

AN INVESTIGATION OF LEVELS OF MOTIVATION AMONG LIBRARIANS IN THE  
TERTIARY INSTITUTIONS OF LEARNING IN ZAMBIA

BY

FEDIAS SIAMUZWE

A dissertation submitted to the University of Zambia in partial fulfillment of the  
requirements for the award of the degree of Master of Library and Information Science

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LUSAKA

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## DECLARATION

I, Fedias Siamuzwe, hereby declare that this dissertation is purely my own work and that it has not been previously submitted for a degree at the University of Zambia or any other university.

.....

Signed

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Date

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## APPROVAL

This dissertation by Fedias Siamuzwe is approved as a partial fulfillment of the requirements for the award of the degree of Master of Library and Information Science (MLIS) of the University of Zambia.

Name and signature of Examiners

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## **DEDICATION**

This work is dedicated to my Lord and Savior JESUS CHRIST for His infinite love, abundant mercies and His amazing, saving grace to me in all the days of my life. For this I say thank you Lord.

Dedicated also to my entire family my parents, my dear sweat heart Roydah and my three God given boys, Kelvin Suunsa, Gift Chiwego and Blessing Chileleko Headman Mulundu, for the love, patience, endurance, peace and joy as well as moral, spiritual and physical support rendered to me during the period of my school program. May the Lord Jesus Christ continue to bless you in abundance.

## **ABSTRACT**

The purpose of this study was to investigate factors affecting motivation among librarians in tertiary and research institutions in Zambia. The study was intended to determine the extent to which librarians were motivated in tertiary and research institutions, factors that influenced motivation, the impact of communication, training and development on staff motivation and to recommend measures to be put in place to enhance motivation among librarians in Zambia. A survey method was used to collect data in tertiary and research institutions in Lusaka, Central and Copperbelt provinces of Zambia through self-administered questionnaire. A convenience sampling procedure was used to select the sample of 90 respondents. Data collected from the questionnaires were comprehensively analyzed and interpreted using the Statistical Package for Social Sciences (SPSS).

The findings of this study revealed that librarians were motivated in their current job positions owing to the favorable conditions of service obtaining in their places of work. The study findings further revealed that librarians were motivated by the responsibilities performed, good relationship with colleagues, work environment, financial incentives, good supervision, and the promotion prospects. However, the study findings also established that some librarians were de-motivated due to the factors that affected motivation in their current job positions. The major causes of de-motivation basically centered on poor working conditions, poor physical work conditions in some libraries, poor remunerations, un-fair staff training policies, accommodation problems, lack of promotion prospects, and poor funding to the libraries. The study concludes that librarians in tertiary and research institutions in Zambia are motivated.

In view of these findings, it is therefore recommended that policy makers in tertiary institutions of learning should improve on physical work conditions in the libraries such as ventilation, cleanness, and space. There is also need to have improved and uniform conditions of service for both permanent and contract library staff. Funding to the libraries in tertiary institutions should be improved. There is also need for the library management to improve on staffing levels and also to have clear channels of communication between management and the subordinate staff.

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## **LIST OF ACRONYMS**

NRDC	Natural Resources Development College
SPSS	Statistical Package for Social Sciences
UNZA	University of Zambia

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## CHAPTER ONE: INTRODUCTION

## **1.0 Overview**

This chapter is divided into eleven sections. The first section introduces the chapter while the second section gives a background of the study. The importance of motivation is dealt with in the third chapter. The fourth section focuses on the statement of the problem, section five looks at the objectives of the study. The sixth section deals with research questions, whereas the seventh section discusses the significance of the study. The eighth section focuses on the limitations of the study while section nine looks at the delimitation of the study. Section ten deals with operational definition of terms whereas the last section eleven gives a summary of the chapter.

## **1.1 Background of the study**

The urgent need to improve social, economic, and cultural development in developing countries necessitated the establishment of tertiary institutions of learning. This is because tertiary institutions of learning represent a major investment in the development of human resource. As such, whether public or private controlled, these institutions are presumed to be major concern to the government. In order for institutions of learning to be effective, there is need to have an organized, and well coordinated library service aimed at supporting educational activities through the provision of timely, accurate, and reliable information resources.

Libraries act as providers of regular and up-to-date information providers, managed by persons with different attitudes and perceptions. It is in this respect that academic libraries play a major role by virtue of being college or university agencies responsible for collecting, organizing and disseminating information resources. Therefore, the role of an academic library can be defined within the framework of the university or college mission statement. The library programme should also reflect the means by which it will advance the objectives of that institution. This is because the key fundamental role of academic libraries is to support educational services such as teaching, learning as well as research.

Backwell (1993) observes that the future of any library depends more on its staff than on any other factor. This is because library staff have a full responsibility of acquiring, organizing and disseminating information. Therefore, the usefulness of service institutions like academic libraries is measured by the services rendered to the users. This in turn depends on the personnel who are responsible for the effective and efficient delivery of such services. It is therefore suggested that human resources selected and recruited in academic libraries have to be properly,

adequately developed, motivated, and maintained in order to provide quality service aimed at meeting information needs of the library users. Backwell (1993) further explains that library professionals occupy a prominent place in academic libraries as compared to other financial and material resources such as buildings, equipment, and furniture. He further observes that human resources are animate with attendant emotions, feelings, beliefs, expectations, opinions, perceptions, attitudes, and other personal traits such as values and customs. By so doing, the human factor will give the necessary support and life to all other material resources in order to provide useful services to the users.

## **1.2 Importance of motivation among librarians**

Bill (1998) states that personnel endowed with highest competence and integrity are essential in academic libraries. This calls for proper management of library personnel with the sense of purpose, pride, and direction. However, in order to increase efficiency and productivity among librarians they need to be motivated. This is because people bring to their work places a crystallized and complex set of cognition, personal feelings, desires, perceptions, and motives (Backwell, 1993).

Kishore (2008) also observes that when an individual is unsettled about social related issues such as recognition, social interaction with colleagues and many others, his or her efficiency will be impeded. Furthermore a person whose various dimensions are harmoniously attuned will be more effective in his or her working environment. It is therefore expected that the work environment should provide a meaningful, satisfying, and challenging atmosphere which will unleash human potential within every individual. It is by so doing that individual employees would be motivated and increase their level of productivity.

Motivation of the librarians does not only depend on remunerations but over and above a number of other factors such as provision of accommodation, transport, safety and security and recognition. Motivation among librarians might seem an insignificant problem among key policy makers, yet contributes to the impediment towards support for the Zambian government's effort to develop quality higher education. This is because academic libraries are considered to be the engine for supporting teaching, learning and research. It is therefore expected that policy makers draw attention to the crucial nature of the role librarians play through supporting the achievement and improvement of higher education in the country. It should be borne in mind that effective



teaching, learning and research in tertiary institutions are centered on well coordinated library services. For this to be achieved, everything anchors on the librarians. Therefore, if librarians are not motivated, the implication would be that support for quality education would suffer (Bill, 1998). Furthermore the nation's sustained social and economic development would be almost impossible because development cannot be divorced from education. In order to achieve an effective support for higher education through library services in tertiary institutions, there is need to have a committed library work force. Commitment among librarians can only be achieved if librarians enjoy their work and are also motivated.

The issue of motivation among librarians is quite critical in that a motivated librarian is directly linked to higher productivity. This is because lack of motivation compromises the professional conduct, leading to poor work culture such as poor performance, absenteeism, lateness, and other bad behavioral tendencies such as corruption, use of abusive language and also idling around within the library premises or even outside. The above mentioned trends are quite prevalent especially in government owned academic libraries in Zambia. It is observed that such trends are unlikely to decrease in the near future unless remedial measures are taken.

### **1.3 Statement of the Problem**

With an ever-increasing student population patronizing academic libraries due to the liberalized entry to tertiary institutions of learning, against static and skeleton librarians over the years, a careful observation shows that the output of librarians in terms of information dissemination to library users leave much to be desired. This is despite the presence of motivating factors such as housing allowances, staff development training opportunities and many other incentives. As if this is not enough, incidences of poor work culture in tertiary institutions of learning namely: reporting late and/or knocking off early, poor public relations and to some extent, negative attitudes towards work have been observed to be on an increase. Is this poor work culture a result of lacking staff motivation? Given this scenario, this study sought to investigate levels of motivation among librarians in tertiary institutions of learning in Zambia.

#### **1.4 Objectives**

The general objective of this study was to determine factors leading to poor work culture among librarians in tertiary institutions of learning in Zambia. The specific objectives were:

- a. To determine the extent to which librarians were motivated.
- b. To find out factors that influenced motivation among librarians.
- c. To assess the impact of communication and staff development on staff motivation.
- d. To recommend measures that should be put in place to enhance motivation among librarians in Zambia.

#### **1.5 Research Questions**

The study sought to answer the following research questions:

- a. To what extent were librarians in tertiary institutions of learning in Zambia motivated?
- b. What were the key factors influencing motivation among librarians?
- c. What were the impact of communication and staff development on staff motivation?
- d. What measures should be put in place in order to enhance motivation among librarians in tertiary institutions of learning in Zambia?

#### **1.6 Significance of the Study**

It is hoped that the survey of factors affecting motivation among librarians in Zambia will have great potential for improving library service delivery in Zambia. It is also hoped that the findings will be beneficial to management and policy makers in various tertiary institutions of learning to find better ways of motivating their staff. It is further hoped that the findings of this research will be useful when it comes to issues such as staff recruitment, retention as well as training and development of valuable human resource. Furthermore, the findings of this study will also add knowledge to the already existing literature on factors affecting motivation of librarians.

#### **1.7 Limitations of the Study**

The major limiting factor was that the study was only restricted to tertiary and research institutions in Lusaka, Central and Copperbelt provinces because that was where a huge concentration of the targeted population could be found. This therefore limited the generalization of the findings to only these areas. It is also worth to noting that not all librarians working in

academic libraries were included in the study since the study employed convenience sampling method. Based on Sekaran (2000) convenience sampling technique used in selecting the sample also became another limiting factor since the results could not be generalisable, except to the extent of the libraries which were represented in the study. This indicates that only those librarians present provided they had qualifications ranging from certificate and above were selected to provide information. Because of this, it was difficult to have a generalized view of factors affecting motivation among librarians in Zambia.

### **1.8 Delimitation of the Study**

The target population for this study was librarians working in academic libraries that is both government and private funded libraries in Lusaka, Central and Copperbelt province. This is because most of these libraries were highly concentrated in the named provinces.

### **1.9 Operational Definition of Terms**

**Academic library:** Those of universities, polytechnics, colleges, schools, and all other institutions forming part of, or associated with tertiary educational institutions.

**De-Motivation:** A feeling that it is not worth making an effort and cause to discourage from putting in the best effort.

**Factors:** Prevailing conditions, atmosphere and incidences that cause or influence motivation.

**Job Satisfaction:** A Sense of inner fulfillment and pride achieved when performing a particular job.

**Information:** An assemblage of data in a comprehensible form recorded on paper or some other media, and capable of communication and reducing uncertainty.

**Information provider:** An individual, firm, or agency acting for others that provide information and reducing uncertainty.

**Librarian:** One who has the care of a library, its contents, selection of books, documents, and non-book materials that comprise its stock, and provides information and loan services to meet the needs of the users.

**Motivation:** a conscious or unconscious driving that arouses and directs action towards the achievement of a desired goal.

**Productivity:** The ratio of what is produced to what is required to produce it.

### **1.10 Summary of chapter one**

This chapter, provided the introduction, background of the study, statement of the problem, general as well as specific objectives of the study, research questions, significance of the study, limitation of the study, delimitation and lastly but not the least the operational definition of key terms that were used in the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Overview**

This chapter provides an insight into the literature of the studies conducted by various scholars that were reviewed in relation to the topic of this study. The chapter is divided into seven sections. The first section introduces the chapter. The second section looks at the concept and significance of motivation. The third section deals with theories of motivation and the fourth section focuses on factors affecting motivation. The fifth section looks at the impact of communication, training and development. The sixth section examines the various methodologies used by different researchers in the literature reviewed and the last seventh section gives a summary of the literature reviewed.

### **2.1 The Concept and significance of Motivation**

The concept of motivation has attracted voluminous theoretical and empirical literature. For the purpose of this study, attention is focused on work motivation. This has been done in order to have a full understanding of what motivation is all about, also taking into consideration factors affecting motivation among librarians. Motivating employees to achieve results through them is a central function of the employers. Armstrong (1999) asserts that employees of any organization come to work aiming at achieving personal and private goals. This therefore entails that employers must ensure that in planning to achieve organizational goals and objectives, the needs and goals of their employees are also considered. In this way, they would be able to boost the performance of their employees.

Newstom and Davis (2002) postulate that motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. He further explains that the role of managers is to successfully motivate employees and influence their behavior to achieve greater organizational efficiency. It is thus important that these managers need to have an understanding of what motivates and how to motivate employees. Makenan (2008) contends that when employees are in a paradigm of “have to” instead of “want to” they are moved to perform because of being remunerated for that performance rather than being motivated (and enjoying) to excel in what they do.

Brown and Sheppard (1997) observe that organizations are managed and staffed by people and without this valuable resource, organizations cannot exist. The authors also note that it is through people that organizational performance is influenced in many ways. They further explain that members staff is a strategic driver of any organization through implementation of organizational strategies. Similarly, Meyer and Kirsten (2000) report that in order for the organizational strategies to be executed effectively and efficiently, it is important that the organizations acquire the correct competencies, which are primarily the skills, knowledge and behavioral attributes the organization possesses in its human capital. Considering the aforementioned, it is important that libraries obtain adequate knowledge regarding what motivates employees to fulfill their full potential.

Ebru (1995) observes that it is the performance of the human capital within an organization which would lead to its success or failure. He further explains that there is need to realize that in managing human resource appropriately it will ensure success. This implies creating an opportunity for employees to be creative in achieving organizational goals. Once employees are recognized as a valuable asset and not a liability, they will be respected and treated as precious human capital viewed as the primary source of a company's competitive advantage in the global economy. It could therefore be argued that the way in which this resource is treated and maintained has a direct impact on the continued competitiveness and even existence of any organization.

Flanegan and Johnson (1996) argue that fair treatment of employees within an organization is one of the cornerstones of progressive organizations which acknowledge that a balance should be created and maintained between what employees contribute towards the achievement of organizational deliverables and how the organization values these contributions, recognizes and rewards it in an equitable manner. The authors further explain that maintaining some sense of equilibrium between what organizations requires and what employees contribute in this situation should be the foundation for recognizing and rewarding employees.

Evans (1986) maintains that although motivation influences performance, high level of productivity if followed by rewards also has the potential to influence motivation. In this regard, motivation is considered as an important factor in initiating, guiding, sustaining the employee's ability to perform on the job. Kose (1985) also states that motivation focuses on influences

which create, direct and sustain goal-directed behavior and therefore any theory of work motivation must elucidate how human behavior is guided or focused.

## **2.2 Theories of Motivation**

This section discusses some of the key theories of motivation used in this study. To be included are: The Needs Hierarchy Theory of Maslow, McGregor's Theory X and Y, and Herzberg's Two Factor Theory of Motivation.

### **2.2.1 The Needs Hierarchy theory of Maslow**

According to Cascio and Jones (2002), the most known motivation theory of Abraham Maslow postulates that human needs are not of equal strength and that these needs transpire in an unambiguous arrangement. Once a lower level need is satisfied, it results in the next level need to be activated and this process continues until self actualization level needs are reached. The authors further explain that although this theory was based on observing a few neurotic individuals, this theory is today used as the foundation for explanations of human behavior. This theory also explains that managers should devise programmes which are aimed at satisfying unmet needs. Maslow's theory developed a hierarchy of human needs (level approach) which can be divided into lower and higher-order needs.

