Factors Affecting the Motivation of Library Paraprofessional Staff Working in University Libraries of Lahore: An Appraisal

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The present study aims at exploring the degree of motivation of library professional staff working in libraries of the Universities based in Lahore. The study is essentially quantitative in research involving survey research method for the data collection. The population of the study was paraprofessionals working in the central libraries of thirty-three HEC (Higher Education Commission, Pakistan) recognized public and private universities in Lahore. For the sake of convenience, a selected group of five respondents was constituted from the central library of each university. The available respondents in 33 university libraries were 85. Data were collected through a structured questionnaire using a pre- developed scale MAWS (Motivation at Work Scale) by Gagne et al. (2010). The results proved that the introjections and inner motivational factors proved the key factors of motivation. Furthermore, the results proved that the library assistants had a higher degree level of motivation than those of library clerks. The employees receiving high salary were more motivated than those who were receiving comparatively low salary. Permanent job holders were more motivated than contract-based employees. Similarly, university sector also proved a factor of motivation. The findings of the study are significant to the administration of university libraries that they should consider these factors to keep their staff motivated and committed to their organization and at their workplace.

Keywords: Job Motivation, Library Paraprofessionals, Academic Libraries, Human Resource Management, Pakistan.

INTRODUCTION

Motivation is related to the wishes, needs, wants and demands of human beings. The word motivation is derived from the Latin word "*movere"* (Yusuf, 2015). It means to satisfy a want or a need of a person(s). Jones and George (as cited by Yusuf, 2015) define motivation as a psychological force that defines the attitude of a person in an institution reflecting his/her level of efforts in facing obstacles. To motivate the employees should be the goal of every organization and the administrators must direct their energies to attain this target. Arnold (2007), Senyah (2003), Snell (1999) and Stoner (2002) believe that motivation is a key factor in human resource management; it forms the attitudes and behaviors of the workers towards their duties.

Researchers have, by and large been, interested to gauge the motivational level of employees. Landy and Conte (2010) indicate that the total number of books, articles or research material containing the word "motivation" either in their titles, subjects or summaries/abstracts from 1950 to 2008 has been used about 65,000 times. Since before 1980, this term was used almost 5000 times, and in the decades of 1980s and 1990s, the usage of term motivation in research or other material was about more than 12,000 times in each decade. Since 2000 to onward, it has been used by the researchers for more than 14,000 times.

Library Paraprofessionals in Pakistan

In Pakistan, there exist three types of library staff in university libraries; professionals, paraprofessionals and non-professionals. The professionals are hired according to a set standard but unfortunately, there is no specific hiring criterion for the library paraprofessionals in Pakistani libraries. According to Haider (1998): "In Pakistan the libraries have inadequate professional and non-professional staff, the staffing of libraries, being in no way, linked with consumer demand or size of book stock. The person input in university libraries is comparatively better. But the overall situation is not satisfactory". Warraich and Ameen (2011) in their research on staffing patterns in public sector university libraries of Pakistan stated that "55 professional (with a mean of 14) and 117 non- professional (with a mean of 6.38) were needed in the 15 ULs (University Libraries)(p.07)" These are the staffing requirements of just 15 public sector university libraries of Pakistan. The research is still needed to identify the staffing patterns and requirements in university libraries all over the Pakistan including private sector too.

Furthermore, the principal researcher discussed with the respondents and came to know that the service structure is not properly implemented for paraprofessionals, which is the most important of all issues for them. The library associations like Pakistan Library Association (PLA) and Pakistan Librarian Welfare Organization (PLWO) are paying more attention to the issues of professional librarians; and less preference is being given to the training and retraining, continuing professional and educational development, promotion etc. of library paraprofessionals. The previous studies have proved that training (Senya, 2003; Aziagba, 2009; Saka & Haruna, 2014 and Madukoma et al, 2014), promotion (Jerome & Mary, 2011; Mbuthia, 2013; Yousaf et al., 2015; Zarei et al., 2016 & Senya, 2003), educational development (Zarei, et al., 2016), staff development (Aziagba, 2003 and Saka & Haruna, 2014) are the key motivational factors among the library personnel. It is also observed that librarians rely on the junior staff for most of their professional tasks which create stress situation for the juniors. The most important thing is that library paraprofessionals were not the focus of any research or researcher earlier in national scenario. There is not any specific platform through which they might highlight their issues and problems. So, there is a need to focus on the issues and problems of library paraprofessionals working in all type of libraries all over the Pakistan.

