

THE STUDY ON MOTIVATIONAL FACTORS INFLUENCING THE CAREER DEVELOPMENT OF UNIVERSITY LIBRARY PROFESSIONALS IN SRI LANKA

S. Shanmugathan

Senior Asst. Librarian, University of Vavuniya, Sri Lanka

Email: shan@vau.ac.lk

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Abstract

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Corresponding E-Mail: shan@vau.ac.lk

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Library professionals play an important role in universities. This study aims to investigate whether motivational factors positively influence the attitude of the University Library Professionals and to identify the impact of the Library Professionals' attitude on career development. The data was collected through the structured questionnaire. The researcher has successfully retrieved 120 questionnaires (83%). SPSS was used for statistical analysis. This study reveals that motivational factor has a mean value of 37.075 with the Standard Deviation of (SD) 4.43. The attitude of the professionals has a mean value of 68.075 and SD 4.54 which is a good signal of prediction that the positive attitude of the professionals is caused by the motivational factors. Motivational factors explain only 28.6% of the variance in the dependent variable, the attitude of the professionals. The attitude of the professionals has a mean value of 68.075 and SD 4.54 and the career development has a mean value of 34.85 and SD 2.58. The attitude of the professionals explains only 26.3% of the variance in dependent variable, the career development. The multiple correlations of all independent variables on the dependent variable the career development is 0.649. Therefore, positive relationship was observed between the motivational factors, the attitude of the professionals, and the career development. Whereas the coefficient of determination being 0.422 only 42.2% of the variance in the career development can be explained with those combined effect of the independent variables involved. Hence it can be concluded that motivational factors positively influence the attitude of the University Library Professionals and the attitude of University Library Professionals impact on Career Development.

A system of continuing education should be provided for all university library professionals to increase their interest and involvement, so that they can render the best possible service.

Key Words: Librarian' Status, Personality, Library Profession, Library Manpower, Space Human Resource planning,

I. INTRODUCTION

Information or knowledge is power, which is today considered to be a basic resource for national development. In the information era, possession and dissemination of information plays a significant role in the sphere of academic environment in which it improves educational standard and quality of research. Libraries which are repositories of knowledge and through which timely dissemination of relevant and potential information to the persons concerned leads to socio-economic and industrial development of the country as well as helps in generating and dissemination of new knowledge (Saxena, 1989, p.79).

The university libraries are established in accordance with the evolution of the University System of Sri Lanka. Libraries in the modern sense of the term are called as Information Centres or Human Resources Centres. The high demand of qualified library professionals is obviously required in the information centres. Besides, there should be an attractive scheme of recruitment and benefit plans to recruit such qualified personnel in the field of Library and Information Sciences. As it is an increasing profession in Sri Lankan context, the researches on motivational factors that are attracted to highly qualified and experienced professionals, is a need at present.

The success or efficiency of any Library depends largely upon the quality and extent of interest in the Library work taken by the staff recruited in libraries. Unless the services of adequate qualified staff are available to the library, the presence of rich collection in the library or the availability of latest gadgets, tools and equipment can hardly produce the desired results and render quality of service to the clientele. Besides this, library staff should work with a missionary zeal and develop a spirit of service and an attitude of open mindedness, free from conservatism and ready to adopt new and better techniques and procedures (Saxena, 1989, p.91-92).

Further, a library must have a sound promotion policy based on merit. Then only best academically qualified persons can be selected. Persons from within should get preference in the matter of promotion over outsiders (Kumar, 1991, p.89).

Therefore, this study concentrated on motivational factors influencing the career development of professionals in the university library system in Sri Lanka.

II. LITERATURE REVIEW

Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces (Koontz & Weihrich 1990, p.319). Motivation is defined as "all those inner-striving conditions described as wishes, desires, drives, etc... It is an inner state that activates or moves" (Donnelly, Gibson & Ivancevich, 1995, p.304). Motivation is the "process or reaction which takes place in the memory of individuals. It refers to the combination of forces or motives maintaining human activity" (Kesavan, Elanchezhian & Ramnath, 2004, p.237).

A profession is the expression of authority of knowledge. Knowledge is the reasoning toward the truth about things or relations. The scientific nature of knowledge refers to the high degree of organization of knowledge into a coherent body or a system (Nanayakkara, 2004, p.532).

