

Job Motivation of Library and Information Science Professionals Working In Different Organizational Climate: An Investigative Study among University Libraries in Kerala

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Abstract - This paper attempts to analyses role of university authorities in motivating job of library and information science professionals working in different organizational climate of selected eight state universities in Kerala. A structured questionnaire was prepared and distributed to 266 library and information science professionals for collection of data. The findings of study revealed that there is greater role from authorities of universities in Kerala in motivating the job of library and information science professionals working in different organisational climate. In all the selected university libraries, the mean opinion score is at above average level as significance level of 't' test is less than 0.05. All the professionals, irrespective of their characteristics, have opinion that authorities of universities are playing significant role in motivating their job and there is no significant variation in the opinion of the professionals in this regard. Motivation of job by university authorities will improve organizational climate, progress of library environment and its services and create professional development among library professionals.

Keywords: University Authorities; Job Motivation; Organizational Climate; University Library; Library and Information Science Professionals; Kerala.

I. INTRODUCTION

Motivation is a key element in making workers productive. So, different strategies are required to motivate workers. When the world is affected by the pace of quick change, the role of library has to be redefined and remoulded. Only well trained and well updated library and information science professionals can contribute to development of university libraries. Motivation is an effective instrument to achieve determined objectives of organization. The present study aims to investigate role of authorities in motivating library and information science professionals working in different organizational climate of selected university libraries in Kerala.

University libraries are established, administered and funded by universities. It serves information, research and curriculum needs of the students, researchers, faculty, staff and members of various academic bodies of universities. There are thirteen universities functioning in the state of Kerala. These universities have separate act and statutes. So the authorities and organizational climate of these universities and its libraries are different. Employee

motivation is an integral part of all types of service organizations. It helps university libraries to deliver wide spectrum of services so as to fulfill the objectives of its parent organization.

A. Concept of Organizational Climate and Job Motivation

Motivation refers to reason for peoples actions, willingness and goals. Motivation may be intrinsic motivation or extrinsic motivation. Job motivation can be self-motivated or initiated by employer. Broussard and Garrison (2004) define motivation as "the attribute that moves us to do or not to do something." In the context of present study, job motivation refers to motivation of library and information science professionals in their work. Organizational climate is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior.

Litwin and Stringer (1968) defines organizational climate as a set of measurable properties of the work environment perceived directly or indirectly by the people who live and work in that environment which influences their motivation and behavior. Appropriate climate in the organization reflects the personality of the organization and affect employees performance and attitude. It helps authorities and librarians to run the library effectively.

B. Universities in India

Education was transferred from state list to concurrent list through 42nd Amendment Act of Constitution of India in 1976. The types of universities include Central Universities, State Universities, Deemed to be Universities and Private Universities. Universities in India are recognized by University Grants commission. Apart from above universities, other institutions have power to award degrees and working autonomously. They are called autonomous organizations or institutions. Fifteen professional councils are also established for controlling different aspect of accreditation and coordination of higher education in India. There are 892 universities functioning in the country as on 20-12-2018. It is particularized below.

TOTAL NUMBER OF UNIVERSITIES IN INDIA

Universities	Total Number
State Universities	394
Deemed to be Universities	125
Central Universities	48
Private Universities	325
Total	892

C. Universities in Kerala

State universities in India are established by Legislative Assembly Act of state concerned and run by government of each State. The University Grants commission regularly updates list of state universities. Kerala is a small state on the south west part of India with area spread over 38,863 km². It was formed on 1st November 1956. It represents only 1.18 per cent of the total area of India, but 3.43% of the total population of the country is living in Kerala. The census of Indian states 2011 reveals that Kerala is the highest literate state in the country with 93.91% of literacy rate. There are thirteen state universities in Kerala. All the state universities in Kerala are approved by University Grants commission. It also houses deemed to be universities, some institutions of national importance and central university. University of Kerala is the oldest university in the state. Authorities of each university are well defined by act and statute.