LITERATURE REVIEW

Literature review presents a summary of various studies related to the motivation of library paraprofessional staff. The findings of the studies disclose the factors affecting the motivation level of library paraprofessionals.

Various studies have been conducted to identify the motivational factors and strategies among library employees. Yeboah and Antwi (2001) tried to find out the motivational forces among library staff. The results of their studies revealed that salary, participative management, staff appraisal and rewards were identified as sources of motivation among the respondents. Pradhan (2006) explored the impact of motivation on job performance of library staff in universities of Gujarat in India. The results perceived that motivation had great influence on job performance of library staff. Likewise, Tella, Ayeni and Popoola (2007), Ajie, Soyemi and Omotunde (2015), Adio and Ogunmodede (2015) and Urhefe (2015) also assessed the impact of motivation on job performance and organizational commitment of library staff of all academic and research libraries in Nigeria. The results presented that motivation has a strong impact on job performance and also there exists strong relation

between motivation, job performance and organizational commitment of library personnel.

Aziagba (2009) and Saka and Haruna (2013) evaluated the staff development as a motivation factor among library paraprofessionals in Nigeria. The results revealed that staff development through in-service training infused positive motivation among library paraprofessional as it will add in their curriculum vitae and will help in their job mobility. Moreover, James (2011) articulated the factors which could affect the motivation level of library paraprofessional staff. She also took the Maslow's (1943) Hierarchy of need as a framework of her research and came up with the guidelines to improve the role of paraprofessional staff in Nigerian libraries. She concluded that library managers should adopt motivational strategies for their subordinates.

In the same way, Jerome and Mary (2011) studied the factors which affect the motivation of library staff in a Nigerian university. The results of the study revealed that inner satisfaction (intrinsic motivation), timely payment of overtime and allowances and timely promotion were the factors which contributed in staff motivation and productivity. Correspondingly, Ayetola (2012) and Olusegun (2012) conducted studies to assess the impact of motivation on the turnover of library employees in some public universities in South West Nigeria. The results of their studies indicated that there was a strong relationship between job motivation and turnover intention and there existed a need of improvement in their service conditions. They recommended the good relationships among the library personnel to decrease the turnover rate.

Another study was conducted by Kolajo (2012) to identify the role of work motivation and cognition as factors of job performance of library staff working in some private universities in South-West Nigeria. The researcher adopted exploratory method to investigate the research phenomenon. The results of his study transpired that there was a strong relation between the job performance and work motivation and cognitive styles. Similarly, Mbuthia (2013) studied the motivation of lower and middle grades library staff and its impact on their job satisfaction. The purpose of this study was to formulate strategies to enhance motivation and job satisfaction of lower staff in university libraries of Nairobi, Kenya. A mixed method approach was used to collect the data. The results of the study revealed that the library staff liked their job, but they were not satisfied with salary, promotion, working environment and administrative policies of their libraries. The study recommended that library administration should focus on

redesigning their jobs, implementation of equity and staff development as motivational strategies. In addition, Amune (2013) and Saka and Salman (2014) also observed the job motivation as a predictor of job satisfaction among professional and paraprofessional staff in a university library of Nigeria. The results proved that there are different motivational packages i.e. salary, library administration and policies, job security and personal growth which affect the job satisfaction of library personnel. The study recommended that library management should formulate policies to enhance these motivational packages for their staff.

Furthermore, Madukoma et al. (2014) discovered the impact of training and motivation on staff performance. The main reason to conduct this research was that the users of University of Lagos, Nigeria complained that the library personnel did not pay attention to their reference and information queries. The results of the study showed that the training motivated the library personnel and they showed an improved degree of professional commitment. The study recommended that regular training sessions should be conducted for the library personnel to enhance their motivation and productivity.

