

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

July 2021

Effect of work motivation on academic library professionals' workplace productivity

Aamir Hamid

The Islamia University of Bahawalpur, aamirhamidlis@yahoo.com

Dr. Muhammad Younus

The Islamia University of Bahawalpur, M.Younus@iub.edu.pk

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

Hamid, Aamir and Younus, Dr. Muhammad, "Effect of work motivation on academic library professionals' workplace productivity" (2021). *Library Philosophy and Practice (e-journal)*. 5737.
<https://digitalcommons.unl.edu/libphilprac/5737>

Effect of work motivation on academic library professionals' workplace productivity

By

Aamir Hamid¹

Dr. Muhammad Younus²

¹PhD scholar, Department of Library and Information Science, The Islamia University of

Bahawalpur, Pakistan;

²Assistant Professor, Department of Library and Information Science, The Islamia University of

Bahawalpur, Pakistan

Effect of work motivation on academic library professionals' workplace productivity

Abstract

This study was conducted to analyze the effects of work motivation on workplace productivity of library professionals. To achieve objectives of the study quantitative research approach was used and a questionnaire was developed with the help of literature, as a data collection tool. Library professionals worked in central libraries of different degree-awarding institutions and universities of Punjab and Islamabad considered as a population of this study. The questionnaire was administered to collect data from the respondents; various descriptive and inferential statistical tests were applied to extract inferences from data. The study came up with results that library professionals are proficient in work motivation. They have a high level of work motivation and further the study found a significant relationship between work motivation and work productivity of library professionals. The results exposed that respondents belong to different genders, institutions, designations, qualifications and work experiences, all of them have the same perceptions regarding the effectiveness of work motivation in the production of library workplace. Job motivation energizes employees to put their best efforts into workplace success. The findings are helpful to library professionals and organizations interested in developing work motivation and improving workers' job performance, ultimately leading to effective work performance.

Keywords: Job motivation, Work productivity, Library professionals, Academic librarians, Work performance

Introduction

Motivation

The term motivation derived from the Latin word ‘mover’ means “to move” (Bansal, 2010). Machara and Jain (2016) defined the phrase motivation as “motivation refers to the drivers that stimulate our desire to do things or act in a certain way.” Motivation is a managerial tool used to motivate people to improve work performance; it is an internal force to achieve set goals (Boddy, 2008). Motivation is to do work that may be the best possible effort employed by a person to accomplish assigned work (Gomez-Mejia, Balkin & Cardy, 2015). Beach (1985) defined motivation as the best use of energy to attain a goal or reward. Terry (2005) is narrated as driving force in people for doing some-things or achieving set objectives. Ugah (2008) divided motivation theories into two main classes: content theories and process theories.

Motivation is the behavioral change to drive people to execute organizational goals (Saka & Salman, 2014). It is appraised as an effort exerts on work to accomplish a task (Lawson, 2018). Chandrasekar (2011) also agreed that the personal motivation of workers maximizes work productivity in the workplace. Cited by (Lawson, 2018) Tiwari (2015) stipulates, motivation figures the management of an organization and energizes employees simultaneously. The motivation is considered as vital tool to improve employees’ workplace performance (Johns & Saks, 2008).

Motivation is a good indicator for better library workplace performance and productivity (Yaya, Uzohue & Akintayo, 2016; Antwi & Bello, 1993; Ugah, 2008; Saka & Salman, 2014; Kunle, Aduku, & Ismail, 2015; Bamgbose & Ladipo, 2017; Tella, Ayeni & Popoola, 2007). Al-Aufi and Ahmed (2014) opined that library managers need to consider the effectiveness of

employee motivation on work quality output and a healthier attitude to productivity. Tella, Ayeni, and Popoola (2007) discoursed that financial incentives help library managers to escalate library staff's working behavior toward workplace success. Ugah (2008) proposed job motivation strategies for library staff as job enrichment, merit pay, and flexible working hours. He opined motivation as an essential element to improve an individual's work performance.

Maslow's motivation theory

The well-known motivation theory is perhaps Abraham H. Maslow's hierarchy of needs theory (1954). According to Maslow, in every human being, there are five types of requirements: social needs, safety needs, self-esteem, and self-actualization. According to this hierarchy of needs, unmet needs demotivate individuals. These five needs are grouped into two categories, one is basic needs, like security, physiological, love, and esteem, and the second is needs of growth such as self-actualization.



