Chapter 1
Introduction
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INTRODUCTION

1.1 Introduction

Human resources form the backbone of an organization and play a very important role in enhancing the performance leading to the all-round prosperity of the organization. In the modern workplace, human resources occupy prime position. The bricks of an institution are its people. It is widely acknowledged that human resources in any organization is not only its most indispensable but, is also its vital resource. The prospects and existence of any organization depends more on its staff than on any other factor. It is of utmost concern for managers to provide a congenial atmosphere and environment for people to work. A contented employee is a boon to any institution. The infra and super structure of any organization depends on a qualitative, efficient workforce.

1.2 The Concept of Human Resources

UNECA (1990) conceptualizes human resources as a body of knowledge, skills, attitudes, physical, and managerial efforts required to manipulate land, capital, and technology, to produce goods and services for human consumption and welfare. Human resources include:

1. Technical skill and abilities acquired from education, training, and experience. It indicates the ability to use knowledge, methods, and techniques in the performance of library tasks.
2. Human skills, is the ability to work with and through people. It includes the understanding of motivation and the application of effective leadership.
3. Conceptual skill, which incorporates the ability to understand the complexity of the overall organization.
Human resources include two major activities. One is the recruitment, selection, compensation, discipline, appraisal, and welfare of employees. The other one is working with employees to improve their efficiency and productivity. The activities that enable individuals and groups to acquire new knowledge and skills and assume new roles and responsibilities are usually referred to as human resources development (Ojo, 1994).

1.3 Motivation and Performance

Motivation is one of the most important factors affecting human behaviour and performance. Motivation is the heart of performance. Further, it is also considered to be one of the vital aspects of good management. It may be a complex and frustrating issue, with different people being motivated by different things. Motivating employees to perform efficiently is an important aspect of a manager's job. The figure below (Fig 1.1) indicates the importance of some of the factors that leads to motivation. They are Potential, Expertise, Results, Focus, Opportunities, Resources, and Motivation. However, people can be motivated by different things and motivation is essentially a complex and often personal issue. For some, external factors are important, such as wealth, perks, status, and position. For others, motivation is more about intrinsic factors, such as feeling satisfied, enjoying a sense of challenge, feeling valued, or realizing their potential. In this context, the present study attempts to identify various factors which affect the performance of library professionals and the role that motivation plays in it.

Figure - 1.1: Motivation and Performance
1.4 Human Resources in the Library

A library is an organization whose mission is to provide information to its users. In a library, the library staff is the human resources that provide information services using the library resources. The service provided in a library depends mostly on how well the human resources are motivated and developed. Motivation is crucial to the development of human resources in a library. Academic libraries are not an exception to this rule. 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. The skill of the personnel will ultimately determine the success of the library. The services offered by a good library reflect the nature of the staff, their attitude towards work, and their mental satisfaction. Hence, personnel administration should provide a healthy working condition for the success of an academic library and to provide efficient library services.

As stated above, organizational effectiveness is determined by the quality of the employees and how an organization develops them. Therefore, it is natural that successful organizations try to recruit and retain highly qualified people and provide them skilled and eligible training opportunities to develop professionally. However, abilities, skills, personality, and organizational support alone might not lead to an excellent job performance that contributes to the overall organizational effectiveness, unless people are motivated. Every person has his/her own set of motivations and personal incentives to work hard. Some are motivated by recognition, while others are motivated by incentives or rewards. Employee attitudes typically reflect the morale of the organization. Contented employees are extremely important because they represent the organization to the public. Similarly, academic libraries need highly motivated staff to ensure quality service. As so it is remarked, “Motivated staff in a library is more productive, contented and happy. They remain longer with the organization. Library authorities and library staff, particularly at the upper level
of management need to know the ways and means of motivating their staff” (Bakewell, 1993).