II. REVIEW OF LITERATURE

Bibi Alajmi & Hessah Alasousi, (2018) examined the levels of motivation and needs satisfaction of academic library employees. They adopted Maslow's hierarchy of needs to examine individuals' motivation. The study collected and analyzed quantitative survey data from 108 employees working across eight college libraries at Kuwait University. The employees generally agreed that their needs were being satisfied at each of the five levels of Maslow's hierarchy and reported higher levels of satisfaction of their self-actualization and social needs.

Okhakhu, O. David & Omoike, A. Damilola (2017) points out that job satisfaction affects productivity of library officers in three selected universities of Ibadan, Nigeria. The result shows that a positive attitude will increase the quality and quantity of library officers' performance. It further revealed that intrinsic rewards also play an important role in satisfying library officers. The study recommends that if institutions can be more concerned about the job satisfaction of library officers, better performances can be achieved and advised that employers should show more concern about extrinsic rewards than intrinsic rewards in order to improve performance of library officers.

Jinu S Rajan & Gopikkuttan (2016) analyzed the attitude of library professionals towards Continuing Professional Development program's (CPD), reasons for attending CPD,

institutional support they get etc. An online survey was conducted using a structured questionnaire. The study finds that almost two third of the respondents have got enough institutional support for participating in CPD programme.

Sujatha, Ganesan, & Laila T Abraham (2016) attempted to study the existing organizational climate at Mahatma Gandhi University Library, Kottayam in Kerala through a survey conducted among library professionals. Organizational climate factors such as physical facilities, infrastructure, human relations, professional development, and job satisfaction have studied. The results of the study revealed that factors like physical facilities, measures for professional development, rewards and transportation facilities have to be strengthened for the development of a sound organizational climate in Mahatma Gandhi University Library.

Mohammed Irfan, Mohamed Haneefa, & Shyni (2015) investigated workplace learning among the library professionals in university libraries in Kerala. Structured questionnaires were employed to collect data from a representative sample of one hundred library professionals from the central libraries of University of Kerala, Mahatma Gandhi University, and University of Calicut. The analysis shows that majority of the library professionals are engaged in workplace learning to keep them up-to-date. Most of the professionals are self-motivated and they acquire skills for digital library development through self-learning interventions. The study also found that positive attitude with self-motivation is major motivator for workplace learning.

III. THEORIES OF MOTIVATION

According to Ryan, Richard M., & Deci, Edward L (2000), an individual's motivation may be inspired by others or events (extrinsic motivation) or it may come from within the individual (intrinsic motivation). There are several theories which describe rationale and process of motivation of human beings. A few motivation theories are, Need hierarchy theory of Abraham Maslow (1954), two factor theory of Herzberg (1966), Vroom's Expectancy theory (1964), and three needs theory proposed by David McClelland (1960). Maslow lays stress on physiological and biological needs of lower level. McClelland and Herzberg take lower level needs for granted and feel that these are essential for motivation. Victor Vroom's expectancy theory believes that motivation is based on the expectation of desired outcomes.

IV. SAMPLE OF THE STUDY

The study was carried out in selected eight state universities in Kerala. The data of the study was collected from 266 regular and qualified library and information science professionals. The following table will give an overview of the respondents of this study.

TABLE I DISTRIBUTION OF RESPONDENTS OF UNIVERSITIES

S. No.	Name of Universities	Frequency	Percent
1.	University of Kerala, Thiruvananthapuram	75	28.20
2.	University of Calicut, Tenzhippalam, Kozhicode	60	22.56
3.	Mahatma Gandhi University, Kottayam	42	15.79
4.	Cochin University of Science And Technology, Kochi	35	13.16
5.	Kannur University, Kannur	23	8.65
6.	SreeSankaracharya University of Sanskrit, Kalady	15	5.64
7.	Kerala Agricultural University, Vellanikkara, Thrissur	10	3.76
8.	Kerala Veterinary And Animal Sciences University, Pookot	6	2.26
Total		266	100.00

The table I shows that 28.20 % of data is collected from University of Kerala and 22.56% of data is collected from University of Calicut. Data Collected from Mahatma Gandhi University is 15.79% and Cochin University of Science and Technology is 13.16%. Total number of data collected from Kannur University is 8.65%. Data collected from Sree Sankaracharya University of Sanskrit is 5.64% and 3.76% of data is collected from Kerala Agricultural University. Data collected from Kerala Veterinary and Animal Sciences University is 2.26%.

