Chapter 2
Review of Literature
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REVIEW OF LITERATURE

2.1 Introduction

Literature review is to review the work already done by others. As Bhattacharya (2009), remarked, "The purpose of a literature review is to convey what knowledge and ideas have been established on a topic and what are their strengths and weaknesses" Similarly, the study of literature on employee motivation and work performance in general, and in the field of library science in particular, revealed that several attempts have been made by different authors and established many theories relating to the concept of motivation and performance management whereby a large number of literature is made available for study in the field of motivation and work performance. It is clear that a tremendous change has taken place in the techniques of motivation and performance management. The theories of management and motivation have been applied to library and information also. While reviewing the literature, the investigator has identified the areas where the management theories are applicable. The researcher has made an ardent attempt to review the literature available on topics of motivation, performance management, job satisfaction, and the like.

2.2 Employee Motivation and Work Performance in an Organization

Like fuel is needed to run a vehicle, motivation is needed to drive action. Motivation to act or to perform comes on account of some trigger such as cause-objective, curiosity, faith, loyalty, etc. The motivation factor varies from person to person, time to time, and situation to situation. Motives are cognitive variables. They prompt people to action. In the earlier years, managers motivated workers to achieve higher productivity. In more recent times, managers have grown increasingly interested in finding ways to motivate and challenge workers to keep them from seeking more challenging opportunities elsewhere. The performance of an individual in an organization depends on a variety of factors besides motivation.
Studies have been conducted to check on what level motivation and work performance coincide with each other.

Plate and Stone (1976) identified that recognition and achievement were considered as the biggest motivation. It was in context of American librarianship that human relations theories first made their impact, notably in the work of Plate and Stone, leading to the subsequent rise of participants as opposed to authoritarian style of management. They verified the theories of McGregor and Herzberg and concluded that the biggest dissatisfiers were institutional policy and administration.

Locke (1976) pointed out that pay and promotion are rewards employees tend to expect for their efforts. Pay and promotion lead to satisfaction when they are perceived as being fair, decisions on the amount of pay should reflect job requirements, people's abilities, and community pay standards. Similarly, employees encounter satisfaction when they perceive that promotion decisions are the result of fair policies and processes.

Loverich (1987) in his study examined the motivational effects of public employees in the state of Washington, U.S.A., with regard to their workplace participation and job enrichment. The study concluded that workplace participation is highly significant to employee motivation.

Gibbs (1989) in his study opined that giving staff responsibilities and recognition as well as pay in order to motivate them is very important. It is also necessary to pay attention to safety and health issues of staff members in order to motivate them.

Milkovich and Newman (1990) conducted a study with regard to motivation in which they found that in order to motivate a salary plan must be very attractive. And higher levels of pay minimize any negative consequences of good performance.
Rao (1990), in his study of appraisal practices, mentioned that performance is the degree of accomplishment of the tasks that make up an individual's job. Performance is how best an employee is fulfilling his job requirements. He further stated that performance is considered a good indicator of future job incentives. His study suggested that performance appraisal is not a past oriented activity, but it is a future oriented activity which helps an employee to know where things have gone wrong, how to set things in order, and how to deliver results using their potential in an appropriate manner.

Zeitz (1990) adopted a situational perspective on employee attitudes to investigate the relationship between age and work satisfaction among 434 employees of a federal government agency. He classified the employees into three categories: non-professionals, non-elite professionals, and elite professionals. The results of the study show that age-satisfaction curves differed among the three categories of comparison.

Avolio and Waldman (1990) examined the relative explanatory powers of age and total experience in an occupation to predict the supervisory ratings of work performance. The study results indicated that experience was a better predictor of performance than age. It was found that age and experience exhibit non-linear relationship with performance.

Smith and Burgin (1991) found that the lowest motivator was an increase in salary. This supports Herzberg's theory, where external factors such as money and tenure fulfill the requirement of the Hygiene factors, but over a period of time are poor motivators. Smith and Burgin's findings are also consistent with McGregor's theory Y. McGregor believed that the assumption held by Theory Y of human nature were more valid than Theory X. They suggested that in times of rapid technological changes in public libraries, managers can ease the change by giving their employees the chance to participate and add their inputs to the changing scenario.
Williamson and Stephens (1998) advocated staff autonomy by providing them with the training necessary to feel competent as their jobs change and foster feelings of being connected with each other and the library. They suggested that staff training is an important factor for motivation. The study concluded that if library employees are engaged in training the impact is immeasurable.

Gray (1993) pointed out that a reward may be intrinsic or extrinsic. Intrinsic rewards are a sense of accomplishment and self-actualization. Extrinsic rewards may include working conditions and status. His study supported that intrinsic rewards are much more likely to produce attitudes of satisfaction that are related to performance. He recommended that managers should carefully reassess their reward system and structure.

Peter and Helga (1993) interviewed workers and managers in two organizations, concerning the relationship between effort and performance at work. Their findings showed that a high proportion of those interviewed reported working longer than their contractual weekly hours without receiving extra payment and those respondents had a commitment to completing their work within the deadlines imposed. The result also showed that this effort was due to imposed job pressures and was not a conscious decision by the staff to achieve self-determined goals. It is observed that managers tend to be unhappy about the poor relationship between their work effort and their performance outputs, while workers doing routine jobs had difficulty in saying whether their time at work was spent effectively.

