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JOB MOTIVATION AND PERSONAL CHARACTERISTICS OF LIBRARY AND INFORMATION PROFESSIONALS IN UNIVERSITIES

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Abstract

The present study attempts to find the relationship between personal characteristics and job motivation among Library and Information Science (LIS) professionals working in university libraries. The factors analyzed for studying job motivation are interest in work, co-workers, promotion and growth, good pay, opportunities for higher studies and training, qualification and advancement. Personal characteristics such as gender, age, qualifications, experience, the scale of pay, and membership in the professional bodies are analyzed with job motivation. The primary data for the study was collected through designing a structured questionnaire. The respondents of the study are two hundred and sixty-six LIS professionals working in the eight-state universities in the Indian state of Kerala. Kruskal Wallis test was used for analyzing the relationship between personal characteristics and job motivation. The study found that all the factors are playing a decisive role in job motivation. The study indicates that the personal characteristics influence the job motivation of LIS professionals and organizational climate in libraries. The present study will significantly contribute to managing libraries, decision making, determining LIS professionals' performance, adopting the motivational technique for libraries, and accelerating academic library services.

Keywords: Job Motivation; Personal Characteristics; Library and Information Science; Organizational Climate; University.

1. INTRODUCTION

In the prevailing Information and Communication Technologies (ICTs) environment, the management of human resources and employees' job motivation is a subject of interest among organizations and institutions. Human resource aspects in the library profession are of great importance in the digital era. Libraries are one of the major components of higher education and

research. Libraries are undergoing tremendous changes across the world as a result of digital disruption. ICT has brought a revolution in the functioning of libraries in providing access to knowledge and disseminating nascent and pertinent information. Today, libraries operate with a well-defined plan to fulfil the mandate, vision, and mission and focus more on end-user. Besides, libraries face a financial crunch, increasing in cost of documents, eliminating redundant functions and expenses. Libraries with excellent resources and services coupled with motivated professional staff have paramount importance at the university level. In India, bodies like the University Grants Commission (UGC), Indian Council of Agricultural Research (ICAR), All India Council of Technical Education (AICTE), NAAC (National Accreditation and Assessment Council), NIRF (National Institutional Ranking Framework), etc. are top accreditation councils. They are ensuring facilities in the functioning university libraries. Authorities of the universities are formulating strategies for transforming libraries with growing trends and technology. It has enabled to access and retrieval of trillions of valuable academic resources within a nano-second. So, the clientele of libraries can make optimum utilization of academic resources with practical utility. The purpose of the present study is to investigate the relationship between personal characteristics and job motivation of qualified Library and Information Science (LIS) professionals of the universities of Kerala.

1.1 University Libraries

Library and Information Science (LIS) is a growing multidisciplinary field. It has now attained the status of a separate discipline in the universe of knowledge. University libraries are part and parcel of universities. It supports teaching, learning, research, extension activities, acquisition, preservation, and access to information and knowledge. Today university libraries are providing effective and efficient services to clientele without considering their physical presence. Digitization and automation have radically changed modern university libraries. Several information resources and services were introduced with the utilization of information and computer technology. They are web-based Online Public Access Catalogue (OPAC), social networking, institutional repository, library web site, high-speed internet access, intranet, federated search, electronic information sources like E-book, E-journals, search engines, video conferencing, Wi-Fi facility, reference management software, etc. Libraries have the challenging task of harnessing advanced technology to access and retrieve a large volume of resources available across cyberspace. University libraries are familiarizing advanced LIS tools and technology and taking necessary steps to enhance stakeholders' satisfaction and encourage lifelong learning opportunities.

1.2 Job Motivation

Job motivation is one of the burning issues in all organizations and management. In the library, job motivation to the LIS professionals encourages proper library utilisation and maximum delivery of service to end-users. Motivation may be intrinsic motivation or extrinsic motivation. When motivation emerges within the person, it is called intrinsic motivation. When a person does something because of his external forces, external motivation appears. Several factors have developed to describe the job motivation of employees in an organization. The elements selected for the present study are:

- I. Interest in work
- II. Co-workers
- III. Promotion and growth
- IV. Good pay
- V. Opportunities for higher studies and training
- VI. Qualification and advancement.

