

Motivation of library personnel in the Engineering College Libraries in Bhubaneswar, Orissa (India)

Bulu Maharana*

Solma Murmu**

Sabitri Majhi***

ABSTRACT

For successful functioning and performance of manifold duties, libraries require personnel with a high degree of technical skill, intelligence, imagination, initiative, efficiency and understanding. They are, therefore, to be not only professionally qualified, competent and efficient but also to be lively, active, contented and well motivated towards their job has become essential. The present study is carried out to find out the level of work motivation among the library professional working in 18 Engineering colleges libraries of Orissa. The result of the questionnaire survey among 60 respondents demonstrates positively motivated library personnel in the libraries.

Keywords: Personnel management; Work motivation; Job satisfaction; Engineering libraries.

INTRODUCTION

A library is the dominant agency of dissemination of knowledge. The libraries play a constructive role in the fulfillment of people's aspirations and programmes for education, research and development (R & D) and industrialization. For successful functioning and performance of its manifold duties, libraries require personnel with a high degree of technical skill, intelligence, imagination, initiative, efficiency and understanding. They are, therefore, to be not only professionally qualified, competent and efficient but also to be lively, active, contented and well satisfied with their job has become essential. An effective organization will make sure that there is a spirit of cooperation and sense of

commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in engineering college libraries, there is a need for strong and effective motivation at the various levels, departments, and sections of the library. The present study is carried out to find out the level of work motivation among the library professional working in Engineering colleges libraries of Orissa.

AIMS AND OBJECTIVES OF THE STUDY

The present study has following aims and objectives as enumerated below:

§ To explore the present state of professional manpower in the EC libraries.

§ To find out the level of job motivation among the library personnel in EC colleges

§ To find out the working conditions of library personnel in engineering college libraries.

§ To find out various factors affecting the work motivation of the library personnel.

Author's Affiliation: *Sr. Lecturer, **Former M.Phil Student, ***Lecturer, P. G. Department of Library & Information Science, Sambalpur University, Jyoti Vihar-768019 (Orissa).

Reprint's request: Dr. Bulu Maharana, Sr. Lecturer, P. G. Department of Library & Information Science, Sambalpur University, Jyoti Vihar-768019 (Orissa).

(Received on 30.07.2011, accepted on 01.08.2011)

METHODOLOGY

The present study is a questionnaire based survey in which a structured questionnaire was used as the instrument for collection of data from the respondents. The questionnaire including questions seeking personal data, job profile and work motivation was prepared and was distributed among 60 Library professionals of 18 Engineering colleges. After constant personal persuasion by the investigator, 45 (75%) the filled questionnaires collected and analysed taking different variables into account. The following Engineering Colleges of Bhubaneswar City have been taken under the purview of the study:

1. Central Institute of Plastic Engineering & Technology (CIPET)
2. College of Engineering & Technology (CET)
3. College of Engineering, (CEB)
4. CV Raman College of Engineering (CVRCE)
5. Eastern Academy of Science and Technology (EAST)
6. Gandhi Engineering College (GEC)
7. Gandhi Institute for Technology (GIT)
8. Gandhi Institute of Technological Advancement (GITA)
9. Institute of Technical Education & Research (ITER)
10. Kalinga Institute of Industrial Technology.(KIIT)
11. Kaustav Institute of Self Domain (KISD)
12. Konark Institute of Science and Technology. (KIST)
13. Krupajala Engineering college (KEC)
14. Mahavir Institute of Engineering and Technology (MIET)
15. NM Institute of Engineering and Technology (NMIET)
16. Orissa Engineering College (OEC)

17. Silicon Institute of Technology (SIT)

18. Trident Academy of Technology. (TAT)

Review of Literature

Rowley (1996) identified some of the issues that affect the motivation of staff in libraries. Environmental factors that had an impact on motivation includes: approaches to financial rewards, culture and the diversity of staff experience and roles. Possible strategies for motivation include developmental strategies such as appraisal, managing dissatisfies and financial and social rewards. Mark Shield (1998) examined the relationship between motivation and methods of job and work design. The main factors influencing motivation identified in the study included environmental factors, such as technological innovation and economic recession, the nature of the higher education system and the user community. Mallaiah T.Y (2008) conducted a study of the job environment of Library professionals in University Libraries in Karnataka in which he found a positive correlation between job motivation and varieties of factors such as job rotation, promotion policies, rewards system, leadership qualities and superior and subordinate relations in the organization