Schofield (1994) opined that motivation no doubt is an important aspect of personnel management. He felt if university libraries are to be effective in terms of rendering quality services to their clientele, it is important that librarians should possess the necessary institutional strategies to motivate library professionals in different ways.

Creech (1995) finds that employees today are basically satisfied with their first- and second-level needs as their assured levels of income and also their
purchasing power have risen above survival requirements. Hence, salaries are no longer considered as the universal motivator. Today's workforce is more educated and able to handle creative, mental work. In fact, the employees demand incentives and rewards in order to satisfy their upper-level needs.

Knoop (1995) carried out a survey on nurses and found that the relationship between job satisfaction and involvement was weak. He felt that the employee's poor involvement is due to the nature of work which enables them to be more obligatory than getting satisfied in their work.

Ingram (1996) examined the nature of team working and performance and the link between the two. His study provided a case example of a firm which had been successful in using teamwork to direct quality initiatives. His investigation revealed that organizations need a clear understanding of the drivers of performance in their business and the role that team work can play in managing and improving performance. The study concluded that both performance and team work should be measurable.

Tietjen and Myers (1998), in their study regarding motivation and job satisfaction stressed the need for incentive programs like pep talks, training, and other types of administrative policies to achieve the desired goals in an organization. The instilling of satisfaction within workers is a crucial task for the management. Satisfaction creates confidence, loyalty, and ultimately improved quality in the output of the employed. Satisfaction, though, is not the simple result of an incentive program. The study also revealed that employees will most likely not take any pride in their work even if they win the weekend getaway for having the highest sales. The study recommended that by understanding the theories of Hertzberg (1959) and Locke (1968), managers can focus on strategies for creating job satisfaction. This was followed by a brief examination of Kenneth's (1984) theory on leadership within management and how it is enduring through time.
Mendelssohn (1998) had argued that people in an organization aspire for certain changes and it is necessary to identify such employees and provide them an opportunity for attaining that change. He felt that those employees who are not able to cope with the changes need to be motivated by constant support and encouragement.

Armstrong and Baron (1998) opined that performance management is a strategic and integrated approach needed to deliver success to any organizations. Performance management is a process of improving performance of employees and developing their capabilities. Performance management helps to sustain the past review of performance and in setting the future objectives.

Robbins (1998) observes that any employee working for an organization or a firm is keen on getting rewards and incentives which in turn helps him to work in a better manner thereby helping him to perform effectively. So he says that motivation helps an employee to achieve effective work performance.

Staples and Higgins (1998), in their study of "Investigating Importance Weighting of Satisfaction Scores from a Formative Model with Partial Least Squares Analysis", indicated that there is no general agreement on the definition or determinants of job satisfaction. Job satisfaction has been studied as the outcome of some factors or as the cause of some consequence such as job performance, absenteeism, labour market mobility, and general life satisfaction. The study introduced a formative model to investigate the utility of importance weightings on satisfaction scores with partial least square analysis. The results of the study revealed that un-weighted domain satisfaction scores have a stronger predictive effect on global satisfaction measures than importance-weighted domain satisfaction scores.

Paulsen and Feldman (1999) in their study with regard to student motivation, indicated that the motivational beliefs of college students have a direct effect on their academic performance and also proved that epistemological belief like nature of knowledge also affect the motivational level.
Thomas (2000) examined the nature of reward in an organization. He felt that an intrinsic reward emerges from work performance itself when the work performer experiences a sense of accomplishment on doing a good work. The study revealed that employees are intrinsically motivated when they genuinely care about their work, look for better ways to do it, and are energized and fulfilled by doing it well. He also felt that intrinsic motivation is achieved when people experience feelings of choice, competence, meaningfulness, and progress.

Sudha (2003) opines that ways of motivating workers have undergone a drastic change from the days of scientific management propounded by Fredrick Winslow Taylor (1947) who emphasized incentives in the form of differential piece rate system to motivate workers doing repetitive tasks. She felt that workers belonging to any knowledge oriented industry can be termed as knowledge workers. She concludes that individuals serving in any industry, whether service or manufacturing, can be called a knowledge worker on the sole basis of how much one utilizes one’s knowledge to meet the customers’ expectations and job demands.

According to Chaudhuri (2004), motivation plays an important role in retaining competent and skilled employees. Motivation is always directed towards a goal which an individual wants to achieve. Goals act as driving forces, the accomplishment of which reduces needs. This leads to the actual performance by the employees. If the performance is satisfactory and capable of yielding positive results, the individual concerned is rewarded. The end result of a reward is a feeling of recognition, leading to an attainment of a level of self-satisfaction which in turn leads to self-motivation. His study suggests that to achieve performance, management has to identify organizational goals and act as a navigational tool in helping the organization to achieve them.

Workman and Bommer (2004) carried out experiments in computer technological call centres and found that when processes were used to increase involvement of their employees, it would lead to higher job satisfaction. This is of
course relevant to organizations, because employees who are involved to the organization tend to have a higher job satisfaction.