#### **Level 1: Physiological Needs**

This level of needs is considered critical for survival and includes food, water, rest and sex. In the workplace this need can be met by creating a comfortable environment, providing ample leisure and a "comfortable" salary (Fojt, 1995).

#### **Level 2: Safety and Security Needs**

This level of needs include feeling protected against both physical and psychological harm within the environment. Olorunsola and Bamijoko (2005) explain that an organization could react to these needs by providing a safe and healthy environment in compliance with the legislative and regulatory framework. Further interventions from the organization could include appropriate salaries, benefits and job satisfaction.

### **Level 3: Social needs**

Siggins, (1992) discusses that these needs include affection, sense of belonging, association, affiliation, and acceptance by others and include the need for social interaction and for affection and support. Tan, (2004) also confirms that in workplaces, these needs could be addressed by encouraging a team concept, providing close personal leadership and encouraging community-group participation.

### **Level 4: Self-respect and Esteem Needs**

It is at this level where the need for psychological touch (intrinsic) and physical touch (extrinsic) is activated. Voclick (1995) explains that organization could address these needs by, amongst others, utilizing positive-reinforcement programmes, provide symbols for recognition and include lower-level employees in strategic processes.

### **Level 5: Self-actualization**

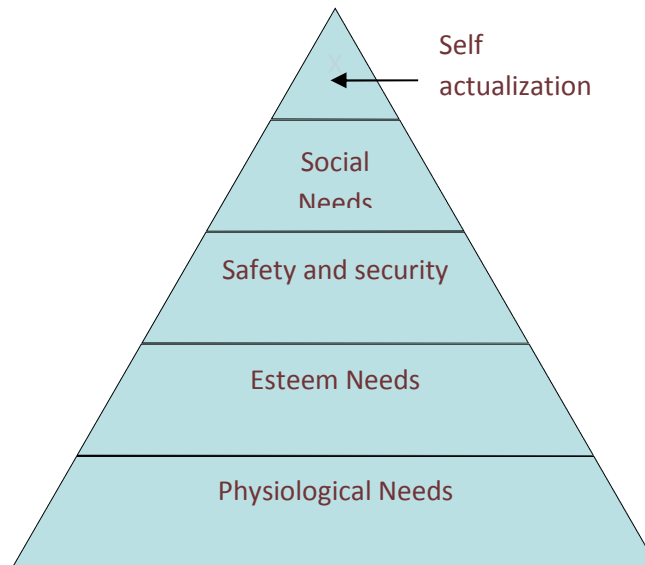
Ludlow (2002) argues that individuals who are at this level of motivation strive for truth, beauty, justice, individuality, meaningfulness, and perfection. He further explains that organizations which acknowledge this level of needs focus more on opportunities for employees to address personal growth issues. Amentor and Forsyth (1995) also explain that organizations should amongst others, provide opportunities for personal development and reward exceptional performance. Wilson (1993) states that Maslow's theory has resulted in being very popular amongst managers because of its simplicity, providing clear conditions in which employee's lower-level needs can be satisfied so that they are motivated to reach their full potential as a pathway to self-actualization.

Maslow's theory seems to be relevant when investigating factors affecting motivation among librarians in Zambia. This is because meeting basic survival needs such as food, shelter as well as security in the current work conditions is a major daily challenge that cannot easily be ignored. These can easily impair the realization of higher level needs without which effective performance among librarians cannot be attained. It can be concluded that a librarian who is tired, hungry and excessively preoccupied about meeting his or her households and livelihood needs is unlikely to become strongly motivated by his job which is failing to fulfill his or her



needs. Since librarians are human beings just like anybody else, they cannot be excluded from Maslow's theory of hierarchy of needs. When a need is not satisfied, an individual will do anything within his powers to satisfy that need (Colvin, 1998).

The figure below shows the human needs in a hierarchy starting with the lower level needs and moving up to attain the higher level needs.



**Fig 1: Maslow's Hierarchy of human needs**

Source (Colvin, 1998)

### **2.2.2 McGregor's Theory X and Y**

Slightly different from Maslow, Colvin (1998) brings about McGregor's theory X and Y concerning human behavior. He asserts that there are two noticeably different sets of assumptions about employees. The first set of assumption regards employees as being inherently immature, lazy, irresponsible, incompetent, gullible, resistant to change, self-centered, requiring coercion, supervision, control and with an element of being punished. McGregor termed this attitude as Theory X. The second set of assumptions regard employees as liking work, which is as natural as play. These do not need to be controlled, supervised, and coerced so long they are committed to the organization's objectives. This attitude was termed as theory Y. Supervisors

using concepts of theory Y, where each employee is regarded with respect and as a real asset, will have their subordinates responding likewise such as being responsible committed, and creative and self motivated.

Wahba (1998) states that human motives are directed towards desired ends, and that behavior is selected consciously or sometimes instinctively towards the achievement of those ends. To corroborate McGregor's ideas, Porter and Hackman (2006) brings into focus the point that some people work hard, others do the minimum amount of work, some want freedom of action, while others want highly structured environment, some work virtually alone while others are perpetually discontented yet they work in the same organization. Porter and Hackman's (2006) works show that people differ not only in terms of their talents and ability to perform tasks successfully but also in respect of their desire to perform based on the degree and quality of their motivation.

### **2.2.3 Herzberg's Two Factor Theory Motivation**

Steer, Porter and Mooday (2002) posit a view that Herzberg's theory draws on the model of Maslow. Herzberg's theory explains that if hygiene factors (also called dissatisfiers) are present the lower level needs of physiology and safety are likely to be met. These factors are perceived to be acting as motivation for individuals to reach superior performance and effort. Factors referred to as motivators (also called satisfiers), and which focus on the job itself, provide opportunities for the gratification of higher order needs or growth needs. Furthermore, motivators primarily describe the environment and serve to prevent job dissatisfaction, while not having a significant effect on positive job attitudes. Well-maker (2005) maintains that this theory speculates that it is not extrinsic factors (e.g. salary, working conditions, and job security) which motivate employees, but rather intrinsic factors (for example achievement, recognition, responsibility). Shore and Wagner (1993) also argue that motivators are factors which produce real motivation and when they are inadequate there is no motivation. They further argue that hygiene factors are not motivators but a prerequisite for motivation.

Vaughan and Dunn (2004) argue that the combination of motivators and hygiene factors has four possible outcomes. The authors explain that highly motivated employees have few complaints and in such a work environment, employees are motivated to perform above expectations and are contented with their work environment. They also observed that jobs which are low in both

hygiene factors and motivators could lead to an environment which results into low levels of motivation and having many employee complaints and de-motivated to perform but also disgruntled with the working conditions. The authors contended that to a certain extent, hygiene factors have value and the presence of motivators in the work environment is essential to enhance employee motivation to excel at work. Scamell and Stead (2000) claim that organizations need to prioritize hygiene factors before the introduction of motivators.

### **2.3 Common factors affecting workers motivation**

Davis (1999) discusses that an employee is expected to be at his work place for a specific period of the month, week, day, hours and so on. It is important to mention that much of man hours spent on a particular work are largely dependent on how an employee is supervised and motivated. Bernard (1995) also explains that the ultimate test of organisational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed. He looked at workers in an organised endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. He suggested that in this era of the information super highway, employers of information professionals must be careful to meet the needs of their staff otherwise they will discover they are losing qualified and creative professionals to other organisations which are ready and willing to meet their needs. He further suggested that there is need to come up with strategies aimed at motivating information professionals.

Herzberg and Snyderman (1959) explain that satisfying factors motivate workers while the dissatisfying ones prevent. The authors further observed that motivating factors were achievements, recognition, the job conducted, responsibility, promotion and factors related to the job itself for personal development. Motivating factors in the working environment resulted in the job satisfaction of the person while protective one dissatisfies him or her. The authors further explain that people compare their achievements and the resulting awards, and if the results are balanced, then job satisfaction would exist. In contrast, if the results are imbalanced, then dissatisfaction exists.

A study conducted by Akintoye (2000) on workers motivational strategies revealed that money remains the most motivating factor. A similar study by Katz (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the

power to attract, retain, and to motivate individuals' towards higher performance. The study concluded that financial reward was a major factor that a worker would in all probability be motivated to accept the new job offer. Banjoko (1996) also found that many managers used money to reward or to punish workers. This was done through the process of rewarding employees for higher productivity. Kreitner and Kiniki (2004) observed that financial incentives got people to do more work. The desire to be promoted and earn a higher salary may also motivate employees.

Robert's (2005) findings on the relationship between work experience and motivation were that employees who had been working in the library organization for less than five years were the least motivated and experienced the lowest levels of job satisfaction. Sousa's (2003) findings on the relationship between motivation and gender were that male respondents were highly motivated than the female respondents. He argued that male respondents were more likely to utilize their competencies compared to females who were likely to be exposed to more sources of stress both at work and at home.

A survey results by Abifarin (1997) on levels of motivation among librarians and para-professionals in Nigerian University Libraries revealed a general dissatisfaction with training opportunities, professional development, work environment, sabbatical leave, communication, and management style. He further suggests some practical ways of motivating staff that included management styles of university librarians going out to see for themselves what is going on in various sections of their libraries. By so doing, university librarians would be able to observe their staff at work, talk to them in their various sections on a regular basis and carry out an on-spot assessment, listen to, and appraise staff as the case might be.

Brown and Sheppard (1997) did a survey of work motivation among teacher-librarians. The findings of the study were that motivation was paramount to worker's performance and job satisfaction. They examined four major characteristics namely; knowledge base, technical skill, values, and beliefs. The study showed that respondents succeeded in meeting the challenges through being motivated by deep-held values and beliefs regarding the development of a shared vision. Similarly, Delia (1999) conducted a survey among librarians where he examined the agencies that influenced work and employment conditions, and to assess their impact on workers

motivation. The study revealed that motivational issues were salary, fringe benefits, job security, physical surroundings, effective communication channels and safety.

Kishore (2008) conducted the pioneering survey on employee motivation among librarians in India at Punjab University. His study focused on Maslow's (1949) theory of hierarchy of needs as the basis of the study. The Sample consisted of 240 respondents from twenty eight university libraries located in nineteen places. He hypothesized three things that: a vocational growth process would precede the choice of library profession as a career. He also stated that people already in the library profession would be advising their children to adopt librarianship as a career. Finally he also noted that work efficiency would be related to both intrinsic and extrinsic motivating factors. For collecting the data, he used an efficiency rating scale, Maslow's security-insecurity inventory, and the structured interview schedule. The results did not support the first and second hypotheses and highlighted that there was a strong correlation between motivational factors and work efficiency.

Line (1992) did a study of factors leading to employee's de-motivation. His findings suggested that to avoid de-motivating the staff, the de-motivating factors ought to be avoided, namely: rigid grading structures and hierarchies, ignoring staff, brushing aside suggestions, claiming credit for their ideas, showing no interest in staff as humans, criticizing but never appreciating them, confusing and patronizing staff, giving them unclear job descriptions, poor reporting lines avoiding consultation, and also excluding them from any involvement in decision making.

Thapisa's (1993) study of job content was found to be yet another factor which helped to motivate employees. In his study of motivation among librarians, he found that to motivate employees, it was absolutely essential to study job content with a view to enriching it. 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.

Rowley (1996) did a survey of the issues that affect motivation among library staff. He found that motivation was a central to a quality culture. He further noted that as libraries become more sophisticated in their approach to ensure quality, self-motivation would become a central issue. He briefly reviews the rational-economic model, the social model, the self-actualizing model and

the complex model as a basis for reviewing motivation of staff. Environmental factors that had an impact on motivation included approaches to financial rewards, culture and the diversity of staff experience and roles. He further noted that possible strategies for motivation of staff include development strategies such as appraisal, managing dissatisfiers, and financial and social rewards.

Vinokur and Jayrantine (1994) carried out a study to ascertain factors affecting motivation among library professionals. The findings stressed out that poor management or supervision was a major source leading to low motivation among employees in an organization. It was further revealed that poor organizational policies, poor conditions of service were responsible for low-productivity among workers. Nash and Carroll (2005) in their study of factors affecting motivation of workers in academic and research libraries revealed that lack of motivation among the employees was that even though the worker was kept busy but the work he does was unnecessary or irrelevant.

According to the study findings by Prybil (2003) study on motivation among librarians revealed that high levels of motivation were associated with the democratic style of supervision, while low motivation levels were associated with authoritarian type of supervision. However, the former method was confirmed to be true in his later extensive investigation carried out at the University of Jordan by supporting the hypothesis that democratic supervision leads to higher levels of motivation than authoritarian.

A survey by Hamshari (1999) on factors affecting motivation among librarians revealed that factors such as achievement, recognition, job conducted, responsibility, motivate workers while the absence of such motivating factors de-motivate workers in an organization. The findings further indicated that the motivating factors leading to job satisfaction were: achievement, recognition, job conducted, responsibility, promotion and other factors related to the job itself for personal development. He concluded that the absence of these factors leads to job dissatisfaction hence de-motivates workers in an organization. Furthermore, Child (1999) findings also indicated that poor or low productivity was as result of loss of time attributed by workers in form of lateness, idleness at the job as well as absenteeism and even part of sickness absence.

Similarly, Alexander, Lichtenstein and Hellman (1997) also observed in their study that lack of job satisfaction among workers was a major predictor of quitting a job. They further observed that without job satisfaction it would be difficult to enjoy the work and the end result would be that an employee cannot achieve the desired organizational goals. They concluded by indicating that in an effort to achieve job satisfaction, there is a need to ensure that workers have satisfaction with the job content.

Dawha and Atimo (1999) in their study of factors affecting motivation librarians working in (18) university libraries in Turkey revealed that independent use of talents, physical working conditions, relations with colleagues, recognition of the work conducted, acquiring respect and social security had an influence on the motivation. The findings of the study further revealed that librarians expressed their dissatisfaction regarding promotion, wages, social status, social services, and lack of obtaining authority and responsibility. The findings further indicated that librarians showed satisfaction with regard to library policies, practices, and relationships with superiors and job conducted.

A 2004 survey by Watson found that only less than a quarter of employees were of the opinion that excellent performance was rewarded in their organization. This was despite the organization perceiving its efforts towards rewards as being satisfactory. A survey by Mason (2001) on staff motivation revealed that recognition in various forms was a powerful workers retention strategy. He concluded by indicating that 46% of people in various work places tend to leave their jobs because they feel unappreciated. A survey of librarians conducted by Plate and Stone (1997) in university libraries in Ankara revealed that librarians were not motivated regarding physical working conditions, recognition with the work conducted, and job security.

Chiu (1999) conducted a survey amongst Hong Kong library managers that indicated a positive relationship between work motivation, pay equity and job satisfaction. Locke and Lathan (2007) in their research amongst librarians also found that workers who experienced job satisfaction had high levels of endurance, achievement and believed in their ability to control their own success, action orientated and goal directed.

### **2.3. 1 Factors influencing job satisfaction among employees**

Locke and Lathan (2007) give a comprehensive definition of job satisfaction as a pleasurable or positive emotional state resulting from appraisal of one's job or experience. Job satisfaction is a result of employee's perception of how well their jobs provide those things viewed as important. According to Mitchell and Lasan (1987), it is generally recognized in organizational behavior field that job satisfaction is the most and frequently studied attitude. Luthan (1998) posited that there are three important dimensions of job satisfaction. The first one is that job satisfaction is an emotional response to a job situation. As such it cannot be seen, for it can only be inferred. Secondly, job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organizations participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss, and even co-workers. On the other hand, if they feel they are being treated well and are being paid equitably, they are likely to have positive attitudes towards the work, the boss and even the co-workers. Thirdly, job satisfaction represents several related attitudes which are most important characteristics a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision, and co-workers.