Attitudes are “complexes of beliefs and feelings that people have about specific ideas, situations, or other people. Attitudes are important because they are the mechanism through which most people express their feelings. An employee’s statement that he feels underpaid by the organization reflects his feelings about his pay. Similarly, when a manager says that she likes the new advertising campaign, she is expressing her feelings about the organization’s marketing efforts”. (Griffin, 1997, p.453)

Beach (1980) defined “Career Development (CD) as the planning of one’s career and the implementation of career plans by means of education, training, job search and acquisition and work experiences”. This suggests that career development of an individual depends on one’s training, qualifications, experience and seniority. Further, placement policy and promotion system also have a bearing on career development. Career development is an ongoing organized and formalized effort that focuses on developing enriched and more capable employees. It has a wider focus, longer time frame and broader scope than training. Development must be a key business strategy if an organization is to survive in today’s increasingly competitive and global business environment.

Problem Statement

All human beings are different from each other. They may have different levels of performance, needs, priorities, values, beliefs etc. Such employees may perceive the work motivation differently. Fonseka and Fonseka (1998) stated that the industry needs to attract professionally qualified staff and broadly-based training to upgrade skills of managers at all levels. The high rate of absenteeism and employee turnover in the industry demonstrates the need to raise level of employee motivation and commitment.

Seneviratne (1999) stated that manpower norms for library staff in academic libraries have been formulated by the University Grants Commission. According to the recruitment procedure, any graduate with a Bachelor degree with a Class can be employed as an academic librarian, which is a post on par with academic staff. Although university librarians hold a degree of academic excellence, they lack professional qualifications or experience in library work at the time of recruitment.

Saxena (1989) stated that the staff devoted and dedicated to service is helpful to readers. Surprisingly enough very little importance is attached in developing countries towards recruitment of right type of qualified and adequate staff in libraries as well as towards creating congenial and favourable working conditions for the staff recruited in Libraries.

Saxena (1989) stated that the library staff should develop an inquisitive mind and be always in search of new ideas, new techniques, new technology which may improve the efficiency of the library and provide better service to clientele. The university library professionals have marginal training opportunities in Sri Lanka. Bowden (2001) supported this argument as neither of the Universities of Colombo nor Kelaniya identify training as a priority. Due to this, professionals cannot update their knowledge time to time. This may lead to decline the innovative ideas and thinking of the library professionals.

Samarakoon (2002) stated that to successfully attract, and retain junior knowledge workers, companies should pay attention in providing ‘support for career and continuous development’.

Silva (1998) stated that University Librarians in Sri Lanka belong to the academic staff but on certain occasions they are denied of the benefits of the faculty members.

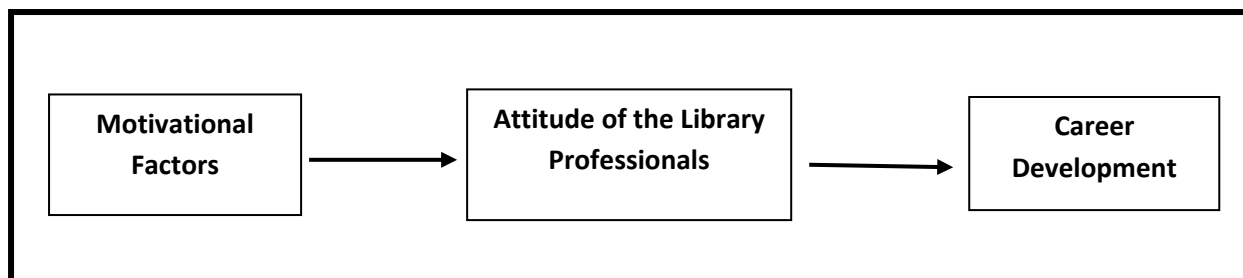
Saxena (1989) stated that in most libraries the Librarian is not given free and fair play unfortunately even in professional matters, i.e., matters which require professional know-how and knowledge, consequently the desired goals are not achieved. Further the role of Librarian is not given due importance and the head of the institution feels that the Library is unwanted and the Librarian a burden. Thus, they fail to realize the role of librarian and its importance in an educational institution. This affects the professionals’

working attitudes and behaviour, which in turn leads to affect the career development of the Library Professionals.

III. OBJECTIVES

1. To evaluate whether the motivational factors positively influence the attitude of the University Library Professionals.
2. To identify the impact of the Library Professionals' attitude on career development of the University Library System.

Conceptual Model



Hypothesis

- H₁ Motivational factors positively influence the attitude of the library professionals.
- H₂ Positive attitude of the library professionals significantly contributes to the career development.
- H₃ Motivational factors enrich the attitude of the library professionals, which in turn leads to the career development.