An interesting study was conducted in Jammu & Kashmir by Mangi (2014) to examine the impact of motivation and motivation level of library staff in universities of Jammu & Kashmir. The results were remarkable that motivation had a great impact on the library staff and motivation level was also high among them. Likewise, Ntui et al. (2014) assessed the correlation of motivation with work attitude of library staff in tertiary institutions of Nigeria. The study concluded that awards, fringe benefits, working environment and training were the key motivators which had a strong correlation with staff motivation. The study suggested that every organization should study her employees and adopt strong motivators for their staff. However, Olaojo and Oyeboade (2016) investigated the relationship of social support and work motivation with staff performance. They collected data from library staff of thirteen private universities in Nigeria. The study concluded that there exists a strong relationship between social support, work motivation and job performance of library staff.

Recently, Yusuf et al. (2015) discovered the factors of motivating library paraprofessional staff in Nigerian universities. The results revealed that pay, job structure, job rotation, job expansion, promotion, education and in-service training were the most motivational tactics used by the library managers to motivate their staff. Their study found that some other motivational factors i.e. employee recognition, performance appraisal, salary and welfare facilities were not enough.

They observed that motivational tactics developed a sense of responsibility among paraprofessional staff and they (library paraprofessionals) reported early to work, kept good behavior with supervisors and colleagues, increased long staying at work and enhanced staff work productivity.

Subsequently, Zarei et al. (2016) explored the factors of job motivation among the front-line employees in hospitals of Tehran. He used a questionnaire and collected data from 300 front line employees working in different hospitals. The results suggested that the intrinsic factors were identified as the strong factors of motivation as compare to extrinsic factors of motivation i.e. pay or remuneration etc. The study suggested that enabling communication between staff and administration, associating staff in the public, encouraging communal esteem for health works, providing career development and educational opportunities, making proper promotional strategies, ensuring the staff participation in goal attainment, providing job security and a better working environment, job improvement etc. should be the part of hospital policies to motivate their frontline employees. More recently, Bamgbose and Ladipo (2017) investigated the impact of motivation on staff performance and productivity in libraries of Nigeria. The study determined that staff appraisal, wages, awards, salary, relationship with colleagues and financial incentives were found as motivational factors for library staff which influenced their performance and productivity. The study showed that the staff was uncertain about their future and there was also a lack of support and cooperation of senior management in libraries. The study suggested that employers showed motivate their employees to boost their morale and productivity.

Similarly, Lawson (2018) investigated to which extent staff motivation and job satisfaction influence the staff productivity in Ghana universities. All the professional and paraprofessional staff of universities in Ghana was the respondent of the study. The study concluded that interpersonal and hygiene factors including salary, fringe benefits, library administrative policies, working environment supervision and professional relations with colleagues were great factors of employee motivation. Moreover, motivation itself was a great factor of job satisfaction among library staff in Ghana universities.

The studies cited above concluded that there existed multiple factors which played a vital role to motivate the employees. Overall, working environment, on job training, job content/structure, participative management and money/ financial benefits proved the highly motivational factors for the employees. Other factors

including job rotation, pay, promotion, job security and performance appraisal were also identified as the motivational factors among the respondents of the studies.