A study by Norse (2007) revealed that low salary, routine work, absence of the staff training and development compounded with limited avenues for promotion were the causes of job dissatisfaction. Turner (1997) did a similar study on job satisfaction among library paraprofessionals and the results showed that insufficient participation in organizational communication channels and few contingent rewards, particularly in form of sincere and positive feedback, constituted a source of job dissatisfaction for the paraprofessionals. He concluded his investigation by stating that paraprofessionals expressed satisfaction with intrinsic rewards like the physical and intellectual environment of the library, supervision and the working relationship with patrons.

Ebru (1995) states that job satisfaction among librarians depend on the economical, social and cultural conditions in a given country. He further observed that librarians who could not get a sufficient wage are faced with the problem of maintaining their families. He further argues that this problem puts librarians far from being satisfied when it comes to social facilities such as



transportation services, and other consumer cooperatives. He further states that low wages, lack of social status and social security affected motivation among librarians. In addition, Ebru (1995) argues that job satisfaction cannot exist where there is absence of motivation. Job satisfaction of librarians who have an important place in the information society will affect the quality of service they render. In this respect, the question of how the material and moral element affect the job satisfaction of the librarians gains importance.

Levinson and Moser (1997) surveyed factors affecting organizational commitment among employees and found that job satisfaction was so important in that its absence led to lethargy and reduced organizational commitment. The authors further observed that lack of job satisfaction was a major predictor of quitting a job. Nwagwu (1997) also observed that sometimes workers may quit from public to the private sector or vice-versa depending on their levels of job satisfaction in that organization. He argues that at times the movement is from one profession to another that is considered greener pasture. Al-Mashaan (2003) also observed that this kind of movement is mainly common in countries with grappling and dwindling economies coupled with poor conditions of service and late payment of salaries. He further pointed that in such countries, people migrate to better and consistently paying jobs.

Osagbemi (2000) explains that job satisfaction is essentially controlled by factors described as external to the workers. From this view point, satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and the extent to which workers peculiar needs are met. Working conditions that are similar to local or international standards and the extent to which they resemble work conditions of other professions in the locality also become an important issue. He further states that other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity.

A study by Dornstern and Matalon (1998) on factors affecting organizational commitment among employees revealed that that lack of job satisfaction, interesting work, co-workers relationship, organizational dependency, age, education, and employment alternatives were the key variables leading to workers commitment to work. Similarly, Nortcraft and Neale (1996) found that workers commitment in an organization was determined by number of factors that include personal and organizational factors. Personal factors included age, tenure in the

organization, disposition, internal or external control attributions whereas organizational factors included job design, leadership styles by supervisors.

Davis's (1999) research findings showed a positive relationship between professional status and job satisfaction. He argues that high levels of job satisfaction were observed on those professions that were considered to be in good standing in the society. His findings also showed that age was one of the factors affecting job satisfaction. The study concluded that older people in work places were more satisfied. Similarly Kose (1985) also found a meaningful relationship between age of the respondents and job satisfaction. Hamshari (1999), Delia (1999), and Well-Maker (2005), found that there was a close relationship between job satisfaction, age and professional qualifications.

Horeslen (1993) also reports on the study findings that examined the job satisfaction of academic librarians as it related to the faculty status. The findings of the study showed that librarians with an academic rank were more satisfied than non-faculty groups. Predictors of job satisfaction included perceptions of participation and the salary components. Similarly, Billings and Kern (1990) found evidence on the relationship between motivation and occupational as well as educational levels of the respondents. Their findings showed that managers and professionals were significantly more motivated compared to lower level employees. They argued that high level of satisfaction stemmed from a greater sense of achievement and the respect they received from their subordinates.

Tregone (1993) conducted a comparative study on factors affecting job satisfaction among librarians working in both public and private libraries. The findings showed a significant correlation between the levels of job satisfaction and the nature of the library. He reports that librarians in public libraries showed greater job satisfaction due to availability of job security. St. Lifer (1994) also reports the results of a survey of librarian's perception of their jobs. These include compensation and benefits, advancement opportunities, and the technological changes. The results showed that salaries and benefits are related to the job satisfaction of the librarians.

According to the study conducted by Ergenc, Yincir and Sencer,(1982) revealed that a meaningful relationship between job satisfaction and wages, management policies, working

conditions, possibilities for promotion, gaining respect, the size of the library organization, achievement and self advancement. Similarly, Philips (1994) survey results on the career attitudes of master level librarians found a close relationship between job satisfaction and career identity. He further reports that overtime, librarians become happy with their profession and more committed to the line of work.

## **2.4 The impact of communication, training and development on staff motivation**

This section discusses key human resource management processes that affect motivation such as communication, training and development.

### **2.4.1 Training and development as a motivating and productive tool among workers**

Training and development of personnel is considered to be the strategy for staff motivation in an organization. It is one of the means for developing capable supervisors, for acquainting employees with institutional or the organization's goals and for imparting necessary skills to equip staff members for promotion. Various techniques can be used to achieve one or more of these desirable objectives such as orientation and training either formal or informal would be prevalent. Quincy and Rogers (1990) discusses that taking a new employee around the library and introducing him to the key staff members is orientation in a most practical and valuable sense as it boosts his morale. It also motivates him towards hard work, feeling a sense of being loved or liked by his superior. Although training can be considered time-consuming process, a well-conceived programme can do much to strengthen the organization. Properly viewed, training and development of staff members is an investment which should pay dividends in better performance, improved inter-departmental understanding, fewer personnel problems, and a stronger corps of supervisors (Quincy and Rogers, 1990).

Wilson (1993) studied the performance of library trainees and concluded that the range of duties they undertake can induce libraries to seek way of increasing their paraprofessional staff. This means that their presence is really recognized. Also Fojt (1995) postulated that what gets recognized gets done again even better. The recognition of the importance of paraprofessionals will surely draw attention to their improvement. Continuation of professional education as reported by Dawha and Atimo (1999) is so vital and a right support to professionalism.

Tan (2004) did a survey of library paraprofessional staff in southern Nigeria on motivation for in-service training. The findings revealed that they were eager to take such opportunities, believing that in-service training would positively affect the prospect of their professional development. Staff development was generally considered a positive source of staff motivation, for it added to their curriculum vitae and thus facilitated their job mobility. The institutions also had a lot to gain as paraprofessional staff helped to provide essential library services. In the same vein, Tan (2004) further explains that a committed paraprofessional with required skills will be able to take on the challenges and excel to the level of expertise in librarianship.

Jones and Johnson (2000) saw people as the most valuable asset in the library profession only when there is willingness to share their talents and creativity which will provide needed services in a flexible manner. The findings of the above survey clearly indicated that the paraprofessional staff believed that staff development or opportunity for further education was highly a motivating force that enhanced productivity. This did not only improve their output but also raised their morale in the system. Training is usually accompanied by a certificate issued. These certificates are considered during the promotion process, which justifies for the necessity of such training.

Afful and Antwi (2001) did a survey of factors affecting motivation and productivity among library staff in academic libraries in Ghana. The survey results revealed that staff training was one of the key factors leading to employee motivation and high levels of productivity. They further report that no matter how well automated a library may be, high productivity depended upon the level of motivation and the effectiveness of the work force. They further state that staff training is an indispensable strategy for motivating workers. They further went on to suggest that library organisations must have good training programmes as a way of motivating employees. By so doing, this would give information professionals opportunities for self-improvement and development of new techniques of performing a task.

Guest (1991) explains that employees do not just need to be motivated but also need to possess the ability of acquiring necessary skills, training and development in order to enhance productivity. Hence, a highly motivated employee would still need to possess the core competencies for the job in order to deliver against the key performance areas of the job. In the

same way, competent employees (those with the expertise, knowledge, skills and behavioral attributes) would not necessarily do well while they experience de-motivation or are unmotivated.

A study conducted by Smith and Burgin (1991) also revealed that staff tended to be dissatisfied with opportunities for promotion and liked more training and development. The research findings further indicated that libraries that allowed its paraprofessional staff to engage in further education stood a better chance of gaining in the long run. These workers performed at a better rate and their morale up-lifted. Their performance always showed a difference as they tried to apply the techniques and knowledge they acquired. The major area where the effect of such training was visibly demonstrated was the area of information technology. The authors argued that it is easier to train paraprofessional staff to learn information technology needed for library operations. They concluded in their study by recommending that paraprofessional staff should not just be employed but properly integrated into the library system through training and re-training.

Similarly, Turner (1992) conducted a survey of Knust Library staff to ascertain the benefits of training and development programme. The findings revealed that majority 71.3% of the respondents indicated having benefited from the staff development programme. The study further indicated that staff development programme was considered as a motivating factor especially to subordinate Knust library staff. The study concluded by indicating that library staff should be encouraged to pursue further education to enhance their career prospects and to make them display more commitment and devotion to duty.

Rockman (1985) did a study on motivation among paraprofessionals and findings revealed that there was a relationship between staff development and high levels of productivity. He further stated that productivity of paraprofessionals was paramount in every aspect. The results further indicated that employee's contribution in an organization could be appreciated by giving them more opportunity for further training and development. Still on the value of investment on human development, Lynch and Verdin (1983) also explains that employees will perform at a better rate if they are allowed to undertake further training as they try to apply the techniques and knowledge they have acquired.

#### **2.4.2 Communication in libraries as a motivating factor**

This is interchange of thoughts and information. When management, supervisors communicate with subordinates, the exchange is very much a part of other activities that are taken such as planning, organizing and controlling. Communicating cuts across all managerial areas. No managerial activity can occur without communicating. To explain to subordinate staff how they ought to do something, a group, to write a memo for a job all involve communicating (Lulseged and Nwankwo, (2001).

Communication breakdown has been identified to be the greatest barrier to corporate excellence and productivity. Poor communication within an organization could also be the major source leading to lack of motivation among staff members in an organisation. Without communication there can be no organisation, for there will be no possibility of the group influencing the behaviour of the individual. Not only is communication absolutely essential to organisation, but the availability of particular techniques of communication will in large part determine the way in which decisions-making functions can and should be distributed throughout the organization (Presley,2005) and Robert (2005). Voclek (1995) also noted that insufficient participation in organizational communication and few contingent rewards, particularly in form of sincere and positive feedback, constitute a source of job dissatisfaction for the paraprofessional staff. He further argued that this can easily destroy an organization due to absence of job dissatisfaction among employees.

Roodt and Odendal (2003) discusses that employees in an organization do not need to be told about their system from outside, otherwise they feel neglected and unimportant. They would want to know about themselves before other people. The authors further argued that employees would be motivated if supervisors and the library management intimate with their subordinates with decisions taken either within or from outside the organization. Issues such as people getting promoted, internal advertisements, recreational facilities available, and so on, should be properly communicated to them via appropriate medium of information transfer such as the notice boards, staff mail boxes, staff bulletins, hand outs, etc. By so doing, this is likely motivate the workers in that they will believe to have confidence in their supervisors and management and this would lead to greater performance.

Nzotta (2000) agrees that an effective communication system is very essential to the successful running of administration of any organization. He examined the traditional two- way methods of communication which involve the downward, that is, from superior to subordinate and the upward method, that is from the subordinate to the superior and which he emphasizes is necessary as a feedback tool. The third tier of communication also examined was the horizontal approach which supervisors of equivalent authority use to consult freely among themselves for effective cooperation and coordination of activities. It is important in this regard to note that free flow of information results in the necessary information reaching everyone in the organization for effective performance.

Olajide (2000) did a study on getting the best out of employees in a developing economy. The study revealed that availability of information and communications were the major factors managers could stimulate motivation among workers. The study findings further indicated that availability information brought about a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. The study concluded by suggesting that there should be effective flow of information in an organisation through communication, collaboration, and cooperation with one another.

Meyer and Allen (1997) also report that effective communication is vital for the successful functioning of an organization. It was further stressed that good communication underline effective relation and enhances the general quality of working life by improving on organizational commitment, motivation, and, therefore output. The authors further state that participative communication helps to build up confidence in supervisors by subordinates because there is mutual respect among members of staff.

## **2.5 Methodologies used in the literature reviewed**

Different researchers covered in the literature reviewed employed different methodologies in their studies. But most researchers used a survey method and the surveys were cross sectional. That is, the researchers used some questionnaires that were either mailed to the respondents or self administered by the researchers and /or some interviews to collect data on a sample of respondents at a point in time. In some studies, questionnaires were used to collect both qualitative and quantitative data.

For example, studies by Turner (1992), Turner (1997), Chiu (1999), Davis (1999), Plate and Stone (1997), Watson (2004), Hamshari (1999), Prybil (2003), Child (1999), Vinokur and Jayrantine (1994), Rowley (1996), Kishore (2008), Robert (2005), Shultz (2003), Afful and Antwi (2001), Banjoko (2001), Line (1992), Billings and Kern (1990), Dawha and Atimo (1999), Ebru (1995), Delia (1999), Flanagan and Johnson (1996), Fafunwa (1971) heavily relied on questionnaires to collect data. Sampling methods included simple random sampling, convenience sampling, and purposive sampling.

The researchers used the questionnaire method for data collection based on the following reasons: The questionnaire were easier for the researchers to collect data and guaranteed anonymity for the respondents. That is, the respective respondents were able to complete the questionnaires in the absence of the researcher, thus eliminating interference from the researcher. The questionnaire method was also deemed to be quite effective tool for data collection from a huge population. The fixed format of the questionnaire also eliminated variation in the questioning process and ensured consistency in the answering process.

## **2.6 Summary of chapter two**

The chapter discussed of theories of motivation and how it influences performance and job satisfaction among employees in an organization. Shultz (2003) argue that each of the theories discussed contributes in its own unique way to enhance the understanding of employee motivation in the workplace in order to enhance employees' higher productivity. The findings based on various studies showed that motivation of employees is affected by various factors. Some of the key highlighted factors affecting employee motivation included poor organizational policies, poor supervision or rather authoritarian type of leadership. Other factors included poor financial rewards to employees, lack of recognition, lack promotion, monotonous work, poor working conditions, and poor working social relations.

It is therefore important for policy makers, employers, and managers to understand all these factors that affect motivation of employees. It is also important that managers need to put in place strategies aimed at improving the work welfare of employees. It is by so doing that employees will be well motivated and become productive in terms of meeting their expected targets. Lawler (2003) supports this notion that an employee who is motivated, rewarded and



feels recognized would feel at least moderately satisfied leading to greater job satisfaction, increased employee motivation and increased individual and organizational performance.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Overview**

This chapter focuses on the manner in which the research problem was investigated by referring to the research design, population, sampling method, data gathering instrument (e.g. questionnaire) and data analysis procedures. Therefore, this chapter is divided into eight parts. Section one focuses on the research design, section two deals with population of the study and sampling procedure. Section three looks at data collection instruments, section five focuses on validity and reliability of the research instruments, section six deals with administration of the questionnaire, section seven deals with data analysis, section eight looks at problems encountered during the research while the last section nine gives a summary of the chapter.

### **3.1 Research Design**

Ezeani (1998) perceived the concept of ‘methodology’ as a body of knowledge that describes and analyses methods indicating their sources and limitations, and relating their potentials to research advances. According to Nachimias and Nachimias (2003), methodology is a system of explicit rules and procedures upon which research is based and against which claims for knowledge are evaluated. The system is neither closed nor infallible rather the rules and procedures constantly improved. Scientists look for new methods and techniques of observation, inference, generalisation and scientific approach they are incorporated into the system of rules that make the scientific methodology. The foregoing definition of methodology gives rise to a significant question relating to the precise nature of the concept of ‘methods’ in the context of this study. While the definition indicates in general terms what the nature of the concept is, Adams and Schvaneveitdt (1982) simply define a research methodology as the application of scientific procedures towards acquiring answers to a wide range of research questions.

