ROLE OF MOTIVATION FOR UNIVERSITY LIBRARIANS; A CASE OF THREE PUBLIC UNIVERSITIES IN ZAMBIA

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Purpose: The purpose of this study was to investigate factors which affect motivation of librarians in three selected Universities in Zambia namely; Mulungushi University, Copperbelt University and Nkrumah University. The objectives of this study were to determine the extent to which librarians are motivated in their work, to find out factors that influence motivation among librarians in the selected university libraries in the Central and Copperbelt provinces of Zambia, to assess the impact of communication and staff development on staff motivation in the selected university libraries in the Central and Copperbelt provinces of Zambia and to propose measures aimed at contributing towards job motivation among librarians from the selected university libraries in the Central and Copperbelt province of Zambia.

Methodology: The study was a survey by design targeting library staff such as sub-librarians, assistant librarians, senior library assistants as well as library assistants. A sample of 103 respondents was selected using purposive sampling. The survey combined qualitative and quantitative methods; qualitative data obtained from interviews using administered and self-administered questionnaires and interview technique results were analysed by coding and regrouping similar themes using constant comparative techniques. Quantitative data was collected and presented statistically in form of percentages and graphs.

Findings: Study indicated various factors which can motivate librarians to do more work such as responsibilities including, good salary, promotion and work achievement.

Unique Contributions to Theory Practice and Policy: The uniqueness of this research is that the findings will be used as reference by future researchers on this or related topics and this will help manager to put in place measures which will help motivate library staff. Hence this will lead to attainment of hard work among staff and delivery of quality services to clients.

Key Words: Motivation, Librarian, Academic library

1.0 INTRODUCTION

Motivation of the librarians according Nash (2005) to does not only depend on remunerations alone but over and above a number of other factors such as provision of accommodation, transport, safety, security and recognition. It is therefore expected that policy makers draw attention to the crucial nature of the role librarians play through supporting the achievement and improvement of higher education in the country. If librarians are not motivated, the implication would be that support for quality education would suffer (Bill, 2000).

Motivation of staff is important because it leads to an increase in work output. Tella (2007:1) stressed that in order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments and sections of the library. Even though, generally, the university libraries in the Central and Copperbelt Provinces of Zambia boast good staff compliment, attractive buildings, satisfactory presence of infrastructure, staff development policies and resources in place, motivation of librarians to deliver good services is not rated as 'excellent' as could be expected. In addition, Stoner (2002:203) suggested that "Motivation is essential to organizational effectiveness and is a predictor for performance of employees.

Factors influencing motivation of librarians towards their work

In any organization, employees play very important roles which leads to the attainment of goals. James (2011:1) stressed that librarians "have a major role to play in achieving the objectives of the library." Motivation of staff is important for the objectives of any library to be achieved. Motivation arouses, energizes, directs and sustains behaviour and performance. Rowley (1996:1) pointed out that "motivation is the key in the establishment and further development of quality services."

Motivation and work place environment

Chandrasekar (2011) noted that when workers are involved in goal setting of their organization, they develop a sense of commitment and belonging hence their work output is likely to increase. Performance feedback at the workplace is also important because it enhances transparency and regulates performance. Employee's roles in the organization such as a library are very important and have to be in line with the duties they were employed for as opposed to doing different job tasks for this can be a source of dissatisfaction. In addition, factors like defined processes, workplace incentives as well as supervisor support can also form a source of worker motivation if handled properly.

Managers need to be knowledgeable or acquire skills on how to motivate staff for this is crucial for any library to attain goals. Motivated staff is usually more committed to work as they put in more work effort. While demotivated staff results in lower work productivity. Looking at the various motivational theories discussed, Maslow's theory of hierarchy of needs is perceived to be one of the best models which suits this study because of simplistic approach in explaining motivation of staff.

Objectives

The aim of this research was to assess the extent to which library staff are motivated at Mulungushi University, Copperbelt University and Nkrumah University.

Specific Objectives

- To determine the extent to which librarians are motivated in their work.
- To find out factors that influence motivation among librarians in the selected university libraries.
- To assess the impact of communication and staff development on staff motivation
- To propose measures aimed at contributing towards job motivation among librarians from selected universities.