IV. METHODOLOGY

The present study aims to find out the influence of motivational factors on the Career Development of the Sri Lankan Library professionals. This research study is limited to the Professionals of the University Libraries in Sri Lanka. There are sixteen recognized Universities available in Sri Lanka. All 145 University Libraries Professionals were taken into consideration of this study. Librarians, Deputy Librarians, Senior Assistant Librarians and Assistant Librarians were considered as the University Library Professionals by the Sri Lankan University Grants Commission.

As far as University Grants Commission is concerned, universities, postgraduate institutes and other institutes such as National Institute of Library and Information Sciences (NILIS) are governed and funded by University Grants Commission (UGC). Out of these three classifications, universities which are being functioned similarly are selected for this research study as the existence of the Library Professionals is constantly confirmed.

Data collected through a questionnaire. Correlation or regression analysis was done to assess the strengths of inter relationship among the variables using statistical package SPSS 20.0.

DATA ANALYSIS AND DISCUSSION

Findings of the Hypothesis 01

Herzberg et al. (1959) proposed that an employee's motivation to work is best understood when the respective attitude of that employee is understood. Here, motivators cause positive job attitudes because they satisfy the worker's need for self-actualization, the individual's ultimate goal (Tietjen & Myers, 1998). Analysis reveals that motivational factor has a mean value of 37.075 and Standard Deviation (SD)

4.43 and attitude of the professionals has a mean value of 68.075 and SD 4.54 which is a good signal of prediction that the positive attitude of the library professionals is caused by the motivational factors and it is presumed that their scores are high and spread over with a small variance as SDs are small. Under the regression model, motivational factors and attitude of the professionals were measured. The simple correlation between motivational factors and attitude of the professionals is 0.535, which seems to be moderate and positive. Motivational factors explains only 28.6% of the variance in the dependent variable, the attitude of the professionals. Hence the unexplained portion may be due to some other factors i.e. other than the motivational factors such as object, situation, perception, beliefs, feelings, actions, experience, etc.

According to the result of testing the hypothesis 01 at 0.01 significant level found that there is a positive but moderate correlation between independent variable and the dependent variable. Hence the hypothesis that motivational factors positively influence the attitude of the library professionals has been accepted.

Descriptive Statistics

	Mean	Std. Deviation	N
Attitude	68.0750	4.53587	120
Motivation	37.0750	4.43470	120

Correlations

		Attitude	Motivation
Pearson Correlation	Attitude	1.000	.535
	Motivation	.535	1.000
Sig. (1-tailed)	Attitude	.	.000
	Motivation	.000	.
N	Attitude	120	120
	Motivation	120	120

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.535 ^a	.286	.280	3.84872	.286	47.286	1	118	.000	

a. Predictors: (Constant), Motivation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	700.429	1	700.429	47.286	.000 ^b
	Residual	1747.896	118	14.813		
	Total	2448.325	119			

a. Dependent Variable: Attitude

b. Predictors: (Constant), Motivation

Findings of the Hypothesis 02

Wilson and Halpin (2006) have stated that attitudes to continuing professional development were generally positive and encouraging. Analysis reveals that attitude of the professionals has a mean value of 68.075 and SD 4.54 and career development has a mean value of 34.85 and SD 2.58 which is a good signal of prediction that the career development is caused by the attitude of the professionals and it is presumed that their scores are high and spread over with a small variance as SDs are very small. Under the regression model attitude of the professionals and career development were measured. The simple correlation between the attitude of the professionals and career development is 0.512, which seems to be moderate and positive. The attitude of the library professionals explains only 26.3% of the variance in the dependent variable, the career development. Hence the unexplained portion may be due to some other factors i.e. other than the attitude of the professionals such as education, training, job search and acquisition, work experiences, etc.

According to the result of testing the hypothesis 02 at 0.01 significant level found that there is a positive but moderate correlation between independent variable and the dependent variable. Hence the hypothesis that positive attitude of the library professionals contributes to the career development has been accepted.