Different approaches use different methods for collecting data. The research design used in this study was a survey method based on its positive aspects. Nachimias and Nachimias (2003) define survey as one of the descriptive research methodologies that explores, evaluates, and attempts to analyze, interpret and reports on the facts and situations as well as opinions of people. Isaac and Michael (1982) also defined a survey method as a means of gathering information that describes the nature of extent of specific set of data ranging from physical counts and frequencies to attitudes and opinions. The information in turn could be used to answer

questions that have been posed or observed, to access the needs and set goals to determine whether or not specific objectives have been met, to establish baseline against which future comparisons can be made, to describe what exist, in what mount and in what context.

The justification for use of a survey method is based on the following: Powell (1997) contends that a survey method involves the collection of data on a wide range of cases, of which each case being investigated only on a particular aspect under consideration. The key strength of this method as contended by Powell (1997) is that if properly done, it allows one to generalize information from a smaller group to a larger group from which the subgroup has been selected. It is also noted that a survey method is assumed to save time and money without sacrificing efficiency, accuracy and adequacy in the research process. The other advantage is that survey method is also assumed to be relatively cheap and easy to conduct by way of allowing open-ended questions to ensure flexibility on standardized responses so that pre-selected uniform responses can be chosen from the given options.

### **3.2 Population of the study and Sampling Procedure**

Best (1981) defines a research population as the specific pool of cases, individuals or group(s) of individuals which the researcher wishes to investigate. The population for this study comprised librarians drawn from tertiary institutions of learning and research institutes located in Lusaka, Central and on the Copperbelt. This was because the largest concentration of libraries was likely to be found and these libraries were selected randomly.

A sample is defined as “a subset of the population that comprises some members selected from the population” (Sekaran, 2000, p.226). Best (1981) also refer to a sample as a selection of individuals from the entire population who would be included in the data collection. When information is collected from members of the population who are most easily accessible and conveniently available to provide the required information, this refers to convenience sampling (Best, 1981). It is for this simple reason that this study employed a convenience sampling technique to select a sample of 100 respondents. The sample consisted of librarians, assistant librarians, documentalists, senior library assistants, library assistants, and library officers with qualifications ranging from certificate in library studies and above.

Sekaran (2000) explains that although convenience sampling is convenient, quick and less expensive than most of other sampling techniques, the results are not generalisable, except to the

extent of the organizations which are represented in the research. However, this type of sampling was worthwhile tool for this research project. Notwithstanding the methodological deficiencies, a convenience sampling design was considered appropriate for the purpose of this research since it was less complicated than other sampling designs, incurs less expense and was done by taking advantage of the available respondents.

### **3.3 Data Collection Instruments**

For the purposes of this research, a self- administered questionnaire was considered appropriate as data gathering instrument. The questionnaire used had a mixture of both close-ended and open-ended questions. Bless and Higson (2005) postulates the following specific benefits of utilizing a questionnaire: The cost per questionnaire is relatively low; also structured information in the questionnaire and few open questions makes the analysis of questionnaires relatively straightforward. Questionnaires also give respondents an extended time to formulate accurate responses and this method of data collection produces quick results .Use of questionnaire also provides a stable, consistent and uniform method of collecting data. The use of questionnaire was regarded to be an appropriate means data collection method due fact that a few open- ended questions allowed the respondents to formulate and record answers in their own words. This also allowed respondents to include any vital information that could not have been captured or that was overlooked in the close-ended questions. Moreover, the method chosen was relatively cheap and facilitated easy access to data and the instrument reached and solicited data from more respondents than face-to-face interviews.

However, the researcher was also mindful of the weaknesses associated with the use of a questionnaire as a method of collecting data. Some of the weaknesses of a questionnaire included elements of being reactive and lacking some probing power that interviews have. The other weakness was that respondents took time to respond and also unclear questions that needed explanations were not answered. Other limitations of using questionnaires included the issue of having negative reaction of the general public towards questionnaires.

Despite all the disadvantages of using questionnaires as a method of collecting data, the researcher opted for this method bearing in mind key weaknesses associated with other methods of data collection such as face-to-face personal interviews. The major disadvantage of face-face personal interview is that the method does not allow collection of data from large population

within a shortest possible time. For example, face –to –face interviews are normally good for complex, open–ended questions, which is however not the case with this study. The researcher therefore strongly felt that the shortcomings associated with personal interviews could be counter balanced with the key strength that the questionnaire method has. The questionnaire was pre – tested for error, omissions and ambiguity.

### **3.4 Validity and Reliability of Instruments**

To ensure internal validity, the researcher collected data using one source that was through questionnaire with a mixture of close and open-ended questions that called for content analysis. Leady and Ormrod (2001) define internal validity of a research study as the content to which its design and the data it yields allows the researcher to draw accurate conclusions from it.

### **3.5 Administration of the Questionnaire**

Before distributing the data collection instruments, the researcher had to obtain an official approval letter from the Dean School of Education to introduce the researcher where the research was to be conducted. The questionnaires were personally administered to the respondents in their respective institutions. The questionnaire collection period lasted for four weeks since respondents had other key responsibilities other than attending to the needs of the researcher. In order to speed up the process, follow-ups were made. Prior to administration of questionnaires, self-introduction was made by way of producing student or staff identity cards.

### **3.6 Data Analysis**

Data collected from questionnaires was subjected to statistical analysis using Statistical Package for Social Sciences (SPSS) software version 16.0. Data collected was edited, coded and then entered into SPSS data editor. SPSS was used to make summaries of data in a way that provided answers to research questions. The software also provided assistance in the generation of tables, frequencies and percentages. Analysis of data from open–ended responses involved the process of restructuring data into a form that allowed patterns to be identified. This was done by using content analysis in excel. This strategy (content analysis) involved grouping the respondent’s answers into related themes. Data analyzed from questionnaires was later used as sections and sub –sections during report writing. The findings from the analysis helped to determine factors affecting motivation of librarians in Zambia.

### **3.7 Problems encountered during the data collection**

The following were the problems encountered during data collection. The researcher faced a lot of challenges during the course of data collection in terms of transport costs. This problem was as a result of delayed release of research funds by the sponsor and also when released, the funds were not adequate to meet the needs of the researcher such as accessing decent accommodation and other key logistics. The other problem was that the researcher did not collect all the questionnaires distributed since some respondents did not return them and also among some the returned questionnaires, it was found that some questionnaires were either incomplete or had too many inconsistencies making such not to be useful in the data analysis process.

### **3.8 Summary of the chapter**

The chapter endeavored to describe and discuss the design of the research, including the research description, the research instrument used for data collection by taking into consideration the strength of the instruments. The chapter also looked at the population of study, sample size and the sampling procedure used in the study. The chapter also provided the means by which data collected was analyzed through use of Statistical Package for Social Sciences (SPSS) and Excel.

## **CHAPTER FOUR: PRESENTATION OF FINDINGS**

### **4.0 Overview**

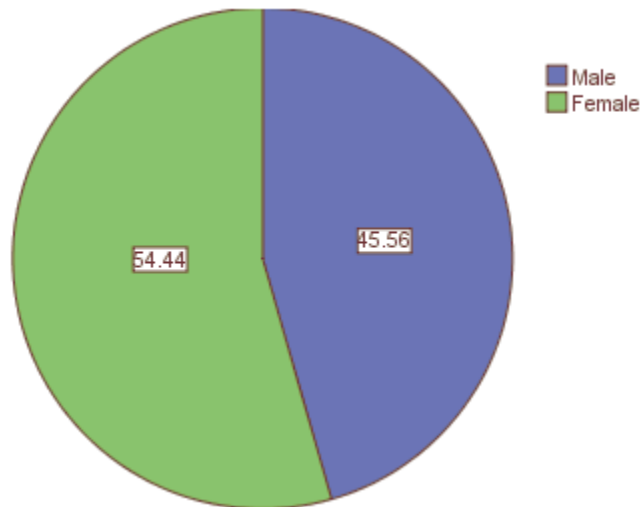
This chapter presents findings of the study. The study was undertaken to survey factors affecting motivation among librarians in Zambia. The specific objectives were to find out the extent to which librarians in tertiary institutions were motivated, factors influencing motivation of librarians, to assess the impact of communication and staff development on staff motivation, and to recommend measures that might be put in place to enhance motivation among librarians. This chapter is therefore divided into seven sections. The first section introduces the chapter, the second section gives response rate, while section three gives back ground information about the respondents, the fourth section deals with the extent to which the respondents were motivated, and section five looks at factors influencing motivation among the respondents, while section six focuses on the impact of communication and staff development on staff motivation. Finally, section seven provides a conclusion of the research findings.

### **4.1 Response rate of the respondents**

A total of 100 self-administered questionnaires were distributed to librarians, assistant librarians, library assistants, documentalists, senior library assistants and library officers working in various libraries in tertiary and research institutions in Lusaka, Central and Copperbelt provinces. Out of this number, 95 questionnaires were returned, giving a response rate of 95 %. However, out of the total 95 questionnaires returned, five (5) of them were discarded because they were either incomplete or had too many inconsistencies. Therefore, only 90 questionnaires were found to be useful for data analysis.

### **4.2 Background information about the respondents**

This section covers the general information on the characteristics of the respondents in terms of their gender, age, highest qualification obtained, length of service, employment status, and the status of the institution they belonged to.



**Fig 2: Gender of the respondents**

According to the findings of this study, out of a total number of 90 respondents, 54 % were female while 46 % were male. This shows that there were more female respondents than male.

**Table 1: Age range of the respondents**

Age range	Frequency	Percent	Cumulative Percent
15-24 years	7	7.8	7.8
25-34 years	34	37.8	45.6
35-44 years	37	41.1	86.7
44-55 years	12	13.3	100.0
Total	90	100.0	

Table1 shows the age range of the respondents. The findings revealed that 8% of the respondents were aged 15-24 years, 38% were aged 25-34 years, 41% were aged 35-44 years, and 13% were aged 45-55 years. The findings in summary indicate that 87 % of the respondents were aged 44 years and below.



The findings of this study revealed that the qualifications of respondents were as follows; 16% of the respondents were certificate holders in Library and Information Studies, 40% were diploma holders, 36% were holders of Bachelor of Arts degree in Library and Information Studies, and 9% were of Master degree holders in Library and Information Science. The findings of this study indicate that the majority (40%) of the respondents had diploma in Library Studies.

Table 2 below shows the length of service of respondents. Out of a total of 90 respondents, 19% had worked for their institution for less than a year, 29% had worked for 1-5 years, 23% had worked for 6-10 years, and 13% had worked for 11-15 years, while 16% had worked for more than 15 years. Therefore the majority (52.2%) had worked for more than 6 years.

**Table 2: Work experience of the respondents**

Length of service	Frequency	Percent	Cumulative percent
Less than a year	17	18.9	18.9
1-5 years	26	28.9	47.8
6-10 years	21	23.3	71.1
11-15 years	12	13.3	84.4
above 15 years	14	15.6	100.0
Total	90	100.0	

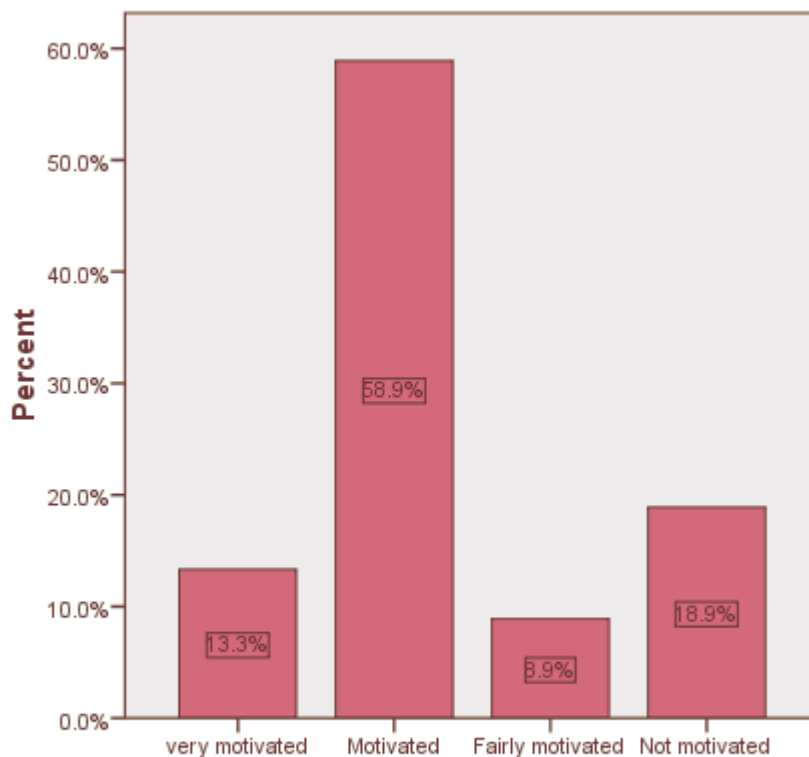
Furthermore, in terms of employment status of respondents in various institutions, out of a total number of 90 respondents, 51% were working under permanent and pensionable conditions of service whereas 49% were on contract. This finding indicates that there was a 2% difference in terms of employment status for those on permanent and contract. As for the type of institutions, out of 90 respondents 84% of respondents worked in public institutions whereas 16% worked in private institutions. Therefore the majority (84%) of the respondents worked in public institutions.

The findings of this study revealed that out of a total number of 90 respondents, 26% of the respondents were librarians, 26 % were assistant librarians, 3% were documentalists, 14% were senior library assistants, 26 % were library assistants and 6% were library officers. Therefore the majority of the respondents occupied the positions of librarians, assistant librarians and library assistants.

### 4.3 The extent to which the respondents were motivated

This section presents findings of the study on the extent to which the respondents were motivated in their current job positions. Respondents were asked to state whether they were self motivated or not. The findings of this study revealed 89% of the respondents considered themselves self-motivated while 11% considered themselves not self-motivated. Therefore these findings indicate that the majority (89%) of the respondents considered themselves to be self- motivated.

But when the respondents further asked to state their level of motivation in their current job position, fig 3 below shows that 59 % of the respondents reported that they were motivated, 13% of the respondents were very motivated, 9% of the respondents were fairly motivated, while 19 % of the respondents were not motivated. These findings seem to suggest that the majority (81%) of the respondents were motivated in their current job positions



**Fig 3: Motivation of respondents in their current job positions**

Respondents were further asked to indicate factors that motivated them most in their current job positions following the level of significance. The study findings revealed that respondents were motivated by responsibilities, having good relationships with colleagues, by work environment,

achievements, recognition, financial incentives, good supervision, promotion prospects as well as power and authority.

This case was further investigated through conducting a statistical analysis using Chi-Square test in order to establish if there was any relationship between motivation as dependant variable and interdependent variables such as; a) gender, b), age, c) work experience, d) educational level and e) job position.

In this analysis, a null- hypothesis was formulated as follows:

1.  $H_0$ = There was no relationship between motivation and the selected variables.
2.  $H_1$ = There was relationship between motivation and the selected variables.

The plan of analysis was formulated where the significance level to be used was 0.05 in order to maximize accuracy of the results. With this analysis, if the test statistic probability was less than the formulated significance level, the null hypothesis would be rejected. However, if the P-Value was greater than 0.05, then the hypothesis would be accepted or we would fail to reject the null hypothesis in which case the alternative hypothesis would be accepted. The results of this analysis are presented in a summary chi-square table 3 below.