Statement of the Problem

There are thirty-three public and private universities in Lahore recognized by Higher Education Commission of Pakistan (www.hec.edu.pk) which have their central libraries. However, some universities like University of the Punjab, Lahore, Government College University, Lahore and Forman Christian College Lahore have their departmental libraries too. There also exist 17 research and public libraries in Lahore. The various aspects of the library, librarians, library services, library education, curricula etc. have been addressed by researchers. However, studies are also available regarding different issues of library paraprofessionals in international context i.e. motivation (James, 2011; Jerome & Mary, 2011; Yusuf, 2015), job satisfaction (Ranaweera, 2018), job performance and productivity (Senya, 2003 and Saka & Haruna, 2014) etc. Contrary to this, if we review the LIS literature and research in Pakistani context, paraprofessionals are the most neglected area of research in Pakistani librarianship. The review of the available literature has proven that the study area of paraprofessionals is still neglected in Pakistani librarianship. In this regard, two studies by Naseer and Khalid (2008, 2014) give very clear evidence. The authors evaluated the subject dispersion in Library & Information Sciences in Pakistan from 1998 to 2007 and from 1947 to 2009 for 62 years since the establishment of Pakistan. Their studies concluded that from 1998 to 2007, the most popular subject area among LIS researchers was "Industry, profession, education and Information Technology". The results of their 2014 study also reported that in LIS, the research is limited to only few fields and mostly areas have been neglected. In their study, in Table 8, they elaborated that least consideration is given to the research regarding library staff and only 54 (8.44%) studies were reported about library staff (p.117). It is an alarming situation that in 62 years only 54 studies were conducted about library staff and none of them was about library paraprofessionals. Ameen and Warraich (2014) also analyzed the trends of LIS education in Pakistan. Their study reported that areas of LIS research explored mostly were LIS education and ICT. Recently, Sheikh and Jan (2017) examined the research productivity of LIS schools at M. Phil. and Ph.D. level. Their study identified "information needs and seeking behavior" as the most explored area of research among researchers. The results of their study reported that only six theses were found about Human Resource Development in nine LIS schools of Pakistan. While

sixteen theses (eight each) were conducted about job satisfaction and competencies of library professionals. Thus, the results of the above-mentioned studies proved that library paraprofessionals were the neglected areas of LIS research in Pakistan and there was a need to explore this neglected area.

Research Objectives

The objectives of the study were:

1. To assess the motivation level of paraprofessionals working in different public and private sector university libraries of Lahore according to different demographic variables i.e. designation, salary, job experience, nature of job and sector of the university.
2. To identify the key factors of motivation among paraprofessionals working in different university libraries of Lahore.

METHODOLOGY

The study was quantitative in nature. Survey research method was used for this research. Paraprofessional staff (including data entry operators/key punch operators, library assistants, library clerks, and shelvers) who was working in public and private sector universities' main libraries of Lahore was the population of this study. Data was collected from thirty-three HEC recognized public and private universities situated in Lahore. The list of these universities was accessed through the official website of Higher Education Commission (HEC), Pakistan. Convenient sampling was carried out and five respondents were selected from central library of each public and private university. The sample was available in fourteen major (public & private) university libraries at the range of 05 and 04. At the range of 05 and 04 means that in some universities paraprofessional staff was available with the ratio of 05 respondents and in some universities the staff was available with the ratio of 04 respondents. In other 19 university libraries, the number of respondents was low; therefore, all available respondents were approached. Thus, the total number of respondents from all university main libraries of Lahore district was 85 and questionnaires were filled by them. Data was collected through personal visits.

Instrument

A structured questionnaire containing a pre-developed scale Motivation at Work Scale (MAWS) was used for data collection. It was developed by Gagne et al. (2010). It contains 12 items. First three items were related to intrinsic (indicating inner motivation), next three to identification (self-actualization), next three for

introjections (getting inspiration) and the last three items were related to extrinsic (motivated from external sources i.e. promotion, money etc.) level of motivation. Keeping the intellectual level of the respondents of understanding English language in mind, the questionnaire was translated in local language (Urdu) so that someone who can't understand English might response properly after reading its Urdu. The scale was translated in Urdu language by Mr. Afzal Haq Qarshi, ex lecturer at Department of Library and Information Science, University of the Punjab, Lahore, presently working as a chairman of Academy of Urdu Adabiyaat, Mall Road, Lahore. After its Urdu translation, it was back-translated in English by Miss Ayesha Akram (lecturer of English Language at University of Education, Lahore). To check the reliability of the instrument after its Urdu translation, a pilot study was conducted. Twenty respondents other than those from the sample of the study were selected for pilot testing from various departmental libraries of P.U. A total of 18 respondents responded. The results of the pilot testing showed the satisfactory reliability (0.965) of the questionnaire, and it also indicated that it will enhance the response rate. The translated version of the scale made it convenient for respondents to respond accordingly and accurately. The researcher personally met with the respondents and explained some statements to the respondents which were difficult to understand for them. However, this practice was not made for the whole eight five respondents.