The present research topic “A Study of Employee Motivation and Work Performance among Library Professionals in Colleges Affiliated to Mangalore University” is undertaken to examine the employee motivation and work performance among the college library professionals. It is an attempt to study the level of contentment and motivation factors which are responsible for the increased performance with regard to their work. As pointed out, “a librarian is an intermediary between the readers and the library and correlates and organizes the various academic programs and services of the college” (Borse, 2006). Similarly, in a college library, the library staff holds a pivotal position in the matter of providing effective services thereby contributing to the success of the library. The performance of an employee largely depends on the motivation factor provided by the management. It is admitted universally that qualitative performance and resultant job satisfaction can only be ensured when the employee is highly motivated to invest his or her time and resources to achieve the intended goals, both effectively and efficiently. Motivation is necessary for work performance because if people do not feel inclined to engage themselves in work behaviour, they will not put in the necessary effort to perform well. The performance of an employee in any organization is thus largely determined by the motivation that he or she possesses.

1.5 College Libraries

Libraries are an integral part of any academic institution and the college library is the heart of the college. It is the hub of all academic activities. Libraries serve as treasures and fountains of knowledge especially, in the realm of higher education. Education at higher levels is no longer solely teacher oriented. A good library is the prime requirement of a college in the fulfilment of its objectives towards dissemination of knowledge. The academic libraries encourage reading for self-discovery, personal growth, and sharpening of
intellectual activity. Adequate library facilities are imperative for students who need to go beyond the class room lectures and graze in the wide and bountiful pastures of the written records in libraries. College libraries act as power transformers and perform some important functions like building up a balanced collection in the light of the objectives, level of education, curriculum and the needs of the student and teachers of the institution concerned. They help in the preparation of students for a lifelong self-education process by studying through libraries. College libraries help the students to achieve constructive cooperation with the educational institution and also inculcates the habit of material search (Sahai, 1990).

A college library means a library established, maintained and administered by a college to meet the needs its students and faculty. A college library is a store-house of knowledge. The efficiency of the library services is governed largely by the quantity and quality, i.e., the number of books and the utility of its collection which comprise of text books, reference books, general books, periodicals, conference proceedings, etc. Realizing the significant role of libraries in college education, Kothari(1966) warned the educationists that, “No new university or college or department should be set up without taking into account its library needs in terms of staff, books, journals, space etc. Nothing could be more damaging to a growing department than to neglect its library or give a low priority. On the contrary, the library should be an important centre of attraction on the college or university campus”.

A library is one of the largest and most expensive educational resources of any academic institution. It is the delivery platform of new ideas and is virtually the heart of the institution. Libraries play a vital role in education, the spread of literacy, research, and in the overall socio-economic development of a country. The role of a library in the education process at any level, especially at the college level for the overall development of its users personality, skill, communication, career, and creativity is very significant. The quality of education is vitally linked to libraries and the resources which they possess.
A well-stocked and up-to-date library is a sine qua non for every educational institution. The role of a library in an educational institution is quite significant. A good library is the prime requirement of a college and good library services are imperative for a student to go beyond the class-room lectures and get immersed in the wide written records of libraries. Indeed, a college library acts as a power transformer.

1.6 Importance of Library Professionals

A library is fundamentally an organized set of resources, which includes human services as well. The effective functioning of a library depends to a great extent on the capabilities, attitudes, and professionalism of the library staff. Library professionals play a significant role in planning, establishing, supporting, maintaining and disseminating information. They are the mediators and are considered as very critical in making or marring the success of libraries. Proper monitoring, timely help and assistance are the need of the hour (Olson, 1997). The fundamental role of a college library is to provide support for teaching and research. It should serve as a dynamic instrument of education in encouraging students, researchers, and faculty members. In this context, the use of the library has become a method of teaching and library professionals serve as teachers in guiding the students by providing various library activities. Library and Information Science, as a profession is concerned with knowledge and skill by which the records of human communication are collected, organized and stored (Kaul, 1998).

Information technology has brought in fundamental changes in libraries, whereby the role of library professionals is also continuously changing. At present, librarians need high level management skills and leadership qualities. He or she should be committed, an enthusiastic leader who is capable of dealing with all types of information technology aid and its usages. Hence, the role of a library professional is very challenging and crucial. To perform the library activities efficiently and to achieve the goals of a library, librarians need
to be motivated and satisfied in their job. It is generally admitted that motivation is directly linked with employee performance, and motivating employees in an organization is crucial. Motivation refers to the way in which the needs and aspirations of an individual direct and controls his behaviour, in an organizational context engaging in work performance. The performance of an individual in any institution is largely determined by the motivation he or she possesses. In service organizations like libraries, motivation is of great significance since librarians have to interact personally with the clientele.

