

Motivating LIS Professionals for Developing Skill in Digital Environment

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Abstract

Motivation is the art of influencing people, a kind of encourage incentives whenever encourage a person to do work which is for the betterment of the society. As a storehouse of knowledge library and its professional always have to provide up-to-date and ICT based service towards its user. A skilled LIS professional always be needed to fulfill user query. So, it is very important to motivate them for develop their skill towards their job. In this research article factors which motivate the LIS professionals and promote their skills are discussed.

Keywords: Motivation, Skill development, performance management etc.

Introduction

Development of an organization largely depends on the developments of its human resource therein. Both the developments are directly related with each other. Institutional development depends on infrastructure, administrative boosters, financial strength and most importantly the effective and efficient utilization of the human resources. In any organization developments of employees depends on the mandate and scope of the institution, the support from the authority towards qualitative development of employees influencing and encouraging them to increasing personnel ability. The process, influencing employee for developing professional skills and contributing to achieve organizational goal can be regarded as Motivation.

Libraries are non-profitable, labor-intensive service organization where the people serve people. One of the prevalent challenges that libraries are facing is how to motivate library staff to get competitive advantage. Digital culture in libraries arouses the need to find out the innovative ways to motivate the employees. Motivated and competent employees are imperative to excellent service delivery in libraries. Only satisfied and motivated employee can facilitate the users in excellent and efficient ways (Warraich & Ameen, 2011, p210).

Peter (2015) in his book "*The concept of motivation*" mentioned that motivation plays a key role in developing effectiveness and efficiency of work at organization. In case of library and information Centre, motivation and quality development for employee are very much important. Motivation can be defined as the art of influencing people, encouraging them towards their work. The term motivation derived from the word motive, which may be defined as needs, wants or impulses within an individual. Motivation may be defined as the complex of force inspiring a person at work to intensify his willingness to utilize his capabilities for the achievements of certain objectives.

Significance of the Study

With the advancement of information and communication technology (ICT), many tasks used to be handled exclusively by librarians and LIS professionals. Therefore, it is important to motivate them for facing or providing ICT based library service towards its user. In this backdrop, the present study selects Library and Information Science professionals working in engineering college libraries of Assam. This research study is mainly based on the following significance:

Evaluating Employee Motivation : The significance of this study is, it helps library authority evaluating motivator preferred by library and information science professional working in engineering college and institute library. It is also hoped that employer of library can able to determine motivating factor affecting library professional whose have potentiality to improve library service.

Building Professionalism : This study provides a dimension in building capacity of library professional. It also helps in bringing team spirit and co-operative service rendered by library professionals towards its user. It is effective in developing service quality in the libraries of engineering college and institutes.

Managing Stress of Library Professional : Stress management is one of techniques to equip a person for dealing with psychological stress. Managing stress is effectual when an individual utilize strategies to meet stressful situation. This study will help library professional overcoming psychological and physical stress in work place.

Skill Development of Library Professional : Lastly it can be said that this research study help the library professional developing their personality, professional skill and service quality in the work place.

Objectives of the Study

- To identify and analyse different intrinsic and extrinsic factors influencing motivation, performance and job satisfaction of library professionals.
- To determine the extent to which library professionals were motivated.
- To study the positive impact of motivation over job satisfaction and job performance.
- To study the motivational preferences of LIS professionals in engineering college and institute library of Assam.

Review of Literature

The concept of motivation has attracted voluminous theoretical and empirical literature. For the purpose of this study, attention is focused on work motivation and significance of motivation. This has been done in order to have a full understanding of what motivation is all about, also taking into consideration factors affecting motivation among librarians and library professionals.

In his book "*Principles of management*" Amar Jyoti (2010) mentioned that without communication organization cannot properly function. Communication refers different forms but all forms involved the transfer of information from one to the other. He also mentioned the worker must know the Institutional objectives so that they would not strive to accomplish the institutional objectives. He further noted that it is essential for employee to know rules and regulation of that organization and manager must inform about it.