Figure 1: Maslow's hierarchy of needs (Maslow, 1954)

Deficiency of basic needs is said to demotivate people when they are unsatisfied.

Psychological needs are considered major ones as compared to others. Furthermore, the need to satisfy such needs will grow stronger the longer the duration is denied. The longer a person goes without eating, the hungrier they will be. One must meet lower-level basic needs before moving forward to meet higher-level growth needs. Once these needs have been reasonably satisfied, one can reach the highest level, called self-actualization. Biological and physiological conditions are exemplary as air, food, drink, shelter, warmth, sex, and sleep. Second is safety needs - protection from elements, order, security, law, limits, stability, and freedom from fear. The third one is belongingness/love or Social Needs - belongingness, affection, and love, from workgroup, family, friends, and romantic relationships. At fourth number is esteem needs – mastery, achievement, independence, status, dominance, prestige, self-respect, and others' respect. The last one is self-actualization needs - realizing personal potential, seeking personal, self-fulfillment, growth, and peak experiences.

The five-stage model of Maslow's hierarchy of needs (1943, 1954) was extended in the 1960s and 1970s to eight stages, physiological, safety, social, esteem, cognitive, aesthetic, self-actualization, transcendence needs.

Literature review

Work motivation relationship with workplace productivity

To explain the relationship between motivation and productivity, extensive studies (Wright, 2001; Lamptey, Boateng & Antwi, 2013; Said et al., 2015; Yaya, Uzohue & Akintayo, 2016) have used most famous theorist Abraham H. Maslow's Theory of Needs Hierarchy. This theory is named "A theory of human motivation" by Maslow (1954). The psychologist Maslow

developed a five-step theory and explained that people are motivated by satisfying these five needs. Researchers in extensive literature (Ugah, 2008; Lamptey, Boateng & Antwi, 2013; Said et al., 2015; Yaya, Uzohue & Akintayo, 2016) stated an organization meets needs of employees ultimately increases work productivity.

Arshadi (2010) conducted a study to examine the relationship between autonomy support, work motivation, need satisfaction, and job performance. The industry employees were the population of this study, from which the sample size is driven using a stratified sampling technique. Data was collected through a questionnaire; the study found a positive relationship between autonomy supports and need satisfaction. Further, need satisfaction has a positive influence on work motivation and job performance. The author recommended that institutions and universities organize training and development programs to sharpen employees' technical and soft skills. Chandrasekar (2011) adopted quantitative research method to analyze the relationship between workplace environment and work productivity. Questionnaires circulated to 285 employees selected as respondents for study using a stratified random sampling technique. Commented study results, factors such as workplace environment, work performance feedback, motivation, mentoring or coaching, and relationship building positively affect organization work performance. These factors extend the level of collaboration, innovation, and job satisfaction among employees.

Yaya, Uzohue, and Akintayo (2016) scrutinized correlational analysis between employee motivation and librarians' productivity in Nigeria's public universities. Researchers developed a questionnaire as a data collection tool, filled by the librarians selected as sample size via random sampling technique. The study concluded employee motivation is correlated with job satisfaction and work productivity. As advised based on findings, the increase of employee job motivation

level escalation works productivity capability. Al-Aufi and Ahmed (2014) assessed the level of motivation of academic library employees; they selected 29 academic libraries and chose 111 library staff members for data collection. This study is quantitative by nature. Initial data was collected through a questionnaire developed based on Maslow's hierarchy of needs (1954). Findings of the study revealed that motivation level was modest and the level of satisfaction was low. There is a need to solve issues related to security, health insurance, and housing loans.

Saka and Salman (2014) scanned the level of job motivation, satisfaction, and performance of librarians working in Nigeria's public and private universities. Researchers found a high level of job performance as compared to motivation and satisfaction. Yaya (2017) scrutinized the effects of human capital development, job motivation and emotional intelligence on the Nigeriens' public sector university librarians' job satisfaction and work productivity. A questionnaire was developed as a data collection instrument filled by the sample respondents was driven from the target population using a random sampling technique. Findings revealed that selected three elements, human capital development, job motivation, and emotional intelligence, have dominant effects on librarians' job satisfaction and work productivity. The study advocated that universities' management should play an efficient role in developing and polishing librarians' soft skills. Machara and Jain (2016) sought study results that public library staff in Botswana is demotivated and dissatisfied. The factors caused by demotivation enlisted as workplace working environment, job security, job-related rules and regulations, coworkers' or supervisors' working behaviors, and professional development and promotions opportunities. Antwi and Bello (1993) evaluated academic libraries' motivation and productivity, used the survey research method, and gathered data through questionnaires filled by the library staff members. The study found that library staff is motivated to do the work. Still, some factors

demotivate the workers, like lack of professional development opportunities and promotion to the next high step. These types of characteristics have substantial effects on the motivation level of work and ultimately affect workplace production.