Often the question arises: What are the qualities that make a library professional successful? The success or failure of any professional depends on his or her personal qualities and the situation in which they work. While qualities are of a personal nature, situations vary from institution to institution. 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. A person with high job satisfaction holds a positive attitude towards his job. Job satisfaction among the library personnel depends upon the degree of skills, attitude, autonomy, self image, and work environment. To realize the primary goal of a library as a service centre, personnel of high competence and integrity are essential. This in turn demands for the proper management of the academic library staff.

It is very essential that an employee is viewed as a physiological, sociological, and egoistic creature. Man brings to the workplace a crystallized and complex set of cognition, personal feelings, desires, perceptions, and motives. However, when a person is unsettled about these, his efficiency will be impeded. An individual whose various dimensions are harmoniously attuned will be more effective in his working environment. Employees need to be managed effectively with proper facilities at the workplace, including his status, roles, and personal needs. The productivity of an employee is not only affected by the type of technology but also by the environment that prevails at
the workplace. A professional should be able to work in an environment free from anxiety and pressure. “People tomorrow would want, need and deserve a workplace free from anxiety and stress, where each can contribute fully from their jobs and get a satisfactory growth in return” (Singh, 1999).

1.7 Need for the Study

Libraries have an important role to play in the dissemination of information. They are the indispensable workshop for educational programmers of all kinds. Library and Information Science as a profession, is concerned with the knowledge and skill by which the records of human communications are collected, organized, and utilized. Library personnel constitute an important component of the library trinity, namely books, users, and staff. It is the library professionals who bring the users and the information together. The professionals should be capable of accessing, organizing, and providing information to the right person at the right time. Each user has his own area of interest and the library professional should be able to tackle every reader efficiently.

It is of no doubt that the ultimate objective of a library is to provide maximum service to its clientele. In order to achieve this objective, library professionals have to strive hard and it is the responsibility of the management to provide a conducive environment where they work in a better way. A librarian acts as a mediator between man and the graphic records, that his and the previous generations have produced and the goal of the librarian is to maximize the social utility of these records for the benefit of humanity. The varied and complicated services of a modern college library need to be organized and controlled by a person of competence and expertise. A college librarian performs a variety of functions which include helping students with text books, parallel studies, all kinds of reference services, bibliographical references, etc. These human resources in the college libraries need to be managed in a very efficient and effective way. Proper management of these
resources would help in achieving the desired objective besides achieving the overall development of the libraries. The improper management of these resources would affect the very objective of a library.

In fact, every library professional should be made to feel a definite part of the organization where he/she serves. He must be given every opportunity to satisfy his capacities and interests, and his professional enthusiasm must be stimulated. So it is imperative to understand and examine the motivation and performance of human resources in libraries. The present study is also an attempt in the direction of library professionals to help view their job, incentive level, their superiors, working conditions, and their level of performance.

Nevertheless, it has been observed that many of the academic college libraries and librarians are facing resource crunches, inadequate funding, lack of incentive schemes, unfair appraisal system, and lack of job security etc., which in turn are affecting the performance level of the library professionals. Many studies and research work were undertaken in western countries to study the reasons for the lack of motivation and poor performance of library professionals at the academic level. They were successful in adopting a fair method of enhancing motivation and improving the work performance. A literature survey conducted by Hosoi on “Motivating Employees of Academic libraries in Tough Times”, revealed that proper incentives, timely benefits, good working condition, recognition tend to increase motivation which results in high level of work performance (Hosoi, 2005). In India, several studies have been conducted in the Library and Information Science area on job satisfaction, work performance, motivation, and other human resource management. In Karnataka related extensive research work was conducted on motivation, job satisfaction, work performance etc. by Shivalingaiah (1995), Mallaiah (2004) and Gowda (2005) and others. However, very few attempts have been made to in-depth studies on employee motivation and work performance of library professionals at the college level.
In this context, the present study is an attempt to know the working conditions of the library professionals, their level of motivation and work performance in college libraries affiliated to the University of Mangalore, keeping in view the following aspects:

1. The library professionals have the primary responsibility of bringing into contact the readers and the books at the right time. Hence, the library should have professionals, not only qualified and competent but also highly motivated in their work, to perform efficiently and satisfactorily. So the need was felt to make a study on the work performance and employee motivation of library and information professionals in academic libraries.