Job Motivation

It is a commonly held belief that having well-motivated staff is a significant factor in providing an effective library and information service. However, the task of ensuring a high level of staff motivation requires from library managers a range of managerial, sociological and psychological skills for which they have had little or no training at all. The nature of much library work involves a great deal of administrative repetition, technology is ever increasing and changes to the working lives of library staff are frequent.

Gerald Cole has offered a useful definition of motivation: "Motivation" is the term used to describe those processes, both instinctive

and rational, by which people seek to satisfy their basic drives, perceived needs and personal goals, which trigger human behavior (Cole, 1996, p. 28).

The motivation is one of the most important factors determining organizational efficiency. In order to motivate worker must determine the motives or needs of the workers and provide an environment in which appropriate incentives are available for the satisfaction of their needs. If the management is successful

in doing so, it will also be successful in increasing the willingness of the workers to work. This will be better utilization of resources and abilities and capabilities of the workers.

Data Analysis and Discussion

While analyzing the human resources parameters, the gender of the staff is one the key financial factor. The library personnel working in the libraries include both male and female employees.

Table 1. Gender wise distribution of respondents

Gender	Response distribution	Percentage %
Male	29	64.44%
Female	16	35.56%
Total	45	100.00%

The above table shows that, 29(64.44%) of the respondents are male library professionals while 16(35.56%) of the respondents are female library professionals. It is clear from the table that the ratio of male and female library professionals is about 2:1.

Age Wise Distribution of Library Staff

The age of any professional has an impact on his/her performance, enthusiasm level of motivation and productivity. In order to ascertain the age of the library staff, the investigator has divided the professional staff of the EC libraries into five groups. The data as obtained against this is depicted in the Table 3.

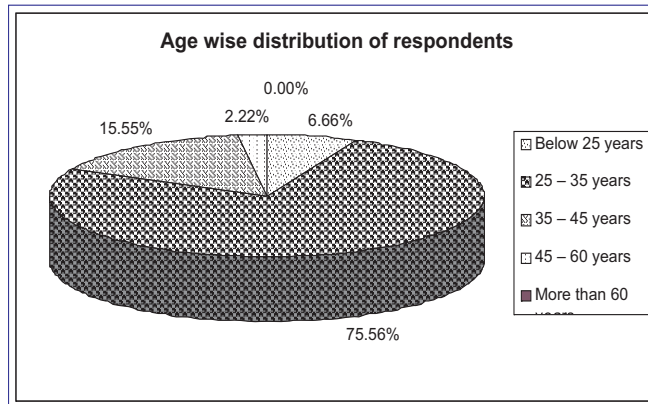
Table 2. Age wise distribution of respondents

Age (Years)	Respondents	Percentage %
Below 25 years	3	6.66%
25 - 35 years	34	75.56%
35 - 45 years	7	15.55%
45 - 60 years	1	2.22%
More than 60 years	-	0.00%
Total	45	100.00%

From the above table it was found that maximum numbers of staff in EC libraries, i.e 34 (75.56%) belongs 25-35 years of age group. However, 7(15.55%) belongs to the age group of only 35-45 years. 3(6.66%) staff are less than 25 years of age group and. It is quite interesting

to note that the EC libraries in Orissa are equipped with young professionals who are characterized dynamic, creative, labourious and positively motivated attitude towards their work.