2.0 METHODOLOGY

According to Creswell (2003:365) "research methodology refers to the set of procedures used to conduct research." This study used a survey approach for its methodology. The study was conducted at Mulungushi, Nkrumah and Copperbelt University Libraries located in Central and Copperbelt Provinces of Zambia respectively. Data was obtained from both primary and secondary sources. Primary data was sourced through questionnaires and interviews while secondary data was obtained from internet, books, published and unpublished reports, journals and periodicals from University websites**.**

Sample population

The sample population is 103 respondents drawn from Mulungushi University, Nkrumah College of Education, and the Copperbelt University located in Central and Copperbelt provinces of Zambia. A sample is defined as "a subset of the population that comprises some members selected from the population" Sekaran (2000:226). Best (2001) also refers to a sample as a selection of individuals from the entire population who would be included in the data collection. When information is collected from members of the population who are most easily accessible and conveniently available to provide the required information, this refers to convenience sampling (Ibid). It is for this simple reason that this study employed a convenience sampling technique to select a sample of 103 respondents. The sample consisted of 3 Head librarians, 3 Sub-librarians, 1 librarian, 18 Assistant librarians, 6 Documentarists, 23 senior library assistants, 36 Library assistants, and 9 Library officers with qualifications ranging from certificate in library studies and above.

Sampling procedure

A convenience sampling design was used in this study. A convenience sampling design is considered appropriate for the purpose of this research because it is less complicated than other sampling designs, incurs less expense and is done by taking advantage of the available. However, this type of sampling is a worthwhile tool for this research project. The data collected was analysed using SPSS and the findings were presented using tables and graphs.

3.0 FINDINGS OF THE STUDY

The findings of the study were that from the 99 respondents, Mulungushi University had 31 respondents, Copperbelt University had 53 respondents and Nkrumah University had 15 respondents. In this study, 53% of the respondents were male while 47% where females. Tables below show professional qualifications of the respondents.

Table 1. Mulungushi University

Qualifications of Staff	Male	Female	Total
Certificate in library studies	2	3	5
Diploma in library studies	3	6	9
Bachelor of arts with library studies	3	4	7
Master of library & information science	2	3	5
Others	2	3	5
Total	12	19	31

Table 2. Copperbelt University

Qualifications of Staff	Male	Female	Total
Certificate in library studies	4	5	9
Diploma in library studies	6	8	14
Bachelor of arts with library studies	3	7	10
Master of library & information science	4	3	7
Others	6	7	13
Total	23	30	53

Table 3. Nkrumah University

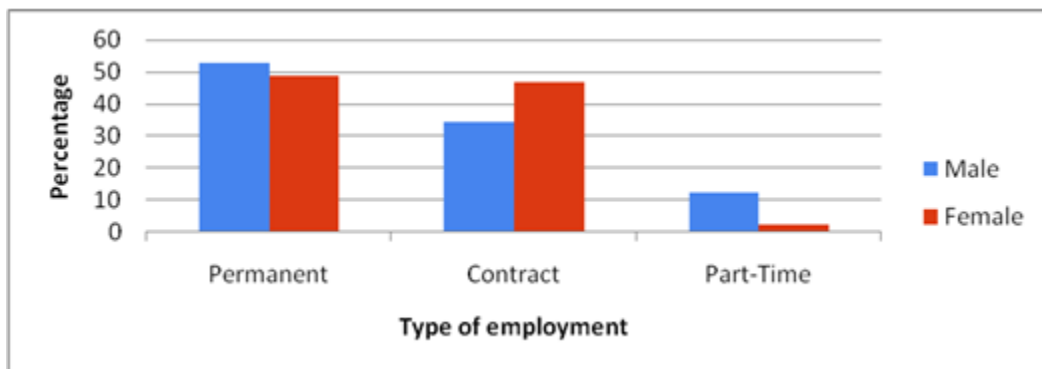| Qualifications of Staff	Male	Female	Total
Certificate in library studies	1	2	3
Diploma in library studies	2	3	5
Bachelor of arts with library studies	1	2	3
Master of library & information science	1	2	3
Others	0	1	1
Total	5	10	15

3.1 Current positions of library staff

According to the findings there are more workers working in the library as Library Assistants 36(36.3%) and Senior Library Assistants 23(23.2%). The percentage reduces further in the

following order Assistant Librarians 18(18.1%), Documentarists 6(6.0%), Sub Librarian 3(3.0%), Head Librarians 3(3.2%) and Library officer 9(9.0%) each and lastly Librarian 1(1%). From gender perspective the data above clearly shows that there were more male librarians than female librarians hence the need to encourage balancing of gender when employing staff.