Data collection

A list of HEC recognized universities was prepared from the official website of Higher Education Commission (HEC) Pakistan. The required information from the respondents was gathered through a structured questionnaire.

FINDINGS

Data was analyzed through SPSS by using descriptive and inferential statistics such as mean, independent sample t-test; ANOVA and Pearson product moment correlation.

Demographic Information of the Respondents

Table 1

Demographic Information of the Respondents

Variables	f	%
Gender		
Male	68	80
Female	17	20
Designation		
K.P.O. (Key Punch Operator)	1	1
Library Assistants	72	85
Library Clerks	8	9
Shelvers	4	5
Age		
20-30	26	31
31-40	46	54
41-50	9	11
51-60	3	3
61 and above	1	1
Salary		
5000-10,000	2	2
10,001-12,000	14	17
13,000-15,000	16	19
15,001 and above	53	62
Total professional experience		
0-5 years	17	20
6-10 years	35	41
11-15 years	20	24
16-20 years	6	7
20 years and above	7	8
Total professional experience in the present university		
0-5 years	23	27
6-10 years	34	40
11-15 years	19	22
16-20 years	3	4
20 years and above	6	7
Academic qualification		

Variables	f	%
Metric	9	11
F.A. (Intermediate)	29	34
B.A. (14 years education)	47	55
Professional qualification		
CLS (Certificate in Library Sc.)	9	11
DLS (Diploma in Library Sc.)	8	9
BLS (Bachelor with Library Sc.)	17	20
No professional qualification	51	60
Nature of job		
Permanent	65	77
Contract	20	23
Sector of the university		
Public	42	49
Private	43	51

Table 1 indicates that library assistants were 72 (85%) of the whole respondents. The figures in Table 1 were rounded. Mostly (62%) respondents were getting salary of 15000 rupees or above. The results show that respondents had different ratio of professional experience. Majority (77%) of them were permanent employees. The results show almost equal representations from both public and private sector with 49% respondents were from public sector and 51% were from private sector.

Motivation of Paraprofessional Staff

Table 2

Mean and St. Deviation of Motivation at Work Scale n=85

Sr. No.	Statements	Mean	SD
1	Because I enjoy this work very much.	3.81	1.07
2	Because I have fun doing my job.	4.16	0.94
3	For the moments of pleasure that this job brings me.	3.70	1.02
4	Because it allows me to reach my life goals.	3.73	1.20
5	Because this job fulfills my career plans.	3.84	1.06
6	Because this job fits my personal values.	3.72	1.05
7	Because I have to be the best in my job, I have to be the "winner".	4.00	0.85
8	Because my work is my life and I don't want to fail.	4.13	0.92
9	Because my reputation depends on it.	4.05	0.88

Sr. No.	Statements	Mean	SD
10	Because this job affords me a certain standard of living.	4.11	0.77
11	Because it allows me to make a lot of money.	3.20	1.13
12	For the pay back.	2.86	1.23

Note: Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

To measure the motivation level, Motivation at Work Scale (MAWS) was used. The statistical results against each statement are displayed in Table 2 (Two figures shown after the decimal). The staff agreed that they had fun while performing their duty ($\overline{x}$= 4.16). The respondents agreed that they feel pleasure to fulfill their job responsibilities ($\overline{x}$ =3.70). This shows that the job is a source of intrinsic motivation. Intrinsic motivation deals with self -recognition and belief in one-self according to the Maslow's theory of motivation. The results show that the library staff wants to prove themselves by believing in themselves through their skills and abilities. The respondents valued their job by agreeing that their job helps them to access their life targets ($\overline{x}$= 3.73). However, the respondents remained neutral about the statement that their job is a source of money ($\overline{x}$=3.20) and disagreed with the statement that they do their job for reward and appreciation ($\overline{x}$= 2.86). Although, the variations in the response rate have been observed but due to small sample size of the respondents, the results of the study cannot be generalized.