Thanuskodi, (2018) in *Literacy Skill Development for Library Science Professionals* observed that emergence of digital library needs skill and competence LIS professionals for effectively disseminate information towards user. So, to uplifting quality of LIS Professional literary skill along with technical skill development programme or training are very much important. Author also mentioned that skill development is one of the important tasks in digital environment.

Kishore (2008) in "*Personnel management in libraries*" conducted the pioneering survey on employee motivation among librarians in India at Punjab University. His study focused on Maslow's (1949) theory of hierarchy of needs as the basis of the study. The Sample consisted of 240 respondents from twenty-eight university libraries located in nineteen places. He hypothesized three things that: a vocational growth process would precede the choice of library profession as a career. He also stated that people already in the library profession would be advising their children to adopt librarianship as a career. Finally, he also noted that work efficiency would be related to both intrinsic and extrinsic motivating factors.

Mittal (2006) in "*Library Administration: theory and practice*" discussed about the significance of motivation in terms of job satisfaction, training and staffing pattern. It is observed that role of authority also important in quality development of employee.

Singh (1998) in "*Job satisfaction and organisational climate in libraries*" said that human behaviour is a complex phenomenon influenced by many variables. This can be described as the total response of an individual to various motivating parameter present in his environment. He also mentioned that work environment itself a variable to motivational need of individual.

Rowley (1996) in "*Motivation of staff in libraries*" did a survey of the issues that affect motivation among library staff. He found that motivation was a central to a quality culture. He further mentioned that as libraries become more sophisticated in their approach to ensure quality, self-motivation would become a central issue. He briefly reviews the rational-economic model, the social model, the self-actualizing model and the complex model as a basis for reviewing motivation of library staff. Work environmental factors that had an impact on motivation included approaches to financial rewards, culture and the diversity of staff experience and roles. He further noted that possible strategies for motivation of staff include development strategies such as appraisal, managing dissatisfies and offering rewards.

Line (1992) in "*How to Demotivate Staff: a Brief Guide*" did a study of factors leading to employee's de-motivation. His findings suggested that to avoid de-motivating staff, the de-motivating 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, criticizing but never appreciating them, confusing and patronizing staff, giving them unclear job descriptions, poor reporting lines avoiding consultation, and also excluding them from any involvement in decision making.

Herzberg and Snyderman (1989) in "*The motivation to work*" explain that satisfying factors motivate workers while the dissatisfying ones prevent. The authors further observed that motivating factors were achievements, recognition, the job conducted, responsibility, promotion and factors related to the job itself for personal development. Motivating factors in the working environment resulted in the job satisfaction of the person while protective one dissatisfies him or her. The authors further explain that people compare their achievements and the resulting awards, and if the results are balanced, then job satisfaction would exist. In contrast, if the results are imbalanced, then dissatisfaction exists.

Methodology

Research methodology provides the details of the systematic procedure to conduct research study. The first step in conducting research work is to plan a framework for the research. After conceptualizing the plan of work, different activities are carried out looking to the objectives of the study. "Methodology" includes the details of population and sample, about the tools used, procedures followed for data collection, data analysis, statistical measures applied for analysis and interpretation of data to draw findings and conclusion of the research work. Present research work has been taken to study motivating factors which influence the library professional in their workplace.

In this study descriptive survey research design was used to collect detailed and factual information to interpret the existing relationships among motivational factors and job satisfaction among the library professionals working in the Engineering College and Institute libraries.

Population of the study : Library professionals (Librarian, Assistant Librarian, senior library Information Assistant, Library Assistant with the qualification of library science) of 23 Engineering College and Institute libraries formed the target population for this study of which samples were collected from 17 library professionals of Engineering College and Institute libraries. A total of 38 self-administered questionnaires were distributed among the librarians, assistant librarians, library assistants and library information officers working in government as well as private engineering colleges and institutes of Assam. Out of 38 questionnaires, 32 questionnaires were received in final, giving a response rate of 84.21%. It may be mentioned that out of the 23 selected libraries under this study three of the institutes didn't have permanent librarian or library assistant and therefore the person who were under the charge of non-professionals; they were also excluded from the purview of the study.