3.2 Status of job employment

The status of job engagement of staff can determine how stable or secure someone's job is. For instance, employees whose jobs are under contract and part time are said to be more unstable as compared to those who are employed permanently. However, not everyone who is employed under permanent conditions is motivated because to some the most important thing is how much money they get as a salary. In addition, Jurkiewicz, Massey and Brown (1988:231) in their study stressed that "Public sector employees are motivated by job security and stability, team work and worthwhile service to society; Table; Type of employment below shows the status of employment.

Figure 1.

3.4 Factor which motivate staff in the current job in the library

Motivation of employees is a vital component for improved productivity at the work place. This is why it is important to identify factors which contribute to staff motivation with the aim of maintaining them. A number of studies on this subject have shown that there are various factors which motivate staff in their work. For instance, a study on librarians at various universities in Turkey by Dawha and Atimo (1999) showed that the independent use of talents, physical working conditions, relations with colleagues, recognition of work conducted, acquiring respect and social security had an influence on the motivation." On the same note Chandrasekhar (2011:4) stressed that "It is the quality of employee's workplace environment that most impacts on their level of motivation and subsequent performance." Based on this, respondents were asked to state factors which motivate them in their current job. The findings show that the most dominant factor which motivated staff were Responsibilities 59(59.5%), Achievement 9(9.0%), Good Salary and Recognition 7(7.0%). Other factors shown were Relationship with colleagues 4(4.0%), Promotion 4(4.0%), Supervision, Work environment and Passion for the profession 2(2.0%) each and lastly Power and Authority at 1(1.0%). Clearly, the above data shows that employees are more motivated when they are given responsibilities. In this way they can contribute more effectively in their work.

In the interviews conducted, results showed that two of the Head librarians had a similar view that staff working conditions were good. However, results also revealed that one Head librarian said that staff conditions of service were just average.

Staff Recognition by the Employer

Staff recognition by employers in their work forms an important ingredient in improving work output. Employees who feel recognised by their employers usually become self-motivated and are likely to perform much better in their work. Fojt (1995) was of the view that anything that is recognized gets done again in a much better way than before. This study, therefore, investigated the matter on staff recognition by employers by asking library staff in the surveyed institutions to give their own views with regard to the above issue.

Employer Award to the Staff

Employers give many different rewards to their staff basing on how hard working someone is. This is one way of arousing and maintaining staff motivation in organizations. Managers needs to know that employees are very important and must be motivated if they have to contribute to achievement of organizational goals. This study found out that 42(42.4%) of the employees agreed that they are awarded by their Employer while more 57(57.5%) said they are not. This shows that more staff was not happy because they are not rewarded in their job a situation which could lead to low productivity in the work.

Factors Influencing Motivation of Librarians

The state or conditions of the physical working environment of a place can either contribute to increasing or lowering productivity at the work place. Good physical work environment is a source of motivation for staff. For example, good physical working environment may include such things as better infrastructure, furniture and equipment such as computers to name a few.

Working Relationships with Fellow Employees

Managers who create conducive work environment for staff helps to enhance staff motivation which leads to increased productivity. For instance, where there is participatory type of management staff are more likely to develop a sense of belonging to the organization and this makes staff to be more committed to work. Chandrasekar (2011) intimated that when workers are more involved in goal setting of their organization, they develop a sense of commitment and belonging hence their work output is likely to increase. For this reason, respondents were asked to express their feelings regarding working relationships with other employees at their workplace. The findings are that 22.2% of librarians strongly agreed that they felt part and parcel of the family at their work place and similarly most of them 66.6% agreed. Those who strongly disagreed represented 2% and 3% disagreed while 7% were not sure. Clearly one can deduce from the data in this study that staff was comfortable at the workplace as they felt part of their institutions.