The performance of employees is mainly related to motivation. Motivated professionals are an asset to the library. Motivation has a critical role to convert the ability to do a job into the implementation of the job. The motivation of employees is an essential factor for the development of a sound organizational climate in an organization. Sound organizational climate influence motivation, productivity, and job satisfaction of personnel. In the present investigation, job motivation is defined as the motivation of LIS professionals in their work. Job motivation of LIS professionals will enhance discharge job effectively and efficiently.

1.3 Personal Characteristics

The library is a centre of knowledge and plays a substantial role in the university's vision, mission, and mandate. Emerging technologies have an impact on the management, resources, and services of the library. University libraries face challenges caused by changes in information requirements of users with diverse information needs and research skills. Library and information science (LIS) professionals occupy a pivotal position in universities. They have to work hard to fulfil the well-defined objectives of their parent organization. In the state universities of Kerala, LIS professionals are not recognized as academic teaching staff. Personal characteristics have a unique role in determining the competence of LIS professionals. Situational and personal variables affect job motivation and work outcomes. The demographic and professional variables selected for the present study are:

- 1) Gender
- 2) Age
- 3) Professional qualifications

- 4) Additional qualifications
- 5) Professional experience
- 6) Scale of pay
- 7) Membership in professional library associations

The world of information is in a state of rapid change. LIS professionals are familiar with changes in technology and innovation in the field of LIS. The above-mentioned personal characteristics influence the job motivation of LIS professionals and the utilization of library and information resources to the end-users of libraries and information centres. Navalani(1990) opined that professionals and semi-professionals working in university libraries are satisfied with most of the attributes relating to their work. However, there are differences in the perception of men and women and seniors and juniors in this regard. The study suggested methods for the improvement of work performance.

2. LITERATURE REVIEW

Alajmi and Alasousi (2019) adopted Maslow's hierarchy of needs and examined employees' motivation levels and need satisfaction. The study comprises one hundred and eight employees at Kuwait University. The employees are working across eight college libraries. A survey method was used for data collection. The study finds that participants' needs are satisfied five levels of Maslow's hierarchy. The study also finds that participants have higher levels of satisfaction of self-actualization and social needs. Self-actualization is the summit for reaching one's full potential.

Bowen-Chang and Hosein (2019) investigated the approaches of academic librarians in Trinidad and Tobago in pursuing Continuing Professional Development (CPD) activities. The study also examined the extent of participation in CPD in contributing to the development of careers. A questionnaire was used to assess the effectiveness of the librarians towards the activities of CPD. The study demonstrates the role and willingness of academic librarians in CPD and support library and information professionals at national and international levels.

Naseer (2019) investigated authorities' role in motivating Library and Information Science (LIS) professionals in their job. The study was conducted in the eight universities in Kerala. It revealed that there is a significant role from authorities in motivating LIS professionals. The study opined that authorities are playing a significant role in motivating the job of LIS professionals, and the opinion of the LIS professionals has no significant variation in this regard.

Dina and Olowosoke (2018) examined the potency of motivation and job performance as a tool to enhance library personnel effectiveness in university libraries. The tools used for data collection were interviews and questionnaires. Findings of the study show that the problem of inefficiency

would be encountered if staff are not motivated and that the most popular means of motivation is the financial method. In the study, reward systems are considered. The study revealed that university librarians should motivate library professionals for effective job performance.

Bamgbose and Ladipo (2017) investigated the influence of motivation on employees' performance and productivity. The study was conducted in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design. The sample of the study was three hundred and twenty-two library staff. Three hundred and twenty-two questionnaires were administered for data collection, out of which 80% of the questionnaire were returned. The Motivation and Employees' Performance and Productivity (MEPP) questionnaire was used in the study. The study revealed that job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward are available. Most of the motivational parameters have influenced the performance of the employees. The study revealed that many staff was uncertain about their career. There was also a lack of senior management commitment and support.