A study undertaken by Priya (2004) showed that to enrich employee's skills and enable them to perform better "Assessment Centre Aids" are to be adopted. An Assessment Centre is one of the tools that would help to enhance the services of employees. Even though it may involve too much money and time in implementation, the benefits outweigh the perceived drawbacks in the long run. Thus, the study proposed the idea of "satisfied employees ensure satisfied customer"

Halachmi (2005) conducted a study with regard to performance management and its effects of attaining desired goals. Performance management can take many forms from dealing with issues internal to the organization to catering to stakeholders. Performance management involves the use of both quantitative and qualitative techniques which helps in boosting productivity besides handling issues that come in the way of progress. Performance management is a broader and more meaningful concept than simple performance management.

A survey was undertaken by Rose and Wright (2005) of call centres and they advocated that employees lacked a feeling of commitment and involvement from their supervisors and managers, regarding their work. The study found a moderately strong relationship between involvement and satisfaction in call centres.

In his study of "Motivating employees through incentive scheme", Chauduri (2005) opines that the purpose of introducing an incentive scheme in an organization is to motivate employees to higher levels of performance. He stated that an employee can improve his level of performance by 1/3rd more output than his normal level, if suitably motivated. Even the financial incentive schemes are designed keeping this purpose in view. The research has proved that non-financial
Incentives like recognition, job satisfaction, good working environment, etc. can also act as strong motivators besides money.

Another study by Sinha (2005) reveals that an individual after putting increased efforts expects a reward, at least in terms of job appreciation for the work done. In the absence of such appreciation, he gets frustrated and it affects his motivation to work. As a result, he lowers the priority for performing such tasks which are not properly rewarded. An organization can meet challenges only when a motivated workforce acts jointly to achieve the set goals. There is also the need to direct the organization's development efforts to the process and system development. This study suggests job enrichment methods that may help overcome lack of motivation.

Patel (2006), in his study says that an organization's goals can be achieved only when people put in their best efforts. He says that employment assessment is one of the fundamental jobs for human resource management. Performance appraisal may be understood as the assessment of an individual's performance.

Chan (2006) surveyed six Canadian public libraries and examined the competency and performance management level of the library staff. The core competencies identified by the six public libraries are communication skills, interpersonal skills, customer service, analytical skills, accountability, adaptability, technological competence, planning and organizing skills, knowledge of the organization, and creativity/innovation.

Sudhakar and Nedunchezian (2007), in an article regarding performance management system, opined that employee's potential and their contribution in terms of their performance in achieving individual objectives or group objectives are considered for appraisal. The study revealed that performance management is fast replacing performance appraisals. They opined that an employee's reward or incentive/promotion will be measured in terms of his performance levels and rewarding the people based on their performance and potential is more important.
Ravichandran and Ravithilagan (2007) suggested that traditional performance review systems produce cynicism and skepticism when the management tries to unveil its latest employee involvement programs. Their study pointed out that the improved level of performance of an employee results in the overall improvement of the organization. The study concludes that organizations have a better understanding of the importance of the human resource, so they have to focus on improving the performance of the individual employee’s which results in the overall improvement of the organization’s performance.

Matvulk (2007) feels that employee autonomy and entrepreneurship at the operational and planning level have a positive impact on performance. A performance management system cannot maximize productivity if the employees do not participate in the achievement of the organizational goals.

According to Zameb and Gayathri (2007), performance management is a vital business tool which requires a lot of effort to translate a business strategy into success. They opined that the success of performance management system relies on good design and implementation. Many factors need to be considered while designing the system. It is very necessary to take employees’ opinions while making any decision. Finally, they concluded that performance management system is imperative for a company to achieve financial success. It facilitates the managers to coordinate with the employees and assist them to perform in the best possible way to achieve their target.

Dey (2008) noted that performance in a management system depends solely on the performer. The human component is pre-eminent and predominant in any performance system. Hence, he feels that for better performance, human skills as well as knowledge are inescapable. The employer needs to motivate his staff for a conducive working environment.

In the words of Manishankar (2008), performance management system is an essential strategic tool. He opines that employee concern is one main area which boosts the morale of the employees. The study reported that companies like Wipro,
Cisco, and others take extra care of their employees and never miss out on even the smallest of opportunities to acknowledge the efforts of the performers and reward them suitably.

A study by Kiran Kumar (2008) revealed that an effective performance management system comprises of the employee’s performance development, training, cross-training, provision of challenging assignments, and regular performance feedback. Performance management system should aim at getting better results by providing basic benefits to the employees like regular feedback about performance, advice for improving performance, and award and increase in pay for good performance.

Sulaiman and Sabri (2009) conducted a study on the motivation and performance of employees in healthcare industries. The study revealed that satisfied people derive higher level of motivation which in turn leads to better performance. Both satisfaction and motivation play an important role in predicting work performance, whereas job satisfaction is found to be significantly and positively related to work motivation.

Jena and Sahoo (2011) examined the performance level of the employees in an organization. They suggested that an organization has to set up a continuous performance improvement culture in order to attain performance excellence by upgrading the skills of the employees. They concluded that an employer has to bring about a performance induced organization by motivating and encouraging the employees by adapting the new culture.

