

Motivation and Human Resources in Libraries

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ABSTRACT

This paper discussed motivation, some theories of motivation and motivation of library personnel. The most important aspect of any organization is its workforce. Motivation arouses, energizes, influences and sustains behaviour and performance of employees. Motivating factors include extrinsic factors which pertain to the conditions under which a job is performed and intrinsic motivators which contribute to job satisfaction and subsequently increase productivity. Two levels of motivation were identified in the library: the need-factor motivation and the profession-related motivation. Need-factor motivation is well-pronounced in the lower cadre of library staff such as library assistants, clerical staff, and porters who set their priority on economic needs. The profession-related motivation occurs among professionally trained librarians whose motivation hinges self-fulfillment derived from professional growth and development. Other motivating factor in the library is job design which includes job rotation, job enlargement, and job enrichment. Job design specifies the contents or methods of any job in such a way that various requirements of a job can be effectively satisfied. Adequate motivation of library employees lies with the managers because they generally control work distribution, freedom and autonomy, work challenge Remove, staff development and training, and advancement opportunities. The managers are urged to create enabling environment to ensure improved commitment, satisfaction, and productivity of employees in the library.

1. Introduction

Every organization exists for the purpose of producing goods or delivering services for meeting the needs of customers and reaping the profits that accrue from such transactions for profit-making organizations or gaining visibility, better funding, recognition and appreciation for non-profit organizations such as the library. To excel in whichever enterprise, there must be an optimal mix of human and financial resources. The library is defined as a non-profit enterprise and has a peculiar management process just like for profit (Kakirman-Yildiz, 2012). According to Mathew (1982), the most important part of the library is the human factor and there are three classes of living

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factors in the library: those who are using the library, those who are operating the library and those who are responsible for authorizing and financing the library development (Lahiri, 1987). The second group, that is the working community of the library, is the backbone of the library and without being adequately motivated, the library would rarely function effectively. The purpose of this paper is to discuss motivation, some theories of motivation, motivating factors, as well as motivation and library personnel as they relate to human resources in the library.

2. Human Resources and Human Resource Management.

Human resources (HR) are the people who make up the workforce of an organization, business sector or economy (Wikipedia). Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. The term 'human resources' was coined first in the 1960s when the value of labour relations began to garner attention and when notions such as motivation, organizational behaviour, and selection assessments began to take shape (HumanResourceEdu). According to Ugah (2008), human resources include two major activities-the recruitment, selection, compensation, discipline, appraisal of employees and working with employees to improve their efficiency and productivity. HR involves the personnel of an organization harnessing the financial resources and activities, executing or implementing the plans, decisions and policies for the overall achievement of the mission and goals of an organization. It requires a high percentage of highly motivated employees for an organization to achieve the set goals and objectives and subsequently stay in business. HR represents the total knowledge, skill, ability, opportunity, creativity, motivation and relationships that an enterprise has (Ismajli, Zekiri, & Gosja, 2015).

Human Resources Management (HRM) is defined as a system of activities and strategies that focus on successful management of employees at all levels of the organization with the sole purpose of achieving the goals of an organization. So, workers are the human resources of an organization as well as the most important asset of any organization (Ismajli, Zekiri, & Gosja, 2015). According to Heathfield (2017), HRM is a function within an organization that focuses on the recruitment of, management of, and direction for people who work in an organization. HRM is composed of a variety of activities and managerial and organizational tasks that are interrelated to provide workers with knowledge, skills, interest, motivation, and behavioural ways for achieving the current and strategic objectives of an organization. HRM is focused on a number of major areas including recruiting and staffing, compensation and benefits, training and learning, labour and employee relations, and development of an organization (HumanResourceEdu). An effective HRM gives chance to employee to contribute effectively and productively to the overall direction and accomplishment of the goals and objectives of an organization (Burma, 2014).