V. OBJECTIVES OF THE STUDY

The present study was undertaken to know job motivation of library and information science professionals working, in different organizational climate, in the selected eight state university libraries in Kerala. The specific objectives of study are as follows:

1. To study the role of authorities in motivating job of library and information science professionals in university libraries of Kerala working in different organizational climate.
2. To investigate opinion of library and information science professionals, with respect to their characteristics such as age, professional qualifications, additional qualifications and total service in the profession etc., regarding the role of authorities in motivating them.
3. To determine rank of the university libraries in Kerala functioning in different organizational climates that derives motivation from authorities.

VI. HYPOTHESES

1. Authorities of universities have minimal role in motivating job of library and information science professionals of university libraries in Kerala.
2. There is significant variation in the opinion of library and information science professionals regarding the role of university authorities in motivating them.

VII. SCOPE AND LIMITATION OF THE STUDY

The study covers role of authorities in motivating the job of library and information science professionals working in the universities of Kerala. The study is limited to the data collected from 266 regular and qualified library and information science professionals of eight selected state universities in Kerala. The study is limited to the period from 2014 to 2018.

VIII. METHODOLOGY

The population of the study comprises of 266 library and information science professionals working in eight selected state universities in Kerala. A well-structured questionnaire was prepared for collection of data.

IX. RESULTS AND DISCUSSION

The collected data were consolidated and analyzed using appropriate statistical techniques. Parametric techniques were employed for analysis of data with SPSS and MS Excel. It was tabulated, interpreted and presented.

A. Age of respondents

TABLE I DISTRIBUTION OF RESPONDENTS BASED ON THEIR AGE

Age group(in years)	Frequency	Percent
Up to or below 40	87	32.7
41-45	61	22.9
46-50	61	22.9
Above 50	57	21.4
Total	266	100

The table I show that 32.7% respondent are in the age group of up to or below 40 years and 22.9% of respondents are in the age group of 41-45 years. Respondents in the age group of 46-50 years is also 22.9% and the respondents are in the age group of above 50 years of age is 21.4%. It is inferred that majority of the library professionals are below or up to 40 years. It indicates that there is scope for improving their job skills.

B. Years of service of respondents

TABLE II DISTRIBUTION OF RESPONDENTS BASED ON YEARS OF SERVICE

Years of service	Frequency	Percent
Below 10	46	17.3
10-14years	86	32.3
15-19years	44	16.5
20-24years	52	19.5
25 and above	38	14.3
Total	266	100.0

The table II shows those 32.3% respondents have total service between 10-14 years. The respondents having below

10 years of service are 17.3%. Respondents having service between 20-24 years is 19.5% and respondents above 25 years of service are 14.3%. It is clear from the table that fifty percent of the professionals have less than 14 years of service. It is inferred that there is scope for encouraging and motivating the professionals. It helps for improving their career advancement as well as development of university libraries.

C. Professional qualifications of respondents

TABLE III DISTRIBUTION OF RESPONDENTS BASED ON THEIR PROFESSIONAL QUALIFICATIONS

Professional qualifications	Frequency	Percent
BLISc	17	6.39
MLISc	161	60.53
M.Phil.	49	18.42
Ph.D.	39	14.66

The table III shows that majority of the respondents have M.LISc degree with 60.53%. BLISc degree holders are 6.39%, M. Phil holders are 18.42% and Ph.D. holders are 14.66%. It is inferred that majority of the professional are competent and qualified.