2.3 Employee Motivation and Work Performance in Library and Information Science

As a library is a service oriented institution and needs to serve the patrons, it is known by the staff and its functions. The success of any library depends solely upon the competence and efficiency of its staff. In this context, it is necessary to
study the various literature that influence employee motivation and productivity in the Library and Information Science.

Wahba (1978), in his study on motivation, performance and job satisfaction in libraries, feels that satisfaction with regard to one's job is directly related to the degrees of motivation. Motivation, performance, and job satisfaction are interrelated. The more one gets motivated, the better the performance. He opined that the correlation between job satisfaction and job performance is not conclusive. He also suggested the need for a further study regarding the quality of work atmosphere in libraries.

Sethi (1983) pointed out that whenever there is an insufficient fund an employee may tend to lose interest in his job and it hampers the performance of the librarians. He also noted that procedural and policy incompatibility may lead to lack of motivation on the part of the librarians.

Lynch and Verdin (1983) concluded that "significant variations in job satisfaction occur among functional units in libraries and among occupational groups".

Hannabuss (1987), in his study examined the importance of library services and opined that library services are the best tools to measure the performance of a good library. The notion of a good library lies implicit in much of its service. It can rest on objective factors, like the speed with which documents are retrieved, and on subjective ones such as how helpful the library staff happens to be. For librarians and library managers too, there is a need to consider the goodness of the system. It may lay in its rate of satisfaction, in its market penetration, in the subtle integration of user education programmes into the curriculum, the cost-effectiveness of the acquisition arrangements, or the work elicited from the staff each week.

Shields (1988) opined that the main theories of motivation are those of individual needs, equity, and expectancy/value. This is followed by an
examination of the relationship between motivation and methods of job and work design. Particular emphasis is placed on the practical value of strategies resulting from these theories. The area of application for these principles are the academic libraries, the main characteristics of which are identified, as the influence of environmental factors, namely technological innovation and economic recession, the nature of the higher education system, and the user community. This is followed by an analysis of the library staff and the nature of library work. In this context, the division between professional and non-professional staff is seen as particularly important. The theories of motivation and work design are then applied to academic libraries and some gaps in the literature identified.

Pierce (1989), in his research indicates that flexible scheduling can be motivational in that job satisfaction is improved and absenteeism reduced. The ability to accommodate employee needs is a healthy and positive approach to motivation. His study concluded that flexible time is intended to ensure that the work of the organization is accomplished and, at the same time, to permit library staff and their supervisors to establish work schedules that recognize individual and family needs.

Reddy (1990), administered a questionnaire to a random sample of librarians working in university and academic libraries of Delhi to reach at the findings on the correlation of job satisfaction and motivation. His study revealed that there are similarities and differences in various subgroups of Librarians College or university, junior or senior, with regard to satisfaction on various aspects of the job like work, pay, promotions, supervision, co-workers, etc.

Navalani (1990) gathered data on the level of satisfaction with the job characteristics of library and information work, through a questionnaire, from professionals working in university libraries in India. The analysis of the data revealed that a majority of library staff are satisfied with most of the attributes of their work. He suggested a fair deal in work pattern to the fair sex, more attention to in-service training analysis, designing of jobs for better utilization of skills and
abilities, internal motivation to the staff, and improvement in the quality of work performance.

Schneider (1991) surveyed and interviewed the Para/professionals staff of a large urban public library. In the survey it was reported that satisfaction is derived from the nature of the work itself, co-workers, immediate supervisors, and working directly with the patrons. They also reported dissatisfaction in communication between staff and management. Some other problems identified are heavy work loads and inadequate staff members in the library.

Line (1992), in his study identifies the factors which proved a setback in the performance of the library staff. He feels that in order to achieve maximum productivity and job satisfaction, the staff should be motivated and given due importance. Factors like snubbing the employees, not paying any attention to their suggestions, being inhuman, finding fault with the staff, being inconsiderate, not involving them in meetings and all kind of similar attitudes ought to be avoided by the management.

Fitch (1993) studied the job satisfaction of the library staff in the Alabama Academic libraries. Her study emphasized the importance of the library support staff, which is a neglected group and conducted a survey on the job satisfaction of these employees in the academic libraries in the state of Alabama. The Job Descriptive Index was used as the survey instrument, and the resulting satisfaction scores were related to the variables of size of the city, sex, variability of working hours, type, and size of institution, staff, department, and historic race of the institution and the automation status of the library’s functions. The study concluded that demographic factors do not influence job satisfaction. She suggested the need for better pay scales, rewards, incentives and opportunities for promotion of the academic library support staff.

Antwi and Bella (1993), briefly discuss the importance of motivation. Their study pointed out that managers need to take an interest in motivatng the workers and encourage them. This in turn will influence the performance and
organizational effectiveness. They have given a short review of the administrative structure of the Abubakar Tafawa Balewa University Library, Bauchi, Nigeria (ATBU). The data was collected through a questionnaire relating to the motivation and productivity of library assistants in ATBU and they suggested that productivity can be maximized through constant support and encouragement.