With regards to human resources, the library is an organization with a bureaucratic hierarchy. It comprises of an establishment of several professional grades each performing prescribed and relatively specific duties appropriate to his office and for which he is responsible to his immediate superior. In this type of management structure, an important drawback is that it lacks proper work

motivation among the employees at all levels of the organization which in turn results in improper utilization of human resources (Lahiri, 1987). Currently, however, managements are concerned with such basic human resource problems as planning and control of staffing requirements, development and succession of talent for senior positions, improving the match between individual capabilities and performance, the rewards and requirements of their jobs and improving the performance of employees in their jobs. To effectively manage an employee for a greater productivity in any organization such as the library, the employee's sentiment, his desires and needs, his satisfaction and dissatisfaction, his ideas, experiences, dreams, his likings and disliking, his sorrows and joys and in fact, his whole being should be taken into account. It should be noted that a substantial part of an employee's life is spent in work or work related activities which exert a significant influence on his physical and psychological make-up. Thus, every effort should be made to motivate every employee to put in his best in the job and to make him feel excited doing so.

3. Motivation

Motivation is critical in every sphere of life. Once an individual is motivated, he is spurred to achieve a set of objectives. A highly motivated library staff, for instance, would be committed towards achieving the objectives and mission of the library which include effective and efficient delivery of services and resources to users. A library with excellent services and resources but without motivated staff cannot achieve much.

Motivation is a set of states of an individual needs that require to be satisfied and, therefore, pushes, incites and causes the individual to perform a series of actions in order to satisfy them (Achim, Dragolea, & Balan, 2013). According to Luthans (1998), motivation is a process that arouses, energizes, directs, and sustains behaviour and performance. He further emphasized that motivation is a management process of influencing behaviour based on the knowledge of what make the people 'tick.' Motivation can also be defined as a process of activating, maintaining, and directing behaviour towards a particular goal (Motivation).

Terry (2005) defined motivation as a driving force or commitment that people have for doing things and the motive as a need or desire within a person to achieve some goals or objectives. According to Stueart and Moran (1993), motivation is a process governing choices made by individuals among alternate voluntary activities which is influenced by a number of complex internal and external forces; what motivates varies from individual to individual, and even in some persons changes overtime. For Tella, Ayeni and Popoola (2007), motivation can be conceived as whatever it takes to encourage worker to perform by fulfilling their needs. They stressed that if managers know what drives their employees, they can tailor job assignments and rewards to make the people 'tick.' Library managers should map out strategies to spur their employees to superior performance.

4. Theories of Motivation

Early management theories on human motivation assumed that individual goals are consistent with organizational goals; individuals respond positively to authorities and that people are motivated solely by monetary rewards. However, experience and research have shown that these views are simplistic and incomplete for people are more complex (Terry, 2005). Current ideas and theories on human motivation abound but this paper limits itself to two theories postulated by Maslow (1954) and Herzberg, Mausner and Snyderman (1959) to explain motivation and how and why people are motivated. These authors based their theories on the assumption that people have a set of needs or desired outcome and that they pursue actions to achieve these needs.

4.1 Abraham Maslow Theory

Maslow (1954) proposed the 'need hierarchy theory' which states that human needs stand in a hierarchy of importance, the lowest being most pressing. He organized the needs underlying human motivation in a hierarchy of five levels: physiological needs, security needs, social needs, ego or self-esteem needs, and self-actualization needs and opined that people tend to satisfy their needs progressively starting with the basic physiological needs-lowest level needs of food, shelter, water and so on and moving up the hierarchy to security needs, social needs, self-esteem needs and self-actualization needs in that order. When a need is satisfied, another higher level need becomes dominant and when a need is satisfied, it ceases to be a motivator. There are some merits in Maslow's theory at least at the lowest level because it is generally believed that a hungry man is obviously motivated by the need for food and water. For him, the higher level needs such as self-esteem and self-actualization may not matter at all. However, the theory could not explain precisely what happens at the higher level needs and whether people move progressively up the hierarchy? Do they truly satisfy the higher level needs? (Stueart & Moran, 1993; Terry, 2005).

4.2 Fredrick Herzberg Theory.

Herzberg, Mausner, and Snyderman (1959) postulated a two-factor theory which states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction. The factors that cause job satisfaction, they termed 'motivators' while the factors that lead to dissatisfaction, they referred to as 'hygiene factors.' The motivators or intrinsic job context include achievement, recognition, responsibility, growth, advancement, and the nature of the work itself which makes the work challenging. They appeal to a person's drive for growth and development.