Factors of Motivation

Table 3

Mean and Standard Deviation of Facets of Motivation n=85

Item	Mean	SD
Introjection	4.05	0.67
Intrinsic	3.89	0.87
Identification	3.76	0.89
Extrinsic	3.38	0.75

To measure the mean wise rank of the 4 facets of the motivation, a detailed list was prepared to judge the difference in feelings of respondents about each facet. Table 3 shows that according to this rank list, the employees were more motivated with the facet "Introjections" ($\overline{x}$ = 4.05) in comparison of other facets. According to the Maslow's theory of motivation, introjection factor of motivation is

related to the self-actualization needs of human beings. This shows that respondents of this research were highly motivated as they wanted to proof themselves in their existing profession. The facet "Extrinsic" (money, rewards, appreciation etc.) receives the lowest level of motivation ($\overline{x}$ = 3.38).

Difference of Motivation Level According to Demographic Variables

Table 4

Difference of motivational level of paraprofessional staff according to designation

	Library Assistants		Library Clerks				
	M	SD	M	SD	t	df	p
Intrinsic	3.97	0.77	3.39	1.25	2.20	83	0.03
Identification	3.86	0.84	3.21	1.07	2.00	83	0.01
Introjection	4.15	0.57	3.53	1.01	3.06	83	0.00
Extrinsic	3.39	0.70	3.39	1.05	-0.01	83	0.99
Motivation	3.84	0.49	3.38	0.75	2.79	83	0.00

The respondents were categorized as Key Punch Operators, library assistants, library clerks and shelvers. The ratio of K.P.Os (Key Punch Operators) and shelvers was 01 and 04. So, the variable was re-coded in the same variable and categorized in two major classes i.e. library assistants and library clerks *t*-test was applied to judge the difference of motivational level between library assistants and library clerks. The results in Table 4 show that there was a significant difference *(p<0.05)* between the motivational facets i.e. intrinsic, identification and introjection of library clerks and library assistants. The library assistants were more motivated than library clerks. There was also a significant difference *(p<0.05)* between the over-all motivation of library assistants and library clerks. Although, the variations in the response rate have been observed yet due to small sample size of the respondents, the results of the study cannot be generalized.

Table 5

Difference of motivational level of paraprofessional staff on the bases of salary

	<12000		13000-15000		>150001			
	M	SD	M	SD	M	SD	F	p
Intrinsic	3.00	0.47	4.31	0.48	3.88	0.89	3.48	0.04
Identification	2.17[a]	0.24	3.89[bc]	0.68	3.73[c]	0.96	3.80	0.03
Introjection	3.33[a]	0.00	4.12[bc]	0.62	4.35[c]	0.41	3.77	0.03
Extrinsic	2.08	0.82	3.26	0.67	3.38	0.76	2.85	0.07
Motivation	2.69[a]	0.33	3.89[b]	0.40	3.83[cb]	0.52	6.07	0.00

Salary or remuneration is a key source of motivation for human beings. To find out the difference between the different ratios of salary and the motivation level, one way ANOVA and Post Hoc Tukey was applied. To indicate the difference of motivation level among three groups, according to the APA style, different alphabets were used. The different alphabets show difference in motivation level while the same alphabets mean having no major difference and the groups share the same value. Data in Table 5 reveals that there was a significant difference among three groups on the bases of salary with the motivational factors i.e. identification, introjection and the motivation itself. The results concluded the motivation level of group two (having salary 13000-15000) was higher than the group one (having salary less than 12000). The motivation level of group two and three (having salary13000-15000and 15001 and above) was almost equal while there was major difference of motivation between group one and group three. The same difference existed according to the introjection motivation and with the overall motivation. The results prove that there was a significant difference *(p<0.05)* between different ratios of salary and the different facets of motivation i.e. intrinsic, identification, introjection and the overall motivation itself. The respondents having more salary were more motivated as compared to those who were receiving poor salary; as the salary improves, the motivation level also differs and improves.