Bakewell (1993) suggested that library staff tend to be dissatisfied with the pay and would prefer to get more opportunities for their improvement. Training and better communication between the superiors and the library staff would help to achieve more job satisfaction and thereby increase work performance. This was based on a study conducted by six former postgraduate students of the Information and Library Studies, regarding the level of motivation of 30 professional library staff. He also suggested that librarians should adopt a higher management profile keeping in mind the changing nature of librarianship and information services. He also explained the managerial role and the different functions to be carried out with technological innovation. He urged the need for information technological advancement coupled with traditional skills on the part of the librarians to increase their work performance.

Morgan (1993) examined the performance level assessment in higher education libraries with regard to reader services. Performance in the key areas of library reader services like document delivery, enquiry services, and education were assessed. The study revealed that not all library managers were satisfied with the kind of service provided by their staff. A postal survey was carried out during the summer of 1992. The results indicated that of the one in three libraries assessed, 15 per cent of the libraries had carried out no assessment of their reader services and only one-third of the library managers were satisfied with their performance assessment procedures.

Shields (1993) examined the relation of work and motivation especially in academic libraries. The influence of environmental factors, such as technological innovation and economic recession, the nature of higher education system and user
community were the main features included in the study. The study suggested that the library manager is solely responsible for getting efficient work performance in academic libraries by motivating his staff. He has to provide them in-service training program and the guidance whereby the staff are highly motivated. The study concluded that academic libraries can function effectively with a well-motivated staff and stressed the importance of the library manager in providing developmental strategies for the library staff.

According to Verrill (1993), performance appraisal can be viewed as a staff development tool for improving the performance of librarians. He examined performance appraisal in the context of changes in academic libraries and the need for library managers to exhibit efficiency and effectiveness in their services. Exploring the nature of appraisal and managerial issues involved in implementation, he suggested that performance appraisal should not be seen as a threat from management, rather it should be used as an integral part of the librarian's development.

Thapisa (1993) stated that to motivate library employees it is necessary to study their contentment at the workplace. He analyzed the relationship between motivation, organizational structure, and work design. He preferred teamwork approach to bureaucratic management and introduced the triple-tier, dual concept organizational structure. He stressed the importance of job enrichment in order to motivate the employees.

Lee and Kim (1993) surveyed branch staff in a large metropolitan library and examined four dimensions of perceived quality of goal setting-specificity, difficulty, feedback, and participation as they related to overall satisfaction, as well as satisfaction with job supervisor and co-workers. They studied the relationship between job satisfaction and gender, education, occupational level, and tenure. The pattern of correlation between sub-dimensions of both goal setting and job satisfaction varied between professional and supporting staff.
Srivastava and Krishna (1994) made a comparative study of male and female teachers with regard to their work motivation and job environment. They reported that male teachers were more involved in their job as compared to female teachers. It was also noted that the teachers work motivation was generated by their needs and positively correlated with their job involvement.

Kidd (1995) analyzed the motivation of exchange for participants together with career and staff development programmes. His study proved that despite administrative training and other costs, libraries and library staff could profitably give more positive attention to exchanges which will improve their motivation and performance.

Jennifer (1996) identified some of the issues that affect the motivation of the staff in libraries. She argued that motivation is central to a quality culture. As libraries become more sophisticated in their approach to quality, self-motivation will become a central issue. She also reviewed the rational-economic model, the social model, the self-actualizing model, and the complex model as a basis for reviewing the motivation of the staff. She felt that environmental factors that had an impact on motivation include approaches to financial rewards, culture, and the diversity of staff experience and roles. The study concluded that possible strategies for motivation include developmental strategies such as appraisal, managing dissatisfaction, and financial and social rewards.

Midwinter and McVicar (1996) proposed to appraise the performance level of libraries of the Scottish region. The study revealed that performance measurement had suffered from a crude political concern in the past and there arose some limitations with regard to the traditional performance indicators. Though these indicators are the important tools of performance measurement, they can never be a totally comprehensive or decisive factor.

Nkereuwem (1996) explored the job performance of women in the academic libraries, through examining the role of employee gender in the performance attribution process. The study was primarily aimed to determine
whether library managers attribute a job performance by a woman to different causes than the job performance of a man.

Abimbola (1997) investigated the level of motivation among librarians and the Para-professional staff in Nigerian University libraries using the questionnaire method to elicit the necessary data. The major variables considered were: training opportunities, frequency of development, work environment, promotion prospects, sabbatical leave, communication, and management style. The study revealed a general dissatisfaction with all variables except frequency of development. All the respondents agreed with the frequency of development of staff in their respective libraries. The study suggested some practical ways of motivating staff, mainly with regard to the management style of university librarians, so that they will be able to observe their staff at work. It concluded that the librarian should interact with the employees on a regular basis and be able to carry out on-the-spot assessment, listen and praise the staff whenever needed.

Harrison and Goulding (1997) examined the impact of performance appraisal in public libraries. They discussed the effect of political opinions and decisions on the way the appraisal has been introduced into the public sector. They considered the purpose of appraisal and how it should be carried out in order to maximize the potential for improving individual and organizational performance. They suggested that appraisal in public libraries has a tendency to fail because not enough attention is given to defining the aim of the appraisal. The design of an appraisal system can also cause problems if the specific nature of library work is not considered. The study concludes that the external political and economic environment has significant implications that can make implementation of an appraisal system more difficult.

