



Use of the theory of ERG in Motivating Library Professionals in Academic Libraries

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Abstract:

This article focuses the motivation of library professional in academic libraries that helped them achieve their goal efficiently. This research article has been prepared by studying the previous research papers and articles. It also explores the effects of Alderfer's ERG theory and Equity theory of motivation in working an academic background. Motivation plays an important role in the development of library professionals, the library professional attempts harder to achieve his goal. Motivational tools are important for this purpose. ERG theory, when needs in a category are fulfilled, an individual will apply more efforts in the higher category. Equity process theory inspirations on academic libraries professionals' awareness of the equality of their work outcomes of input and outputs. This article describes focus on ERG theory, Equity theory, tools for motivation, positive and negative tools etc.

Keyword: Motivation, Library Professional, ERG Theory, Equity Theory, Employee Awareness, Academic Library, Motivational tools

1. Introduction

Motivation is a behavioral process. Motivation means inspiring to do work and achieve its objectives. Motivation comes from inside; each individual's fundamental need is goal directed and is purposeful. Library is a public-spirited institute. All the library activities and services are done by people. A library requires many kinds of resources but the human resource is at the highpoint of all other resources. As a leader of the organization the library professional has the extraordinary accountability to design and establish the library professionals so that the library can accomplish the goals. The vital factor in human resource is the motivation of the library professionals. A library professional can best serve the users only if he/she is satisfied with his/her job. The efficiency of employees reduces if employees do not get job according to their interest and qualification.

The library is a communal organization made up of human beings who render services. Each organization exists with articulated and specified goals and purpose. The vital aim of an organization is to maximize productivity, through the discharge of organization functions. Library professional at all levels is interested in motivation because it finally results the employee performance as well as healthy helpfulness in academic library services.

2. Definition of Research Terms overview

2.1 Academic Library

An academic library is a library that is attached to learning institution which helps two complementary purposes to support the school's curriculum, and to care the research of the academicians, faculty and students. Academic libraries are the main learning network with significant role to support the academic's teaching and student's learning.

The academic library provides the facilities to faculties and students for information literacy skills. The library professional's responsibility is to inspire the students towards library. A librarian/library professional may also deliver other information services, including, computer provision and training, basic learning instruction and assistive technology for people with disabilities and help to discovering community resources. An effective librarian/library professional identifies the part-of-a part feature of library work and is vitally concerned about the library's environment, both internal and external. Therefore, it is said that, "Librarian is a pool between books and readers."

2.2 Motivation

The library, as an institute that provides for the information needs of others across occupation, and occupation is being functioned by professionals who need motivation for best efficiency. Dissatisfied professionals who are not motivated would position upsetting effect on the society. There is a hierarchy in the library professional from the management to the receptionists. Every employee needs motivation to be productive. This state to need-factor motivation.

Motivation has its roots in the efforts within a person that make a particular behavior patterns motivation is one of the aspects of management. Many factors are involved in motivation, will to do work, incentive capacity, discipline, clear understanding, similarity in nature, adequate salary, in-service training and reading habits.

According to **Fred Luthans** "Motivation is a process that starts with a physiology or psychological deficiency or need that activities behavior or a drive that is aimed at a goal or incentive." **Stephen P. Robbins** Said "Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort ability to satisfy some individual need." As per **Dubline**, "Motivation is the complex force starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated."

Most experts in human resource management give motivation a fundamental role in achieving efficiency in work. Performance of the staff is the result of encouragement and the support they receive from the organization. The strategies, remunerations and working conditions of the academic libraries are different and which affect the work efficiency of the staff. There may be contemporary physical services, appropriate resources and learning material in an academic Library, but if the library professional staff is not efficient, the purpose of development of the information is not served to users.

3. Objectives of the Study

- 1.To find out the level of work motivation among the library professional working in the academic libraries.
- 2.To explore the factors affecting the work motivation of the library professionals.

4. Research methodological Tool of Motivation

There are two types of tools of motivating library professional of academic libraries is following tools as:

1. Positive Tools of Motivation and
2. Negative tool of Motivation

5. Tools of Motivation

Through motivational tools, organization tries to motivate employees and make their maximum efforts to accomplish the set goals. Monetary and non-monetary tools or incentives motivational tools are used to motivate employees in organization. Motivational tools can be grouped into two categories; i.e.; Positive tools and Negative tools.