3. OBJECTIVES

The present study is designed to attain the following objectives:

1. To study the level of job motivation of LIS professionals of the universities in Kerala.
2. To determine the factors which have the highest and lowest level of job motivation of LIS professionals working in the universities in Kerala.
3. To ascertain the relationship between job motivation and personal characteristics of LIS professionals working in universities in Kerala.
4. To find out university wise job motivation of LIS professionals working in the universities in Kerala.

4. HYPOTHESES

H1. There is a lack of motivation among LIS professionals working in the university libraries in Kerala.

H2. There is no significant statistical variation in the personal characteristics wise job motivation of LIS professionals.

5. SCOPE AND LIMITATION

The scope of the study is confined to examine the personal characteristics and job motivation of LIS professionals working in the libraries of the eight universities. The present study is limited to the following eight state universities in Kerala. The universities are:

- I. University of Kerala, Thiruvananthapuram.

- II. University of Calicut, Tenjippalam.
- III. Mahatma Gandhi University, Kerala, Kottayam.
- IV. Cochin University of Science and Technology, Kochi.
- V. Sree Sankaracharya University of Sanskrit, Kalady.
- VI. Kerala Agricultural University, Vellanikkara
- VII. Kannur University (KU), Kannur.
- VIII. Kerala Veterinary and Animal Science University, Pookot.

Newly established state universities, the state universities that are not equipped with adequate LIS professionals, are excluded from the study's purview. LIS professionals working on regular basis are selected for the study. Data for the present study is collected in the year 2018.

6. RESEARCH METHODOLOGY

There are 14 state universities functioning in Kerala (Economic Review 2020, 2021). Out of fourteen universities, eight universities are found suitable for the study. The universities selected for the study are equipped with well-established libraries and qualified LIS professionals. A multidimensional scale developed by Agarwal (1987) with necessary modification was used to measure the variables relating to job motivation. Job motivation was measured based on the rating of Likert's method. Demographic variables such as gender, age, professional qualifications, additional qualifications, professional experience, salary, membership in professional library associations are used to examine the nature of the relationship between job motivation and personal characteristics of the LIS professionals.

There is three hundred and eighty five sanctioned post of LIS professionals in the eight state universities in Kerala. At the time of present investigation, two hundred and seventy six LIS professionals are working in the universities. The Census method was used for data collection for reliability and maximum representation from LIS professionals. The primary data was gathered by designing a structured questionnaire. The questionnaire was served to all the 276 LIS professionals. Out of them, the response rate of 96.38 per cent. Accordingly, the present study was undertaken on 266 LIS professionals working in the eight-state universities in Kerala. The data were organized, analyzed, and presented using appropriate mathematical and statistical techniques through SPSS and MS-Excel. In the present study, the Kruskal Wallis test was used to find out the relationship between job motivation and the personal characteristics of LIS professionals.

7. ANALYSIS AND INTERPRETATION OF DATA

7.1 University wise Distribution

Table 1 illustrates the university wise distribution of respondents like the name of the university, sanctioned posts, and frequency of the respondents. The universities selected for the study are University of Kerala (UoK), University of Calicut (UoC). Mahatma Gandhi University, Kerala (MGUK), Cochin University of Science and Technology (CUSAT), Kannur University (KU), Sree Sankaracharya University of Sanskrit (SSUS), Kerala Agricultural University (KAU) and Kerala Veterinary and Animal Science (KVASU).

