Appendices
## List of Colleges

### Private Colleges

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Adarsh College, Mangalore</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Alva’s College Moodbidri</td>
<td></td>
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<tr>
<td>3</td>
<td>Alva’s College of Education</td>
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<tr>
<td>4</td>
<td>Alva’s College of Physical Education, Moodbidri</td>
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<tr>
<td>5</td>
<td>Badriya First Grade College, Mangalore</td>
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<tr>
<td>6</td>
<td>Beary’s First Grade College, Mangalore</td>
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<tr>
<td>7</td>
<td>Besant Women’s College, Mangalore</td>
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<tr>
<td>8</td>
<td>Besant Evening College, Mangalore</td>
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<td>9</td>
<td>Besant P G. College of Education</td>
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<tr>
<td>10</td>
<td>Bhandarkar’s Arts and Science College, Kundapur</td>
<td></td>
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<tr>
<td>11</td>
<td>Bhuvanendra College, Karkala</td>
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<tr>
<td>12</td>
<td>Canara College, Mangalore</td>
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<tr>
<td>13</td>
<td>Cauvery College, Gonikoppal</td>
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<tr>
<td>14</td>
<td>Crossland College, Brahmavar</td>
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</tr>
<tr>
<td>15</td>
<td>College of Speech and Hearing Institute of Health Science, Mangalore</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Dr. A.V. Baliga Institute of Social Works and Rural Management,</td>
<td></td>
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<tr>
<td></td>
<td>Brahmavar</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Dr N S.A.M. First Grade College, Nitte, Karkala</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Dr. T.M.A.Pai College of Education, Udupi</td>
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<tr>
<td>19</td>
<td>Father Muller’s College, Mangalore</td>
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<tr>
<td>20</td>
<td>Field Marshall K.M. Cariappa College, Madikeri</td>
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</tr>
<tr>
<td>21</td>
<td>First Grade College Shanivarasante, Kodagu</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Gloria College, Puttur</td>
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</tr>
<tr>
<td>23</td>
<td>Govindadasa College, Surthkal</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Hira Women’s College, Mangalore</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Indus College, Bolwar, Puttur</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Institute of Professional Science and Management College of Social Work, Mangalore</td>
<td></td>
</tr>
</tbody>
</table>
27  K.V.G. College, Bhagamandala
28  K.V.G. Law College, Sullia
29  Dr.M.V. Shetty College of Social Work, Mangalore
30  Kukke Sri Subrahmanyeswara College, Subrahmanya
31  Karavah College, Mangalore
32  Karavali College of Applied Science, Mangalore
33  Karavali College of Education, Mangalore
34  Karnataka College, Mangalore
35  Kavery College, Virajpet
36  Krishnabai Vasudeva Shenoy Memorial College, Katapadi, Udupi.
37  Lobo Memorial College, Mulki
38  Madhava Pai Memorial College, Mampal
39  Mahatma Gandhi Memorial College, Udupi
40  Manel Srinivas Nayak Memorial Institute of P.G. Management Studies, Mangalore
41  Mangalore Academy of Professional Studies, Mangalore
42  Mangalore Institute of Fashion Technology, Kankanady
43  Mar Ivamos College of Education, Puttur
44  Meridian College, Shanthi Kendra, Mangalore
45  Micro Business Management College, Udupi
46  Milagres College, Kalianpur
47  Moegling Institute of German Language Balmatta, Mangalore
48  Moti Mahal College, Mangalore
49  Moti Mahal College of Hospitality, Puttur
50  Mulki Sundaram College, Shirva
51  Nehru Memorial College, Sullia
52  Nitte Institute of Speech & Hearing, Mangalore
53  P.A First Grade College Bantwal
54  Pompei College, Kinnigohi
55  Poornaprajna College, Udupi
56  Poornaprajna Evening College, Udupi
57 Prasanna First Grade College, Ujire, Belthangadi
58 Sacred Heart College, Madanthyar
59 Sandesha College of Fine Arts, Mangalore
60 Santha Annamma Degree College, Virajpet
61 Saptagiri College of Hotel Management, Airport Road, Kavoor, Mangalore
62 Sarosh Institute of Hotel Administration, Mangalore
63 Sarasa College of Arts & Science, Ramakripa, Mangalore
64 Sarvodaya College of Education, Virajpet
65 Shri Bharthi College, Mangalore
66 Shree Devi College, Mangalore
67 Shree Devi College of Information Science, Mangalore
68 Sri Devi College of Fashion Design, Mangalore
69 Sri Devi College of Interior Design, Lalbagh, Mangalore
70 Sri Devi College of Hotel Management, Mangalore
71 Sri Devi Institute of Social Work, Mangalore
72 Premakanthi College of Education, Mannagudda, Mangalore
73 Sri Dharmasthala Manjunatheshwara College of Business Management, Mangalore
74 Sri Dharmasthala Manjunatheshwara College of Law, Mangalore
75 Sri Dhawala College, Moodabidri
76 Sri Durgaparameshwari Temple First Grade College, Kateel
77 Sri Durga Sanskrit P.G Studies & Research Centre, Kateel
78 Sri Gokarnatheshwara College, Gandhinagar, Mangalore
79 Sri Mahaveera College, Kodangallu, Moodabidri
80 Sri Narayanaguru College, Kudroli, Mangalore
81 Sri Niranjana Swamy First Grade College, Sunkadakatte, Bajpe
82 Sri Ramakrishna College, Mangalore
83 Sri Sharada College, Basrur
84 Sri Venkatramana Swamy College, Bantwal
85 Sri Venkatramana Women's College, Karkala
86  Sri Vivekananda College of Arts, Science & Commerce, Nehru Nagar, Puttur
87  Srinivas Institute of Management Studies, Pandeshwara
88  Richard Almeda Memorial College, Kundapura
89  Christ College, Mangalore
90  Maps Evening College, Mangalore
91  Dr Nitte Shankara Adyanthaya Memorial College, Mangalore
92  Sri Dharmasthala Manjunatheshwara College of Education, Ujire
93  Shri Gokarnatheshwara College of Education, Mangalore
94  Amrutha College, Mangalore
95  Leelavathy Shetty College of Education, Mangalore
96  Mahatma Gandhi Memorial Science College, Kodagu
97  Premakanthi First Grade College, Mangalore
98  Colaco College of Management, Mangalore
99  Vijalakshimi Institute of Hospitality Science, Mangalore
100 Shrmivas College of Education, Mangalore
101 Shrmivas College of Hotel Management, Mangalore
102 Kanachur Institute of Management, Mangalore
103 Vivekananda Law College, Nehru Nagar, Puttur
104 Agasthya College of Management Studies, Mangalore
105 Sri Ram Kunjeshwara College, Ramakunja, Puttur
106 Vidy Degree College, Mangalore
107 St. Aloysius Evening College, Mangalore
108 St. Aloysius Institute of Education
109 St. Mary's Syrian College, Brahmavara
110 St. Philomena College, Philomena, Puttur
111 Tippu Sulthan First Grade College, Ombathukere
112 Transformational Institutes for Managerial Excellence, Mangalore
113 Udupi Institute of Hotel & Tourism, Udupi
114 Udupi College of Education
115 Prasanna College of Education
University College, Mangalore
Upendra Pai Memorial College, Kunjibettu, Udupi
Vakunta Baliga College of Law, Udupi
Vidhyakethana College, Kaup
Vijaya College, Mulki
Vivekananda College of Education, Puttur
Sarojini Madhusudhan Kushe College, Mangalore