Data Collection Instruments : In order to carry out this study, structured questionnaire and personal interview methods were adopted for collecting primary data. Data have been collected through questionnaire and followed by personal interview and personal observation. Questionnaires have been circulated to the LIS Professionals for gathering primary data.

Results and Interpretations of Data

The processes of data analysis are pre-determined to a certain extent by the objectives of a study. The data analysis and interpretations were dealt in the light of objectives formulated for the study.

General information of respondents

- According to the findings of this study, out of a total number of 32 respondents, 59.4% (n=19) were found to be female while 40.6% (n=13) were male.
- Based on the response found that there are 40.6% respondents who were under the age group <35 years, 25% were under the age group 35 years to 44 years and 34.4% respondents were under the age group of >45 years age.
- Regarding the professional qualifications of the respondents, the present study revealed that all the respondents had a library professional degree during the time of joining. It was observed that 87.5% (n=28) respondents had master degree in Library and Information Science (MLISc) as compared to 12.5% (n=4) respondents whose professional qualification was bachelor degree of Library and Information Science

(BLISc) during the time of joining to their present job. There is a highly significant difference between these two groups of professional qualification of the respondents (z score 4.243, $p < 0.0001$).

- Out of a total of 32 respondents, 37.5% (n=12) had worked for their institution for less than 5 years, 18.7% (n=6) had worked for 5 - 10 years and 43.8% (n=14) had worked for more than 10 years. Therefore, it has been observed from the present study that a majority (43.8%) of respondents had worked for more than 10 years and overall, more than 62.5% of the respondents had a work experience of more than 5 years.
- Position of Job or Job security is one of the basic parameters for motivating library professional. During the survey one of the questions is position of job i.e. whether the respondent are in permanent position or in temporary position in their job. Position of Job or Job security is one of the basic parameters for motivating library professional. During the survey one of the questions is position of job i.e., whether the respondents are in permanent position or in temporary position in their job.
- Out of 32 respondents 75% (n=24) of respondents worked in government engineering colleges or institutions whereas 25% (n=8) of respondents worked in private institutions (Fig 5.6). This difference was found to be significant (z score 2.8, $p = 0.047$).

Professional development facility among the respondents

Development of professional means increasing professional skills and service by providing adequate amount of facility. In case of engineering college library, it is also important for rendering quality service. For qualitative development of library professional it is essential to develop their professional quality.

The present study revealed that 78.1% (n = 25) of respondents answered a positive response to the question “Does the library have facility for professional development?”. However, 21.9% (n = 7) respondents revealed that there was no professional development facility for the library staff in the library where they were working. The differences in views against the professional developmental facility was found to be significant (z score 3.179, $p = 0.001$).

Table 1: Presence of professional developmental policy in response to genders of the respondents

Gender	Yes (%)	No (%)	χ^2	p-value
Male	11 (44.0)	2 (28.6)	0.090	0.765
Female	14 (56.0)	5 (71.4)		

When the LIS professionals were asked about the presence of professional development policy in their institution most of the respondent agree with the above. The study result revealed that 44% were found male while the proportion of female was found to be 56 %.

Participation in Professional Development Program for developing skill

Pursuing higher courses, participation in conferences or workshops, participation in short term courses or visit to other libraries etc. are considered as an important facility for developing the skill and quality of library professionals.