2. Today the library profession is highly complex requiring specialization and technical skill, knowledge of various kinds like personnel administration, financial management and varied other skills requiring the usage of modern gadgets of the prevalent age. Personnel administration implies a process of getting the best out of employees of an organization. This calls for a study on the work performance and motivation of library staff in discharging their duties and responsibilities.

3. Human resource constitutes an important factor in any organization, including a library and information centre. The library staff works as an intermediary between the readers, and the library correlates and organizes the various academic programmes and services of the college. They are the prime resource of any college library. If these resources are poorly managed, it may pose a problem and library activities may get hampered. To a great extent, the improper and unsatisfactory performance of the academic libraries can be attributed to the lack of attention and importance given to the human factor. Without any support, stimulus, encouragement, appreciation, and appraisal by the management the library professionals may not work efficiently. Hence, the need to make a systematic study to restructure the college libraries and to provide a proper platform whereby
adequate and proper motivation is given to enhance the work performance to a great extent.

Thus, understanding the library employee’s expectations, recognition, job satisfaction, contentment, accomplishment and achievement from his job and workplace is essential. Therefore, it was felt necessary to make an attempt to know the employee motivation and work performance among the library professionals working in the colleges affiliated to Mangalore University.

1.8 Statement of the Problem

The study is entitled “A Study of Employee Motivation and Work Performance among Library Professionals in Colleges Affiliated to Mangalore University”.

The present study has been undertaken to examine the following research questions and to find solutions to the problem stated below:

1. What are the factors that influence employee motivation and his level of performing the work?
2. What are the key factors that are included in an employee’s attitude towards work and the satisfaction derived out of his/her job?
3. How can the job environment and work performance be enhanced?

1.9 Definition and Meaning of Concepts

The concepts and terms used in the title of the thesis are explained in a nutshell as follows:

Employee: An employee is a person who is working for wages or salaries. An employee is a person who is hired for a fixed salary or daily wages. Employee means a person who is employed in any firm, organization, institution or elsewhere and paid for the work done. Employees play a major role in determining the objectives of a company. Employees are persons who render
personal and professional services under employment-like conditions, but have entered into service contracts in the name of service companies owned by them.

**Motivation:** Luthans (1998) defines motivation as the process that arouses, energizes, directs, and sustains behaviour and performance. It is the process of stimulating people to action to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators. Motivation is one of the most important factors affecting human behaviour and performance. "Motivation is the complex force starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated" (Dubin, 1974).

**Work Performance:** Work can be defined based on an input-output concept. Working refers to the behaviour and movements of the worker to perform the work. Performance is to carry out the work. Work performance refers to the act of performing any given work as per the expectation of that particular job. Performance management is the process of creating a work environment where people are encouraged to perform and rewarded for their effectiveness. Kiran Kumar (2008) opines that organizations can function more smoothly when they let their employees know what is expected of them with regard to work, and employment coaching can accelerate the human potential on a person to person basis, in a business.

**Library Professionals:** Library professionals—the library staff components are the driving force behind all library activities. They are the mediators between man and the graphic records that his and his previous generation has produced and the goal of the librarian is to maximize the social utility of these records for the benefit of humanity. Library professionals are the intermediaries between the readers and the library. They organize and correlate the various academic
programmes and services of the college. A college library with highly motivated professionals contributes much to the success of any academic institution.

**College Libraries:** A college is considered as an academic institution of higher learning offering three year degree courses. In colleges, the library occupies a prominent position and is an important and integral part of the teaching programme. The aim of college education and college libraries is inter-related. Libraries develop a sense of responsibility in the pursuit of knowledge and stimulate the students to obtain, evaluate, and get them acquainted with the various trends of acquiring knowledge. Khanna (1997) said, "College libraries are the most important intellectual resource of the academic community, and helps in the fulfillment of curriculum requirements and acts as a promoter of study and resource". An attempt is made here to study the libraries of different academic colleges of Mangalore University.