Figure 1. Age wise distribution of respondents



Work Experience of Library Staff

There are different categories of the staff having different lengths of work experience

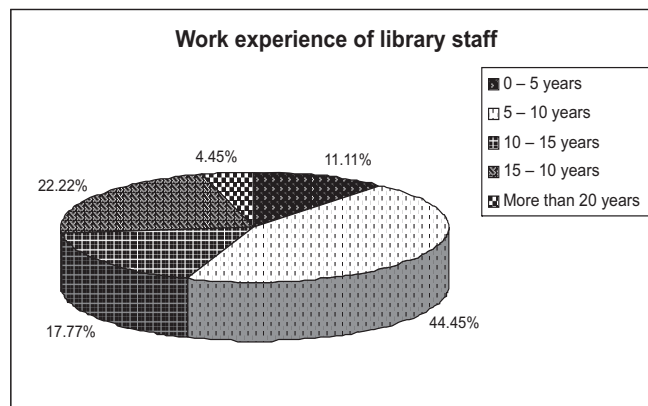
in libraries. The investigator has categorized the respondents into 5 groups basing on their length of experience.

Table 3. Work experience of the staff of EC libraries

Work Experience	No. of respondent	Percentage %s
0 - 5 years	5	11.11%
5 - 10 years	20	44.45%
10 - 15 years	8	17.77%
15 - 20 years	10	22.22%
More than 20 years	2	4.45%
Total	45	100.00%

From the above table the investigator found that, the staff of EC libraries are moderately experienced. Out of 45 librarian staff 20 (44.45%) have 5-10 years of experience.

Figure 2. Work experience of the staff of EC libraries



Payment of library staff

In order to ascertain the payment of library staff, the respondents were asked to indicate three different variables and also asked to

indicate three different categories such as, true, not sure and untrue. The resultant data has been reflected below in the table-15

Table 4. Payment of library staff

Types of payment	True		Not sure		Untrue	
	No. respondent	%	No. respondent	%	No. respondent	%
My salary is satisfactory in relation to work	18	40.00%	17	37.77%	13	28.88%
I earn the same as or more than other people in similar job	17	37.77%	22	48.88%	5	11.11%
Salary increase are decided on a fair manner	24	53.33%	16	35.55%	5	11.11%

The above table indicates that, 40% respondents are satisfied with the salary and 53% respondents feel that salary increases are decided on a fair manner in their institutions.

grade/pay both on the level of their merit and seniority. Performance appraisal plays significant role. Productivity leads towards organizational effectiveness. The resultant data that are depicted in table below.

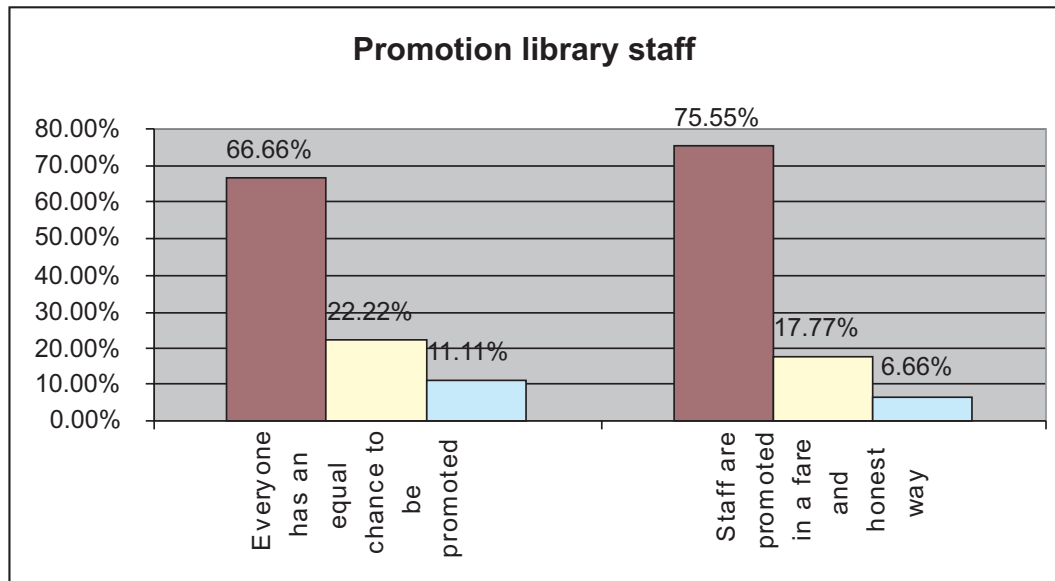
Promotion of Library staff

Normally the employees of any organization are promoted to the next higher

Table 5. Promotion of Library staff

Options	True		Not sure		Untrue	
	No. respondent	%	No. respondent	%	No. respondent	%
Everyone has an equal chance to be promoted	30	66.66%	10	22.22%	5	11.11%
Staff are promoted in a fare and honest way	34	75.55%	8	17.77%	3	6.66%

The above table clearly indicates that 34(75.55%) respondents indicated it is true that the staffs of EC libraries are promoted in a fair and honest way. However 30(66.66%) respondents indicated that each staff has an equal chance to be promoted. The resultant data are graphically shown below figure-18.

