



**What motivates LIS professionals in the institutions of higher learning: a case of Pakistan**

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***Abstract***

*This paper analyzes the opinion of LIS professionals about their motivational preferences on work place in Pakistani Universities. Questionnaire survey was used as data gathering instrument. The main objective of study is to explore the preferred motivators of LIS professionals and the relevancy of Herzberg Hygiene-Motivational theory to Pakistani context. The findings reveal that the respondents most preferred motivators are: opportunity to learn new skills and groom, opportunity for career development, having authority and responsibility, sense of fulfillment and communication. The least preferred motivators for LIS professionals are: culture of innovation and creativity, job security, participative management, employee welfare policies and fringe benefits. Its findings also support the Herzberg theory that learning opportunities and career development are more important to motivate them than job security and fringe benefits. This is the ever first empirical study to investigate the preferred motivators of LIS professionals and applicability of Hertzberg's findings in Pakistani context. Being the first study the findings will be helpful for university higher authorities and HEC to enhance job satisfaction among LIS professionals and improve the overall performance through strategic planning.*

***Keywords:*** Hygiene Factors, Motivators, LIS Professionals, University Libraries-Pakistan, Herzberg Theory

## **Introduction**

Libraries are non profitable, labour intensive service organizations where people are served by the people. One of the prevalent challenges that libraries are facing is how to motivate library staff to get competitive advantage. Digital culture in libraries arouses the need to find out the innovative ways to motivate the employees. Motivating and competent employees are imperative to excellent service delivery in libraries. Only satisfied and motivating employee can facilitate the users in excellent way.

Today competitive environment made it critical to know what motivate the employees to improve their performance. In the same way, to know the LIS professionals motivational preferences on work place is also essential to provide effective and efficient services to users.

Many studies used survey methods to replicate Herzberg's theory but since there is no consensus of its support or rejection (Dash, Singh & Vivekanand, 2008). Motivator-hygiene theory is the most discussed and controversial theory in literature for the last half century. Herzberg Motivation-Hygiene Theory (M-H) theory is based on the hypothesis that there are two types of motivators. One type which results in satisfaction with the job are called as motivators or satisfiers. The other which merely prevents dissatisfaction is called as hygiene or dissatisfiers according to Herzberg.

Herzberg challenged the uni-scalarity model of job satisfaction that was widely established before his theory. This model showed the two ends of the scale that represent from maximum satisfaction to maximum dissatisfaction. The points between scales signify different level of job satisfaction (Maidani, 1991). He presented his motivator-hygiene theory that was contradictory to uni-scalarity model (Jones & Lloyd, 2005) and

opined that job satisfaction and dissatisfaction should be measured on two different scales. Job satisfaction functions on a scale that ranges from no job satisfaction to high degree of job satisfaction. On the other hand job dissatisfaction work on assorted scale that ranges from high degree of job dissatisfaction to no job dissatisfaction (Wong, Siu, & Tsang, 1999).

### **Objective of the study**

- This study investigates the motivational preferences of LIS professionals in the University Libraries (ULs) of Pakistan.
- It also tests the relevancy of Herzberg's two factor theory to their motivators.

### **Research Design**

This study based on questionnaire survey. It gathered data regarding motivational preferences of LIS professionals in University Libraries (ULs) of Pakistan.

The questionnaire was consisted on two parts i.e. personal information and the motivators. The list of 20 motivators was given to sample, using five point Likert scale. This list was the combination of hygiene and motivational factors with out any identification. In the next phase the statements in the list were sorted according to Herzberg two factor motivation theory. Among them 13 are motivators and 7 are hygiene factors.

Motivational factors include achievement, recognition, work itself, responsibility and advancement. Hygiene factors include: interpersonal relation, job security, working practices, working conditions, basic salary and bonuses and status as given in Table 1.

Table 1

Herzberg Two Factor Theory	
Motivational factors/Satisfiers	Hygiene factors/Dissatisfies
Achievement	interpersonal relation
Recognition	job security
work itself	working practices
Responsibility	working conditions
Advancement	Basic salary and bonuses
	Status

There were 36 university and degree awarding institutes in the Punjab, province of Pakistan, (Pakistan, HEC, 2008) but there was no existing reliable sampling frame for working LIS professionals in these university libraries. The researcher had to collect the name and designation of LIS professionals working in these libraries in the first phase of this survey. In the second phase the motivational questionnaire was distributed among all working professionals in all the (N=36) university libraries of the Punjab province.