Shih (1997) in his study of the library staff of Taiwan public libraries found that the strongest motivation is social responsibility and human relationships and that there exists positive correlations between motivation and job satisfaction.
A study was undertaken by Edwards and Williams (1998), with regard to performance appraisal in academic libraries. They argued performance appraisals provide documentation for current and future personnel decisions such as promotions, salary increases, staff development, and disciplinary reasons. They opined that appraisal is a very important tool in deciding the performance level of an employee and helps in motivating the employees through offering better prospective. Most academic libraries implement this technique of performance appraisal though there does arise some kind of disparity. The study revealed that most academic library administrations implement some type of performance appraisal, but a disparity exists regarding the process itself, the ultimate goals sought and those actually achieved. This situation emanates from the lack of objectives adhered to while conducting performance appraisal. Supervisors are often unprepared to conduct appraisals and seldom possess effective interviewing skills vital to this process. Another reason stated by them with regard to the academic librarians being shortsighted and negligent in their attempt to be more objective in developing stronger performance appraisal, is the lack of administrative support.

Preston (1998), examined the perceptions of African librarians regarding discriminatory practices and attitudes in the workplace in relation to job satisfaction. His study stresses on the relationship with the superiors, patrons and colleagues. His findings revealed that there is no significant correlation between job satisfaction and perceptions of racism and discrimination. However, the survey indicated that racism and discrimination are the second most important issue facing African American libraries.

Davis’s (1999) study of public libraries in the Cape Peninsula of South Africa examined whether the staff were motivated to provide library services to users and whether motivation has increased their style of functioning. He suggested that in-service training, study incentives, continuing education, and performance appraisal played a role in motivating staff.
Eden, U.S. and Olu Olat Lawal (1999) administered a survey to determine the influence of job satisfaction on the publication output of librarians in Nigerian universities. A stratified random sampling method was used to select 202 librarians working in 22 of the 35 university libraries in Nigeria. A multiple regression statistical analysis was employed to examine the influence of job satisfaction on the publication output of librarians. The results of the empirical analysis indicated that of the six dimensions of job satisfaction used in the study, only three had a significant influence on their publication output. Other dimensions including salary, university library policies and administration, and supervision, had no significant influence on their publication output. The study also revealed that the intrinsic job satisfaction dimensions were the greatest influence on the quantity of publications among the sample. They concluded that the extrinsic job satisfaction dimensions which do not influence publication output should not be neglected; rather they could be improved to enhance job satisfaction.

Green (2000) argued that skills like managerial, sociological, and psychological are necessary on the part of library managers to ensure better performance from the library staff. Library managers need to be trained with all these skills so that they can motivate the staff in a better way. The library staff should be recognized and rewarded for the work done from time to time by the managers. He suggests that managers should maintain good work relationship with the staff and provide them with better incentives for high level of work performance.

Luther (2000), in his study of University of South Australia identified that the implementation of performance management to the university has a positive impact. Supervisors have reported positive suggestions for key result areas that have come from their staff. A survey enabled the staff to have input as to how they felt the process has gone, in a non-threatening way.

Tenopir and King (2000), indicated that library professionals must have a broader understanding of the field, vision, balance between traditional and new
skills, organizational knowledge, communication and inter-personal skills, management ability, and decision making. They stressed the need for the library professionals to acquire the latest technological knowledge stating that use of technology as a tool are not an end in itself but a means to an end. The study suggested that information professionals must be able to analyze, synthesize, interpret, and evaluate information and knowledge.

Thornton (2001) noted the job satisfaction of female librarians of African descent employed at academic libraries that are part of the Association of Research Libraries. The study identified the factors that affect job satisfaction of African American female librarians. It was found that older librarians were more satisfied than younger librarians. Librarians with more years of professional experience were more satisfied than those with less years of experience. This study provides relevant information regarding the level of racial discrimination in a professional academic environment and the value of current diversity programmes in these institutions.

The findings of the research by Mills and Bannister (2001), pertaining to motivators and demotivators with regard to information-seeking behaviour showed that Library and the librarian image were discovered to be both, a motivator and a demotivator in the choice of whether or not to use the library or certain information sources. They also discussed the attempts to develop a practical instrument suitable for the evaluation of the library and the librarian image formation. They concluded that the librarian image, as a motivator, very much influences the extensive use of the library.

A study of the Danish library directors was carried out by Pors and Johansen (2002). The survey focused on a whole array of topics connected with leadership qualities and perceptions of different future challenges and also on job satisfaction among library directors. Job satisfaction is a central topic for motivational theories. The analysis correlates job satisfaction with a number of both extrinsic and intrinsic factors, the existence of major differences between
these factors, and the levels of job satisfaction among the library directors. Some of these factors appear to be connected with the level of activity in the library. The survey concluded with the idea of recruiting the right kind of staff to create attractive workplaces.