Descriptive Statistics

	Mean	Std. Deviation	N
CD	34.8500	2.57542	120
Attitude	68.0750	4.53587	120

Correlations

		CD	Attitude
Pearson Correlation	CD	1.000	.512
	Attitude	.512	1.000
Sig. (1-tailed)	CD	.	.000
	Attitude	.000	.
N	CD	120	120
	Attitude	120	120

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.512 ^a	.263	.256	2.22093	.263	42.019	1	118	.000

a. Predictors: (Constant), Attitude

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.261	1	207.261	42.019	.000 ^b
	Residual	582.039	118	4.933		
	Total	789.300	119			

a. Dependent Variable: CD

b. Predictors: (Constant), Attitude

Findings of the Hypothesis 03

Rowley (1996) has stated that it is important to recognize that staff are motivated by different factors depending on their length of service, their other work experience, aspirations with respect to career development. Analysis reveals that career development has a mean value of 34.85 and SD 2.58, motivational factor has a mean value of 37.075 and Standard Deviation (SD) 4.43, and attitude of the professionals has a mean value of 68.075 and SD 4.54, which is a good signal of prediction the career development is caused by the motivational factors, the attitude of the professionals and it is presumed that all scores are high and around the mean and their responses are almost same as SD is small (SD<4.54). The multiple correlations i.e. the combined effect of all the independent variables on the dependent variable career development is 0.649. Therefore, there is a positive relationship between the motivational factors, the attitude of the professionals, and career development.

Therefore, there is a positive relationship between the motivational factors, the attitude of the professionals, and career development. Whereas the coefficient of determination being 0.422 only 42.2% of the variance in the career development can be explained or accounted with those combined effect of the independent variables involved in this hypothesis. Hence the unexplained portion may be due to some other factors such as education, training, job search and acquisition, work experiences, etc.

According to the result of test carried on the hypothesis 03 at 0.01 significant level (1-tailed), it was found that there is a positive but moderate correlation between independent variables namely the motivational factors, the attitude of the professionals with the dependent variable career development. Hence the hypothesis that Motivational factors enrich the attitude of the library professionals, which in turn leads to the career development, has been accepted.

Descriptive Statistics

	Mean	Std. Deviation	N
CD	34.8500	2.57542	120
Attitude	68.0750	4.53587	120
Motivation	37.0750	4.43470	120

Correlations

		CD	Attitude	Motivation
Pearson Correlation	CD	1.000	.512	.611
	Attitude	.512	1.000	.535
	Motivation	.611	.535	1.000
Sig. (1-tailed)	CD	.	.000	.000
	Attitude	.000	.	.000
	Motivation	.000	.000	.
N	CD	120	120	120
	Attitude	120	120	120
	Motivation	120	120	120

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.649 ^a	.422	.412	1.97545	.422	42.630	2	117	.000	

a. Predictors: (Constant), Motivation, Attitude

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	332.718	2	166.359	42.630	.000 ^b
Residual	456.582	117	3.902		
Total	789.300	119			

a. Dependent Variable: CD

b. Predictors: (Constant), Motivation, Attitude

V. CONCLUSION

The services of a library depend on its staff. A library even with limited resources can be well organized and a good service can be provided with the assistance of a well-qualified, well trained and duty conscious staff (Wijeweera, 1993). Therefore, library professionals play an extremely important role in society (Fallis, 2007). Term 'motivation' is widely spoken in every organization in today's complex world. All the organizations are finding ways to improve performance in many different ways. Yet, librarian is compelled to face the challenges in applying the process of motivation if libraries are to provide efficient and effective services (Kodikara, 2006). Further, the success of university libraries depends on to what extent the professionals perform in line with the goals of the university libraries. Universities use different kinds of management techniques to achieve their goals. Further, universities try to link the professional benefits to performance in order to motivate professionals.

The present study attempted to identify the relationship among motivational factors, recruitment policy, attitude of the professionals and career development. This study consisted of 120 University Library Professionals of 16 Universities established under the Universities Act No. 16 of 1978. The data needed were collected through a five point Likert scale questionnaire and open-ended questions. Further, informal interviews were held to measure the actual positions of the sampled universities to counter check whether the responses of the professionals tally with that of the universities' actual achievement.

The results of the present research show, in general, a moderate support for all three hypotheses. According to the findings, it was observed that motivational factors positively influence the attitude of the library professionals, because the correlation between these two variables is 0.535 and it is positive, significant and moderate. Further, it was observed that positive attitude of the library professionals contributes to the career development, because the correlation between these two variables is 0.512 and it is positively significant and moderate. Further motivational factors enrich the attitude of the library professionals, which in turn leads to the career development, because the correlation between these variables is 0.649 and it is positive and moderate. Hence it is satisfactory in the studied universities.

Recommendations

A system of continuing education should be provided for all university library professionals to increase their interest and involvement, so that they can render the best possible service. Seminars, workshops, conferences or training programmes should be periodically conducted for professionals to upgrade their skills, knowledge and abilities which will enhance their personal development. Publications, academic achievements, contribution to the knowledge of library and information science and contribution and fulfilling requirements of the staff development programmes should also be included as mandatory along with the existing criteria for promotion, Master's Degree and years of service.

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