6. Positive Tools of Motivation

Positive tools inspire the employees to do work with job satisfaction. They get increment, promotion appreciation, etc.

1. Recognition and Appreciation: Employees desire their good work to be recognized and appreciated by their superior and others. Employees are motivated to perform better and better work day by day.
2. Awareness in personal problems of employees: If the superior take concern in personal matters and hobbies of employees, they are motivated. If a friendly atmosphere is created by superior, a sense of belonging to the organization is developed in employees.
3. Competition: Many employees want to improve upon his record as compared to those of his subordinates and even as compared to his own performance. If a skill supervisor arranges for some sort of competition among his subordinates, he may be able to motivate them.
4. Sense of Pride: When Employee's great work is recognized and appreciated, his sense of pride is satisfied.
5. Sense of pride is a powerful tool of motivation. If the work of one employee may not be the separated, then the work of the whole group of workers must be appreciated.
6. Delegating Responsibility: Employees want to do responsible and challenging jobs. They are given some responsibility; they are likely to work with better curiosity, self-confidence and authenticity.
7. Financial Incentives: Money is a great encouragement. Employees prefer bonus, profit sharing, salary plans etc. as motivators. But sometimes some employees are motivated by status, prestige, behavior of management etc., rather than money.

7. Negative Tools of Motivation

In some rare circumstances, a higher authority or superior is compelled to use negative tools of motivation. When the positive incentives fail, the management uses negative incentive. Negative incentives are, like a Fear of losing the job, demotion, wage-cut, leave-cut, issuing memos, imposing penalties or ultimately dismissal. Cause of fear of some negative steps, even the seasoned offender is compelled to improve employee's performance.

8. Results

8.1 Theories of Motivation

Form the very commencement when the human societies were well-known various Theorists have tried to find out the answer to what motivates employees to their work. From this theory it is possible to know how important motivation is for employees and how loyal he is to his work. Some of the leading motivating theories related to this research have been given by various scholars as follows:

1. Maslow's Need Hierarchy
2. Herzberg's Motivator-Hygiene
3. Clayton's as ERG
4. McGregor's X and Y theory
5. McClelland's Need theory

6. Alderfer's ERG Theory

This research study is focuses on two theories based on first one Alderfer's ERG theory and second Equity Theory as following:

8.2 Alderfer's ERG Theory

Alderfer suggested that when a certain group of needs isn't being met, people will increase their efforts to fulfill needs in a subordinate category. Alderfer's ERG theory is similar to Maslow's hierarchy needs. ERG theory has only three categories – **(E)** existence needs, **(R)** relatedness needs and **(G)** growth needs. Employee motivated by existence needs, relatedness needs and growth needs. Three needs are as follows:

- (1) **Existence needs:** Physiological needs security or safety, Affiliation needs, Esteem and Self – actualization needs.
- (2) **Relatedness needs:** Relatedness needs are like a, pertaining to satisfactory relating to others.
- (3) **Growth needs:** Growth needs are like a, referring to self-development, creativity, growth and competence.

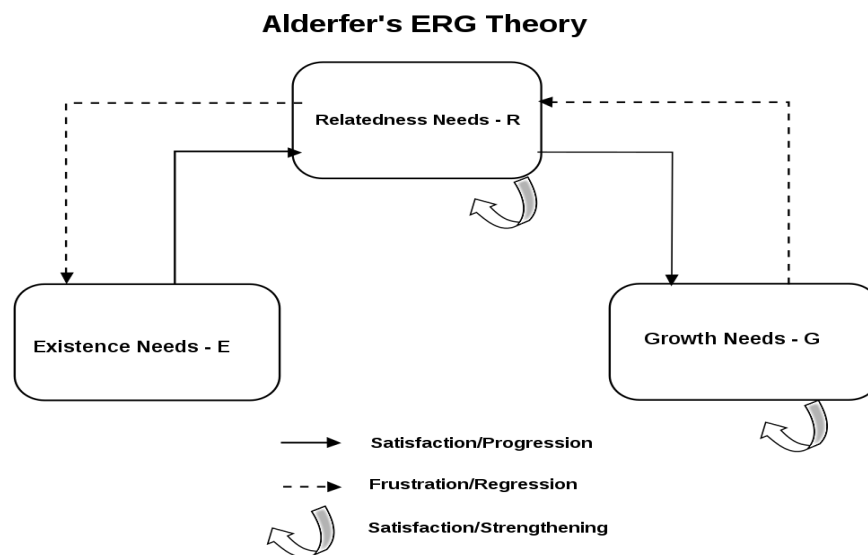


Figure No. 1 Alderfer's ERG Theory Model

Alderfer suggests that one may be motivated by needs on several levels at the same time, one may go to work to make a living, at the same time one may be motive by good relation with subordinates. In short, when employee experiences frustration one level, they focus on the needs at lower-level needs.