AUTONOMOUS COLLEGES
Sri Dharmasthala Manjunathshwara College, Ujire
St. Agnes College, Mangalore
St. Aloysius College, Mangalore
St. Ann’s College of Education, Mangalore
School of Social Work, Roshini Nilaya, Mangalore

GOVERNMENT FIRST GRADE COLLEGES
Government First Grade College, Balmatta, Mangalore
Government First Grade College, Carstreet, Mangalore
Government First Grade College, Ajjarakadu, Udupi
Government First Grade College, Bantwal
Smt. Rukmini Shedthi Memorial National Government First Grade College, Barkur
Dr. K. Shivarama Karanth Government First Grade College, Bellare
Government First Grade College, Belthangady
Government First Grade College Bettampady
Government First Grade College Byndoor
Government First Grade College Haleyangady
Government First Grade College, Hebri
Government First Grade College, Hirradka
Government First Grade College Kaup
Manjunatha Pai Memorial Govt. First Grade College of Professional & Business Management, Karkala
Government First Grade College, Kavoor
Government First Grade College, Koteswara
Government College of Education, Mangalore
Government First Grade College, Kushalnagar
Government First Grade College, Napoklu, Kodagu
Government First Grade College, Kota
Government First Grade College, Punjalkatte
Government First Grade College, Puttur
Government First Grade College, Shankaranarayana
Government First Grade College, Siddakatte
Government First Grade College, Sullia
Government First Grade College, Thenkanidiyoor
Government First Grade College, Uppinangady
Government First Grade College, Vamadapadavu
B T. Chenaiah Gowramma Govt. First Grade College, Somwarpet
Government First Grade College, Virajpete, Coorg
Government First Grade College, Vittala
Government First Grade College, Kamyoor
A STUDY OF EMPLOYEE MOTIVATION AND WORK PERFORMANCE AMONG LIBRARY PROFESSIONALS IN COLLEGES AFFILIATED TO MANGALORE UNIVERSITY