The hygiene or extrinsic job context include management policy, security to the staff, fringe benefit, working conditions, supervision, interpersonal relations among others make the job congenial and the employee comfortable in his job. The authors stressed that the motivators and hygiene factors are not opposites. According to them, hygiene factors, even if provided do not necessarily induce job satisfaction. Motivators, on the other hand, must be present to promote job satisfaction.

Thus, hygiene factors are necessary to maintain production while motivators are needed to increase production. The main implication of this theory is that for employees to be truly satisfied and perform minimum standards, motivators have to be built into the job (Hosoi, 2005).

Though there are some differences between Maslow's and Herzberg's theories, both tend to assert that individual's performance on the job is influenced by basic needs necessary to maintain performance and higher order needs required to increase performance. Terry (2005) observed that Herzberg's theory has led to much of the modern interest in the design of job and to what is called job enrichment where task is enriched with motivators such as responsibility, challenges, and recognition.

4.3 Motivating factors

There is no single solution to the problem of motivating employee to greater productivity. Managers, therefore, face a wide range of strategies for promoting commitment to jobs within organizations. In line with Herzberg's theory of motivators and hygiene factors, Stueart and Moran (1993) and Bakewell (1997) identified two groups of motivational factors as external or extrinsic and internal or intrinsic factors.

4.4 Extrinsic factors

Extrinsic factors of motivation pertain to the conditions under which a job is performed and they include: organizational policies and administration, salary, job security, working conditions, personal life, interpersonal relations with supervisors, peers, and subordinates, supervision, and status (Ugah, 2008). These factors are not necessarily motivators but are needed to prevent dissatisfaction in job situations. For instance, if staff are dissatisfied with their salary or working conditions, they will surely be discontented with their jobs. Machara and Jain (2016) observed that job security, interpersonal relations at work, policies and procedures, working environment, benefits and supervision caused public librarians to be de-motivated and dissatisfied with their jobs.

Merely providing these factors is not enough for motivation although it should be stated that money (salary), though an extrinsic factor, still remain one of the most important motivating factor for most people in organizations (Hong *et al.*, 1995; Rowley, 1996). Kulchmanov and Kaliannan (2014) stated that money is still the strongest and compulsory factor for employees which can satisfy only the basic needs. They indicated that, in isolation from other non-financial motivational factors, money is not able to encourage employees to go beyond their duties and increase productivity. The authors observed that job security, internal relationships and transparency were the most important non-financial motivating factors. On the other hand, Tella, Ayeni, and Popoola (2007) observed that money possesses motivating power as it stimulates employees to higher performance and commitment.

4.5 Intrinsic motivators

Intrinsic motivators relate to the content of the job itself and contribute to job satisfaction and

subsequently increase productivity. They include achievement, recognition, advancement, the work itself, responsibility, and growth (Stueart & Moran, 1993; Bakewell, 1977; Ugah, 2008). According to Satyawadi and Ghosh (2012), employees are motivated to a greater extent by achievement and self-control. An employee who is achievement-motivated seeks achievement, bringing realistic but challenging goals and betterment in the job (Sekhar, Patwardhan, & Singh, 2013). Folistse (2014) stated that recognition and work conditions are the most important motivating factors for library staff in the Council for Scientific and Industrial Research in Ghana. Manzoor (2013) observed that the more the empowerment and recognition of employees in an organization is increased, the more will their motivation to work be enhanced. Responsibilities, recognition and growth opportunity motivate employees to improve their performance on the job (Nabi *et al.*, 2017). Recognition enhances the level of productivity and performance at the job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behaviour of an employee (Sekhar, Patwardhan, & Singh, 2013).

5. Motivation of library personnel

The library, as an organization that caters for the information needs of others across profession, vocation, and occupation, is being operated by professionals who need motivation for optimal productivity. Disgruntled information professionals who are not motivated would orchestrate devastating effect on the society. There is a hierarchy in the library personnel from the management to the porters. Every staff requires motivation to be productive. This refers to need-factor motivation.