Table 6

Difference of motivational level of paraprofessional staff according to total professional experience in the present university

	0-5 years		6-10 years		11-15 years		*f*	*p*
	M	SD	M	SD	M	SD		
Intrinsic	3.85	0.83	3.39	0.75	3.39	0.72	1.13	0.33
Identification	3.75	1.01	3.66	0.57	3.26	0.61	2.23	0.11
Introjection	4.08	0.71	3.67	0.62	3.31	0.69	0.55	0.58
Extrinsic	3.89[a]	0.87	3.98[b]	0.39	3.17[c]	0.56	3.51	0.03
Motivation	3.52	1.05	3.78	0.55	3.26	0.62	3.32	0.04

The respondents were asked about their total professional experience in the present university they were working at the time of data collection. The ratio of respondents having total professional experience of 11 to 15 years and 16 to 20 years was 3 and 6. So the variable was re-coded in the same variable and categorized in three major categories i.e. 0-5 years, 06 to 10 years and 11 to 15 years. One-way ANOVA and Post -hoc Tukey was applied. Data in Table 6 uncovers

the facts that there was a significant difference among three groups on the bases of total professional experience with the motivational factor extrinsic motivation and the motivation itself. The results concluded the motivation level of group one (having professional experience 0- 5 years) and group two (having professional experience 6-10 years) was equal. The motivation level of group two (having professional experience 6-10 years) was lesser than the motivation level of group three (having professional experience 11-15 years). The results prove that there was a significant difference *(p<0.05)* between motivation among three experience groups working in various universities. The respondents feel themselves more motivated with their present institute.

Table 7

Difference of motivational level of paraprofessional staff according to nature of job

	Permanent		Contract				
	M	*SD*	*M*	*SD*	*t*	*df*	*p*
Intrinsic	3.94	0.88	3.72	0.83	1.02	83	0.31
Identification	3.83	0.86	3.58	1.00	1.06	83	0.29
Introjection	4.05	0.71	4.08	0.57	-0.18	83	0.85
Extrinsic	3.57	0.70	2.80	0.60	4.40	83	0.00
Motivation	3.85	0.53	3.55	0.58	2.15	83	0.03

The nature of job can also be a source of motivation. To judge the difference level of motivation between employees having permanent or contract base job, *t*-test was applied. The results prove that there is a significance difference *(p<0.05)* between the level of motivation of permanent and contract base employees. The employees having permanent job were more motivated than contractors. The reason might be the job security as according to the Maslow's theory, job security was a basic social need of every human being. So that's why permanent employees were more motivated than contractors due to their job security.

Table 8

Difference of motivational level of paraprofessional staff according to sector of the university

	Public		Private				
	M	*SD*	*M*	*SD*	*t*	*df*	*p*
Intrinsic	3.66	1.01	4.12	0.65	-2.50	83	0.01
Identification	3.64	1.01	3.89	0.76	-1.28	83	0.20
Introjection	3.89	0.78	4.22	0.52	-2.34	83	0.02
Extrinsic	3.35	0.79	3.42	0.72	-0.45	83	0.66
Motivation	3.63	0.59	3.91	0.48	-2.41	83	0.02

To judge the difference of level of motivation between public and private sector employees, *t*-test was applied. The results prove that there was a significance difference *(p<0.05)* between the level of motivation of public and private sector employees (Table 8).

DISCUSSION

The present study found that motivation was highly affected ($\overline{x}$ = 4.05) by the motivational factor 'introjection'. According to the Maslow's (1943) theory of motivation, the introjection factor of motivation is related to the self-actualization needs of human beings. This shows that respondents of this research were highly motivated as they wanted to proof themselves in their existing profession. The inner motivation or 'intrinsic' motivation was the second factor which affects ($\overline{x}$ = 3.89) the motivation according to the present research. Maslow (1943) categorizes the intrinsic or inner motivation as self-esteem needs. It means the human beings achieve a target or work hard for a specific purpose when they have their own personal interest or their own inner motivation. The results suggest that the library support staff is motivated by their inner motivation or their own personal interest in their duties or daily tasks. The extrinsic motivational factor ($\overline{x}$ = 3.38) received the lowest response to affect the motivation according to the present study. The results of the study agree with Jerome (2011) and Zarei et al. (2016) who also concluded the intrinsic motivation as a key factor among the employees.