Table 2: Participation in Professional Development Program

Authorities' encouragement	Response		z-score	p-value
	Yes (%)	No (%)		
Pursuing higher education	25 (78.1%)	7 (21.9%)	3.179	0.002
Participation in conferences/workshops	26 (81.3%)	6 (18.7%)	3.541	0.0004
Participation in short term courses	23 (71.9%)	9 (28.1%)	2.478	0.01
Visiting libraries	17 (53.1%)	15 (46.9%)	0.351	0.73
Visiting book fairs & exhibitions	20 (62.5%)	12 (37.5%)	1.414	0.16

It was found that most of the respondents had a significant positive response against participation in higher education, participation in conferences and participation in short term courses (78.1%, 81.3% & 71.9%) respectively. However, the responses against visiting other libraries or book fairs were almost equally distributed on both “Yes” and “No” category.

The extent to which the respondents were motivated

This section presents findings of the study on the extent to which the respondents were motivated in their current job positions. The respondents were given a set of motivators and asked to score them 1 through 8 based on their priority. A score of 1 meant lowest priority, while a score of 8 means highest priority. All the motivating factors were scaled based on the responses of the respondents. Further each motivating factor scale was categorized into 3 groups:

- A motivating factor with scores ≥ 7 belongs to highly motivating factor,
- A motivating factor with scores between 4 to 6 belongs to moderately motivating factor and
- A motivating factor with score of ≤ 3 belongs to less motivating factor category.

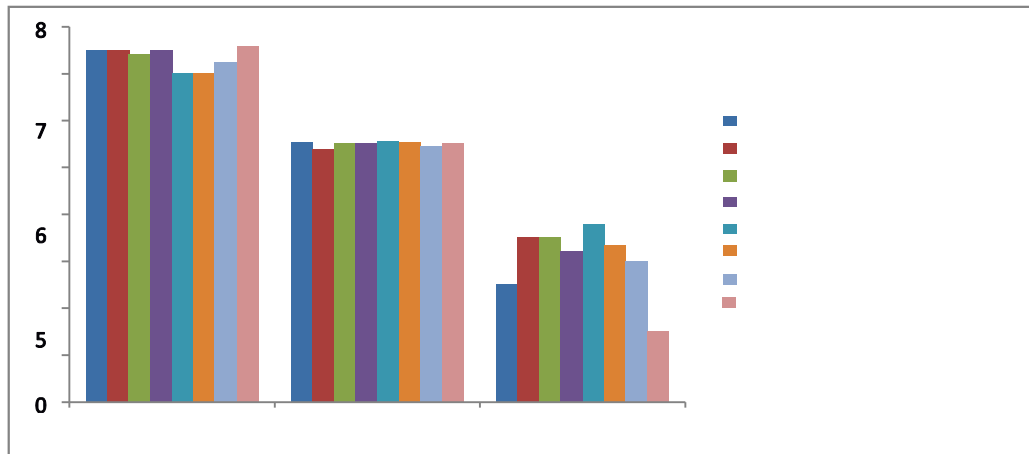


Fig. 1: Motivation of respondents based on individual motivating factor scores (Scale 1– 8).

Based on the above, it was found that 32% of respondents think that monetary benefit was a highly motivating factor, while 44% responded it as a moderate and 24% responded as a less

motivating factor. 36% respondents gave job status as a highly motivating factor, but majority thinks that it is a moderate motivating factor. A very proportion of respondents think that “Job responsibility” as a highly motivating factor, while more than half (52%) of the respondents thought the “Scope for career development” and “Discipline of organization” are the two less motivating factor. The study result revealed that monetary benefit, job responsibility and postretirement benefit is the prime motivator which motivate LIS professionals towards their job. Respondents mentioned that scope for career development are another motivator which motivate them towards skill development and ICT based service in the library.

Level of Motivation

To measure the level of motivation eight factors prepared and sought the level of motivation amongst library professionals on the basis of three group viz., highly motivated, moderately motivated and less motivated. The result mentioned in Fig. 2.

Based on the individual scores of each motivating factors, a cumulative score was calculated. Based on this cumulative score, further 3 categories were calculated as follows:

- A cumulative score of ≥ 50 belongs to highly motivated group,
- A cumulative score between 36 – 49 belongs to motivated group, and
- A cumulative score of ≤ 35 belongs to less motivated group.