Questionnaire for Librarians

Note 1. Please tick √ mark your answer in an appropriate box “[ ]”
2. Please try to answer the complete questionnaire.
3. Please strike out which is not applicable, wherever option is given

A. SELF PROFILE

1. Name and Designation ______________________________________________________

2. Name of the Institution _____________________________________________________

3. Gender
   Male [ ]  Female [ ]

4. Age Group
   1. Below 30 years [ ]  2. 31-40 years [ ]  3. 41-50 years [ ]
   4. More than 51 years [ ]

5. Marital Status
   Married [ ]  Single [ ]

6. Educational Qualification
   a. M.L.Sc / M.Lib Sc [ ]  b. B.L.I.Sc / B.Lib Sc. [ ]
   c. M.L.I.Sc with M.A / M.Com / M.Sc [ ]  d. M.L.I.Sc with M.Phil / Ph.D [ ]

B. WORK STATISTICS:

7. Work Experience
   a. Less than 5 Years [ ]  b. Six to 10 Years [ ]
   c. Eleven to 20 Years [ ]  d. More than 21 Years [ ]

8. How did you get your present job?
   a. K.P.S.C [ ]
   b. State Level Recruitment Board [ ]
   c. Employment Exchange [ ]
   d. Management Recruitment [ ]

9. Do you think your qualification suits your job? Yes [ ]  No [ ]

10. Pay Scales
    a. U.G.C. Scale [ ]  b. State Scale [ ]
    c. Management [ ]  d. Committee / Consolidated [ ]
11. Do you think your existing pay scale is suitable for your job? Yes [ ] No [ ]

12. How did you choose this profession?
   a. It was one of the best professions [ ]
   b. It was by choice [ ]
   c. More remuneration [ ]
   d. Better status and most respectable job [ ]

13. Are you satisfied with your present job? Yes [ ] No [ ]

C. LIBRARY DETAILS

14. Timings of the Library (Please mention the details of the working hours of the library)
   a. Less than Eight Hours [ ]
   b. Eight Hours [ ]
   c. Ten Hours [ ]
   d. More than Ten Hours [ ]

15. Staff Pattern: (Please mention the number of staff members employed in your library)

<table>
<thead>
<tr>
<th>SL.No</th>
<th>Designation</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Librarian</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Librarian with one Assistant</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Librarian with two Assistants</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Librarian with 3 or more Assistants</td>
<td></td>
</tr>
</tbody>
</table>

16. Are you satisfied with the present staff pattern? Yes [ ] No [ ]

17. Do you have a library committee? Yes [ ] No [ ]

D. INCENTIVE LEVELS:

18. What are your promotional benefits? More [ ] Less [ ]

19. What is the criterion for promotion?
   a. Seniority and Experience [ ]
   b. Completion of the refresher/orientation Courses [ ]
   c. Hard work [ ]
   d. Influence [ ]
20 Are you happy with the existing promotional policy?  Yes [ ] No [ ]

21 If no, give reasons from the following options
   a. Faculty improvement measures are not the criterion for promotion [ ]
   b. Educational qualification is not the criterion [ ]
   c. Influence is considered most of the time [ ]
   d. Seniority level is maintained for promotional policy [ ]

22 Do you have a reward system to recognize your outstanding contribution work?
   a) Yes [ ] b) No [ ]

23 If ‘yes’ what is the mode of reward?
   a) Cash and non-cash prize awards. [ ]
   b) Being recognized and consulted [ ]
   c) Make a personal record [ ]
   d) Letter of Appreciation [ ]

