations etc. It also includes the physical protection in work environment, economic well being of staff, etc.
7. **Competition:** It is described as the enjoyment of competition with others with the ultimate goal of winning. The drive to become better among the co-workers, to

develop a competitive spirit for growth are some of the needs related to this widely used form of work motivation.

8. **Participation:** This factor of motivation implies to the need for physical and mental involvement of the employee in the affairs of the organization. The desire to be accepted as a part and parcel of the organization; aspire to influence the management in decision-making where employees' welfare is concerned are some of the needs considered under participation motivator.
9. **Interpersonal relation:** It refers to the relationship among the employees at different levels in the organization. This factor of work motivation includes desire to be liked by subordinates through good working relationship; the desire to work with friendly and co-operative co-workers, the need to maintain harmonious relationships and avoid conflicts with the supervisor, the desire to participate in social activities; to be accepted as a part of social group or team.
10. **Working environment:** It refers to the physical condition of the work place. The desire for a good, hygienic and decent working environment; want an improvement in the working conditions or to seek legal help for the improving work conditions are the aspects considered under working condition motivator.
11. **Work ethics:** It refers to the employees' morale, values and attitudes, which drives him/her to work. To hold oneself responsible for his/her own work done; to be devoted to the job or to hold oneself accountable to the job; and a sense of concern for the success and well being of the organization are covered under work ethics concept of motivation.

### **Operational Definitions of the Variable 'Performance' and its Components**

The major hypothesis of this study is that an employee's level of motivation influences his/her job performance and there is a significant positive relationship exists between these two variables. So to measure the performance level of the employees the terms 'Performance and its Components or Criteria for measuring performance' are operationalised below for their inclusion in the Self-Assessment Performance Rating Scale.

## PERFORMANCE

The term 'performance' has been used to refer 'performance at job' or job performance. In simple words performance is the amount of work accomplished by the employees. It can also mean the efficiency of a worker in doing his/her job. Here in this study, it is considered as to how the library personnel perform their assigned duties. The performance level of personnel is going to be judged against six components of job performance ((derived from literature and is subjected to validation), and these components are operationalised as follows:

1. **Productivity:** It means to judge the level of job performance both in terms of quantity and quality achieved through work. This variable can be measured in terms of whether the person is carrying the proper amount of work as expected and how effectively; whether the person has proper knowledge and skill to carry out the job in the best possible manner.
2. **Initiative:** Initiative taken by the personnel to come forward to do challenging work is an indicator of good performance. The ability to identify the opportunities and act independently whenever the situation demands; demonstrates self-motivation; volunteer to take responsibility are some of the characteristics of initiative component of job performance.
3. **Problem solving and creativity:** The success rate of the employee to solve different job related problems is an important criterion of measuring level of performance. The ability to analyze problems and formulate solutions effectively is a yardstick to judge the performance level.
4. **Attendance and punctuality:** Regularity and punctuality of the employees as well as absenteeism at the work place demonstrate the employees' performance attitude. The amount of time spent at work; coming late or going early from work place or otherwise and the amount of leave taken by employees are aspects that indicate employees' performance behavior.
5. **Dependability:** This component refers to the ability and confidence of the personnel in tackling difficult situations whenever a new and challenging task bestowed upon them. That is whether the employee is dependable to carry out such job effectively.

6. **Interpersonal Skill:** It refers to the co-operation aspect or the ability to work co-operatively with staff of all levels. This includes how much an employee is co-operative and effective in maintaining working relationship with his/her seniors as well as with his/her co-workers and in seeking acceptable solutions and resolutions to job related problems or in assisting others in doing so.