ABSTRACT

In the modern workplace, human resources occupy a prime position. The bricks of an institution are its people. Academic libraries are not an exception to this. The success of a good academic library depends on two factors. One is the efficiency of the library staff and the other is the motivation given by their institution. Motivated employees are productive, happy, and committed. Library professionals need to be given due importance by motivating them through rewards, incentives and other positive approaches to enhance their morale. Motivated employees provide effective services to the patrons which in turn satisfies the organization's goal. It is the library professionals who bring the users and the information together. They should be capable of accessing, organizing and providing information to the right person at the right time. A College librarian performs a variety of functions helping students with text book, parallel studies, all kinds of reference services, bibliographical references, etc. It has been observed that many of the academic college libraries and librarians are facing resource crunches, inadequate funds, improper incentive schemes, unfair appraisal system, and lack of job security, which are affecting the performance level of the library professionals. In this context, the present study is an attempt to know the working condition of the library professionals, their level of motivation and work performance in college libraries affiliated to the University of Mangalore.

Some of the objectives of the study are as follows:

1. To know the socio-economic and demographic background of library professionals of colleges affiliated to Mangalore University.

2. To study the organizational factors influencing the work performance and employee motivation, job satisfaction and contentment of library professionals in the colleges under study.

3. To appraise human resource management, process and systems existing in college libraries such as staff pattern, performance appraisal system, rewards and promotion policy.

4. To understand the relationship of the library professionals in the colleges under study with their superiors.
5 To identify and analyze the job and work environment of the library professionals

6. To ascertain the overall satisfaction level of the employees in the working place and also to offer suggestions for strengthening the motivation-performance-satisfaction linkages among library professionals.

Based on the review of literature and the extensive study of the previous investigations, the following hypotheses were formulated

H1 Job Satisfaction tends to influence the motivation and performance level of library professionals

H2 There is a significant relationship between the superior’s influences on librarians’ motivation and their work performance.

H3. Personal and work related factors affect the level of performance of library professionals

H4: Personal and work related factors tend to influence the motivation level of library professionals.

The study is limited to only college libraries affiliated to Mangalore University. However, five Autonomous colleges located under the jurisdiction of Mangalore University are also included in the study. The study comprises of staff pattern, personnel profile, view and perception, motivation and work performance. The study will also concentrate on the key factors like self profile, work statistics, library details, and incentive level of the employees, performance level, motivational factors, job satisfaction, transfer and the like. The academic community included for the research was only qualified librarians. The main data was collected from the library professionals working in college libraries of Mangalore University through questionnaire method. There were 159 colleges affiliated to Mangalore University and all the colleges were taken for the study. The questions were framed with a combination of closed and open ended type
It was observed from the study that only through a proper well qualified, satisfied and motivated librarian the services of the library are well carried out. The study revealed that motivation from the superiors, colleagues and management helps a lot in carrying out the function smoothly and efficiently. The study also revealed that job satisfaction tends to influence motivation and work performance of the employees. On the basis of the results of the survey, the significant findings are tested with appropriate tools with supporting tables and figures. It was found that of the 131 respondents, 74 (56.5%) were male and 57 (43.5%) of were female. The highest male representation, 53 (55.2%) is from Private Colleges and the lowest male representation 1 (20.0%) is from Autonomous Colleges. It is quite interesting to note that 98 (74.8%) of the respondents are appointed by the management and 26 (19.8%) are recruited through K.P S C. 96.9% of the Private College respondents and 74.8% of the Autonomous College respondents were recruited by the management committee, whereas, 86.7% of the Government College respondents were recruited by the Karnataka Public Service Commission. The results of the study indicated that 80 (61.1%) respondents opined that they get motivated at the workplace whereas 51 (38.9%) respondents differed with this view. Motivation at the workplace is present among 63.5% of the respondents from Private Colleges and 53.3% of the respondents from Government Colleges. The study revealed that there was disparity with regard to pay scales and also the working hours differed among the college libraries. It was observed that the satisfied employees are getting motivated better than the unsatisfied ones. Another major finding was that inadequate library staff was prevalent in most of the Government Colleges.

The study indicates that the working conditions play a vital role in an employee's desire to give his best for the institution. Work environment is a significant component in respect of motivation of library professionals. It is suggested that in service training and other benefits should be provided to the library staff to keep them abreast of the latest developments and innovative technologies in their field. This would go a long way to ensure excellent work performance by the library professionals. There should be a good rapport between the superiors and subordinates to make the library a place par excellence and an employee has to give his best to the institution. All human beings crave for recognition and encouragement. A word of praise for an achievement can give the much needed impetus to strive for perfection.
The Librarian should be made to feel that he is a very significant part of the whole, that he is running an extra mile for the progress and success of the institution to which he belongs. The researcher also suggested implications for future research in the concluding remarks. The outcome of the study is arranged systematically under the following chapter headings:

Chapter 1 introduces the topic of research. It briefly discusses the concept of academic library and its role in the education system.

Chapter 2 deals with the literature survey. Review of literature is an account of what has been published with regard to the present topic by various writers.

Chapter 3 attempts to cover the role of motivation, types of motivation, and also the models with regard to motivation.

Chapter 4 deals with the key activities of performance management. The scopes of performance management and performance appraisal are studied in this chapter.

Chapter 5 is the main part of the research work. Data collected from library professionals is structured, analyzed, and presented with interpretations in light of the objectives.

Chapter 6 presents a summary of the findings of the investigation and also offers suggestions.

Chapter 7 provides the directions for future study and conclusion.