P R E F A C E

The purpose of this study is to explore the factors that motivate the members of library professional staff to perform their function of accumulation, preservation and dissemination of knowledge.

By the term motivation we mean inspiring someone to take the desired course of action to achieve the expected goals. Since man is the maker of his own destiny, he can vary his efforts in response to the motivators he works under. It can be understood easily, then, that his efficiency and achievements depend on the extent to which man is motivated, whether from within or without is immaterial.

Still one feels unhappy to find that motivation, though one of the most important aspects in the management of the university libraries, is the least understood. This view may be supported by the dire paucity of the studies that are available in the area of motivation in the whole of library literature. Vagaries of library personnel can be seen reflected by and large, in under-utilization of abilities, frustration-bred behaviour, unfavourable job attitudes, alienation, and low morale breeding cynicism towards the profession. Nonetheless, there are quite a few self-motivated ones whose contribution to the life of the library is creative,
spontaneous, and innovative and they are distinguished for doing more than their duties demand from them.

One of the most enigmatic problems haunting the mind of the university librarians, therefore, is how to focus and direct the talents and energies of staff which will maximize the creative participation of the individuals in the common endeavor to obtain maximum turn-out of work and efficiency. How to create working conditions, develop reward and punishment systems which would enable the library personnel to maintain effectiveness and keep morale high over long periods of time? These are some of the questions which have been faced and sought to be resolved by librarians all over the world. Still the problem of organizational efficiency continues to baffle the thinking of the librarians.

To the investigator's mind, the solution of the above persistent and perplexing problem lies in fulfilling the two conditions. First, the library personnel must be willing to apply their talents, that is, they must be motivated. And, secondly, the characteristics of the library organization (its structure, principles and practices, communications, interpersonal relations, and the prevailing atmosphere, etc.) must be such as to encourage such motivation and to facilitate the efficient use of the library personnel. But the question what the blueprints of such an organization will be remains to be answered.
As early as 1887, a sagacious remark was made by F.M. Cruden: "the duties of a chief executive of a library differ in no essential way from those of a manager of a stock company... the librarian may profit by the methods of the business". But no library scientist, at least in India, has descended from his ivory tower to the level of reality to attempt to enunciate the philosophy of library service based on personnel motivation. We assume that the neglect of such studies has resulted in this country in professional degeneracy and demoralization of the library personnel — the central, the rarest, and the most precious asset of any type of library — causing inefficient service. At best, it may produce an ineffective and frustrated library staff. At worst, it may transform the library personnel into intellectual critics of the university library organization. Hence the need for the present empirical study based on the social backgrounds, attitudes, perceptions, value-orientations and other motivational components of library personnel.

As most of what we know of human motivation today comes from the industrial psychologists, it is assumed that their theories of motivation and work efficiency enunciated by them can well be expected to reveal the typicality of behaviour of the library personnel as well.

The work is divided into two parts: theoretical formulations and the study. The former is devoted to laying a foundation upon which the latter part can be built more firmly.

The thesis opens with a discussion centring on the importance of the study in hand, and highlights the role which the library and its staff are desired to play in helping the university to perform its function of the illumination of learning, search for new knowledge, provision for professional education to satisfy the occupational needs of the society, and the regeneration of Indian polity and social order based on the principles of democracy. The need for motivating the library personnel flows from such an understanding.

The "Scene at Home" brings out retrospectively the pathetic conditions under which libraries functioned as useless accessories of universities; and shows how deplorably low was the status of the university librarians. It also evaluates the attempts made by the various educational commissions in making the library transform itself from a useless accessory into the "heart" of the university's programme. It throws light on a paradoxical fact that both apathy and resistance to the growth and development of the university libraries come from a great body of educators and scholars. The chapter closes with the statement of the relevance of the problem.
"The Psychological Foundations of Motivation" discusses the nature and significance of the term itself. Maslow's theory of motivation based on the hierarchy of human needs, Herzberg's two-factors theory of motivation, and Vroom's Expectancy/Valence model of motivation are the three staple theories which have been examined and projected critically, as they form the bedrock of the present research.

"Motivation and Work Efficiency: Review of Researches examines the various studies already made which have a bearing on the present research.

The steps taken in the selection of the sample for study, construction of the Work Efficiency Rating Scale, preparation of the Interview Schedule; and the procedure for the collection of the data form the theme of the chapter on "Design and Methodology".

The chapter next in order presents the analysis and interpretation of the full data comprising 240 respondents along with the categorywise analysis, frequencies, percentages, and chi-square values.

The treatment given to the entire sample of 240 subjects has been extended to a sample of 110 respondents constituting two extreme groups on the dimension of work efficiency in the subsequent chapter.
The last but one chapter provides the discussion of the results bringing to light the conclusion that the library profession is not preceded by a vocational growth process and that the majority of the persons working in the university libraries are not enchanted by their profession. It also evaluates the inter-dependence between motivation and performance. The section on attitudes and opinions highlights the partial behavior of the superiors toward their subordinates affecting their morale and efficiency. Various methods for the professional development of the library personnel are also discussed.

The study concludes with suggestions for making librarianship grow vocationally; along with a word of caution that if the university librarians are to become true participants in the process of the dissemination of knowledge, they must democratize their control, and should design all phases of organization and management of the libraries to contribute to human motivation and to liberate the will to work.

The investigator is indebted to many people for the completion of this study. In the Vedic traditions his first salute is for Professor Dr. J. S. Shama, University Librarian cum Head, Department of Library Science, Panjab University, Chandigarh under whose inspirational guidance the present
research was conducted. His constructive suggestions were of immense help.

I record my deep debt of gratitude to Dr. R.N. Bhan, Kurukshetra University, Kurukshetra, for his sound technical guidance and rendering valuable advice about standardization of research tools particularly Work Efficiency Rating Scale.

Finally, the investigator pays his humble thanks to all the librarians who very kindly permitted him to conduct research in their libraries in the way he liked and to all his professional colleagues and friends who rendered help ungrudgingly at different stages.

Sugad Khushre