Lawson (2018) conducted a thesis to evaluate employee motivation and job satisfaction relation with work productivity. A cross-sectional study data were collected through a questionnaire filled by 184 staff members of Sam Jonah and Osagyefo's libraries in Ghana. The study found motivational factors to job satisfaction which ultimately cause higher libraries' workplace productivity. The highlighted determinants are salary, policies, interpersonal relations, working environment and supervision. Through these, they can streamline employees' concentrations toward the accomplishment of workplace goals. Kunle, Aduku, and Ismail (2015) evaluated the motivation level and work performance of the para-professional staff of tertiary institution's libraries of Kaduna State. Initial data were collected through structured questionnaires and interviews from the selected respondents using a stratified random sampling technique. Descriptive and inferential statistical tests are applied to test hypotheses. The study concluded there were so many strategies used to motivate libraries' para-professional staff members, such as salaries, loans, promotion, job enrichment, development training, and education. The findings indicated a significant positive relationship between job motivation and para-professional staff members' work performance. The study strongly emphasized that employee motivation plays a significant role in boosting work output, so it is recommended that library managers continue to motivate using various strategies.

Senyah (2003) conducted a study entitled "Motivation and Productivity in Academic Libraries: A Case Study of the Kwame Nkrumah University of Science and Technology Library, Kumasi". The author indicated that library assistants, composed of para-professionals (senior and

junior staff), make up over 50% of the KNUST Library's total work. Employee motivation is a strong element in motivating them towards the efficient and effective operation of the University Library System. Higher motivation recommendations are finally proffered to boost staff performance and delivery of service at the KNUST Library. The study also revealed some factors precluding motivation of the assistants. Bamgbose and Ladipo (2017) examined the influence of the Nigerian academic library employees' work motivation on their work performance and productivity. Using the survey research method, data was gathered through a Motivation Employees Performance and Productivity (MEPP) questionnaire filled by selected library staff members. Researchers received back 266 filled questionnaires, as a total of 322 were circulated. The results of this study highlighted some dominant motivational factors, i.e., job security, healthy work environment, staff appraisal, salary, rewards and other financial enticements, which influenced work performance and productivity of library employees. Researchers opined motivational determinants drive workers' spirits for better work performance. Employee motivation has a significant impact on workplace productivity that is ultimately the success of an organization.

Statement of the problem

In various studies (Ugah, 2008; Chandrasekar, 2011; Wright, 2001; Lamptey, Boateng & Antwi, 2013; Said et al., 2015; Yaya, Uzohue & Akintayo, 2016; Bamgbose & Ladipo, 2017; Senyah, 2003; Kunle, Aduku & Ismail, 2015; Lawson, 2018) researchers proved that work motivation of employees has substantial effects on the job performance. Researchers have produced tremendous literature to dig out such type of problems at the international level, but few studies carried out at the local level in Pakistan. Specifically in librarianship found a literature gap, so to fill this gap and to answer this issue, the present study was done.

Research questions of the study

RQ1. What is the level of work motivation of university library professionals?

RQ2. Does the work motivation of university library professionals have effects on their work productivity?

RQ3. Is there a difference in the perceptions of university library professionals about the effects of motivation on the success of their work concerning the following demographics: a) gender, b) designations, c) level of education, d) work experience, e) type of institutions?

Research methodology

To carry out this study, quantitative research approach was used, which considers the best approach by Creswell (2014) to analyze the relationship between the variables. The survey method adopted for data collection, a self-designed questionnaire was developed based on the available literature, specifically Maslow's theory.

Development of the questionnaire

With the help of relevant literature (Bamgbose & Ladipo, 2017; Senyah, 2003; Kunle, Aduku & Ismail, 2015; Lawson, 2018; Antwi & Bello, 1993; Yaya, Uzohue & Akintayo, 2016) a self-structured questionnaire was developed. It was online version industrialized with the help of Google Documents, and it consists of three parts. The first was consisted of respondents' demographic information like gender, institution, professional experiences, professional education, etc. Second part was focused on to check work motivation level, the five-point Likert scale (1 very low; 5 very high) used, while the third part focused on collecting information to assess the level of work productivity also used a five-point Likert scale (1 strong disagreement; 5 strong agreement).

