Chapter 7
Direction for Future Study and Conclusion
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7.1 Introduction

The study of 'Employee Motivation and Work Performance of College Library Professionals affiliated to Mangalore University' has provided us with new perspectives regarding the librarians self-profile, library details, incentive level, performance appraisal, motivation, and work performance of Government Colleges, Private Colleges, and Autonomous Colleges. As mentioned earlier, the present study is an extension work in the field of motivation and performance level of library professionals to the research work already conducted in India and abroad and as expected, the present study has reinforced some of the conclusions of earlier research in the field of motivation and performance conducted in India and abroad. The study has raised four hypotheses and they were tested as per the statistical tools to prove the objectives of the study. The results obtained confirmed the proposed hypothesis. The findings of the investigation enabled us to come to the following conclusions.

It could be inferred that though all educational institutions have similar objectives, the motivational level of the employees differ. We can also see that all the three categories of colleges have marked differences with regard to the motivation of employees. Although, in all the categories of colleges the major motivating factors are pay scales, job environment, incentives, superior-subordinate relationship, and availability of staff support system, it has been found that job satisfaction is the greatest motivating factor in achieving motivation and enhanced work performance.

The perceptions of employees with regard to the motivational factors at the workplace are also analyzed and the results show that working conditions are much better in Private and Autonomous Colleges as compared to
Government Colleges. Though by and large, the level of motivation is high in Private and Autonomous bodies, there are certain areas where improvements can be still made to further enhance the motivational level and productivity of the employees working in Government Colleges like providing adequate staff, timely budget, independent library room, and enough funds.

The study proves that transfers when done judiciously motivate employees to contribute more to the organization. It is advised that the Government should adopt a sound transfer policy and see that an employee is retained in a particular place for at least five years.

One crucial area is on-the-job training to cope with the integration of information technology into library practices. Training is necessary for increasing quality work performance and to prevent manpower obsolescence. Kealy’s (2009) study also supports the research findings that training helps to heighten morale and motivate the employees to grow personally. It is suggested that in-service training and other benefits should be provided to the library staff to keep them abreast of the latest developments and innovative technologies in their field. This would go a long way to ensure excellent work performance by library professionals.

Another key issue is the promotional policy for which the basis of selection should be merit or seniority. In Government Colleges, promotion is based purely on career advancement schemes as required by the U.G.C. from time to time. Private Colleges can promote employees on the basis of seniority as it tends to increase an employee’s feeling of security and encourages him to regard himself as an aspirant for a higher post. Merit and seniority could also be linked together as tools for promotion which in turn would encourage employees to put in their best and perform better. It is therefore essential that the promotion criterion is correctly followed for motivating the employees in all categories of colleges.
Another area of concern, which could be of great help in motivating the professionals, is the reward system, which does not seem to be followed strictly in any of the institutions. The motivational impact of such incentives is obvious. Rewards need not be tangible or in monetary form. It could be intrinsic also. In order to motivate the library professionals, it is imperative that the colleges under study should give a thought in this direction.

Another key area of concern is the maintenance of the fair appraisal system. Performance Appraisal should be linked with promotion and high performers have to be promoted. Care should be taken to write the reports so they reflect accuracy in judgment about the work, conduct, and competency of the library professionals.

The present study, noticed another motivational parameter which shows very positive impact is the relation between superiors and subordinates. A cordial relation between superiors and subordinates provide impetus and zeal to the employees to work hard to improve himself/herself and set an example for better productivity. There should be a good rapport between the superiors and subordinates to make the library a place par excellence and an employee has to give his best to the institution. All human beings crave for recognition and encouragement. A word of praise for an achievement can give the much needed impetus to strive for perfection. The librarian should be made to feel that he is a very significant part of the whole, that he is running an extra mile for the progress and success of the institution to which he belongs. Therefore, an impartial and unprejudiced attitude from the superiors is encouraging.

As the work environment has emerged as a major area of concern, the authorities should provide a better working environment. When they have a better place to work, naturally the employees will excel in their job and it will provide more input for motivation. The study indicates that working conditions play a vital role in an employee’s desire to give his best for the institution. Work environment is a significant component in respect of motivation of
library professionals. This factor supports the research study of Chadzingwa and Matseliso (2010) in which they advocated the importance of human resource development.

Generally, it is believed that persons getting high salary will be more complacent than persons getting low salary. However, the present study contradicted this general belief. The reason may be due to the fact that though Government College librarians are getting a better salary i.e., U.G.C. scales, the work environment may not be so conducive, so their level of job satisfaction gets affected. Moser (1997), in his own reaction maintained that absence of job satisfaction could lead to lethargy and reduced organizational commitment.

7.2 Direction for Future Study

The present study can provide definite input for the Government, Management and also the concerned department in their policy making and other related issues. Further studies may be undertaken on the same pattern choosing different types of special as well as professional libraries for making valid generalization and draw inferences. The study identifies scope for further research on these areas of concern.

1. The Geographical coverage is limited to only Mangalore University. So a similar study pertaining to other universities outside Mangalore can be undertaken.

2. This study has examined the motivation and work performance of only qualified librarians of colleges affiliated to Mangalore University. A study involving all library staff would provide better or different results.

3. Similar research can be conducted with regard to the motivation and work performance of special as well as professional colleges.
4. Even research can be undertaken to realize the employee's turnover at the job, work output, and employee retention at the academic levels.

7.3 Conclusion

The study revealed that library professionals of Autonomous and Private Colleges are fairly ahead of the library professionals working in Government Colleges with regard to the infrastructure. The study ascertained that the pay scales are not very lucrative in most of the Private Colleges and the management should take steps to adopt a fair and appropriate salary package. The results of the study indicate that the librarians working in Government First Grade colleges are facing certain problems involving inadequate staff pattern, lack of library space, frequent transfers, budget constraints, lack of motivation by their superiors and other job related factors. The concerned authorities should realize that a library is the heart of any educational institution and plays a vital role in the growth and development of a college. It is quite heartening to note that despite all the constraints, the librarians are rendering good service to its users. But when the authorities realize the importance of the library and its librarians, by providing enough staff members to assist the librarian and also good infrastructure, the librarians will be highly motivated and their performance will also be enhanced.

Through the analysis of this study, the researcher has observed many of the problems existing in the libraries of Government Colleges, Private Colleges, and Autonomous Colleges besides the shortcomings which come in the way of motivating the librarians. Hence, the Government as well as the management should motivate the librarians through certain incentives like recognition, appreciation, better status, rewards, etc. in order to enhance the work performance of the librarians and finally, the professional enthusiasm of the librarians must be stimulated. Well-motivated library professionals remain committed to their work and perform better. The success of a College Library largely depends on the availability of a competent leader within the library.
There is no doubt that, human resources play a prominent role in the successful management of any institution.

College Library professionals face many constraints in the road towards motivation. However, their professional skill, competence, and commitment will help them to overcome all the hurdles on their way to excellence and also to develop quality human resource. The study has been successful in understanding the human resources-library staff and drawing attention towards the need to understand the factors which motivate the library professionals of Colleges affiliated to Mangalore University and help in catering to the needs of the end users effectively, in their own situational context.