Figure 3. Promotion of Library staff*Recognition of Library Staff*

In order to ascertain the recognition to library staff, the investigator has asked the respondent to indicate two options. The resultant data has been reflected below in table-17.

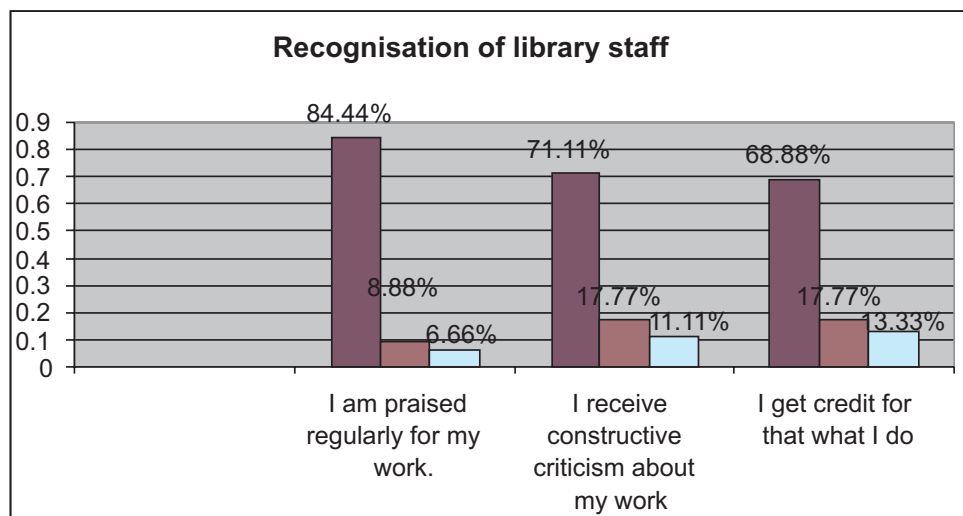
Table 6. Recognition of Library Staff

Recognition	True		Not sure		Untrue	
	No. respondent	%	No. respondent	%	No. respondent	%
I am praised regularly for my work.	38	84.44%	4	8.88%	3	6.66%
I receive constructive criticism about my work	32	71.11%	8	17.77%	5	11.11%
I get credit for that what I do	31	68.88%	8	17.77%	6	13.33%

In the above table it is clearly shows that, 34(84.44%) respondents indicated it is true that they are praised regularly for their work. 32(71.11%) respondents indicate that they receive constructive criticism about their work.

Similarly, 31(68.88%) respondents indicate that they get credit for what they do. The data of this table gives very positive sign of appreciation as an inducement for the motivation of the staff in present in EC libraries.

Figure 5. Recognition of Library Staff



Work content of the present job

In order to ascertain the work content of the present job of the library staff, the investigator has asked the respondents whether the follows work content is present in their respective job. For each such work content, they have to indicate true, (if it's present), untrue (if it is not present) and not sure (if the respondent is not about this).The resultant data has been reflected below in the table 14.

The above table indicate that 38(84.44%) respondents opined that in contents of their work is highly responsible in nature. Similarly 37(82.22%)of the respondents feel their job is of value to their department and 35(77.77%)are of the opinion that their job consist of variety of work. Another important finding for the respondent show in the table that 33(37.11%) respondents indicate they are allowed to take part in decision making.

Suggestion by the Investigator

After a vivid and careful study of the findings of the survey and a depth analysis the literature pertaining to the work motivation, job satisfaction and organizational commitment the investigator put forth the following suggestions.

i. Every library must satisfy the basis needs like salary, job security, status of the job, etc.