To validate questionnaire, a pilot study was carried out to check the reliability, and responses collected from the library professionals who were part of the study population. Through follow-up, researchers got responses with suggestions. Minor changes were made and Statistical Product Service Solution (SPSS) was used to yield Cronbach's alpha value by applying the statistics test. Spector (1992) recommended an acceptable value at least 0.70 for a reliable questionnaire. Cronbach's alpha coefficient obtained for work motivation employed at the workplace ($n = 20$, $\alpha = 0.963$) and for effects on workplace productivity ($n = 26$, $\alpha = 0.964$). The instrument was reliable because the value obtained is above the minimum accepted value 0.70.

Respondents

The library professionals worked in central libraries of universities and Degree Awarding Institutes (DAIs) recognized by the Higher Education Commission (HEC) Pakistan exists in Punjab and Islamabad were the targeted population for this study. The 92 institutions exist in Punjab and the Pakistan capital city Islamabad which is 42%, of which 57 (62%) belong to the Public and 35 (38%) belong to the private sector.

Data collection

The web version of the data collection tool administered to library professionals by electronic mail along with a cover letter, various mailing groups like Pakistan Library Automation Group (PakLag), Pakistan Library Club (PLC), Pakistan Librarians Welfare Organisation (PLWO), and personal email addresses used for this purpose. URL of the online questionnaire shared with targeted respondents via different social media modes such as Facebook, WhatsApp, Short Message Service (SMS), and Instant Messaging (IM). Printed

questionnaires sent through courier to library professionals to fill and send back the questionnaires. The researcher personally visited the institutions and got filled printed questionnaires by hand from the respondents. After fifteen to twenty days, only 50% of respondents sent back filled questionnaires. Researchers used various methods or tools to get a high response rate; therefore, they obtained a reasonable response rate of 83% due to the extreme efforts.

Data analysis of the study

Demographic information of the respondents

Two hundred eighty-seven questionnaires were administered to the library professionals working in central libraries of the universities and higher education institutions of Punjab and Islamabad city the capital of Pakistan. 239 (83%) respondents consisted on 162 (67.8%) male and 77 (32.2%) female filled questionnaires. In this study, a high response rate was received from male library professionals' side. The following demographic information was gathered from the respondents regarding their highest academic qualification. No, any respondent belongs to the BLIS/Diploma-LIS group, the highest 168 (70.3%) number of respondents have 16 years of qualification as MLIS/BS-LIS, MPhil-LIS 66 (27.6%) and PhD-LIS 5 (2.1%) respondents have their highest professionals' qualification. Found professionally experienced respondents in our cohort 75 (31.4%) have 16 years and above work experience, 80 (33.5%) fall in group 11-15 years. 66 (27.6%) respondents have experience 6-10 years, and only 18 (7.5%) newly entered in professional life fall in category 1-5 years of work experiences. The respondents of this study have a variety of designations 23 (9.6%) were working as Chief Librarians in different organizations, 35 (14.6%) belong to title Deputy Librarians and mostly fall in group Librarians 122 (51%), and 59 (24.7%) belonged with designations Assistant Librarian. 144 (60.3%)

respondents were from public institutions, and 95 (39.7%) associated with private institutions. The response rate received from public institutions was high than in private institutions.

Table 1

Demographic information of the respondents		
Variables	Frequency	Percentage
Gender		
Male	162	67.8
Female	77	32.2
Academic qualification		
BLIS/Diploma-LIS	0	0
MLIS/BS-LIS	168	70.3
MPhil-LIS	66	27.6
PhD-LIS	5	2.1
Job experience		
1-5 Years	18	7.5
6-10 Years	66	27.6
11-15 Years	80	33.5
16 Years and above	75	31.4
Designation		
Chief librarian	23	9.6
Deputy librarian	35	14.6
Librarian	122	51.0
Assistant librarian	59	24.7
Type of institute		
Public	144	60.3
Private	95	39.7