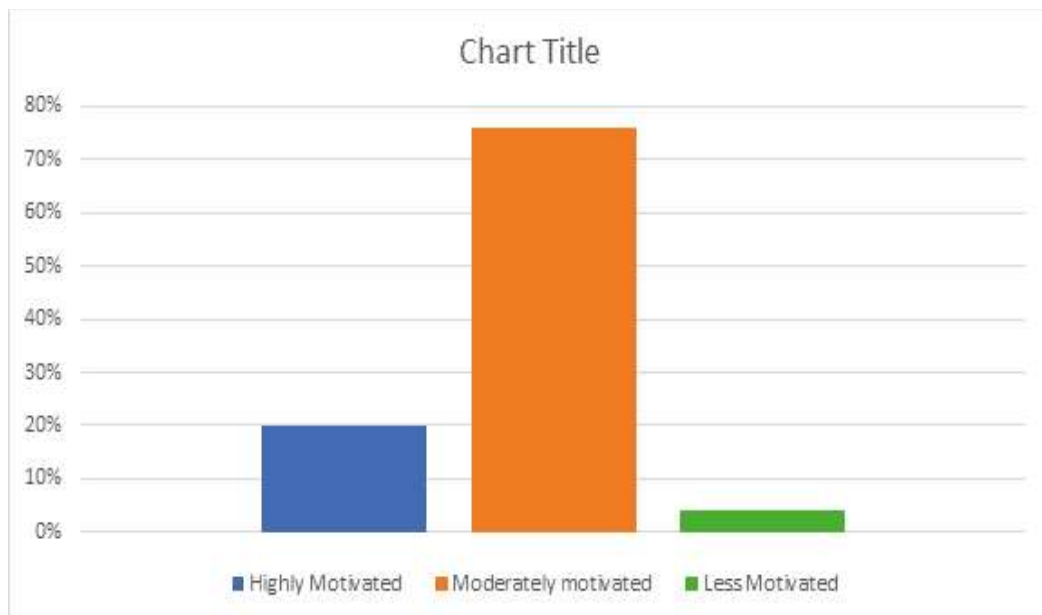


Fig. 2: Motivation of respondents based on cumulative motivating factor scores (Scale 8–64).

On a cumulative scale, it was found that most of the respondents were moderately motivated (76%) while 20% respondents were highly motivated based on the cumulative scores of all the motivating factors (Fig 2).The reason may be due less opportunity for career development, less monetary benefit in private engineering college lead the LIS professional towards less motivation on the other side in government institution LIS professional are highly satisfied due to position of job or provision for skill development along with monetary benefit. Study result also shows that most of the LIS professional are moderately motivated towards their job.

Table 3: Mean scores along with SD by motivating factors for the entire samples
(1Mean scores reported on a 1-8 scale with higher values corresponding to higher motivation.)

Sl. No.	Motivating factors	Mean Score	SD
1	Monetary benefit	6.03	1.332
2	Status of Job	5.69	1.512
3	Job responsibility	6.69	1.281
4	Scope for career development	4.84	1.936
5	Co-operation from authorities	4.97	1.204
6	Co-operation from colleagues	4.94	1.501
7	Organisational Discipline	4.91	1.855
8	Post Retirement benefit	5.28	2.453

The mean scores for each motivating factor were shown in Table 5.24. Based on the mean score, it was found that the highest ranked motivator was *Job responsibility*, which was significantly higher (mean score = 6.69, SD = 1.281) than all others for all the samples. The second ranked motivator was *monetary benefits* with a mean score of 6.03 (SD 1.332). The lowest ranked motivator was scope for career development with a mean score of 4.84 (SD 1.936).

Meeting the Objectives

Keeping in view the issues on the prospects of Motivation and job satisfaction in engineering College and Institute Libraries of Assam, it was proposed to study the area with few basic objectives. These objectives are given due heed while preparing the thesis, the way the objectives are studied and results received are recorded here in the following few points.