**Affiliation:** Affiliation means adoption, association or reception as a member in the same establishment.

**Mangalore University:** Mangalore University, located in Managala Gangothri was established on September 10th, 1980 to cater to the higher education needs of Dakshina Kannada, Udupi and Kodagu districts. It has in its jurisdiction Dakshina Kannada, Udupi, and Kodagu districts, affiliating 159 colleges (including two constituent colleges and five Autonomous colleges) imparting education in the field of Arts, Commerce, Science, Management, Law, and Education. It was carved out of the University of Mysore Post-graduate Centre. Mangalore University is located at a distance of 18 kms, south-east of the city of Mangalore. The University campus, spread over an area of about 350 acres, has become a major centre for advanced academic studies and research. The University is accredited at the Four Star level by the National Assessment and Accreditation Council (NAAC), Bangalore.
1.10 Objectives of the Study

The researcher intended to take up the study mainly to know employee motivation and work performance of the library professionals working in the academic colleges of Mangalore University. The objectives of the study formulated 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.

1.11 Hypotheses

Based on the review of the literature and the extensive study of the previous investigations, the following hypotheses have been formulated:

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

2. There is a significant relationship between the superior’s influences on librarians’ motivation and their work performance.
3. Personal and work related factors affect the level of performance of library professionals.

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

1.12 Scope and Limitations of the Study

The study “Employee Motivation and Work Performance among Library Professionals in college libraries affiliated to Mangalore University” covers the aspects related to the linkages between employee motivation, work performance and job satisfaction among library professionals. The study is based on the context of library professionals of colleges and is limited to only the 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 concentrates on key factors like self-profile, work statistics, library details, and incentive level of the employees, performance level, motivational factors, job satisfaction, transfer, and other similar factors. The academic colleges from Dakshina Kannada, Udupi, and Kodagu districts were considered for the study (Fig 1.2). The colleges were categorized as Government Colleges, Private Colleges, and Autonomous Colleges. As on 2010, there were 159 colleges affiliated to Mangalore University. Of the 159 Colleges, 122 Private College librarians, 32 Government Colleges, and 5 Autonomous College librarians were sent structured questionnaires. These questionnaires were sent to only qualified librarians. Nearly 142 questionnaires were returned, of which only 131 were duly filled and the remaining 11 were invalid. Thus, the total questionnaires suitable for the study were 131.

The authenticity of data collection through questionnaires has always been questioned as it may not give very accurate results. This is the inherent limitation of this study. The concept of employee motivation and work
performance among college librarians is indeed an extensive task study. However, in the stipulated time all possible effort was taken by the researcher to cover the entire aspect and proper care was taken to extract the exact data. Thereby, a sincere attempt was made to present an overview of the present situation of library professionals. The major findings, observations, and conclusions drawn from the study cannot be generalized so as to reflect the situation in other college libraries in other regions of our state. However, the study provides a general trend pertaining to the motivation and performance of library professionals working in colleges affiliated to Mangalore University. The study is limited not only to the motivation, performance, and satisfaction but also to the effect on their work.

Figure-1.2: Map of Mangalore University Jurisdiction
1.13 Methodology

The researcher proposed a literature search along with the survey method to collect primary data and information. The study is based mainly on the primary data collected from library professionals working in different college libraries of Mangalore University. However, a variety of research methodologies are used to study the motivation and performance of library professionals. Qualitative research methods such as interviews and interactions are used at the initial information gathering stage to help formulate the hypothesis and to help later with the survey development. The kind of methodology adopted for the study begins with a systematic study of literature. Literature survey was conducted by scanning secondary documents like LISA. The study further proceeded by collecting data and information on the topic from the secondary sources published in India and abroad. The main data was collected from the library professionals working in academic college libraries of Mangalore University through the survey research method.

1.14 Sample Size

A survey was conducted among the librarians of all Academic Colleges of Mangalore University. The Colleges were divided into Government Colleges, Private (aided and unaided), and Autonomous Colleges. The list of the Colleges affiliated to Mangalore University was collected from the University. As on 2010, there were 159 colleges affiliated to Mangalore University.