Level of work motivation of university library professionals

To peruse work motivation of library professionals, gathered data through questionnaires and requested the respondents to indicate their motivation level on a five point Likert-type scale from very low to very high. This section comprised of twenty statements which were grouped into five types of needs, physiological needs, security/safety needs, social needs, esteem needs and self-actualization. The descriptive analysis of library professionals' levels of motivation ranked in descending order according to the mean values as showed in Table 2

Table 2

Level of work motivation of library professionals

S. No	Motivation Attributes	Very Low <i>f</i> (%)	Low <i>f</i> (%)	Moderate <i>f</i> (%)	High <i>f</i> (%)	Very High <i>f</i> (%)	Mean	SD
Physiological Needs								
i.	Working environment (office infrastructure)	3(1.3)	9(3.8)	29(12.1)	152(63.6)	46(19.2)	3.96	.760
ii.	Wages and salary	0	23(9.6)	40(16.7)	103(43.1)	73(30.5)	3.95	.926
iii.	Effective supervision by parent organisation	0	16(6.7)	26(10.9)	155(64.9)	42(17.6)	3.93	.742
Security/Safety Needs								
i.	Job security/stability	3(1.3)	13(5.4)	29(12.1)	136(56.9)	58(24.3)	3.97	.835
ii.	Staff appraisal/performance evaluation	3(1.3)	27(11.3)	32(13.4)	147(61.5)	30(12.6)	3.73	.868
iii.	Organisational policies and procedures	2(.8)	29(12.1)	34(14.2)	147(61.5)	27(11.3)	3.70	.855
iv.	Health safety/pension plan	16(6.7)	18(7.5)	57(23.8)	97(40.6)	51(21.3)	3.62	1.104
Social Needs								
i.	Healthy and respectful relationship with peers at workplace	1(.4)	4(1.7)	52(21.8)	114(47.7)	68(28.5)	4.02	.780
ii.	Office social environment (i.e. peaceful, loving, friendly and trusting)	0	26(10.9)	40(16.7)	112(46.9)	61(25.5)	3.87	.919
Esteem Needs								
i.	Higher responsibility	1(.4)	4(1.7)	31(13.0)	136(56.9)	67(28.0)	4.10	.711
ii.	Positive recognition	3(1.3)	5(2.1)	35(14.6)	126(52.7)	70(29.3)	4.07	.796
iii.	My opinion on work issues is respected	1(.4)	6(2.5)	43(18.8)	144(60.3)	45(18.8)	3.95	.711
iv.	Job title/status	6(2.5)	14(5.9)	49(20.5)	120(50.2)	50(20.9)	3.81	.918
v.	Promotion as and when due	22(9.2)	26(10.9)	45(18.8)	102(42.7)	44(18.4)	3.50	1.181
Self-Actualization								
i.	Challenging job	1(.4)	5(2.1)	35(14.6)	136(56.9)	62(25.9)	4.06	.725
ii.	Achievements	0	8(3.3)	28(11.7)	144(60.3)	59(24.7)	4.06	.704
iii.	Work itself	2(.8)	6(2.5)	35(14.6)	144(60.3)	52(21.8)	4.00	.736
iv.	Contribution to the profession	2(.8)	13(5.4)	38(15.9)	140(58.6)	46(19.2)	3.90	.798
v.	Support in personal and professional growth career advancement/development opportunity	3(1.3)	12(5.0)	45(18.8)	145(60.7)	34(14.2)	3.82	.783
vi.	Sponsor to participate in conferences/workshops	7(2.9)	22(9.2)	26(10.9)	140(58.6)	44(18.4)	3.80	.943

To analyze the work motivation level of library professionals used the Maslow's needs hierarchy which comprised of five types of needs. The first one is physiological needs which consisted of three topic statements; resulted as working environment (office infrastructure) (M=3.96), wages and salary (M=3.95) and the last one about effective supervision by parent organisation (M=3.93). The second type of needs is about security/safety needs, the level of respondents examined through these four question statements, job security/stability (M=3.97), staff appraisal/performance evaluation (M=3.73), organisational policies and procedures (M=3.70) and the last one was about health safety/pension plan (M=3.62). The third type of needs are social needs, library professionals' level of motivation is high as indicated by mean values, healthy and respectful relationship with peers at workplace (M=4.02) and office social environment (i.e. peaceful, loving, friendly and trusting) (M=3.87). Fourth type of needs are the esteem needs, this section consisted of five kinds of esteem needs, higher responsibility (M=4.10), positive recognition (M=4.07), my opinion on work issues is respected (M=3.95), job title/status (M=3.81) and promotion as and when due (M=3.50). The last type of needs is self-actualization, statistics showed a high level of motivation as indicated by mean scores of different skills statements, challenging job (M=4.06), achievements (M=4.06), work itself (M=4.00), contribution to the profession (M=3.90), support in personal and professional growth career advancement/development opportunity (M=3.82) and last one was sponsor to participate in conferences/workshops (M=3.80).