Table 1
University-wise Distribution of Respondents

Sl.No.	Name of University	Sanctioned posts	Frequency
1.	UoK, Thiruvananthapuram	118	75
2.	UoC , Thenjippalam, Malappuram	71	60
3.	MGUK, Kottayam	54	42
4.	CUSAT, Kochi	49	35
5.	KU, Kannur	27	23
6.	SSUS, Kalady, Ernakulam	26	15
7.	KAU, Vellanikkara, Thrissur	29	10
8.	KVASU, Pookot, Wayanad	11	6
Total		385	266

Table 1 shows that respondents from the UoK is 75 and the UoC is 60. The number of respondents from MGUK is 42, and CUSAT is 35. The number of respondents from KU is 23. Respondents from the US is 15. The respondents from the KAU is 10, and the KVASU is 6. In the study, the majority of the respondents are from the UK, followed by the UoC.

7.2 Gender wise Distribution

Table 2 depicts the gender-wise distribution of respondents.

Table 2
Gender-wise Distribution of Respondents

Sl. No.	Gender	Frequency	Per cent
1.	Male	118	44.4
2.	Female	148	55.6
Total		266	100

Table 2 shows that compared to male LIS professionals (44.4%), female LIS professionals (55.6%) are more in the libraries of the selected universities in Kerala. Funmilayo (2015) investigated gender perspectives of professional inclination and reported similarities and differences in the perception of male and female students in the library profession.

7.3 Salary wise Distribution

Table 3 depicts the salary-wise distribution of respondents

Table 3
Salary-wise Distribution of Respondents

State Scale of pay (In Rupees)	Frequency	per cent	ICAR/UGC Scale of pay (In Rupees)	Frequency	Per cent
27800-59400	29	13.18	15600—39100	39	84.78
32300-68700	82	37.27			
35700-75600	59	26.82			
39500-83000	25	11.36	37400 - 67000	7	15.22
42500-87000	20	9.09			
55350-101400	5	2.27			
Total	220	100.00	Total	46	100.00

Table 3 depicts that LIS professionals working in the state scale of pay are 220, and the UGC/ICAR scale of pay is 46. The majority of the LIS professionals are on the state scale of pay. There is no recruitment in the post of UGC/ICAR scale of pay in the universities of Kerala. The LIS professionals are recruited only on the state scale of pay.

7.4 Factors-wise Job Motivation of LIS Professionals

The factors selected to assess the job motivation of respondents are interest in work, coworkers, promotion and growth, good pay, opportunities for higher studies, and training and qualification and advancement.

Table 4. Presents factors-wise job motivation of LIS professionals.

Table 4
Factors-wise Job Motivation of LIS Professionals

Sl. No.	Factors of Job Motivation	N	Mean	SD	t	Sig.
1	Interest in work	266	3.23	0.34	10.993	0.000

2.	Co-workers	266	3.25	0.38	10.992	0.000
3.	Promotion and growth	266	3.17	0.37	7.410	0.000
4.	Good pay	266	3.17	0.46	5.829	0.000
5.	Opportunities for higher studies and training	266	3.00	0.36	-0.228	0.820
6.	Qualification and advancement	266	3.30	0.39	12.548	0.000
Total Motivation Score		266	3.19	0.24	12.631	0.000

Table 4 demonstrates that the total mean score of job motivation is 3.19. The mean score of job motivation is significantly higher than the mean of the response scale. It indicates that LIS professionals have a substantially higher level of job motivation. All the components of job motivation, except opportunities for higher studies and training, were above average level. The highest mean score among the factors is for qualification and advancement, followed by co-workers. The mean score of the factor, opportunity of higher studies and training, is at the average level. So, it is evident that there is job motivation among LIS professionals. Idiegbeyan-Ose et al. (2019) revealed the relation between job satisfaction and job motivation of library staff. They opined that the job satisfaction of library staff is low, but their motivation level is high. Library staff are motivated intrinsically than extrinsically.

7.5 Personal Characteristics wise Job motivation of LIS professionals

To study the relationship between personal characteristics such as sex, age, education, experience, and job motivation in the libraries of universities Kruskal Wallis test was used. Kruskal-Wallis test is a nonparametric test. It is used when assumptions of one-way ANOVA are not met. This test helps to analyse the variation in the motivation of Library and Information Science (LIS) professionals by their characteristics. The test is used to determine any significant difference in the respondents' perception of the various dimensions of job motivation for the personal characteristics.