24. Do you have any in-house training programme in your institution?
   Yes [ ] No [ ]

25 If yes, how many times you have undergone training programme?
   a Once [ ] b) Twice [ ] c) Thrice [ ] d) Most often [ ]

26 Do you consider that there is a need for any orientation or refresher course?
   Yes [ ] No [ ]

27. If “yes”, how many times do you feel it should be given?
   a Once in six months [ ]
   b Once in a year [ ]
   c Once in two years [ ]
   d Once in three years [ ]

28. Is your job a transferable one?  Yes [ ] No [ ]

29 If yes, mention the number of times transferred?
   a. Once [ ] b. Twice [ ] c. Thrice [ ] d More times [ ]
30 Do you think transferring from one place to another affects your work?

Yes [ ]  No [ ]

31. If yes, please tick from the following reasons

a) Smooth functioning of the library gets affected [ ]

b) Hampers Development work of the library [ ]

c) Setback for Self-Development [ ]

d) Lose confidence level [ ]

E. SUPERIOR-SUBORDINATE RELATIONSHIP

32 What is your opinion about your superior?

a) Considers work is more important than all other activities and neglects my development [ ]

b) Considers my personal development does not contribute in any way to the Library [ ]

c) Considers library improvement is the only important aspect [ ]

d) Takes as much interest in work as in my development [ ]

33 How does your superior react to your achievement in library activities?

a. Always recognizes and appreciates [ ]

b. Rarely complements [ ]

c. Least interested in knowing the activities [ ]

d. Takes some interest in development [ ]

34. What do you feel about your colleagues in your institution?

a. We share a very good rapport [ ]

b. They are completely indifferent [ ]

c. They show less concern [ ]

d. Acknowledge each other's achievements [ ]

F. EMPLOYEE PERFORMANCE LEVEL:

35. Do you have performance appraisal reports?

Yes [ ]  No [ ]
36 What are the issues generally considered while appraisal?
   a. Relations with peers [ ]
   b. Relationship with Superior [ ]
   c. Work performance [ ]
   d. Ability to take up responsibility [ ]

37 How do you rate your level of performance?
   a. Poor [ ]  b. Average [ ]  c. Good [ ]  d. Very Good [ ]

38 Do you feel that your superior knowledge of your performance assessment is fair?
   a. Limited extent [ ]  b. Very limited extent [ ]
   c. Great extent [ ]  d. Very great extent [ ]

39 What do you feel about the performance appraisal system adopted by the library?
   a. Highly subjective [ ]  b. Easily manipulated [ ]
   c. Does not reflect merit properly [ ]  d. Has harmed your interest [ ]

40 What can you suggest to improve the appraisal system?
   a. Change appraisal system [ ]  b. Link appraisal with promotion [ ]
   c. Remove appraisal system [ ]  d. Have competent appraisers [ ]

G. MOTIVATION

41 Do you get any kind of motivation in your working place? Yes [ ] No [ ]

42 If yes, please tick appropriate places for each of the motivational factors given below.

<table>
<thead>
<tr>
<th>SN</th>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Opportunity to achieve personal goal</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Disbursal of sufficient funds</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Authority in using the fund</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Keep informed about the grants</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Seniors acknowledge my work</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>I can see results of my work</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Need to ask my superior for anything</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Authority to do my job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Receive enough help and support</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>I only do my work because I need money</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: SA-Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD-Strongly Disagree
43. Do you think motivational factors help you to perform more efficiently?

Yes [ ] No [ ]

44 Please give your opinions against each item given below about the job and environment and their realization at present (Please express your opinion with regard to the statement given below)

<table>
<thead>
<tr>
<th>Attributes</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition for the Job well done</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Personal Achievement</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Salary Status and Security</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Involvement and Participation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Present atmosphere is very conducive to my job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Relationship with your colleagues</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Relationship with Subordinates</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Power and Authority</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: SA-Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD-Strongly Disagree

45 Are you regularly informed regarding policies and future plans of library?

Yes [ ] No [ ]

46. Are you informed of the library budget? Yes [ ] No [ ]

47 Were you ever frustrated with your work? Yes [ ] No [ ]

48 If yes, please mention the reasons from the following options

a) You feel that present job is very disappointing [ ]
b) Thinking that you alone cannot cope up with the given task [ ]
c) You think that there is no better prospect [ ]
d) No status and Recognition [ ]

49 Please give suggestions/opinions regarding motivation and work performance