In this context Maslow's theory states various levels needs i.e. physiological needs, needs for safety or security, social needs, etc. Similarly, Herzberg's extrinsic factors i.e. management policy working condition, fringe benefits security to staff etc, may be implemented in the right way.

ii. Salary is the prime motivator for the staff of any job. The present survey found that most of the library staff not happy with their present salary structure in the EC libraries. There should be a proportional increase in their salary at par with employees of other public sector and private sector libraries. The scale of pay as prescribed by the Sixth Pay Commission in India should be implemented for the library staff in the engineering colleges.

iii. The top level library staff of the EC libraries, Librarians, Deputy Librarians, and Assistant Librarians should be given the equal status and extended facilities as the teaching staff of these colleges.

iv. The services of the library staff should be treated as services of academic nature and consider them as the people rendering most essential services in these institutions.

CONCLUSION

The strength of any organization is essentially dependent upon its human

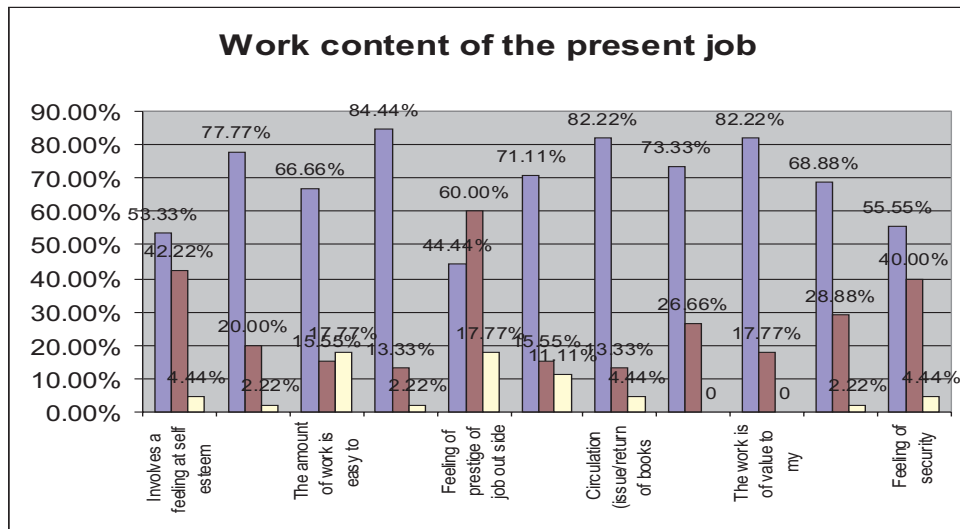
Table 7. Work content of the present job

Types at work content	True		Not sure		Untrue	
	No. respondent	%	No. respondent	%	No. respondent	%
Involves a feeling at self esteem	24	53.33%	19	42.22%	2	4.44%
Consist of variety at work	35	77.77%	9	20.00%	1	2.22%
The amount of work is easy to handle	30	66.66%	7	15.55%	8	17.77%
Contents of work is highly responsible	38	84.44%	6	13.33%	1	2.22%
Feeling of prestige of job out side the institution	20	44.44%	27	60.00%	8	17.77%
Allowed to decide the methods for doing the work	32	71.11%	7	15.55%	5	11.11%
Circulation (issue/ return of books)	37	82.22%	6	13.33%	2	4.44%
Opportunity to take part when decisions are made	33	73.33%	12	26.66%	-	-
The work is of value to my department	37	82.22%	8	17.77%	-	-
Have a certain degree of authority of my work	31	68.88%	13	28.88%	1	2.22%
Feeling of security	25	55.55%	18	40.00%	2	4.44%

resources. The library system is no exception, lies in the accumulated wisdom and knowledge of its staff. The delegation of responsibilities throughout a library service not only builds self reliance and encourages experimentation, but also helps in the formation of new ideas and methods. The staff being the focal point of the library system should be made up of brilliant minds with

missionary zeal, administrative ability and technical skill so that they can perform with distinction the increasingly complex jobs entrusted to them. All that the library staff needs to derive job satisfaction is a set of incentives that it would attract the right type of persons to the profession.

Figure 6. Work content of the present job



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