D. Role of authorities in motivating job of Library and Information science professionals

The role of university authorities is essential in motivating job of library and information science professionals. The authorities influence job and career of Library and Information Science professionals.

They are also considering ideas and suggestions of professionals in decision making process of University. Data were analyzed by using statistical techniques such as, frequency, mean, median, standard deviation and 't' test.

TABLE IV LEVEL OF AGREEMENT AMONG LIBRARY AND INFORMATION SCIENCE PROFESSIONALS RELATED TO ROLE OF AUTHORITIES IN MOTIVATING THEIR JOB

Statements		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	SD	t	Sig.
		n								
Authorities are too tolerant of those who perform poorly in our library.	n	6	45	123	79	13	3.18	0.85	3.464	0.001
	%	2.26	16.92	46.24	29.70	4.89				
Rewards for good work of staff.	n	4	34	119	103	6	3.27	0.77	5.816	0.000
	%	1.50	12.78	44.74	38.72	2.26				
I am free to express my views and suggestions in decision making process.	n	4	29	70	146	17	3.54	0.83	10.576	0.000
	%	1.50	10.90	26.32	54.89	6.39				
Opportunity to learn new skills and technology.	n	1	11	86	149	19	3.65	0.69	15.461	0.000
	%	0.38	4.14	32.33	56.02	7.14				
Opportunity for career development.	n	2	27	146	82	9	3.26	0.71	5.925	0.000
	%	0.75	10.15	54.89	30.83	3.38				

From the above table IV, out of total respondents, 2.26 % strongly disagree and 16.92 % disagree. Nearly, 46.24% of respondents neither agree nor disagree. Only 29.70 % agree and 4.89% strongly agree. The mean score of the statement Authorities are too tolerant of those who perform poorly in our library found to the higher score of 3.18 which is Significantly higher than the mean of the response scale as the significance level of 't' test is less than 0.05. It indicates that library professionals agree that authorities are too tolerant to those who perform poorly in library.

The opinion score of the statement Rewards for good work of staff is found the highest score with mean value of 3.27, which indicates that library professionals are rewarded for good work. It is significantly higher than mean of the response scale as the significance level of 't' test is less than 0.05.

The next aspect on the role of authorities in motivating Library and information science professionals in the universities in Kerala is regarding the statement on I am free to express my views and suggestion in decision making process. Its mean score is 3.54. It is significantly higher than mean of the response scale as the significance level of 't' test is less than 0.05.

Regarding the statement on Opportunity to learn new skills and technology, the mean score is 3.65. It is significantly higher than the mean of the response scale as the significance level of 't' test is less than 0.05. With regard to Opportunity for career development, the mean score is 3.26. It is significantly higher than the mean of the response scale as the significance level of 't' test is less than 0.05. It indicates that library authorities are playing significant role in motivating the job of library and information science professionals.

TABLE V DESCRIPTIVE STATISTICS OF SCORE RELATED TO ROLE OF AUTHORITIES IN MOTIVATING LIBRARY AND INFORMATION SCIENCE PROFESSIONALS

Statistics	Values	t	Sig.
Mean	3.41	17.260	0.000
Median	3.50		
SD	0.39		
Variance	0.15		
Minimum	2.50		
Maximum	4.75		

The 't' test for mean score of role of authorities in motivating library and information science professionals indicates that the mean of variable is significantly higher than mean of response scale. The mean of variable is 3.41 with a standard deviation of 0.39. The median is 3.50 which is greater than that of mean.

The total score of variables ranges from a minimum of 2.50 to a maximum of 4.75. The result indicates that there is significant agreement among the library professionals that there is greater role from the authorities of the universities in motivating the job of library and information science professionals.