**Table 3: Association between motivation and the selected variables**

Respondents variables	N	$\chi^2$	Df	p-value	Comment
Gender	90	0.034	1	0.854	Accept the $H_0$
Age	90	1.274	1	0.259	Accept the $H_0$
Work experience	90	2.080	1	0.149	Accept the $H_0$
Educational level	90	1.000	1	0.317	Accept the $H_0$
Job position	90	1.522	1	0.217	Accept the $H_0$

The findings from table 4 show that the P-Value in all selected interdependent variables was greater than the significance level which was 0.05. In this case, since the results in table 3 above showed that the statistic probability also known as P-Value was greater than the significant level, the null hypothesis is accepted. Therefore, the interpretation would be that there was no relationship between motivation and the selected variables.

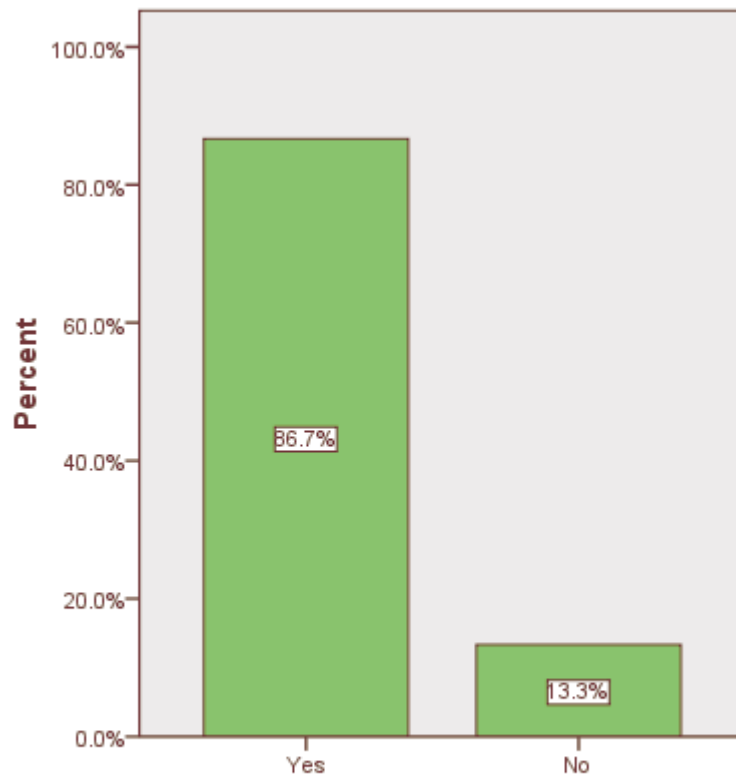
Respondents were also asked to indicate whether they were recognized in their institutions. Out of the total number of the 90 respondents, 11% of the respondents were not sure, 9% of the

respondents indicated that they were always recognized as individuals, 21% indicated that they were usually recognized as individuals, 43% indicated that they were sometimes recognized as individuals, 11% indicated that they were rarely recognized, 4% indicated that they were never recognized. These findings seem to suggest that the majority (40%) of the respondents indicated that they were sometimes recognized as individuals in their work places.

When respondents were asked to state how motivated they were to see their libraries succeed, 89% indicated that they were definitely motivated to see their libraries succeed whereas 5% were not motivated to see their libraries succeed and 6% of the respondents stated that they were not sure as to whether they were motivated to see their libraries succeed or not. The findings of this study shows that the majority (89%) of the respondents were definitely motivated to see their libraries succeed.

It was also necessary to find out if respondents enjoyed their work. The survey results revealed that 87% of the respondents reported that they enjoyed their work whereas 13% did not. Therefore, these findings seem to suggest that the majority (87%) of librarians surveyed enjoyed their work. When respondents were further asked to state reasons for enjoying their work, the findings of the study revealed that respondents enjoyed their work because their work was challenging and interesting, supervisors were kind and cooperative, good working environment, good conditions of service, salary and other incentives were also attractive.

However, respondents who reported that they did not enjoy their work were asked to indicate the reasons that made them not to enjoy their work. The findings of this study revealed that this category of respondents did not enjoy their work because their jobs were too routine, boring, below their qualifications, too heavy, quite demanding, and it could not offer them challenges to incite their creative abilities.



**Fig 4: Repospondents having enjoyed their work**

#### **4.4 Physical conditions as a motivating factor among the respondents**

This section presents findings on factors that influenced motivation among the respondents. Respondents were asked to describe their levels of satisfaction with physical working conditions in their libraries such as ventilation, space and cleanness using a five point rating scale which comprised 1= Strongly Agree, 2=Agree, 3= Not Sure, 4= Strongly Disagree 5=Disagree. The findings of this study on table 4 below revealed that 9% strongly agreed that the physical working conditions in the libraries surveyed were very good, 32% also agreed, 16% strongly disagreed that the physical working conditions were very good, 38% disagreed while 5% were not sure. The findings of this study show that the majority (54%) of the respondents felt that the physical working conditions in their libraries were not good.

**Table 4: Description of physical working conditions in the libraries**

	Frequency	Percent	Cumulative Percent
Strongly agree	8	8.9	8.9
Agree	29	32.2	41.1
Not sure	5	5.6	46.7
Strongly disagree	14	15.6	62.2
Disagree	34	37.7	100.0
Total	90	100.0	

Respondents were further asked to describe the current conditions of service obtaining in their institutions. The findings of this study on table 6 below show that 8% of the respondent reported that the conditions of service were excellent, 10% felt that the conditions of service were very good, 52% reported that the conditions of service were good, 11% reported that the conditions of service were fair, 13% reported that the conditions of service were bad and, 6% reported that the conditions of service were very bad. The findings of this study show that the majority (81%) of the respondents reported that the working conditions of service in their libraries were good.

**Table 5: Current conditions of service in the libraries**

	Frequency	Percent	Cumulative Percent
Excellent	7	7.8	7.8
Very good	9	10.0	17.8
Good	47	52.2	70.0
Fair	10	11.1	81.1
Bad	12	13.3	94.4
Very bad	5	5.6	100.0
Total	90	100.0	

It was also important to find out from the respondents whether they received any form of reward based on hard work. Twenty percent of the respondents reported that they received rewards whereas 80% said that there were no rewards attached despite working hard. These results seem to suggest that the majority (80%) of the librarians surveyed felt they were not rewarded for hard work. A follow up question was asked to find out the form of rewards to the respondents who

reported that they received rewards for hard working. Respondents reported that they were rewarded for hard working through promotion, salary increment, merit increment and bonuses.

Respondents were further asked to state whether there were any factors responsible for discouraging them from working hard. The results of this study revealed that 67% of the respondents agreed that they were discouraged from working hard whereas 33% disagreed with the statement. The findings of this study seem to suggest that the majority (67%) of the respondents were discouraged from hard working. A follow up question was asked to find out from the respondents factors that were responsible for discouraging them from working hard. The findings of this study indicated that respondents were discouraged from working hard due to lack of recognition for the work done, inadequate salary and other incentives, poor conditions of service, absence of promotion prospects, and poor working habits by their supervisors.

Furthermore, respondents were asked to state whether they felt part of a family in their work places using a four point scale where 1= Strongly Agree, 2= Agree, 3=Not Sure 4=Strongly Disagree. The study findings revealed that 20% strongly agreed that they felt being part of the family in their work places, 53% also agreed to the statement that they were part of the family at their place of work, 7% strongly disagreed, and 4% disagreed while 16% were not sure. Therefore these findings indicate that the majority (73%) felt being members of a family in their work places.

Respondents were further asked to state if they felt emotionally attached to their present work. The findings of this study show that 52% of the respondents did not agree with the view of being emotionally attached to their present work whereas 39 % agreed that they felt emotionally attached to their present work while 9% of respondents were not sure. Therefore these findings seem to suggest that the majority (52%) of the respondents were not emotionally attached to their present work.

Respondents were further asked to state whether they felt a strong sense of commitment to their present work. The findings of this study indicates that 43% strongly agreed that they felt a sense of commitment to their present work, 44% also agreed, 5% strongly disagreed feeling a strong sense of commitment to their current work, 6% also disagreed whereas 2% were not sure as to whether they felt a strong sense of commitment to their present work or not. The findings indicate that the majority (87%) of librarians surveyed had high level of commitment to their work.

When respondents were asked to indicate whether they were happy to spend the rest of their career with the current employer, out of 90 respondents 40% indicated that they were not sure as to whether they would spend the rest of their career with the current employer or not, 12% strongly agreed that they would spend the rest of their career with the current employer, 17% also agreed, 10% strongly disagreed that they would spend the rest of their career with the current employer, whereas 21% also disagreed with the statement. These results seem to suggest that the majority (40%) of the respondents were not sure as to whether they would spend the rest of their career with the present employer or not.

When further asked whether the respondents would leave their job if they did not enjoy their work, the results revealed that 21% of the respondents were not sure whether they would leave their job or not, 20% strongly agreed that if they did not enjoy the job they would leave, 36% also agreed with the statement, 23% strongly disagreed with the statement that if they did not enjoy their job they would leave. The findings of this study seem to suggest that the majority (56%) of the librarians were of the view that if they did not enjoy their job they would leave.

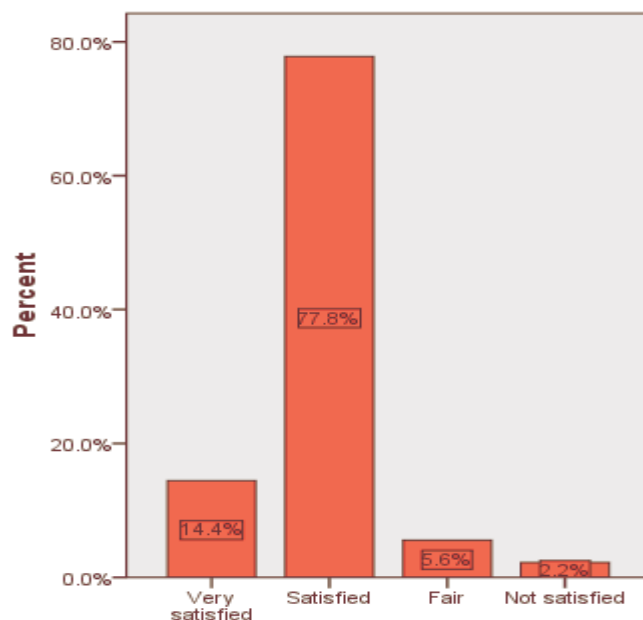
Respondents were also asked to state if they would work harder if efforts put in would lead to higher pay. Six percent of the respondents were not sure, 41% strongly agreed that if efforts put in would lead to higher pay they would work hard, 41% also agreed with the statement that they would work hard if efforts put in led to higher pay, and 12% strongly disagreed. These findings seem to suggest that the majority of the librarians surveyed would work extra hard provided the effort put in led to higher pay.

It was further important to find out if given a choice respondents would choose the job that pays most. Eight percent of the respondents were not sure, 40% strongly agreed that if given a choice they would go for the job that pays most, 40% agreed that they would also opt for the job that pays most, 12% strongly disagreed with the statement. The survey findings indicate that the majority (80%) of respondents if given a choice, they would choose a job that pays most.

Respondents were asked whether they were satisfied with their library management. The findings of the study revealed that 78% of the respondents were satisfied, 14% of the respondents were very satisfied with their management, 6% of the respondents were fairly satisfied and, 2% of the respondents were not satisfied with their library management. Therefore,



these findings seem to suggest that the majority (92%) of the respondents were satisfied with their libraries management.



**Fig 5: Levels of satisfaction with the library management by the respondents**

Respondents were further asked to describe the relationships between superiors and the subordinates by describing whether supervisors were intimidating, discriminative, difficult to please or very understanding, gentle and firm. The findings of this study showed that 89 % of the respondents reported that their supervisors were very understanding, gentle and firm, whereas 10% of the respondents reported that their supervisors were intimidating, revengeful, exercised discrimination against and were difficult to please while 1% of the respondents did not answer this question. These findings seem to suggest that the majority (89%) of the respondents had cordial relationship with their supervisors.

Using a four point rating scale namely: 1= Strongly Agree, 2=Agree, 3= Not Sure, 4=Disagree the respondents were asked to indicate if their job descriptions were clear. The results indicates that 15% of the respondents were not sure as to whether they had clear job descriptions , 25% of the respondents strongly agreed that they had clear job descriptions, 53% also reported that they had clear job descriptions. However, 7% of the respondents strongly disagreed that their job descriptions. These findings therefore seem to suggest that the majority (78%) of the respondents had clear job descriptions.

#### **4.5 The impact of communication and staff development on staff motivation**

This section presents findings of the study on the impact of communication and the staff development on staff motivation among librarians in Zambia. Discussed are satisfactions with communication levels in libraries, frequency of staff meetings, respondents being consulted when decisions affecting their jobs are being taken, existence of staff training and development policies, respondents having career advancement, nature of training.

##### **4.5.1 The impact of communication on staff motivation among the respondents**

Respondents were to indicate if at all library management clearly communicated its goals and strategies. They were provided again with a four point rating scale namely: 1=Strongly Agree, 2=Agree, 3= Not Sure and 4= Disagree. The results revealed that 17% of the respondents were not sure as to whether library management communicated their strategies and goals to the employees. The survey results further shows that 19% strongly agreed that library management clearly communicated their goals and strategies, 37% agreed with the statement that library management clearly communicated their library goals and strategies, 27% disagreed with the statement and one respondent did not answer the question. The findings of the study seem to suggest that the majority (56%) of the respondents agreed that library management did communicate its goals and strategies to its employees.

Respondents were also asked to indicate if they were consulted when decisions affecting their job were taken. The findings of this survey revealed that 41% indicated that they were being consulted when decisions affecting their job were made while 53% disagreed. The findings seem to suggest that the majority (59%) were not consulted on decisions affecting their jobs.

Respondents were asked to state the frequency of staff meetings in their libraries. Here four possible answers were provided as a guide to the respondents to choose from. Table 6 below shows that 48 % of the respondents indicated that they had their staff meetings 1-3 times in a year, 12% indicated that they had staff meetings 4-5 times in a year, 16% indicated that they had their staff meetings 6 times and above in each given year, 24% reported they did not have any staff meetings. The findings of the study seem to suggest that the majority (76%) of the respondents reported that they had regular staff meetings in each given year.

**Table 6: Frequency of library staff meetings**

	Frequency	Percent	Cumulative Percent
1-3 times	43	47.8	47.8
4-5 times	11	12.2	60.0
6 and above	14	15.6	75.6
Never	22	24.4	100.0
Total	90	100.0	

It was however necessary to find out if respondents were satisfied with communication channels that existed in the libraries. Here again four point rating scale was used namely: 1=Very Satisfied, 2=Satisfied, 3=Fair and 4=Not Satisfied. The results on table 8 below shows that 30% of the respondents indicated that they were very satisfied with communication channels in the libraries, 31% indicated that they were satisfied, 26% indicated that the communication channels in the libraries were quite fair whereas 13% indicated that they were not satisfied with communication channels that existed in libraries. The findings seem to suggest that the majority (87%) of the respondents reported that communication channels that existed in the libraries were satisfactory.

**Table 7: Satisfaction with the communication channels in the libraries by the respondents**

	Frequency	Percent	Cumulative Percent
Very satisfied	27	30.0	30.0
Satisfied	28	31.1	61.1
Fair	23	25.6	86.7
Not satisfied	12	13.3	100.0
Total	90	100.0	

#### **4.5.2 Training and development of human resource in libraries**

The respondents were asked to state if their institutions had a staff development training policy in place. This was important to ascertain if respondents were given an opportunity for further training. The survey results showed that the majority (69%) of the respondents reported that they had a staff development training policy in their institutions while 31% reported that they did not have. Respondents were further asked to find out if they were engaged in any form of studies as

stipulated in their training policy. The findings revealed that 36% of the respondents indicated that they were engaged in studies whereas the majority (64%) of the respondents was.