Furthermore, the results suggest that library assistants were more motivated than library clerks. So, the difference can be seen in motivational level according to designation. As they get better designation, the motivation level increases. The studies of Antwi and Bello (1993), Afful and Antwi (2001) and Senya (2003) support the results of this study. They (Antwi & Bello, (1993) and Afful & Antwi (2001) are agreed that library assistants are motivated through better working relationships and collaborative management. However, Senya (2003) concludes that timely promotion, acknowledgement of experience and on-job training is a great source of motivation for library assistants.

The difference of motivation level was also found among respondents receiving different salary packages. The employees receiving high salary were more motivated than those who were receiving comparatively low salary. The results of this research agree with the results Jerome (2011), Yeboah (2001) and Yusuf et al. (2015) who also considered pay, money or financial benefits as the key factors of

motivation. Low salary or low income was also identified as a de-motivational factor by Yusuf et al. (2015).

The present study concluded that the respondents were more motivated to work with their present institution. The reasons of this motivation and attachment with their present organization may be good working environment, better chances of promotion, comparatively better salary package and other fringe benefits. The results agree with the outcomes of Babalola and Nwalo (2013), Kolajo (2012) and Zarei et al. (2016). These researchers also support the provision of better working environment not only for the library paraprofessional staff but for all the employees.

Job security plays an important role in the motivation of the employees. The results showed that permanent job holders were more motivated than contract-based employees. Job security was a major reason for the employees' motivation. The results of the studies conducted earlier by Zarei et al. (2016) agree with the results of the present study considering job security as a non-financial motivating factor for the employees.

The respondents related to private sector were more motivated than public sector employees. The reasons may be good facilitation, availability of proper resources, good working environment and excellent administration. Another reason of this motivation can also be the job insecurity. The private sector employees have no job security, so to survive in their private organization, they have to input their best, that's why they were more motivated than public sector.

CONCLUSION

The study was aimed to assess the motivation level and to identify the motivational factors of library paraprofessional staff working in university libraries of Lahore. The study was quantitative in nature and survey research method was used for the research. Data was collected through a pre-developed questionnaire Motivation At Work Scale (MAWS) developed by Gagne et al. (2010). The library paraprofessionals working in central libraries of 33 HEC recognized public and private sector universities situated in Lahore were approached to collect the data. The results proved that the staff was highly motivated by introjection motivation as compare to extrinsic motivation. The results also proved that salary, promotion, job experience and job security proved the key factors of motivation. It was also interesting to find that private sector staff was found more motivated as compared to public sector universities.

SUGGESTIONS

Keeping in view the objectives of this research that sought to identify the motivational factors among library paraprofessional staff working in university libraries of Pakistan, the researchers make the following recommendations:

1. Salary plays an important role to motivate the workers. The study proved that as the salary raised, the motivation level of the respondents also increased. The administration should pay attention in this regard to motivate their employees.

2. Other incentives such as allowances in housing, transport as well as merit award scheme, transport system, canteens and recreational facilities should be provided (where it does not exist) and improved upon (where the service is not adequately enough).

Suggestions for Future Research

1. The present study was conducted quantitatively. More extensive results can be retrieved through qualitative approach for the present research.

2. Such studies can be conducted at national level to compare motivational level and motivational factors of library paraprofessional staff working in university libraries of different provinces of Pakistan.

3. The study addressed the library paraprofessionals of university libraries. However, motivational level and factors should be identified of library personal working in public and special libraries as well.

4. Such studies may also be conducted in other developing countries too to analyze the motivational situation of library staff working in different libraries.

5. An interesting study can also be conducted showing a comparison of motivational factors of library staff working in academic, public and special libraries.

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