Objective 1: To identify and analyse different intrinsic and extrinsic factors influencing motivation, performance and job satisfaction of library professionals.

- **Responsibility in the job:** The study revealed that higher number of respondents significantly satisfied with their job.
- **Monetary Benefit:** Though it is noticed that monetary benefits" as a dependent variable against the above-mentioned independent variable, it was observed that age of professionals was positively and significantly associated with the analyzed motivating factor with a significant regression coefficient. it was observed that there was a significant difference in the mean score of monetary benefits for age group.

Objective 2: To determine the extent to which library professionals were motivated.

- The research analysis revealed that 3 independent variables viz., status of institute, promotional policy and age of professionals were found to be significantly associated with one or more numbers of the motivating factors. The motivators hence identified by multivariate analysis are "monetary benefit", "scope for career development", "post-retirement benefits" and "total score of motivation".
- It was found that 20% of respondents were highly motivated and 76% were moderately motivated.

From the objectives 2 it can be said that employees are highly motivated in career development scope, status of job and post-retirement benefit getting from service institution. But some other cases library professional is moderately motivated.

Objective 3: To study the positive impact of motivation over job satisfaction and job performance.

- It was found that motivating factors monetary benefits, scope for career development, post-retirement benefits and organizational discipline has a positive impact on job satisfaction and job performance.

Objective 4: To study the motivational preferences of LIS professionals in engineering college and institute library of Assam.

- Based on this, it was found that 32% of respondents think that monetary benefit was a highly motivating factor, while 44% responded it as a moderate and 24% responded as a less motivating factor. 36% respondents gave job status as a highly motivating factor, but majority thinks that it is a moderate motivating factor. A very proportion of respondents maintained that “Job responsibility” as a highly motivating factor, while more than half (52%) of the respondents thought the “Scope for career development” and “Discipline of organization” are the two less motivating factor (Figure 1). On a cumulative scale, it was found that most of the respondents were moderately motivated (76%) while 20% respondents were highly motivated based on the cumulative scores of all the motivating factors (Figure 2).

Suggestions

Develop Policy Making : There is need for the policy makers in engineering college and institute libraries to ensure that there are improved and uniform conditions of service and equal training opportunities for both permanent and contract staff. By doing so the levels of motivation among all categories of staff would be improved to a great extent.

Budgetary Allocation : It also recommended that authority in engineering college and institute libraries should consider an increased budgetary allocation to the libraries in order to improve on financial resources, physical work environment and services. Once the funding is improved, these libraries would be able to improve on collection development, embark on library automation training of the library staff and improve on physical work environment such as ventilation, cleanness, acquisition of office furniture and even office space.

Professional and Collaborative Attitude : It is strongly recommended that libraries should improve professional and collaborative temperament among the library professionals/staff. Moreover, timely observation of employee retention strategies and filling up of vacant positions through recruitments and promotions are supposed to be important as well.

Apprenticeship Program : It is important for individual libraries to send their staff for regular apprenticeship under authorized experts in library automation field in some well automated library environment. Apprenticeships will not only develop workforce, but most importantly, skills and qualifications among the staff too.

Conclusion

Development of information and communication technology and advancement of open-source software, there is essential for establish new science and technical institution both in government and private sector. In this regard, skilled and well-trained employee is necessary for smooth running of this institution. In case of library, trained and motivated manpower is required for utilizing library resources. Motivation for library profession is

also necessary for overcoming work problem in library special reference to engineering college and institutes libraries of Assam.

The library and information science professional working in engineering college and institute libraries of Assam need status of job on the basis of their qualification. They also mentioned that professional staff should be provide in- service- training like library software development, management of e-resources etc. for better performance towards its user. Working environment, monetary benefit are also required for utilizing library as well as library service. The library authority has to realize the importance of staff development for better utilization of library.

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