1. Equity Theory

Motivation is influenced by an individual's subjective judgment about the fairness of the reward he/ she gets, relatives to the inputs, compared with the rewards of others. The highest aspect of the theory may be expressed as follows:

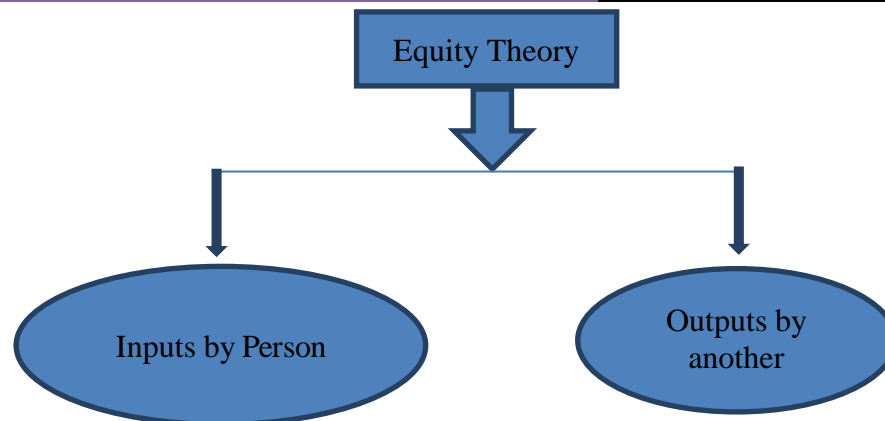


Figure. No. 2 Equity Theory

There should be a balance of the outcomes/Input's relationship for one person in comparison with that for another person. Employees feel that they are inequitably rewarded, they may be dissatisfied, and they may reduce their quality output. On the contrary, if employee thinks that the rewards are greater than what is considered equitable, they may work harder.

9. Benefits of Motivating Library Professional

1. Motivation approves a great level performance and development in the efficiency of employees.
2. Well co-operation from staff and healthy human relations. Development in the morale of employees
3. Employees get various monetary and non-monetary facilities/benefits which provide better life and welfare to them.
4. Safety of work and additional remunerations due to friendly relations with the management. Job desirability and job satisfaction.
5. Higher position and opportunities of involvement in management.
6. Positive approach and outlook of employees towards institute, management and seniors.
7. Well opportunity for enhancement in knowledge and skills of employees.

10. Implications of these theories in Academic Libraries

Academic libraries can produce job satisfaction by putting systems in place to make sure that Library professionals are challenged and then happy over successful outcomes. Academic Libraries need to focus on plans to accomplish job satisfaction through many steps; some of them are given below:

1. Increase Library professional's creativity
2. Increase Library professional's accountability
3. Secure work in Library professional's atmosphere
4. Accessibility to the administration/ management work of Library professionals
5. Updated in Library professionals' information technology
6. Competitive in Library professionals' salaries
7. Opportunities for promotions in Library professionals
8. Provide obvious opportunities in Library professionals
9. Empower academic libraries professionals
10. Reward academic libraries professionals
11. Team-building activities for academic libraries professionals
12. Reasonable compensation of academic libraries professionals

11. Conclusion

Motivation plays an important role in the development of employees; the employee attempts harder to achieve his goal. Motivational tools are important for this purpose. According to ERG theory, when needs in a category are fulfilled, an individual will apply more efforts in the higher category. When needs in a

category are unfulfilled, an individual will spend additional efforts in the lower category. This research study is focuses on two theories based on first one Alderfer's ERG theory and second equity theory. Specifically, they attempt to maintain ratios of their own rewards to assistances which are equivalent to others' ratios. When employees are working on a temporary bus, he / she gets a permanent place with maximum effort, but after becoming permanent, those employees become efficient or inefficient. There are two types of effects after becoming permanent, one positive and second negative. With help of positive tools of motivation, organization tries to motivate employees and make their extreme efforts to achieve the set goals, but in some rare situations, a higher authority is required to use negative tools of motivation. When the positive motivational tools fail, the management uses negative tools of motivation.

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