1.15 Development of Questionnaire

A literature review was conducted prior to designing the questionnaire. Surveys from libraries of Nigeria, Australia, and other countries were consulted to set the question pattern. The researcher also visited management college libraries personally and the data collected from primary and secondary sources was analyzed and interpreted in a systematic way keeping in view the hypothesis and objectives of the study. Later, a set of questionnaires was
designed for the library professionals working in the academic colleges affiliated to Mangalore University. 49 questions were selected on various topics like self profile, experience, job recruitment, motivation and job environment. The questionnaires were sent to subject experts in the area of Library and Information Science and also to a faculty of Management Studies. Based on their suggestions, the questionnaires were restructured with a few modifications.

1.16 Pilot Study

A pilot study was conducted by distributing the draft questionnaires to six library professionals. This preliminary study was helpful in testing and adjusting the research instrument. The questionnaires were found adequate for the present study and were used for the final survey with slight modifications.

1.17 Main Questionnaire

The questions were designed as a combination of closed and open ended type questions and multiple choice questions using the Likert Scale. "The Likert technique presents a set of opinion statements and the respondents were asked to express agreement or disagreement on a four or five point scale. A typical question using a Likert Scale might pose a statement with 5 point scale with 1 being low (poor) and 5 being high (excellent)" (Clason & Dormody, 1994).

The main questionnaire consisted of several sections.

Section A: Deals with demographic information like name, gender, marital status, qualification, etc.

Section B: Presents and analyses the statistics related to work, like work experience, mode of selection, etc.

Section C: Covers library details like working hours, staff pattern, library committee, etc.
Section D: Presents the data of incentive levels like promotion, rewards, transfer policy, training, etc.

Section E: Superior-Subordinate Relationship.

Section F: Deals with the employee performance level and performance appraisal.

Section G: This section provides information about the motivational factors which affects the work performance of the library professionals

1.18 Data Collection and Response Rate

In order to collect the primary data questionnaires were distributed among 159 college librarians affiliated to Mangalore University. The target population included was Government Colleges, Private Colleges, and Autonomous Colleges. Questionnaires were personally given to all the college librarians. Some were mailed and some were sent through e-mail. The researcher also conducted personal interviews based on the structured questionnaire to know the motivation and other factors that influence them at the work place. The academic communities covered under the study were only the qualified librarians working in D.K., Udupi, and Kodagu districts. About 142 questionnaires were returned. Among them only 131 were duly filled in while the remaining 11 were invalid. Therefore the response rate was 82.38% which was found adequate for the analysis.

The returned questionnaires were coded and the collected data / information was analyzed systematically using software packages like SPSS and MS-Excel. The data was analyzed using suitable statistical tools and techniques. Statistical tools such as Frequency, Percentage, Mean, Standard Deviation, Median, Percentage Mean, Chi-Square test, Fisher’s Exact Test, ANOVA, and Factor Analysis were used for analyzing the data and testing the hypotheses. The questions related to performance appraisal, motivational factors, job and work environment were then taken and rated on the Likert scale. Tables, graphs, and pie charts were used for a clear analysis of the
findings. The Chi-square test was used to study the association between the different factors. P value less than 0.05 was considered as statistically significant. The references were provided in the American Psychological Association style.

1.19 Chapterisation

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. This chapter also considers the need for the present study, the hypothesis, scope, limitations, and methodology of the study. It also deals with the different methods adopted to collect the data and provides a summary of the remaining chapters.

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. The literature with regard to the study is discussed here. This chapter explains the number of journals and periodicals referred to with regard to the study. It gives an overview of the literature on the management techniques used in the human resource management in library and information centers. The literature published in India as well as abroad are reviewed and listed in chronological order.

Chapter 3 In this chapter an attempt is made to cover the role of motivation, types of motivation, and also the models with regard to motivation. A number of theories have been formulated by well known experts of management like F.W. Taylor, Maslow, Hertzberg, and others which are also explained in this chapter with regard to the study.
Chapter 4 deals with the key activities of performance management. The scopes of performance management and performance appraisal are studied in this chapter. The concept of management performance appraisal is also examined.

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 This chapter presents a summary of the findings of the investigation and also offers suggestions.

Chapter 7 This chapter provides the directions for future study and conclusion.