### **Response Rate**

Of the 155 distributed questionnaires, overall usable response rate is about 81 percent from 34 libraries out of total 36. In fact 150 responses were received but 24 questionnaires were filled by non professionals due to the fact that the researcher sent extra 3 copies of questionnaire to each library. Public sector university libraries (ULs) returned 84(83.17%) usable questionnaires whilst private sector ULs returned 42 (77.77%) questionnaires to be used for analysis purpose.

### **III. ANALYSIS AND INTERPRETATION**

The questionnaire used the five point Likert scale from Strongly agree to Strongly disagree. Likert scale data fulfills the conditions of interval level measurement that is pre-requisite to apply advance statistical techniques. So, t-test is used to find out the significant differences in the motivational factor of university LIS professionals.

#### **1. Demographic Profile of Respondents**

Majority of the respondents were male, 88 (69.8%), whereas females account for only 38(30.2%). Eighty four (66.7%) respondents were from public sector and 42(33.3%) from private sector university libraries. Of the respondents, 14 (11.1%) were younger the age of 25 years, 44(34.9%), were 25 to 30 year of age and 29(23%) respondents' age ranged 31 to 40. Twenty one (16.7%) respondents belonged to age group of 41-50 years. Only eighteen (14.3%) respondents were more the age of 50.

About 118(93.6%) LIS professionals hold Masters in Library and Information Science (MLIS) and only eight (6.4%) respondents had higher degrees other than MLS including foreign master degree and PhD.

A significant number of respondents, 56(44.4%) had less than five year professional experience, 26(20.6%), had professional experience between 5 to 10 years and only 23(18.3%) respondents worked more than 20 years in the present job.

#### **2. Motivational preferences of LIS professionals in the University Libraries of Pakistan.**

The mean of the respondents' top five motivators are given in Table 2. It shows that the respondents strongly agree with these five statements and considered them preferred motivators on work place. The respondents strongly agree to the statement,

“opportunity to learn new skills and groom” (Mean= 4.22, Median=5.0 and Mode=4.0). The other most preferred motivators were “opportunity for career development”, “having authority and responsibility”, “sense of fulfillment” and “communication” (mean= 4+, Median=4.0 and Mode=4.0).

It is found that there were four motivators and one hygiene factor among five most preferred motivators. The top two motivators lay in the “Advancement” the sub category of motivator according to Herzberg theory (Table 1). The only hygiene factor among top five motivators lays in the “Interpersonal Relation” the sub category of hygiene factor.

Table 2  
Most preferred motivators for LIS professionals

		Mean	Median	Mode	SD
1	Opportunity to learn new skills and groom	4.22	5.0	4.0	1.03
2	Opportunity for career development	4.13	4.0	4.0	0.95
3	Having authority and responsibility	4.12	4.0	4.0	0.91
4	Sense of fulfillment	4.04	4.0	4.0	0.88
5	Communication	4.02	4.0	4.0	1.06

Malik & Basharat (2009) conducted study to know the motivational preferences of the pharmaceutical sales force in Pakistani context. They found that top three motivators are good pay and fringe benefits, job security and promotion opportunities for pharmaceutical sales force. These findings are contradictory with this study as fringe benefits and job security are least preferred motivators for LIS professionals in Pakistan.

Table 3

Least preferred motivators for LIS professionals

		Mean	Median	Mode	SD
16	Culture of innovation and creativity	3.78	4.0	4.0	1.03
17	Job security	3.74	4.0	4.0	1.17
18	Participative management	3.71	4.0	4.0	0.98
19	Employee welfare policies	3.61	4.0	4.0	1.18
20	Fringe benefits	3.48	4.0	4.0	1.28

It is worth mentioning that Job security (3.74) Participative management (3.71), Employee welfare policies (3.61) and Fringe benefits (3.48) had lowest mean in the list of statements. These statements lay in hygiene factors except the Participative management that is categorized in motivational factors. Although Participative management lays in motivational factor yet respondents don't consider it important. These facts show that LIS professionals deemed motivators more important than hygiene factors.

### 3. Relevancy to Herzberg's Theory

Table 4 shows the mean of the statements categorized in different groups. Firstly all statements were classified in different classes i.e. Responsibility, Advancement, Interpersonal relation and Working conditions etc. Then all these classes are divided in to two main groups i.e. Motivational and Hygiene factors according to Herzberg theory.