Goddard’s (2003) study of “The Integrated Librarian” emphasizes the importance of technical knowledge with regard to librarianship. The study revealed that without some expert knowledge it is highly impossible to cope with the information technology pertaining to libraries. In order to perform more efficiently with the latest technology and other computer related services, it is felt that the knowledge of computer science is a must for librarians. The study suggested that technological complexity of the current work system work prohibits new librarians from entering into the field without some form of expertise and stressed on the need for automating the libraries with information technology based system.

Mallaiah (2004) in his survey of the Universities of Karnataka with regard to the librarians’ motivation suggested that work environment is a significant component in respect of motivation of the employees. He also advocated that work ethics and work itself are two more variables associated with employee’s motivation. He felt that library employees need to keep themselves updated and regular training is needed in this regard.

Togia (2004) examined the concept of “Job Satisfaction among Greek Librarians” in Greece. The instrument used was the “Employee Satisfaction Inventory” which assessed six dimensions of job satisfaction: ‘working conditions’, ‘pay’, ‘promotion’, ‘job itself’, ‘supervision’, and ‘organization as a whole’.

Mills and Lodge (2006), in their study of information seeking behaviour explored the practical ways in which a librarian may assist the readers in a better way. Some 34 academicians were interviewed and the concept of emotional intelligence was taken into consideration. The study revealed that in order to
connect more closely with the user population the librarians should adopt emotional intelligence as a useful assistance strategy in user librarian interaction. A librarian has to interact with the user personally and understand his or her needs and provide quality service. A librarian has to perform many roles by not only extending the physical boundaries of the library into the user community but also accept that the key marketing strategy is to keep the user community well informed.

Chan (2006) surveyed six Canadian public libraries and examined the competency and performance management level of the library staff. The core competencies identified are communication skills, interpersonal skills, customer service, analytical skills, accountability, adaptability, technological competence, planning, organizing skills, knowledge of the organization, and creativity/innovation. The study suggested that the librarian should have all the necessary skills. The Librarian and his team are jointly accountable for results and monitoring action. The findings of the survey revealed that the library manager has a centre stage role in leading their subordinates to an effective performance management to strengthen productivity.

Cossham and Fields (2007) found that there is a need for continuous professional development (CPD). A survey conducted by him revealed that there is a significant gap between the continuous professional development that an individual wants and that which their managers think they should have. They felt that the organizations need a greater strategic focus on CPD to ensure that budgets are well spent, the staff is appropriately skilled, and that the impact of continuous professional development on both the individual and the organization is tangible.

Boon (2008), explored the educational events, personal experiences and job circumstances of a selected group of non-MLS (master of library science) library directors working in a small Texas communities. Face to face interviews were conducted with 17 female library directors. The data collected was regarding job satisfaction and pride in professional identity. It also related to the professional
development and the issues and challenges facing small community library directors. The study concluded with suggestions and guidelines for making the library the heart of the community.

Castiglione (2008) conducted a study with regard to facilitating employee creativity among the library staff which revealed that intrinsic motivation is the primary source of individual creativity and drives organizational learning, transformation, and innovation. Library administrators are more responsible for creating and sustaining an organizational culture that facilitates the intrinsic-motivation of all library staff members. It also suggests that organizational democracy and employee participation may increase and sustain intrinsic-motivation while coercive management behaviour tends to reduce this vital catalyst.

Harer’s (2008) study of employee assessment examines the current practices in employee satisfaction assessment. He argues that employees provide a unique perspective to the assessment of quality that external customers cannot provide and that quality assessment needs to be an additional form of employee assessment. The study concluded that quality assessment is different than employee satisfaction assessment, but nonetheless significantly enhances employee assessment in general providing benefits to both, the library and its employees.

Leong’s (2008) study of Australian academic librarians, identified strategies to enhance change readiness and professional competence among reference librarians in a time of organizational change. She suggested motivation to deal proactively with the changing environment through good communication skills, recognition, positive attitude, and successful grants.

Kieserman (2008) conducted a study on the relationship among employees in the library organization. He suggested that in order to improve the relationship among the employer and the employee the concept of LISTEN, i.e. learning, involvement, structure, training, empathy, and need should be adopted. This
technique is a basis for any good relationship among employees and a manager can understand his employees more intelligently and the employee’s needs and expectations are given immediate attention. His study provided a guideline for a good employee relations programme in any type of library organization.

Mallaiah’s (2008), study of performance management and job satisfaction among university library professionals opines that performance, planning, and developmental framework in any organization should aim at identifying and defining key performance areas for the employees at the individual level. Performance, planning and development can be viewed as two sides of the same coin.

Kealy (2009) conducted a study in the University of Melbourne Library to know the strategies and the approaches of the library staff in ensuring prompt service. A workforce was developed to identify skill gaps and then to work with the training providers. According to this workforce, it was identified that there was an acute shortage of skilled programs given to the staff. The study suggested that in order to provide efficient service to its readers, a library staff needs to develop a training program. It is found that competency by the library staff is not acquired at the work place but by providing vocational training. A brief training enables the staff to update themselves and thereby meet the needs of the library. When the staff is properly trained, it gives them an opportunity to utilize their new skills in delivering library services.