#### **4.5.3 Respondents having clear path for career advancement**

Respondents were further asked if they had a clear path for career advancement. A four point rating scale was used. This comprised 1= Strongly Agree, 2=Agree, 3= Not Sure, 4=Disagree. The findings revealed 39% strongly agreed with the statement that they had a clear path for career advancement, 43% also agreed that they had a clear path for career advancement, 13% disagreed with the statement whereas 4% of the respondents were not sure. The findings seem to indicate that (82%) of the respondents were of the view that they had a clear career advancement.

#### **4.6 Conclusion of research findings**

This chapter presented findings of this study. The findings of the study have revealed that most librarians surveyed were relatively motivated. Among key motivating factors that have been highlighted in the study include issues of giving respondents responsibilities, having good working relation with colleagues, financial incentives, also having promotion prospects at work. The study did not also find a meaningful significance on the relationship between motivation and the selected variables of the respondents such age, educational level, gender, work experience and the job title. The study further revealed that conditions of service such as provision of accommodation, transport allowance, training and development opportunities in most institutions were also relatively good.

It was also found that librarians felt emotionally attached to their present work resulting from cordial relation that existed between the superiors and the subordinates. This could be as a result that the librarians expressed satisfaction with the management of their libraries. The study findings indicate that supervisors were generally cooperative, understanding, gentle, and firm. The findings further revealed that librarians did enjoy their work because the job was challenging and interesting. The study findings further showed that librarians were motivated because their job descriptions were quite clear. It was further revealed that the respondents expressed satisfaction with communication channels that existed in the libraries surveyed. This might have been as result of having regular staff meetings where library staff had opportunities to express their grievances, make contribution through their opinions on certain issues regarding their

general welfare. It was further established that the majority of the respondents would work hard if their efforts put in would lead to higher pay.

However, the study findings further revealed that poor physical working conditions such as surroundings, lack of space and poor ventilation led to de-motivation among librarians. It was also found that hard working among librarians was hampered by de-motivating factors such as arrogance by some supervisors, poor conditions of service, poor supervision, lack of recognition for work done, and no rewards for hard working employees.

## **CHAPTER FIVE: DISCUSSION OF FINDINGS**

### **5.0 Overview**

This chapter sets out to discuss key findings of the study. Discussed are the extent to which librarians were motivated in tertiary institutions of learning, factors that influence motivation among librarians, and the impact of communication and staff development on staff motivation.

### **5.1 The extent to which the respondents were motivated**

This section discusses the extent to which respondents were motivated in their current job positions. Discussed are levels of motivation among respondents, consideration by the respondents to be self motivated, relationship between motivation and the selected variables such as age, gender, qualifications, work experience and the job position, respondents being recognized in their libraries respondents being motivated to see their libraries succeed, reasons for that made respondents to enjoy their work.

#### **5.1.1 Levels of motivation among the respondents**

According to the findings of the study in sub-section 4.4 of chapter 4, the results showed that 89% were motivated in their current job positions. These findings simply mean that librarians could have been motivated by the availability of motivational interventions that might have been present in their institutions. This is because respondents reported that they were motivated in their current job positions by responsibilities performed, having good relationships with their colleagues, favorable work environment, achievements, recognition, financial incentives, quality supervision, promotion prospects, power and authority. Furthermore, the respondents reported that other factors that motivated most them in their job positions were good conditions of service, job security, interaction with library users, job satisfaction, love and passion for the job, and staff training.

However, the findings of the study also revealed that other respondents were de-motivated by being on the same salary scale for years, the poor work environment, poor financial incentives, misplacement of the position of the librarian, lack of appreciation of their efforts, poor managerial styles such as arrogance among some supervisors coupled with autocratic of type leadership. It can be safely argued that this category of staff could have been de-motivated as a result of their libraries being not automated, too much work but less financial rewards compared

to the amount of work done, lack of working tools, doing routine work, unfair staff training policies that discriminate against staff on contract, delayed payment of contractual obligations, and structural bottlenecks in their institutions.

It can also be argued that lack of motivation among some respondents could have also been as a result of failure by many institutions to put in place staff motivation strategies such as awards of bonuses for hard working as well as long serving members of staff coupled with lack of promotion opportunities. If an organization fails to pay attention to factors affecting motivation among its work force, the implication is that employees would be de-motivated and organization will be bound to experience high employee turnover of its key personnel.

The findings of this study on staff motivation in libraries agree with Hamshari (1999) and Herzberg and Snyderman's (1959) findings. Hamshari's (1999) findings were that responsibilities were among other factors leading to staff motivation among employees. Herzberg and Snyderman's (1959) findings were that satisfying factors motivate workers while the dissatisfying ones prevent. They concluded that the absence of these factors leads to job dissatisfaction hence de-motivates workers in an organization.

### **5.1.2 Relationship between motivation and the selected variables such as gender, age, qualification, work experience, and job position**

In order to establish whether a relationship existed between motivation and some selected variables such as gender, age, work experience, educational level, and job position, a null-hypothesis was tested namely; "There was no relationship between motivation and the selected variables. Through a chi-square test conducted, it was established that there was no relationship between motivation and the selected variables.

The findings of this study on the relationship between motivation and the selected variables such as work experience, gender, age, job position, and educational levels are not in agreement with the findings of Robert (2005), Sousa (2003), Jones and Johnson (2000), Billings and Kern (1990). Robert's (2005) findings on the relationship between work experience and motivation were that employees who had been working in the library organization for less than five years were the least motivated and experienced the lowest levels of job satisfaction. Sousa's (2003)

findings on the relationship between motivation and gender found a significant relationship because male respondents were highly motivated than the female respondents. He argued that male respondents were more likely to utilize their competencies compared to females who are likely to be exposed to more sources of stress both at work and at home. Furthermore, Jones and Johnson (2000) also found a relationship between motivation and the age of respondents in their study. Their findings were that older employees were more motivated than their young counterparts. Billings and Kern's (1990) findings also found evidence on the relationship between motivation and occupational as well as educational levels of the respondents. Their study findings showed that managers and professionals were significantly more motivated compared to lower level employees.

The findings of this study revealed that no significant relationship between motivation and selected variables such as experience, age, gender or even educational qualifications. It can also be argued that current job position of the librarian had no major impact towards motivation. This is because librarians were not motivated by their current job titles but other motivational strategies such job security, good organizational policies and recognition. With regard to the age as a variable, there was no significant relationship with motivation by librarians. This could be that older employees were not motivated by age but due to other motivating factors such as responsibilities performed, recognition, and cordial work relationship with colleagues. It can also be argued that young employees were equally motivated not by age but due favorable conditions of service.

### **5.1.3 Respondents recognition as individual in their libraries**

When the respondents were asked to indicate whether they were also recognized in their institutions, the findings of the study revealed that the majority (75%) of the respondents were recognized as individuals in their work places, 11% of the respondents indicated that they were not recognized as individuals while 14% of the respondents indicated that they were not sure. These findings seem to suggest that librarians were recognized in their institutions. The findings of this study on employee's recognition agree with the findings of Mason (2001). His findings revealed that employee recognition was so fundamental in an organization. He concluded by indicating that employees in various work places tend to leave their jobs simply because they feel unappreciated. It is also important to note that employees can be recognized in various ways



including appreciating the contributions in an organization, awarding them with merit increments, promotion for well deserving workers and also taking them for further training (Mason, 2001).

#### **5.1.4 Respondents being motivated to see their libraries succeed**

The findings of this study further revealed that the majority (72%) of the respondents indicated that they were definitely motivated to see their libraries succeed whereas 22% of the respondents were not while 6% of the respondents indicated that they were not sure whether they were motivated to see the libraries succeed or not. This means that the majority of the librarians were motivated to see the libraries succeed. This could be as result that librarians were happy with conditions of service that prevailed in their libraries. In addition, it can also be argued that the majority of the librarians were motivated to work for their institutions for they were motivated. The cardinal issue is that in order for academic libraries in Zambia to succeed, there is need to have a committed and well motivated work force and this can only be achieved by putting in place motivational strategies such as employee recognition, responsibilities and also by ensuring that there is mutual work relationships among different categories of employees in the libraries. On the other hand, other library staff reported that they were not motivated to see their libraries succeed. This could be due to poor conditions of service, lack of recognition of the work done, poor work environment and also poor management styles in their institutions.

#### **5.1.5 Reasons that made the library staff to enjoy their work**

The other issue of objective in this survey was to find out from the respondents whether they enjoyed their work. The results of the survey revealed that out of 90 respondents, 87% of the respondents reported that they were enjoying their work whereas 13% were not. These findings seem to suggest that librarians were enjoying their work. When asked to state reasons for enjoying their work, the findings of the study showed that librarians enjoyed their work simply because their work was challenging, interesting, supervisors were kind, cooperative, good working environment, good conditions of service, salary and other incentives were also attractive. Respondents were further asked if they would leave their jobs if they did not enjoy their work, the results revealed that 56% of the respondents agreed with the statement that if they do not enjoy their jobs they would leave. The study also established that 23% of the respondents reported that they would not leave even if they do not enjoy their jobs whereas 21% of the

respondents were not sure whether they would leave their job or not. The findings of this study seem to suggest that the majority of the librarians were of the view that if they did not enjoy their current jobs they would leave.

It can also be safely argued that the majority of librarians enjoyed their work because their job descriptions were clear and they were placed according to their levels of qualification. This is due to the fact that it is common sense that an employee would not enjoy the work which is either above or below his or her qualification. It is therefore expected that in order to maximize higher level of productivity, librarians should be made to enjoy their work and this can be achieved through placing each individual according to his or her qualification. It can be argued that librarians enjoyed their work due to job satisfaction and without job satisfaction it becomes difficult for one to enjoy his or her work. However, some respondents reported that they did not enjoy their jobs because they found their jobs to be routine, boring, below their qualifications, too cumbersome, quite demanding and not challenging.

The findings of this study on factors influencing workers to enjoy their work were quite consistent with those of Siggin (1992), Afful and Antwi (2001) Alexander, Lichtenstein and Hellman (1997). Siggin's (1992) findings were that there is a close relationship between job satisfaction, staff performance and productivity. He argued that what can easily destroy an organization is the absence of job satisfaction. This is because if workers do not enjoy their work due to certain reasons the implication would be that workers will not achieve higher level of productivity. Afful and Antwi's (2001) findings were that job satisfaction was one of the important factor for a person's motivation and contribution to production. They emphasized that there was need to ensure that workers have job satisfaction and by so doing they will be motivated and enjoy their work and once they enjoy their work they will be able to perform their duties effectively. Similarly, Alexander, Lichtenstein and Hellman's (1997) findings were that lack of job satisfaction among workers was a major predictor of quitting a job. This is because without job satisfaction it would be difficult to enjoy the work and the end result would be that an employee cannot achieve the desired organizational goals. In an effort to achieve this, there is need to ensure that workers have satisfaction with the job content.

## **5.2 Factors influencing motivation among the respondents**

This section discusses factors that influenced motivation among the respondents. Discussed are the description of the physical working conditions in the libraries, conditions of service, respondents being rewarded for hard working, respondents having a feeling of being part of a family at their work places, respondents feeling emotionally attached to their work places, respondents having a strong sense of commitment to their present work, respondents being happy to spend the rest of their career with their current employer, respondents working hard if efforts put in leads to higher pay, choice by the respondents for the jobs that pays most, and satisfaction by the respondents with their library management.

### **5.2.1 Description of physical working conditions in the libraries**

In sub-section 4.5 of chapter 4, the respondents were asked to describe the physical working conditions in their libraries such as ventilation, space and cleanness. When this question was asked, 41% of the respondents agreed that the physical working conditions in their libraries were good. However, the majority 54% of the respondents disagreed with the statement that the physical working conditions were good, while 5% were not sure. Poor physical work conditions in the libraries surveyed could be attributed to poor financial support from the parent organizations. Poor ventilation coupled with poor cleaning in most libraries made librarians to work in environments that are not conducive. It can also be argued that most academic libraries in Zambia lack proper air conditions and those that have, their systems are non functional. Physical work environment plays a major role in motivating the staff in that an employee working in a clean environment tends to have a sense of pride with his or her work place.

It can be further argued that most libraries in tertiary institutions of learning have deplorable work environments, conditions that have come to be accepted as normal and yet not. For example, government university and college libraries such as UNZA, NRDC, Chainama College, and Chalimbana Teachers college had poor physical conditions making librarians to work in unhealthy environments. Such poor physical work conditions in many public institutions were undoubtedly as a result of poor funding, misplaced priorities, mismanagement of government resources meant for library development and also lack of knowledge on the role of libraries among policy makers. The issue of poor funding from the government coupled with the absence

of library legislation Act in Zambia makes it difficult for most government university and college libraries to be rehabilitated. The consequence of the poor working environments leads to low staff morale, low self-esteem, and de-motivation of staff (Delia, 1999).

The findings of this study on physical work environment in libraries are in conformity with Abifarin's (1997) and Delia's (1999) findings. For example, Abifarin's (1997) findings were that librarians expressed a general dissatisfaction with work environment which was cited to be a source of de-motivation. Delia's (1999) findings were that motivational issues included pleasant physical surroundings and safety with the library. The study showed that pleasant physical work environment was one of sources that led to job satisfaction amongst employees.

### **5.2.2 Perception of respondents towards their conditions of service**

Respondents were further asked to rate their current conditions of service obtaining in their institutions. The majority (80%) of the respondents reported that their current conditions of service were good while 20 % of the respondents reported that their current conditions of service were bad. The findings of this study show that the majority of librarians were happy with their conditions of service in their institutions. This means that respondents were motivated because the current conditions of service were good. This state of affairs could also be attributed to the fact that respondents enjoyed favorable conditions of service such as the provision of accommodation, good staff development policies, promotion prospects, award of bonus for hard working employees.

The issue of conditions of service is dear to the hearts of many workers. This is because there are various interpretations given to the term in various institutions. Some believe the term refers to extra non-taxable monetary rewards; others think of it in terms of type of work environment, while others contend that the term refers to the aggregate of factors that prevail in a work environment to enable one have a conducive or non conducive atmosphere, and that these factors involve both monetary and non-monetary factors like discipline, types of leave, promotion, staff development, accommodation, allowances of all kinds, work culture such as working hours, and nature of duties or responsibilities.

It can also be safely argued that librarians were at least happy with their management, salaries and other allowances such as overtime, standby, and many other incentives. Furthermore, job security coupled with democratic type of leadership especially among the unionized employees in many tertiary institutions of learning could have been also noted to have prompted many respondents to feel comfortable with their conditions of service.

The findings of this study on conditions of service agree with Vinokur and Jayrantine (1994). Vinokur and Jayrantine (1994) findings were that poor organizational policies, poor conditions of service were responsible for low-productivity among workers. Delia (1999) findings were that employment conditions of service had an impact on employee motivation. This means that were employees are subjected to favorable conditions of service they would be motivated than those with un-favorable.

### **5.2.3 Rewards awarded to the respondents for working hard**

It was also important to find out from the respondents whether they received any form of reward for working hard. The findings of the study revealed that 80% of the respondents reported that they did not receive rewards whereas 20% of the respondents reported that they received rewards for working hard. These results seem to suggest that the majority of the librarians were not rewarded despite working hard. The implication of non reward for hard working employees would lead to de-motivation. This is because if hard working employees are not rewarded for their efforts they would be discouraged from putting in their best. With regard to the category of library staff who reported that they received rewards for hard working, they were asked to indicate the form of rewards received. It was established that library staff were rewarded through promotions, merit increments and bonuses. This means that in a work environment where employees output is highly valued management tends to recognize the efforts of its work force by way of rewarding hard working employees. It is also argued that an employee whose efforts are being recognized tend to be dedicated to duty.