Perceptions of library professionals regarding the effectiveness of motivation

Results of t-test

To investigate whether or not a statistically significant difference exists among perceptions of library professionals regarding the effects of work motivation on their work

production based on gender and type of institutions. So the independent sample t-test was run on the cumulative mean scores. The results of test as shown in the Table 3, indicated that there was no significant difference in the mean scores of males (M=3.88, SD=.55) and females (M=3.91, SD=0.68); $t(237) = -.342, p = .733$. It denotes there was no significant difference existed in this regard. The statistics indicated in Table 3, respondents belong to public institutions (M=3.84, SD=.56) and private (M=3.95, SD=.63); $t(237) = -1.416, p = .158$ there is no significant differences existed. The library professionals from public and private institutions had the same perceptions regarding the effectiveness of work motivation on their work productivity.

Table 3

Perceptions of library professionals based on gender and institution

Attributes	N	Mean	Std. Deviation	T	Sig.
<i>Gender</i>					
Male	162	3.88	.55	-.342	.733
Female	77	3.91	.68		
<i>Institution</i>					
Public	144	3.84	.56	-1.416	.158
Private	95	3.95	.63		

*Note. Significant at $\leq .05$

Results of ANOVA test

To examine whether or not a statistically significant difference exists among the perceptions of the respondents regarding the effectiveness of work motivation on their work productivity based on their designations, qualification and work experiences. One way ANOVA was run on cumulative mean scores the results extracted from the tests are as, for library professionals designations ($F = 2.459, p = .064$), qualifications ($F = .170, p = .844$), and for work

experiences ($F = .978, p = .404$). The results confirmed that one-way ANOVA determined no statistically significant difference between groups, so library professionals had the same perceptions regarding the effectiveness of work motivation on their work production.

Table 4

Perceptions of library professionals based on designations, qualification and work experiences

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
<i>Designation</i>					
Between Groups	2.583	3	.861	2.459	.064
Within Groups	82.294	235	.350		
Total	84.877	238			
<i>Qualification</i>					
Between Groups	.122	2	.061	.170	.844
Within Groups	84.754	236	.359		
Total	84.877	238			
<i>Work Experience</i>					
Between Groups	1.047	3	.349	.978	.404
Within Groups	83.829	235	.357		
Total	84.877	238			

*Note. Significant at $\leq .05$

Correlation analysis between work motivation and work productivity

The correlation of coefficient attained was .425 with a p-value < 0.05 . The result showed a positive correlation between the variables motivation and work productivity of universities and DAIs' library professionals as indicated in the Table 5 as ($r = .425, N = 239, p = .000$). The null hypothesis is rejected, because results show a significant relationship between work motivation and librarians' work productivity.

Table 5

Correlation analysis between work motivation and work productivity

		Work Motivation	Work Productivity
Work Motivation	Pearson Correlation	1	.425**
	Sig. (2-tailed)		.000
	N	239	239
Work Productivity	Pearson Correlation	.425**	1
	Sig. (2-tailed)	.000	
	N	239	239

**Note. Correlation is significant at the 0.01 level (2-tailed).

Discussion

The findings of this study confirmed that library professionals perceived them proficient in work motivation. All of the competency statements had a mean score above and close to 4.00, which is considered a high-level average score. However, out of 20 skill statements, 10 got a mean score above 4.00, 2 are down with 0.1 and 6, and slightly below. These results are constant with previous study (Alajmi, & Alasousi, 2019). The present study results proven by applying Pearson Correlation tests, work motivation of university and DAIs' library professionals have significant effects on their workplaces' productivity. Extensive studies demonstrated motivation as a good indicator for better performance and productivity in the library workplace (Yaya, Uzohue & Akintayo, 2016; Antwi & Bello, 1993; Ugah, 2008; Saka & Salman, 2014; Kunle, Aduku, & Ismail, 2015; Bamgbose & Ladipo, 2017; Tella, Ayeni & Popoola, 2007). If an organization wants more production, it must take a keen interest in identifying and moving forward to meet the different types of workers' needs, i.e., physiological, security/safety, social, esteem, and self-actualization (Alajmi, & Alasousi, 2019). Bamgbose and Ladipo (2017) study's findings depicted that librarians motivate by various dominant motivational factors, i.e., job security, healthy work environment, staff appraisal, salary, rewards, and other financial