Adams (2009) administered a survey at the University of Auckland Library, New Zealand to identify the steps taken by the staff development committee to revive professional and personal development. He advocated the need for training, and skills and an attributes matrix was developed in which current courses were mapped. To meet the most important current training needs of staff a relevant staff development programme could be created. He recommended the need for orientation programme for newly recruited staff.
Mallaiah (2009), in his study, with regard to the management of employee expectations, performance and satisfaction, felt that employees may report two forms of job satisfaction, namely, subjective satisfaction with reference to differentiable aspects of the job and job environment on one hand and their overall satisfaction about the job on the other. The study observed that most of the library staff did not appear to experience job satisfaction because of the non-availability of intrinsic motivating factors in the workplace. The study urges the need for a conducive and congenial job environment for the library staff to fulfil intrinsically satisfactory factors such as a sense of achievement, recognition, advancement and their personal and professional growth.

Topper (2009) reported her views with regard to keeping the staff motivated in tough times. She tried to understand the importance of keeping the library staff motivated and encouraged in times of financial crisis. The study revealed that the library staff feel insecure and letdown at the time of economic crisis. In such a situation if the employees are counselled and motivated by the library managers, the staff can perform well. The results indicated that managers can keep the employees motivated by giving them useful tips and information resource materials.

Leong and Vaughan (2010) conducted a study of librarians in an Australian University and prepared a report on the activities and outcomes of a facilitated group of new librarians. The aim of the librarians is to increase professional networking, promote career development, enhance job satisfaction, retain motivated staff, grow the participants' sense of responsibility for organizational progress, and develop a willingness to take the initiative in presenting good ideas for service improvement. The study stressed the need for career advancement strategies and being a positive and effective voice for organizational improvement.

Adio and Poppla (2010) examined the satisfaction level among the librarians working in the federal university libraries of Nigeria. They found that the dissatisfaction of librarians was with regard to inadequate funding, lack of
promotion, and lack of recognition which affected their career and commitment to service. The study revealed that job satisfaction has a significant influence on commitment to service. Lack of motivation at the workplace makes the employees less committed to work. They recommended measures to improve the job conditions and suggested that the library administrators should consider the demographic variables and job satisfaction of librarians while making decisions. It also showed that policies such as adequate provision of conducive work environment, work incentives and rewards for improving career commitment of the librarians have to be formulated.

Pennell (2010), conducted a study on the role of flexible job descriptions in succession management and argued that flexible job descriptions help in accelerating development opportunities for the employees who will fill the position vacated by retirees. It stated that flexible job descriptions allow library managers more freedom in accelerated learning and development opportunities through a succession management program.

Chadzingwa and Matseliso (2010) advocated the importance of human resource management in academic libraries. A study was conducted to review human resource management in selected academic libraries of Southern Africa. This study revealed the transition from traditional approach to the modern approach of focusing on humans as a valuable resource at the workplace. The study focused on the human resource management functions like workforce recruitment, HRD, employment relations, health, safety, performance assessment, and remuneration. The study concluded that library professionals are motivated through human resource management approach and their performance level increases. They felt that the library manager and the employees working relation may create an environment that enhances institutional performance for effective library management.

Laskowska (2011), in a study of human resources with reference to the Polish library staff, analyzed the strong and weak points of human resources. He
made a survey of the motivational system, promotion opportunities, wage policy, staff's qualification usage, and training system, the level of satisfaction, work conditions, and absenteeism of the library staff. Based on the survey, it was possible to identify the strong and the weak points, opportunities and threats existing in the library, and thus eliminate accidental events and steer the activities in the future. He suggested the possibility of controlling usage in the libraries to optimize exploitation of owned human resources and thereby achieving the library's purposes.

The findings of the survey by Alansari (2011) on Kuwait librarians regarding satisfaction of their professional images identified the factors which influenced the choice of career, sources of satisfaction and dissatisfaction. The results showed that extrinsic measures, such as recognition of accomplishment, fair performance evaluation, and job security were ranked at the top and are the most important aspects of job satisfaction, whereas intrinsic measures, such as suitable daily working hours and nature of work, were closer at the bottom of the list. The cause of employee job dissatisfaction occurs in areas of benefits, contingent rewards, communication, salaries, working conditions, and promotions. Based on this study, recommendations were made to improve the job satisfaction and public image of librarianship in Kuwait.

2.4 Conclusion

A literature survey is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contribution to a particular topic. Literature reviews are secondary sources and as search do not report any new or original; experimental works. Most often associated with academic oriented literature, such as a thesis, a literature review usually precedes a research proposal and result section. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area. A well structured literature review is characterized by a logical flow of ideas; current
relevant references with consistency, appropriate referencing style; proper use of terminology, and an unbiased and comprehensive view of the previous research on the topic.

A number of studies were carried out by different researchers with regard to employee motivation and work performance in an organization as well as library management. The studies interpreted the need for motivational factors like training, incentives etc. on the part of managers to boost the morale of the employees. The review of the literature shows that identifying employee motivation is essential to know why an individual chooses one job over another and why some employees work harder than others. The studies were carried out by various researchers in the field of library management reveals that there is a positive relationship between motivation, job satisfaction, and performance of an employee. However, it can be concluded from the review of the above literature that a number of researchers have attempted to study the motivational factors of public library staff but an in-depth study at the college level has not been carried out.