Need-factor motivation comprises of human needs based on human instinct. Such needs arise from the psychological needs of man, and extrinsic in nature. Personnel in the lower cadre of the library services are at the need-factor motivation. This includes the non-professional library staff such as the library assistants, clerical staff, and porters. This category of persons has their priority mainly on economic need and as such, the job is equated with fringe and concomitant benefit. At this level, every service rendered is substituted for financial gain, and when the return is less than expected, they tend to lose motivation, and redundancy in performance sets in. Consequently, such persons start to consider other options available if any. Thus, money remains the strongest motivating factor, as they do not place much attention to profession-related motivation.

Profession-related motivation results from benefits that accrue from professional growth and development. This is particularly found among professionally trained librarians. They are motivated by hints of professional growth experienced in the discharge of their duties. Commitment to job is commanded by how they grow and develop professionally. Exercises in the library such as promotion, job expansion, training sponsorship, role definition, and headship, among others, motivate this category of staff. The job for them hinges on self-fulfillment which is tied to professional growth and development. However, motivation among library staff cannot be attributed entirely to a single factor; the domineering factor has other subliminal factors associated with the job such as job design.

5.1 Job design

This is another motivating factor for employees. Buchanan (1979) defined job design as specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied (Zareen, Razzaq, & Mujtaba, 2013). Job design is related to the process of transformation of inputs to outputs and it also takes into consideration the human factors as well as organizational factors which are of very much importance in the achievement of desired performance. When employees get involved and are familiar with the job design, they become more motivated to take active part in the achievement of organizational goals and as a result, the performance of employees increases and positively impacts on the outcomes (Zareen, Razzaq, & Mujtaba, 2013). Some approaches to construct an effective job design are job rotation, job enlargement, and job enrichment which can be used to engage, encourage, and involve employees in their work (Zareen, Razzaq, & Mujtaba, 2013).

5.2 Job rotation

Job rotation involves moving employees from one job to another at regular intervals. When employees periodically move to different jobs, the monotonous aspects of job specialization can be relieved. As a result of rotation, employees stress levels can be reduced. Job rotation has a number of advantages for organizations. It is an effective way for employees to acquire new skills and in turn for organizations to increase the overall skill level of their employees. It is a way to transfer knowledge between departments. Rotation may also have the benefit of reducing employees' boredom depending on the nature of the job the employee is performing at a given time (University of Minnesota Libraries, 2017).

Job rotation can be adopted to motivate library employees. Bakewell (1997) and Olorunsola (2000) advocated the adoption of job rotation in libraries in order to create a climate in which employees function effectively and are satisfied with their jobs. Job rotation is an opportunity to learn new skills and is also an opportunity to be acquainted with other operations and services of the library (Adomi, 2006). Job rotation in the library involves the movement of employees from one unit to another. It will also offer challenges and motivate achievements. It can equally relieve library personnel of some of the monotony associated with routine tasks. Moving from one position to another for set periods results in mobility, new skills, new working environment, new social dialogue, new experiences, and new professional fields. It removes the employee from going through the same motions for long periods of time and increases morale and motivation (Adomi, 2006). In other words, if an employee is in an unsuccessful situation and the performance data support this lack of success, one of the first precautions which can be taken so as not to lose the employee, is to transfer him to a different job and thus prevent a drop in performance. In this way the employee can be placed in the most productive job or position. Working in a comfortable job with an overlapping knowledge and skill levels, has a positive effect on motivation. However, Olorunsola (2000) advocated the selective application of job rotation; it is more practicable in situations in which there is a sufficient number of competent employees to be moved around.

5.3 Job enlargement

Job enlargement refers to the expansion of tasks performed by employees to add more variety (University of Minnesota Libraries, 2017). By giving employees several different tasks to be performed as opposed to limiting their activities to a small number of tasks, organizations hope to reduce boredom and monotony as well as utilize human resources more effectively. Job enlargement may have similar benefits to job rotation because it may also involve teaching employees multiple skills. Stueart and Moran (1993), however, warned against what they referred to as ‘horizontal job loading’ which is merely adding more meaningless tasks to be performed by an employee. In the library, for instance, requesting the same employee to shelve both books and periodicals, depending on the size of the library, is unlikely to enhance motivation.