TABLE VI OPINION SCORE OF LIBRARY AND INFORMATION SCIENCE PROFESSIONALS RELATED TO ROLE OF UNIVERSITY AUTHORITIES IN MOTIVATION

Characteristics		Mean	SD	F	Sig.
Age	Up to and below 40 years	3.39	0.42	0.706	0.549
	41-45 years	3.37	0.37		
	46-50 years	3.46	0.38		
	Above 50 years	3.42	0.36		
Gender	Male	3.42	0.39	0.077	0.782
	Female	3.4	0.39		
Professional qualifications	B LISc	3.24	0.27	1.877	0.134
	M LISc	3.41	0.39		
	M.Phil.	3.38	0.40		
	Ph.D.	3.49	0.40		
Additional qualifications, if any	Have additional qualifications	3.39	0.43	0.316	0.575
	Have no additional qualifications	3.42	0.35		
Total Service in this profession	Below 10	3.37	0.38	1.070	0.372
	10-14years	3.39	0.38		
	15-19years	3.51	0.46		
	20-24years	3.43	0.33		
	25 and above	3.36	0.37		
Pay scale of the incumbent	UGC/ICAR Scale of pay	3.52	0.33	4.457	0.036
	State Scale of pay	3.39	0.39		
A member of any professional library association	Yes	3.42	0.39	1.228	0.269
	No	3.37	0.38		
Name of universities	University of Kerala	3.41	0.36	1.565	0.146
	Calicut University	3.44	0.38		
	Mahatma Gandhi University	3.29	0.41		
	Cochin University of Science and Technology	3.47	0.40		
	Kannur University	3.30	0.35		
	Sree Sankaracharya University of Sanskrit	3.40	0.45		
	Kerala Agricultural University	3.63	0.24		
	Kerala Veterinary and Animal Sciences University	3.54	0.51		

The table VI shows that the professionals drawing UGC/ICAR scale of pay have higher opinion that authorities of university are motivating their job. The opinion of professional drawing UGC/ICAR scale of pay is

higher than the professionals drawing state scale of pay. The significance level of F value is less than 0.05. There is no significant variation in the opinion among library professionals about the role of university authorities in motivating them. It means that all the library and information science professionals, irrespective of their characteristics, have opinion that university authorities have significant role in motivating the job of library and information science professionals. In University-wise analysis, the highest level of motivation is in the Kerala Agricultural University with a mean score of 3.63 followed by the Kerala Veterinary and Animal Sciences University with a mean score of 3.54 and the Cochin University of Science and Technology with a mean score of 3.47.

X. FINDINGS OF THE STUDY

The major findings of the study are:

1. There is significant role from the authorities of the universities in Kerala in motivating the job of the library and information science professionals who are working in different organisational climate.
2. There is no significant variation in the opinion of library and information science professionals working in the universities in Kerala about the role of university authorities in motivating their job.
3. All the library professionals, irrespective of their characteristics, have opinion that university authorities have greater role in motivating the job of library and information science professionals. There is significant agreement among the opinion of the professionals in this regard.
4. The highest level of motivation to the library and information science professionals, among the university authorities, is from the Kerala Agricultural University with a mean score of 3.63 followed by Kerala Veterinary and Animal Science University with a mean score of 3.54 and Cochin University of Science and Technology with a mean score of 3.47.

XI. CONCLUSION

From the above study, it is concluded that authorities of all the universities in Kerala are playing a significant role in motivating the job of library and information science professionals. The professionals are working in different organizational climate. There is no significant variation in the opinion of professionals, irrespective of their characteristics, in this regard. Hence the result rejects the null hypothesis that the authorities of the universities play

minimal role in motivating the job of library and information science professionals in the universities in Kerala. The result also rejects the null hypothesis that there is significant variation in the opinion of library and information science professionals about the role of university authorities in motivating their job.

The result of study accepted alternative hypotheses that the authorities of the universities play significant role in motivating the job of library professionals and also accept that there is no significant variation in the opinion of library and information science professionals about the role of university authorities in motivating their job. Effective cooperation between the university administration and library professionals are a key factor in providing better service to the clientele of university libraries in teaching, research and learning conditions. Coordinated efforts of both library and information science professionals and authorities of universities are necessary for fulfilling the vision, mission and mandate of university libraries in Kerala.

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