Table 5 presents the personal characteristics wise job motivation of LIS professionals.

Table 5
Personal Characteristics-wise Job Motivation of LIS Professionals

Personal Characteristics		N	Total Motivation Score			Kruskal Wallis Test	
			Mean	SD	Mean Rank	H	Sig.
Gender	Male	118	3.23	0.27	145.87	5.495	0.019
	Female	148	3.15	0.21	123.64		
Age	Up to 40 years	87	3.17	0.24	128.00	2.899	0.407
	41-45 years	61	3.16	0.21	131.34		
	46-50 years	61	3.24	0.28	148.02		
	Above 50 years	57	3.16	0.22	128.67		
Professional qualifications	BLISc	17	3.18	0.17	142.29	3.683	0.298
	MLISc	161	3.20	0.24	139.31		
	M.Phil.	49	3.14	0.25	117.36		
	Ph.D.	39	3.17	0.26	125.95		
Additional qualifications	DCA	45	3.18	0.22	132.77	4.721	0.451
	PGDCA	43	3.24	0.3	147.12		
	PGDLAN	12	3.08	0.18	103.96		
	Ph.D	9	3.21	0.35	122.28		
	Other	5	3.07	0.11	93.00		
	Nil	152	3.18	0.22	134.19		
Professional experience	Below 10 years	46	3.13	0.19	118.12	6.329	0.176
	10 to 14 years	86	3.19	0.2	139.02		
	15 to 19 years	44	3.26	0.3	152.02		
	20 to 24 years	52	3.21	0.29	133.41		
	25 & above years	38	3.14	0.22	118.30		
Scale of pay	ICAR/UGC	46	3.11	0.17	110.22	5.106	0.024
	State (Kerala)	220	3.20	0.25	138.37		
Membership in Library Associations	Yes	189	3.17	0.23	129.70	1.6	0.206
	No	77	3.22	0.27	142.84		

Table 5 shows that significant levels of the Kruskal Wallis test for personal characteristics are above average except for gender and scale of pay. In the gender-wise analysis, male LIS professionals dominate female LIS professionals, and the mean of job motivation is 3.23 and 3.15, respectively. The mean score of job motivation is significantly lower among LIS professionals with the ICAR/UGC scale of pay. The mean score of LIS professionals with the ICAR/UGC scale of pay and the State Scale of pay is

3.11 and 3.20, respectively. There is no significant difference in the level of motivation in other personal characteristics. Aina and Yusuf (2018) examined the demographic factors as determinants of doctoral degree completion and showed a relation between demographic factors and the time of doctoral degree completion.

7.6 Job Motivation of LIS professionals based on Gender and Scale of Pay

Since there are various levels of motivation concerning gender and the scale of pay of LIS professionals, their motivation levels were evaluated based on the t-test.

Table 6 depicts the mean score of job motivation of LIS professionals based on their gender and scale of pay.

Table 6
Job Motivation of LIS professionals
Based on Gender and Scale of Pay

Sl.No.	Characteristics	Mean	SD	t	Sig.	
1.	Gender	Male	3.23	0.27	9.265	0.000
		Female	3.15	0.21	8.847	0.000
2.	Scale of pay	ICAR/UGC	3.11	0.17	4.249	0.000
		State (Kerala)	3.20	0.25	12.033	0.000

Table 6 depicts that concerning gender and scale of pay of LIS professionals, mean values were above 3. The mean values are significantly higher than all the categories of LIS professionals. All categories of LIS professionals have above-average levels of motivation. Bisaria (2018) studied research articles published with a gender perspective and reported a significant difference in the number of contributions by male and female authors engaged in the LIS profession.