Respondents were further asked whether there were any factors responsible for discouraging them from working hard. The results revealed that 67% of the respondents agreed that factors such as failure by supervisors to work hard, lack of promotion prospects, poor conditions of service, lack of recognition of the work done, inadequate salaries and other incentives

discouraged them from working hard. Furthermore, the finding of this study showed that 33% of the respondents reported that there were no factors that discouraged them from working hard. This means that such employees enjoyed favorable conditions of service, enjoyed relatively good salaries, the work environment was very conducive, there was job security, and their contributions were always recognized. These findings are supported by Ebru (1995) that library management should know that one of the most effective ways to win loyalty of their staff is to make each employee feel that his or her work is both important and appreciated. In addition, if employees are given rewards for their hard work, they feel appreciated and motivated.

#### **5.2.4 Respondents having a feeling of being part of a family in their work places**

The findings of the study revealed that 73 % of the respondents strongly agreed that they felt being part of a family in their work places whereas 11% of the respondents reported that they did not feel being part of a family at their place of work, while 16% were not sure. The findings of this study seem to suggest that librarians felt that they were part of a family in their work places due to relative good working relationship, recognition, interaction between library management and subordinate staff.

With regard to the respondents who reported that they did not feel part of a family in their work places, it can be argued that such employees were not happy because of un-favorable conditions in their places of work. This can also be argued that poor work relationships, poor managerial styles and non recognition that existed in these libraries could have contributed to their feeling of not being members of the family. In most cases segregation, favoritism, and non-appreciation of certain category of staff in libraries could be some of the reasons that would make certain category of employees not to have a feeling of being members of a in their work places.

#### **5.2.5 Respondents feeling emotionally attached to their present work**

The results of this study revealed that 39% of the respondents agreed that they felt emotionally attached to their present work. However, the majority 52% of the respondents disagreed that they felt emotionally attached to their present work while 9% of the respondents were not sure whether they felt emotionally attached to their present work. This simply mean that poor physical work conditions , non reward for working hard all these could have in one way or

another contributed to such a situation that respondents did not feel attached to their present work.

#### **5.2.6 Feeling a strong sense of commitment to the present work by respondents**

There was also need to find out from the respondents whether they felt a strong sense of commitment to their present work. The findings of this study indicate that 87% of the respondents agreed that they felt a sense of commitment to their present work whereas 11% disagreed that they felt a strong sense of commitment to their current work, and only 2% of the respondents were not sure as to whether they felt a strong sense of commitment to their present work or not. This means that the majority of the librarians had high levels of commitment to their present work. It can be argued that this could be as a result of the favorable conditions of service, recognition of employees as real assets as well as their contributions to their organizations. In addition, other fringe benefits enjoyed by librarians in their places of work such as relatively good financial incentives, effective communication channels, sound administrative policies and favorable work environment made them to be committed to their work.

The findings of this study on workers commitment agree with Dornstern and Matalon (1998) and, Mayer and Allen (1997) findings. Dornstern and Matalon (1998) findings were that interesting work was a key variables leading to workers commitment to their work. Meyer and Allen (1997) findings were that promotion prospects, extrinsic and intrinsic rewards, age and job satisfaction were the major variables positively correlated with effective commitment to work by employees. Similarly, Nortcraft and Neale's (1996) findings also found that workers commitment in an organization was determined by personal and organizational factors such as age, tenure in the organization, leadership styles by supervisors.

#### **5.2.7 Respondents being happy to spend the rest of their career with the current employers**

When respondents were asked to indicate whether they were happy to spend the rest of their career with their current employers, 69 % of the respondents agreed that they would spend the rest of their career with their current employer, while 10% strongly disagreed that they would spend the rest of their career with the current employer, whereas 21% were not sure. These

results seem to suggest that the majority of the librarians would spend the rest of their career with the present employer. It can be argued that the availability of employee retention strategies such as employee recognition, equal opportunities for training, relatively good financial incentives and good work environment would have influenced the respondents to think of spending the rest of their career with their current employers. On the other hand, for the respondents who indicated that they would not spend the rest of their career with their current employer could be as result of the absence of employee retention strategies such as democratic type of leadership, good organizational policies, favorable conditions of service and many more incentives.

#### **5.2.8 Perception of the respondents towards hard working if efforts put in would lead to a higher pay**

Respondents were also asked to state if they would work harder if efforts put in would lead to a higher pay. The findings of this study revealed that 82% agreed that if efforts put in would lead to higher pay they would work hard, whereas 12% of the respondents disagreed, and 6% were not sure. These findings seem to suggest that the majority of the librarians would work extra hard provided the effort put in led to higher pay. This also means that appreciation, and recognition of workers efforts in an organization becomes a source of motivation. It can also be argued that employees in organization would always want to ensure that their efforts lead to a reasonable pay. Furthermore, employees would work hard in order to earn a decent pay so that they can meet their day-today basic needs. It is in this regard that workers would opt to remain committed to an organization provided the financial incentives are quite attractive. This is because money demonstrates the motivational power through the process of job choice (Katz, 2005).

It should be clearly understood that hard work among workers can only be influenced by amount of money associated to the amount of effort put in. Where an employee feels that his or her effort is more than what he puts in as labor in an organization, such a person tends to be discouraged or might think of quitting the job if the opportunity permits. Hard working need to be correlated with a good pay and by so doing this would be the best staff retention strategy. Katz's (2005) findings also revealed that money has the power to attract, retain, and motivate individuals towards higher performance. In addition, hard working should be tarried with the remuneration



in that it is difficult to expect an employee to be honest and exhibit hard working while he or she earns half or less of what is needed to be spent in a month. It is this gap that leads to pilfering and low productivity among workers. Based on honest wage, this could move workers to give a more substantial support in that a well motivated librarian will be more effective in discharging his or her duties.

### **5.2.9 Choice by the respondents to choose the job that pays most**

It was further important to find out if given a choice respondents would choose the job that pays most. The findings showed that 80% of the respondents agreed that if given a choice they would go for the job that pays most whereas 20% disagreed. Therefore the findings of this study seem to suggest that the majority of the librarians would choose the job that pays most if given a choice. This means that the issue of money is so crucial if not the most among all motivating factors. This is because remuneration for the work should guarantee workers a dignified livelihood for themselves and their families. In addition, each person is to be remunerated in a manner that would enable him or her to live a dignified life. Based on these findings, it is clear that the majority of the librarians surveyed would work extra hard provided the effort put in led to higher pay. It can also be argued that money has been the most important factor in motivating the industrial workers to achieve higher productivity. This is because incentive wage system has been established as a means of stimulating workers to higher performance, commitment and eventually satisfaction (Akintoye, 2000).

According to Maslow's (1949) theory of hierarchy of needs, the salary component plays a prominent role as a motivating factor in ensuring high level of productivity. This is because remuneration factor has generated much of heat in both theoretical and practical management spheres that it cannot be ignored. The lower level needs such as food, shelter, water, and clothing are propelled by extrinsic motivation. It is the set of these needs that Maslow argues that if they are not satisfied can easily impair the realization of higher level needs such as self actualization which are propelled by intrinsic motivation. Furthermore, to realize the inner drive of a person's motivation, the external needs should be satisfied first because this level of needs is considered critical for survival. Meeting such needs requires hard working coupled with a decent pay. Failure to meet these needs outcome would be frustration Maslow (1949). Furthermore, the

economic justice requires that each person should have adequate resources in order to survive, develop, and thrive and to give back to the community (Akintoye, 2000). Librarians just like any other workers have the right to receive a just wage so that with their effort put in through hard work they should meet their basic needs as outlined in the Maslow's hierarchy of needs. Therefore, efforts put in should lead to a decent pay so that a worker can have a dignified livelihood in the society.

These findings are also supported by Fojt (1995) that physiological needs can only be met by creating a comfortable environment, providing ample leisure and a comfortable salary in any given work place. Ebru (1995) also explains that a worker who cannot get sufficient wage tends to be faced with problems of maintaining their family's life. In addition, such problems put the workers far from having job satisfaction. The findings also agree with Akintoye's (2000) findings that money remains the most significant motivational strategy to achieve greater productivity.

#### **5.2.10 Satisfaction levels of librarians with their library management**

Respondents were asked whether they were satisfied with their library management. The findings of the study revealed that 91 % of the respondents were satisfied with their library management whereas 9% of the respondents were not. The findings of the study seem to suggest that the majority of librarians were satisfied with the management of their libraries. Respondents were further asked to describe the relationships they had with their supervisors. The results revealed that 58% of the respondents reported that their supervisors were very understanding, gentle and firm. However, 27% of the respondents reported that their supervisors were intimidating, revengeful and discriminated against them while 15% of the respondents reported that their supervisors were difficult to please. It can therefore be argued that supervisors in libraries are friendly although not compromising on discipline and authority. In addition, motivation among respondents could also have been boosted due to the assistance provided by supervisors both officially and also on personal basis.

This also means that the respondents have a clear platform on which they could share their social problems with their supervisors. This also means that managerial styles that exist in the libraries

surveyed are good. Furthermore, cordial relationships between the supervisors and the subordinates and also the fairness and firmness of supervisors could be cited as some of the key motivating factors that exist in libraries. It is also expected that supervisors must set a better example for subordinates to emulate if they are to be effective in supervising the work of other employees to achieve the desired results in the organizations. Furthermore, effective supervision, treatment of employees as fellow human beings and not anything else could be cited as some of the measures that motivate the librarians. Hence, within reasonable limits, efforts ought to be made to ensure satisfaction of the needs and wants of the employees.

It must also be borne in mind that motivating staff is one of the managerial tasks. This is because poor human resource management seriously de-motivates the employees. It is also important to mention that workers subjected to approaches of leadership such as McGregor's Theory X, are most likely to hit back in frustration or just remain passive to the organizational goals and exert their energies to personal matters. To ensure total commitment and royalty among employees, it is expected that library managers are to adopt the concept of theory Y which is centred on employee recognition that they are mature, reliable, and can be trusted, (Pribil, 2003).

The findings of this study on the general attitude of supervisors is supported by the findings of Vinokur and Jayrantine (1994), Porter and Hackman (2006), Pribil (2003) and Hamshari (1999) and Oostuizen (2001). The findings of Vinokur and Jayrantine (1994) were that poor management leads to low motivation among employees in an organization. This means that cordial relation and quality supervision are considered to be key factors that build confidence among employees with their supervisors and the employees will be motivated to give their loyalty and dedicated service to the organization.

Porter and Hackman's (2006) findings were that supervisors using the concept of McGregor's Theory Y, where each employee is regarded with respect and as real asset will have their subordinates responding likewise such as being responsible, committed, creative and self-motivated. This means that good management of employees in an organization plays a critical role to staff motivation. This is because good managers recognize their employees as humans,

and not animals. Furthermore, good managers tend to recognize efforts and appreciate the work done in good faith by his subordinates.

Pribil's (2003) findings revealed that high productivity was associated with democratic style of management, while low productivity was associated with authoritarian type of management. Hamshari (1999) findings also revealed that democratic type of supervision of employees led to higher productivity than an authoritarian type of supervision. This means that employees subjected to democratic type of leadership tend to be motivated and good performers. Oostuizen (2001) also revealed that good relationship between employees and supervisors was a motivating factor among employees in an organization.

### **5.3 The impact of communication, training and development on staff motivation.**

This section discusses findings of the study on the impact of communication and the staff development on staff motivation among librarians in Zambia. Discussed are satisfactions with communication levels in libraries, frequency of staff meetings, respondents being consulted when decisions affecting their jobs are being taken, existence of staff training and development policies, respondents having career advancement and the nature of training.

#### **5.3.1 Satisfaction of the respondents with communication in libraries**

This is an interchange of thoughts and information. When management, supervisors communicate with subordinates, the exchange is very much a part of other activities that are taken such as planning, organizing and controlling. Communication cuts across all managerial areas. No managerial activity can occur without communicating. To explain to subordinate staff how they ought to do something, to write a memo for a job—all involve communicating.

According to the findings of this study in section 4.6 of chapter 4, the majority (76%) of the respondents reported that they had their staff meetings frequently in each given year while 24 % reported that they did not have any staff meetings. These findings seem to suggest that the majority of librarians had their regular staff meetings in each given year. This means that frequency of staff meetings promoted effective communication within an organization. The study findings also seem to suggest that it was through such important meetings where staff members

could participate in management of the libraries through exchange of their thoughts and ideas made during the meetings.

It was however necessary to find out if respondents were satisfied with communication channels that existed in the libraries. The results showed that 70% of the respondents indicated that they were satisfied with communication channels in the libraries, whereas 30% were not satisfied with communication channels that existed in libraries. The findings seem to suggest that librarians were satisfied with the communication channels that existed in their libraries. Respondents were further asked to indicate if library management clearly communicated its goals and strategies. The findings of this study revealed that 56 % of the respondents reported that library management clearly communicated the goals and strategies while 44 % did not agree with the statement. When asked to indicate if respondents were consulted when important decisions affecting their jobs were being taken, the study findings revealed that 59 % of the respondents were not consulted whereas 41 % were consulted.

The overall assessment based on the findings of this study is that communication was considered to be so cardinal to the effective administration of these libraries. This is because communication is an important and a most vital tool of any successful administration as it involves the interchange of thoughts or ideas and information. The findings of this study also seem to suggest that meetings were a basis for the concept of participative management. This is because meetings provided an opportunity for each library stake holder to be involved in the administration of both their departments and the library as a unit.

The findings of this study further revealed that some libraries had their staff meetings regularly, at weekly, monthly, quarterly, and some could meet thrice a year. There is however a consensus of opinion on the equality of all staff at such meetings in making contributions. This is an aspect of democratic style of administration as opposed to the authoritarian mode and it is generally that the workers react favorably to the former system. The workers are further motivated in the sense that whenever a useful suggestion is made, the initiator is commended when the suggestion is unanimously approved by all the staff and it is implemented (Meyer and Allen, 1997).

The employees are encouraged to work hard when they realize that their contributions are appreciated and implemented. This will make the workers to work hard to achieve organizational goals and standards. It is therefore expected that various libraries need to hold staff meetings in order to acquaint their staff of future plans of their libraries, what is expected of them and their opinions on how best to attain such goals. It is also through such important library staff meetings that both senior and junior workers are brought together to exchange ideas and also to promote good interpersonal relationship. Without communication there can be no organization, for there will be no possibility of the group influencing the behaviour of other individuals. Not only is communication absolutely essential to the organisation, but the availability of particular techniques of communication will in large determine the way in which decision-making functions can and should be distributed throughout the organization as well.

It can be safely argued that staff morale could be boosted if supervisors and the library management intimate the staff with decisions taken either within the library or which come from outside the library but affect the staff especially the subordinate that are prone to rumour mongering. Issues such as promotions, internal advertisements, recreational facilities available, and so on, should be properly communicated to employees via appropriate medium of information transfer such as the notice boards, staff mail boxes, staff bulletins, and hand outs. By so doing, this is likely to motivate the workers in that they will begin to have confidence in their supervisors and management and this would lead to greater performance.

The findings of this study on the role of communication as a motivating factor seem to be in agreement with Meyer and Allen (1997), and Presley's (2005), Voclcck (1995), and Lulsegged and Nwankwo (2001), and Nzotta (2000), and Olajide's (2000) findings. Meyer and Allen's (1997) findings were that effective communication was vital for successful functioning of an organization. Similarly Presley's (2005) findings revealed that communication breakdown has been identified to be the greatest barrier to corporate excellence and productivity. This simply means that poor communication within an organization could also be the major source leading to lack of motivation among staff members in an organization.