5.4 Job enrichment

Job enrichment is a job redesign technique that allows employees more control over how they perform their own tasks (University of Minnesota Libraries, 2017). It is an approach of adding additional motivators to a job to make it more rewarding (Magaji, 2015). According to Terry (2005), job enrichment is a vertical extension of job responsibility with the intension of implementing some assumptions about employee motivations by including job factors which Herzberg, Mausner, and Snyderman (1959) termed ‘motivators.’ The basic reason for this idea is to motivate employees by providing those opportunities of utilizing their abilities so that productivity and performance of the employees increase and positively impact the organizational environment and smoothing the way for achieving organizational goals (Zareen, Razzaq, & Mujtaba, 2013). This approach gives an employee more scope, autonomy, responsibility, variety and seeks to satisfy an individual’s higher order needs.

Vijay and Indradevi (2015) outlined the factors of job enrichment to include: task significance-work that has a direct impact on the organization or its stakeholders, task identity - facilitating people to carry out a complete piece of work, and skill variety-increasing the number of skills that an individual employ while performing the job. Application of job enrichment in libraries includes assignments that typically involve working in another unit within the library to learn about other aspects of library job. Such assignment may involve performing a specific job such as working a shift at the Welcome Desk or Reference Desk or may be more project-oriented such as working on a report or helping to solve a specific problem. Job enrichment experience can be a great way to learn more about other units, to understand library processes that feed employee’s regular work or that use employee’s output or to better understand and experience the mission of libraries.

6. Discussion

Generally, to promote efficiency in service delivery and commitment among library personnel, library administrators should ensure that employees are satisfied and committed by adopting effective

motivational strategies for the management of their workforce. Connie (2003) believed that library managers have significant influence on the conditions that affect employees' intrinsic motivation as they generally control work distribution, freedom and autonomy, work challenge and variety, staff development and training, and advancement opportunities. Very often, these conditions, which are conducive for enhancing the motivation of employees are poorly managed in libraries. Library managers are urged to get acquainted with the needs of their employees as well as the factors that influence their work attitude and behaviour and, therefore, create enabling environment to ensure improved commitment, satisfaction and productivity.

Bryson (1999) opined that Herzberg's two factor theory can be applied in the library by avoiding dissatisfaction among library personnel, by adequately providing the hygiene factors. Hence, salaries and other working conditions should be satisfactory, the work environment should be safe, and supervisors should be competent with managerial skills. Interpersonal relationships among colleagues and between management should be cordial. He, however, cautioned that meeting these needs do not constitute providing motivational stimulus rather it ensures that employees are not dissatisfied. Dissatisfiers in the library include inadequate lighting, lack of air-conditioners in offices, long hours of work, lack of physical security, low pay, and inadequate benefits in comparison with other service professionals.

In order to create high level satisfaction and motivation among library employees, library management would require different set of factors including:

- recognition of individual efforts
- creating organizational climate that supports innovativeness and encourage employees to learn new skills
- assigning challenging responsibilities to employees and
- encourage personal growth by providing different work experiences and advancement opportunities.

The workers are the human resources of any organization as well as the most important asset of any organization. Being the backbone of an organization, every effort should be made to motivate the workers to higher productivity for the survival of any organization. Motivation, generally, is what controls behaviour as well as energizes and maintains it. A motivated employee will show a higher level of innovation, work to a higher level of efficiency, and produce a higher quality work. There is no single method for increasing employees' motivation in an organization because what motivates varies from one individual to another and even in some individuals changes over time.

Library managers have a significant influence on the conditions that affect employees' motivation as they generally control work distribution, freedom and autonomy, work challenge and variety, staff development and training, and advancement opportunities. These administrators are urged to provide extrinsic factors such as enhanced salary, adequate lighting, air-conditioners in offices and securities as well as intrinsic motivators by designing jobs through job rotation, job enlargement, and job enrichment to cater for need-factor and profession-related aspect of library staff motivation. This will ensure improved commitment, satisfaction, and productivity of employees in the library. These actions will engender visibility, better funding, recognition and appreciation for the libraries.

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