7.7 University Library wise Distribution of Job Motivation of LIS Professionals

Table 7 presents the university library wise distribution of job motivation of LIS professionals. The university libraries selected for the study are Kerala University Library (KUL), University of Calicut Library (UCL). Mahatma Gandhi University, Kerala Library (MGUKL), Cochin University of Science and Technology Library (CUSATL), Kannur University Library (KAUL), Sree Sankaracharya University of Sanskrit Library (SSUSL), Kerala Agricultural University Library and Information System(KAULIS) and Kerala Veterinary and Animal Science Library (KVASUL).

Table 7
University Library wise Distribution of Job Motivation of LIS Professionals

Sl. No.	Name of University Library	N	Total Motivation Score			Kruskal Wallis Test	
			Mean	SD	Mean Rank	H	Sig.
1.	KUL,Thiruvananthapuram	75	3.24	0.24	150.13	11.165	0.132
2.	UoCL,Thenjippalam,Malappuram	60	3.17	0.26	122.24		
3.	MGUKL, Kottayam	42	3.17	0.27	123.96		
4.	CUSATL, Kochi	35	3.10	0.2	109.97		
5.	KAUL, Kannur	23	3.21	0.21	152.33		
6.	SSUSL, Kalady, Ernakulam	15	3.23	0.24	150.37		
7.	KAULIS, Vellanikkara, Thrissur	10	3.13	0.11	122.95		
8.	KVASUL, Pookot, Wayanad	6	3.19	0.2	145.50		

Table 7 depicts that all university libraries in Kerala have job motivation above the mean score in university wise analysis. The significance levels of the Kruskal Wallis test are above average in university libraries. The job motivation of LIS professionals is highest in the KUL, Thiruvananthapuram, followed by the SSUSL, Kalady, Ernakulam. Umeozor (2019) reported that the motivation of library employees lies with managers because the managers are adopting effective motivational strategies in the organization.

8. FINDINGS

1. The analysis reveals that the Library and Information Science (LIS) professionals have a significantly higher level of job motivation.
2. This study revealed that the highest factor for job motivation of Library and Information Science (LIS) professionals is qualification and advancement, and the lowest factor is for opportunities for higher studies and training.
3. It has been evident from the analysis that the relationship between job motivation and personal characteristics of LIS professionals is above average level except for gender and scale of pay of the LIS professionals in the universities of Kerala.
4. In university wise analysis, the job motivation of LIS professionals is above average in all universities in Kerala. It is found to be highest in the KUL, Thiruvananthapuram, followed by the SSUSL, Kalady, Ernakulam.

Naseer (2018) opined that professional library associations have moderate or above moderate roles in motivating the job of LIS professionals, and there is no significant variation concerning the personal characteristics of the LIS professionals.

9. CONCLUSION

Human resource management and job motivation are vital assets in an organization. The present study investigated and analyzed the personal characteristics and job motivation of LIS professionals. The study conducted in the libraries of eight state universities shows that LIS professionals have a high level of job motivation, and the highest factor for job motivation is qualification and advancement. The study reveals that the relationship between personal characteristics and job motivation of LIS professionals is above average level except for gender and scale of pay and finds that LIS professionals' job motivation is above average in all universities. The result of the study rejects the null hypothesis that there is a lack of motivation among LIS professionals in the university libraries and accept an alternative hypothesis that there is the motivation among the LIS professionals. The study also rejects the null hypothesis formulated and accept an alternative hypothesis that there is no significant variation in the level of motivation in the characteristics of LIS professionals except gender and scale of pay. In the light of the above study, adequate steps are to be taken to motivate employees of the library and information centres.

The study's implication will help achieve organizational goals through job motivation, formulation of policies relating to human resource management in libraries, update knowledge and skill of LIS professionals, and redefine the role of libraries as a result of digital disruption. This also helps in adopting a motivational technique for university libraries and accelerating academic library services. As a variable, job motivation is correlated with other organizational variables in libraries and can be used to predict positive organizational outcomes for the library clientele.

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