enticements which influenced work performance and productivity of library employees. Researchers Yaya, Uzohue, and Akintayo (2016) scrutinized correlational analysis between employee motivation and librarians' productivity in the same setting. The study concluded that work motivation is correlated with job productivity. Al-Aufi and Ahmed (2014) commented that employee motivation strongly connects with their work quality and productivity. Researchers explored a long list of motivational triggers for library professionals to increase their work products, such as salaries, loans, promotion, job enrichment, development training, and education (Kunle, Aduku, & Ismail, 2015; Tella, Ayeni, & Popoola, 2007).

Findings

RQ1. What is the level of work motivation of university library professionals?

By applied descriptive statistical tests found that library professionals have a high level of work motivation. They were perceived as proficient in work motivation.

RQ2. Does the work motivation of university library professionals have effects on their work productivity?

Yes, it was statistically proved that the work motivation of university library professionals has significant effects on their work productivity. Therefore, the study came up with findings that work motivation of employees energizes them to apply all their efforts to achieve the assigned workplace goals.

RQ3. Is there a difference in the perceptions of university library professionals about the effects of motivation on the success of their work concerning the following demographics: a) gender, b) designations, c) level of education, d) work experiences, e) type of institutions?

No, there was no statistically difference found by applied various tests in the perceptions of library professionals about the effects of motivation on their work productivity. So the results revealed that library professionals have the same perceptions regarding the effectiveness of work motivation based on various demographic characteristics like as gender, type of institutions, designations, level of education, work experiences.

Conclusion

This study is useful for library professionals in terms of work productivity because the results showed a significant effect of work motivation on the production of their work. In the literature, results of different studies also inline the finding of the present study. Researchers Yaya, Uzohue, and Akintayo (2016) scrutinized the correlational analysis between employee motivation and the productivity of librarians, they concluded work motivation improves the level of employee' work performance. Al-Aufi and Ahmed (2014) commented that employee motivation is strongly connected with their work quality and productivity. The researcher Chandrasekar (2011) also concluded study that personal motivation maximizes work productivity in the workplace. Senyah (2003) suggested based on the study that higher motivation recommendations are finally proffered to boost staff performance. Kunle, Aduku, and Ismail (2015) also strongly emphasized that employee motivation plays an important role in boosting work output. The study resulted that library professionals working in universities and DAIs are proficient in work motivation, and they have high a level of motivation. Furthermore, the statistics revealed that respondents with different genders, institutions, designations, qualifications, and work experiences have the same views that work motivation has a considerable impact on workplace production. Therefore, libraries expecting improved work performances must not desertion the importance of employee motivation.

The present study concluded that if employers want more production in the workplace, they need to pay attentions to the motivational triggers of their employees. Without motivated employees, organizations may not meet their goals and ultimately lead to the failure of organizations.

Delimitations of the study

Regardless of the implications of this study, it is prone to some limitations. The present study delimited to the library professionals were working in central libraries of Higher Education Commission (HEC) recognized universities and Degree Awarding Institutes (DAIs) in Punjab and Islamabad were the population of this study. According to the HEC total number of recognized universities and DAIs was 92. The universities and DAIs of the Khyber Pakhtunkhwa, Sindh, Balochistan, Gilgit-Biltistan, and Azad Jammu Kashmir were excluded from the study.

Future directions

The present study focused on library professionals and future researchers can replicate the same study in any other sector. In the existing study, the relation was checked between work motivation and work productivity of library professionals, future researchers should also consider other independent variables such as emotional intelligence, communication, stress management, leadership etc. and dependent variables like employee satisfaction and employee performance. This study applied a quantitative research approach and employed a survey research method, while in future studies, researchers can use qualitative or mixed-method.