Voclcck's (1995) findings showed that insufficient participation in organizational communication and few contingent rewards, particularly in form of sincere and positive feedback, constitute a

source of job dissatisfaction for the paraprofessional staff. Lulseged and Nwankwo's (2001) findings on the impact of communication found that employees in an organisation do not need to be told about their system from outside, otherwise they feel neglected and unimportant. Nzotta's (2000) findings were that effective communication system is very essential to the successful administration of any organization. The findings by Olajide (2000) also revealed that availability of information and communications were the major factors managers could stimulate motivation among workers.

### **5.3.2 Training and development of human resource in libraries**

Training and development of any organizational human resource is one of the key motivating strategies among employees. Library personnel just like any other workers see themselves not as static employees but rather as professionals. One thing common among librarians in tertiary and research institutions was the issue of hunger for promotion opportunities. Most respondents felt that promotion opportunities were constrained by bureaucratic systems, favoritism, and social relations. In an effort to meet standards believed to be the basis for promotion, many librarians in tertiary institutions of learning came to appreciate the need for professional development.

In order to ascertain whether the respondents had an opportunity to go for further studies, they were asked to indicate whether their institutions had staff development training policies in place. The findings revealed that 69 % of the respondents indicated that their institutions had staff development training policies in place whereas 31 % did not have. The study findings established that many tertiary institutions of learning in Zambia had staff development training policies in place.

Respondents were further asked to indicate if they had a clear path for career advancement. The study findings revealed that 82% of the respondents reported that they had clear path for career advancement while 18 % did not agree with this statement. The findings of this study seem to suggest that librarians in all institutions surveyed had a clear path for career advancement. Furthermore, respondents were asked if they were engaged in any form of studies to improve on their current qualifications. The study findings revealed that only 36% of the respondents were doing further studies while the majority 64% of the respondents was not engaged in any further studies. The study also established that studies pursued ranged from diploma in library studies, Bachelor of Arts with library studies and master of library and information Science.

Despite having a lower percentage in relation to the number of respondents pursuing further studies, the findings of this study indicated that the majority of the respondents had already acquired the much needed qualifications for their current job positions. It was established that majority of the respondents heading college libraries had a first degree in library studies which was a basic qualification for a college librarian. The study also revealed that even most private universities, the position of the University Librarian required someone with a first degree in library studies. In view of this, despite having a staff development and training policy in various institutions, many respondents could not go for further training for they seemed to have reached the apex with regard to their current job positions especially the position of college librarian which required at least a minimum of diploma in library studies.

The findings of this research seem to suggest that by virtue of having staff training and development policies in various tertiary institutions of learning in Zambia this on its own motivated the staff to go for further studies in order to improve their career advancement. From the researcher's point of view, it can be argued that further training of organizational human resource can on its own be cited to be a motivating factor. This is because the world is dynamic meaning things keep on changing and therefore librarians would not want to be static in one position. In addition, an employee who joins an organization at lower rank and that person is allowed to pursue further studies to improve on his or her career, such an employee tends to be motivated. Training and development policies available in tertiary institutions of learning can be cited to have contributed to high levels of motivation among the respondents (Turner, 1992).

The findings of this study on the role of staff training and development seem to be supported by Afful and Antwi (2001) findings. Their findings revealed that staff training was one of the key factors leading to employee motivation and productivity. This means that employees might have been motivated by virtue of being allowed go for further studies in order to advance their career prospects. It should also be noted that no matter how well automated the library may be, high productivity depend on the level of skill and competence of the work force. This simply means that effectiveness of any worker is dependent upon the level of skill attained in that particular field, (Afful and Antwi, 2001)

Therefore, training and development of library personnel has been identified to not only as a motivating factor but also make employees to be effective in the course of discharging their



duties. It is in this gist that tertiary and research institutions need to have staff training policies as a way of stimulating motivation among employees. It is by so doing that this would give employees an opportunity for self career advancement and development of new techniques of performing tasks. It is from this background that libraries need to develop deliberate programmes aimed at equipping staff members with new techniques of task performance. Some of these programmes would include organizing refresher courses, workshops, seminar but with major objective of equipping the staff with new knowledge. It is important to note that if all such programmes are fully implemented they would to some extent stimulate staff motivation among the librarians.

Turner's (1992) findings also seem to agree with the findings of this study on need for staff training and development as a motivating factor among employees. His findings were that staff development programme was considered as a motivating factor especially to the subordinate staff at the Knust Library. He concluded that library staff should be encouraged to pursue further education to enhance their career prospects and to make them display more commitment and devotion to duty.

## **CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS**

### **6.0 Overview**

Having discussed the research findings, this chapter therefore presents the conclusion and the recommendations based on the findings of the study. The purpose of this study was to investigate levels of motivation among librarians in tertiary and research institutions in Zambia. The study was intended to determine the extent to which librarians were motivated in tertiary and research institutions, factors that influenced motivation, the impact of communication, training and development on staff motivation and to recommend measures to be put in place to enhance motivation among librarians in Zambia. The employed a survey method to collect data in tertiary and research institutions in Lusaka, Central and Copperbelt provinces of Zambia through self-administered questionnaire. The findings of this study revealed that librarians were motivated in their current job positions owing to the favorable conditions of service obtaining in their places of work. However, the study findings also established that some librarians were de-motivated due to the factors that affected motivation in their current job positions. The major causes of de-motivation basically centered on poor working conditions, poor physical work conditions in some libraries, poor remunerations, un-fair staff training policies, accommodation problems, lack of promotion prospects, and poor funding to the libraries.

### **6.1 Conclusion**

The findings of this study revealed that librarians in tertiary and research institutions in Zambia are motivated. It has been established that the need to motivate employees to put up higher performance to enhance productivity is universally acknowledged. The study findings revealed that librarians were even motivated to see their libraries succeed. The study findings further revealed that librarians would work hard provided their efforts lead to higher pay. It was also found that key motivating factors include respondents being given responsibilities, recognition for the work done, and good supervision, relatively good conditions of service and also by having good communication channels in the libraries.

The study also established that although librarians in Zambia are motivated but there is still room for improvement. This is because the study established that the majority of librarians were not rewarded for hard working a situation that could trigger to frustration. It is also observed

physical work conditions in most libraries were in a deplorable state hence need for concerted efforts to improve on the situation. It is in this regard that academic libraries need to sit up and realize that parent institutions alone can no longer meet their budgetary requirements to operate effectively and efficiently. It is time these libraries explored other sources of funding to meet some of their operational costs if the librarian's quality of life at work is to be improved and if their needs for challenging jobs, better pay, promotion opportunities, and recognition for work experience and on the job experience are to be met. When these needs are amply met, then librarians would be deemed to have been well-motivated for higher performance and increased productivity.

## **6.2 Recommendations**

In line with one of the specific objectives that sought to recommend measures to be put in place to enhance motivation among librarians in tertiary institutions of learning in Zambia, the researcher makes the following recommendations:-

1. There is need for the policy makers in tertiary institutions of learning to ensure that there are improved and uniform conditions of service such as equal training opportunities for both permanent and contract staff and to ensure that contractual obligations are paid promptly. It is by so doing that levels of motivation among all categories of staff would be increased.
2. It also recommended that policy makers in tertiary institutions of learning should consider an increased budgetary allocation to the libraries in order to improve on financial resources, physical work environment and services. Once the funding is improved, these libraries will be able to improve on collection development, embark on library automation, and improve on physical work environment such as ventilation, cleanness, acquisition of office furniture and even office space.
3. There is need for libraries to improve on staff meetings and also to have clear communication channels between management and their subordinates.

4. More emphasis should be placed on the need for management to be professional in terms of balancing between work output and staff motivation. This can be achieved by ensuring that employees are remunerated according to their qualifications and the work done.
5. Lastly but not the least it is strongly recommended that emphasis should be placed on the need for libraries to improve on staffing levels. This can be achieved by ensuring that employee retention strategies are put in place, and also filling up of vacant positions through conducting recruitments and promotions.

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## **Appendix 1: Questionnaire**

The University of Zambia

School of Education

Department of Library and Information Studies

P.O.Box,32379,

LUSAKA.

Dear Respondent,

I am a postgraduate student in the Department of Library and Information Studies at the University of Zambia. As part of my course requirement, I am conducting a survey to determine factors affecting motivation among librarians in Zambia. I am so grateful that you have been selected to participate in this study. Much as the results of the study will be used for my academic work, it is hoped that the findings of this study will be beneficial to libraries in Zambia.

I give you my fullest assurance that all the information you will provide will be treated with the highest level of confidentiality and will be used only for the intended purpose.

Thanking you in anticipation.

Fedias Siamuzwe

# AN INVESTIGATION OF FACTORS AFFECTING MOTIVATION AMONG LIBRARIANS IN ZAMBIA.

## INSTRUCTIONS

Please, put an [X] in the appropriate box (es) and kindly answer the questions as they apply. Where spaces have been provided you are required to write your answers.

### SECTION A: Background Information

1. Gender?      a. Male [      ]      b. Female      [      ]
2. Age:  
  
a. 15-24 years      [      ]      b. 25-34 years [      ]  
  
c. 35-44 years      [      ]      d. 45-55 years [      ]  
  
e. Above 55 years      [      ]
3. Highest professional qualification(s) obtained:  
  
a. Certificate in Library Studies [      ]      b. Diploma in Library Studies [      ]  
  
c. Bachelor of Arts with Library Studies [      ]      d. Master of Library and Information Science [      ]  
e. Any other (please specify).....
4. How long have you been working at this institution?  
  
a. Less than year [      ]      b. 1-5 years      [      ]      c. 6-10 years [      ]  
  
d. 11-15 years [      ]      e. Above 15 years [      ]
5. What is your employment status?  
  
a. Permanent [      ]      b. Contract [      ]
6. What is the status of your institution?

a. Public [    ]      b. Private [    ]

**SECTION B: The extent of staff motivation among librarians**

7. What is your current job title?.....

8. How motivated are you in your current job position?

a. Very motivated [    ]    b. Motivated [    ]    c. fairly motivated [    ]

d. less motivated [    ]      e. Not motivated [    ]

9. Which among the following factors motivates you in your current job position? (You may choose more than one)?

a. Responsibilities [    ]      b. Recognition [    ]      c. Promotion [    ]

d. Achievement [    ]      e. financial incentives [    ]

f. Power and authority [    ]      g. Supervision [    ]

h. Work environment [    ]      i. Relationship with colleagues [    ]

10. What motivates you most? (Please indicate).....

11. What de-motivates you most (please indicate).....

12. Do you feel that employees are recognized as individuals in the institution you are currently working?

a. Always [    ]    b. Usually [    ]    c. Sometimes [    ]

d. Rarely [    ]    e. Never [    ]    f. Not sure [    ]

13. How motivated are you to see your library succeed?

a. Definitely [    ]    b. Probably [    ]    c. Probably not [    ]

d. Definitely not [    ]    e. Not sure [    ]

### SECTION C: Factors influencing motivation among librarians

14. The physical working conditions in your library (eg ventilation, space, cleanness,) are very good:
- a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ]
- d. Strongly disagree [     ] e. Disagree [     ]
15. I feel part of the family in my present work place:
- a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ] d. Strongly disagree [     ]
- e. Disagree [     ]
16. I feel a strong sense of commitment to my present work:
- a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ]
- d. Strongly disagree [     ] e. Disagree [     ]
17. I do not feel emotionally attached to my present work:
- a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ]
- d. Strongly disagree [     ] e. Disagree [     ]
18. I would be very happy to spend the rest of career with the current employer:
- a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ]
- d. Strongly disagree [     ] e. Disagree [     ]
19. Based on your job requirements, would you say that there are too many, enough tasks?
- a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ] d. Disagree [     ] e. Strongly Disagree [     ]
20. In your own opinion, how do you rate the following behavioral statements?
- (i). If I don't enjoy my job I would leave:



a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ] d. Disagree [     ]

(ii). I would work harder if I know that my efforts could lead to a higher pay:

a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ] d. Disagree [     ]

(iii). When choosing a job I would choose the one that pays the most:

a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ] d. Disagree [     ]

(iv). I consider myself to be a self motivated person:

a. Strongly agree [     ] b. Agree [     ] c. Not sure [     ] d. Disagree [     ]

21. How would you rate your current work conditions of service?

a. Excellent [     ] b. Very Good [     ] c. Good [     ] d. Fair [     ]

e. bad [     ] f. Very bad [     ]

22. Does your employer reward you for hard working?

a. Yes [     ] b. No [     ]

23. If your answer to question (22) is yes, how are you rewarded for hard working?

a. Promotion [     ] b. Salary increment [     ] c. Merit increment [     ]

d. Bonus [     ] e. No reward [     ]

24. Are there any factors discouraging from working hard?

a. Yes [     ] b. No [     ]

25. If your answer is yes to question (24), which of the following factors discourages you from hard working? (You may tick more than one)

a. My supervisor does not work hard [     ]

b. No promotion prospects [     ]

- c. Poor conditions of service [      ]
- d. Lack of recognition for the work done [      ]
- e. Inadequate salary and other incentives [      ]
- f. Any other reasons please indicate.....  
 .....
26. How do you assess your supervisor's general attitude towards you? (You may tick more than one.)
- a. Intimidating, revengeful, and discriminates against me [      ]
- b. Difficulty to please [      ]
- c. Very understanding, gentle, fair but firm [      ]
- d. Any other.....
27. Do you enjoy your work?
- a. Yes [      ]                      b. No [      ]
28. If your answer is yes to question (27), what would be the reasons among the following? (you may tick more than one).
- a. The job is challenging and interesting [      ]
- b. The supervisor is kind and cooperative [      ]
- c. Salary and other incentives are attractive [      ]
- d. Good working environment and conditions of service [      ]
29. If you do not enjoy your work, is it because it is :( you may tick more than one)
- a. Very routine, boring and below my qualification [      ]
- b. Too heavy and quite demanding [      ]

- c. Does not offer me challenges to incite my creative abilities [       ]
- d. Any other reason.....
- .....

30. How satisfied are you with your library management?

- a. Very satisfied [     ]       b. Satisfied [     ]       c. Not satisfied [     ]
- d. Need for change of management [       ]

**SECTION D: The impact of communication, training and development on motivation among librarians**

31. Does your institution have a staff development training policy in place?

- a. Yes [       ]       b. No [       ]

32. Are you currently engaged in any form of studies?

- a. Yes [       ]       b. No [       ]

33. If your answer is yes to question (32) indicate below the nature of the programme being pursued?.....

34. How would you rate your library in each of the following areas?

(i). I have a clear path for career advancement: a. Strongly agree [     ] b. Agree [     ]

c. Not sure [     ] d. Disagree [       ]

(ii). Would you say your job requirements are clear?

a. Strongly agree [     ]       b. Agree [       ]

c. Not sure [     ]       d. Disagree [       ]

(iii). The library management clearly communicates its goals and strategies to me:

a. Strongly agree [     ] b. Agree [     ] c. Not sure [       ] d. Disagree [       ]

35. Are you normally consulted when decisions affecting your job are taken?
- a. Yes [        ]        b. No [        ]
36. How often do you hold staff meetings in your library in each given year?
- a. 0-3 times [        ]    b. 3-5 times [        ]    c. 5 and above [    ]    d. Never [    ]
37. How satisfied are you in terms of communication channels in your library?
- a. Very satisfied [    ]        b. Satisfied [        ]        c. Not satisfied [        ]
- d. Need for improvement [    ]

**SECTION E: Measures to be recommended to enhance motivation among librarians**

38. What recommendations would you suggest to ensure staff motivation and high level of productivity at your institution?.....
- .....
- .....

**END**

**Thank you for your co-operation**