Motivation factors (satisfiers) such as recognition, work itself, advancement, responsibility and achievement that enhance job satisfaction or factors contribute to

increase job satisfaction and higher productivity of employees, whereas the nonexistence of these factors generate no job satisfaction rather than job dissatisfaction.

Hygiene factors (dissatisfiers) that don't add satisfaction rather they only prevents dissatisfaction and needs to maintain the motivation. The absence of hygiene factors such as interpersonal relation, working conditions, Status, job security and Salary generate job dissatisfaction, while their occurrence create no job dissatisfaction rather than job satisfaction. For example according to Herzberg salary or monetary benefits and working environment etc. are hygiene factors that prevent dissatisfaction not enhance satisfaction.

Table 4

Herzberg Two Factor Theory			
Motivational Factors	Responsibility	4.119	3.98
	Advancement	4.029	
	Achievement	4.008	
	Recognition	3.918	
	Work itself	3.820	
Hygiene Factors	interpersonal relation	4.024	3.82
	working conditions	3.984	
	Status	3.897	
	job security	3.744	
	Salary and bonuses	3.6587	
	working practices	3.6111	



Respondents overall give more importance to motivators (3.98) than hygiene factors (3.82). Although there is slight difference between the mean values of both factors yet it is the indicator in the support of Herzberg theory. Bodla & Naeem (2008) study pertaining to pharmaceutical salesforce also support the Herzberg theory and found that salary is the most important factor to motivate salesforce in Pakistan.

Independent sample t-test tests the mean difference of two groups. The t-test on the basis of gender shows that there is no significant difference (at the alpha level  $\alpha=0.05$ ) of means of the opinion on hygiene factors and motivational factors. It reveals that both groups (male and female) of LIS professionals have different opinion on hygiene and motivational factors (sig. value is less than .05). The high mean of male for motivation (4.08) shows that they were given more importance to this factor (Table 5).

**Table 5**

***Results of Independent Sample t-test regarding Hygiene Factors on gender***

Factor Type	Mean		T	Sig.
	Male	Female		
Hygiene Factor	3.93	3.48	.009	.013*
Motivational Factor	4.08	3.67	.000	.011*

*Note.* \* Significant at .05 level

The result reveals that there was no significant difference (at the alpha level  $\alpha=0.05$ ) between the means of the opinion of LIS professionals on the basis of the type of organization. The results show that the opinion of both groups from public and private sector institutions regarding the motivational and hygiene factors are not significantly different.

**Table 6**

*Results of t-test about the opinion of respondents on Financial and Interpersonal factors (By Type of Institution)*

Factor Type	Mean		T	Sig.
	Public	Private		
Hygiene Factor	3.7976	3.7965	.007	.995
Motivational Factor	3.9332	4.0110	-.574	.573

*Note.* \* Significant at .05 level

Therefore the opinion of respondents' from both types of institutions was the same for the above mentioned hygiene factors. More than .05 significant difference null hypothesis claims equality of means is therefore accepted. (Table 6)

## **CONCLUSIONS**

The study results signify that LIS professionals identified the following two top motivators:

Opportunity to learn new skills and groom

Opportunity for career development

Having authority and responsibility

All above mentioned statements lies in motivator category. Many studied considered salary and fringe benefits the most important motivator in different work settings (Wiley, 1997 & Malik & Basharat 2009). But this study found fringe benefit and job security were among the least important motivators. It found that LIS professionals were more interested in opportunities for learning and career development, because there are fewer opportunities are available for them to learn and develop them selves. Mostly

respondents (65%) had up to ten years of experience and they were early or mid career professionals and want to learn, groom and develop their careers. University administration should focus on their continuous personal and professional development and create promotion opportunities to retain and motivate them. It is also found that fringe benefit was the least preferred motivator which is supported by Zubair (2005) study. He mentioned that organization image and security are the highly ranked motivators for employees in Pakistani organizations.

Malik & Basharat (2009) also point out the promotion opportunities and personal growth and development was the top ranked (ranked number 3 &4) motivators for pharmaceutical sales force in Pakistan.

Its findings also support the Herzberg theory. It further investigated that public and private sector LIS professionals had the same opinion on hygiene and motivational factors on workplace whereas male and female respondents had different opinion on these factors.

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