References

- Alajmi, B., & Alasousi, H. (2019). Understanding and motivating academic library employees: theoretical implications. *Library Management*.
- Al-Aufi, A., & Ahmed Al-Kalbani, K. (2014). Assessing work motivation for academic librarians in Oman. *Library Management*, 35(3), 199-212.
- Antwi, I. K., & Bello, M. A. (1993). Motivation and productivity in academic libraries: a case study of Tre Abubakar Tafawa Balewa university library, Bauchi, Nigeria. *Library management*, 14(5), 27-34.
- Arshadi, N. (2010). Basic need satisfaction, work motivation, and job performance in an industrial company in Iran. *Procedia-Social and Behavioral Sciences*, 5, 1267-1272.
- Bangbose, A. A., & Ladipo, S. O. (2017). Influence of motivation on academic library employees' performance and productivity in Lagos, Nigeria. *Information Impact: Journal of Information and Knowledge Management*, 8(2), 33-47.
- Bansal, M. 2010. *E-leadership: A new paradigm*. New Delhi: Gyan Publishing House
- Beach, D.S., *Personnel: The Management of People at Work*, Macmillan, New York, NY, 1985, p. 295.
- Boddy, D. (2008). *Management: An introduction* (4th ed.). London: Pearson Education Limited.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Thousand Oaks, CA: Sage Publications.

Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2015). *Managing Human Resources*. Sussex, NJ: Prentice Hall.

Johns, G. & Saks, A.M. (2008). *Organizational behaviour: Understanding and managing life at work* (7th ed.). Toronto: Pearson Education, Inc.

Kunle, Y.S., Aduku, B. S. & Ismail, S (2015), Motivation and Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State, Nigeria. *American International Journal of Research in Humanities, Arts and Social Sciences*, 10(4), 360-366.

Lamprey, R. B., M. S. Boateng and I. K. Antwi. 2013. Motivation and performance of librarians in public universities in Ghana. *Library Philosophy and Practice (ejournal)*. Available at: <https://digitalcommons.unl.edu/libphilprac/911/>

Lawson, P. C. (2018). *Employee Motivation and Job Satisfaction in Ghanaian Academic Libraries: A Comparative Study of Sam Jonah and Osagyefo Libraries* (MPhil thesis, University of Ghana, Ghana). Retrieved from <http://ugspace.ug.edu.gh/handle/123456789/26018>

Machara, L., & Jain, P. (2016). Factors affecting staff motivation in public libraries: A case of selected public libraries in Botswana. *Mousaion*, 34(1), 101-122.

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper & Row

Said, N. S. M., Zaidee, A. S. E. A., Zahari, A. S. M., Ali, S. R. O., & Salleh, S. M. (2015). Relationship between employee motivation and job performance: A study at Universiti Teknologi MARA (Terengganu). *Mediterranean Journal of Social Sciences*, 6(4), 632.

Saka, K. A., & Salman, A. A. (2014). An assessment of the levels of job motivation and satisfaction as predictors of job performance of library personnel in Nigerian universities. *Journal of Balkan Libraries Union*, 2(2), 26-33.

Senyah, Y. (2003). Motivation and productivity in academic libraries: A case Study of the Kwame Nkrumah University of Science and Technology Library, Kumasi. *Journal of science and technology*, 23(2), 80-89

Spector, P. E. (1992). *Summated rating scale construction: an introduction (Quantitative application in social sciences)*. Thousand Oaks: SAGE Publications, Inc.

Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). Work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice (e-journal)*, 118.

Terry, L. (2005). *Management Information Systems*. 9th edn. London: Thomson Learning

- Tiwari, V. K. (2015). Motivation and performance in administration a study of the bureaucracy in Lucknow region. Understanding and managing the human side of work. *Journal of Applied Psychology*, 7, 78-96
- Ugah, A. D. (2008). Motivation and Productivity in the Library. *Library Philosophy and Practice (e-journal)*. Available at: <http://digitalcommons.unl.edu/libphilprac/195>
- Wright, B. E. (2001). Public sector work motivation: A review of the current literature and a revised conceptual model. *Journal of Public Administrative Research and Theory*, 11, 559-586.
- Yaya, J. A., (2017). Correlational Analysis of Motivation, Emotional Intelligence and Human Capital Development on Librarians' Job Satisfaction and Productivity in Public University Libraries in Nigeria. *Library Philosophy and Practice (ejournal)*. Available at: <http://digitalcommons.unl.edu/libphilprac/1543>
- Yaya, J. A., Uzohue, C. E. & Akintayo, O. A. (2016). The Correlational Analysis of Motivation and Productivity of Librarians in Public Universities in Nigeria. *IJRDO-Journal of Educational Research*, 1(6), 15-32.