Feeling Strong Sense of Commitment to Current Job

If employees are committed to work productivity and provision of quality services are likely to be achieved, for workers to become more committed to work they have to be motivated. They need to be exposed to favourable working conditions for example advancing in career

development and promotion prospects will lead to job commitment. This was echoed by Turner (2000) who revealed that library staff should be encouraged to pursue further education to enhance their career prospects and this makes them to become more devoted and committed to work. Based on the above, respondents were asked to express their views on how committed they were to work and Table

Table 3: Feeling sense of commitment to current job

Sense of commitment	Male	Female	Total
Strongly Agree	13	14	27
Agree	33	31	64
Not Sure	4	2	6
Disagree	2	0	2
Total	52	47	99

Factors Which Discourage Staff from Hard Work

Motivating staff is an important task for library managers which they should never forget to do or it will lower work output from employees. This was echoed by Turner (1997) who revealed that insufficient participation in organizational communication channels and few contingent rewards more especially in the form of sincere and positive feedback constitute a source of job dissatisfaction for the paraprofessionals. Norse (2007) also expressed the fact that worker's de-motivation or dissatisfaction results from low salary, routine work, absence of the staff training and development compounded with limited avenues for promotion. Based on the above, this study sought to determine the factors which discourage librarians from the selected universities from working hard and the findings are shown in the table 4 below.

Table 4: Factors which discourage librarians from hard work

Factors which discourage from hard work	Male	Female	Total
Supervisor does not work hard	8	3	11
No Promotion Prospects	26	20	46
Poor Condition of Service	6	16	22
No Recognition for Hard work	8	5	13
Inadequate Salary & Other Incentives	4	2	6
Other Reasons	1	0	1
Total	53	46	99

Enjoyment of Work

Employees enjoy their work when they are motivated. This kind of scenario needs to be sustained because it usually leads to increased productivity. In the same vein, Lawler, (2003)

postulates that any employee who is motivated, rewarded and feels recognized would feel at least moderately satisfied leading to greater job satisfaction, increased individual and organizational performance. In the light of the above, this study endeavoured to establish the issue of staff work enjoyment. Respondents were therefore requested to state whether they enjoyed their work and their responses are shown in figure 5 below.
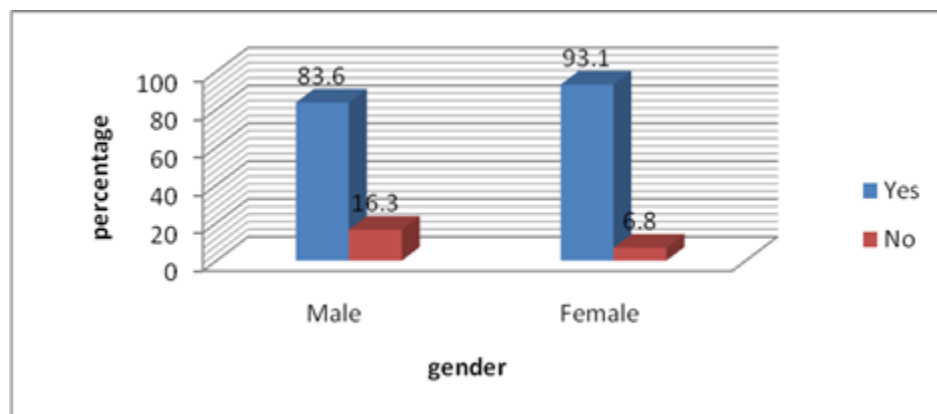

Figure 5 Enjoyment of Work

Reasons for Enjoying Work by Librarians

There are a number of factors which can either contribute to work enjoyment or lowering morale of work for librarians. Employees can enjoy work if the work environment is conducive for example where conditions of service are and working relationships are good. Research conducted by Dawha and Atimo (1999) revealed that librarians were satisfied with library policies, practices and relationships with supervisors and the work done or tasks performed. As a result of this, respondents were asked to give their views regarding how they felt about their enjoyment of work and the findings show that 75(75.7%) enjoyed their work because the job is challenging and interesting and 17(17.1%) said because of the kind of work done and cooperation with the supervisors. Further, some respondents 4(4.0%) indicated attractive salary and incentives while 3(3.0%) said they enjoyed work because of the good working environment and conditions of service. Since most of the respondents indicated that the job is challenging and interesting, it means that they were motivated in doing their work.

Challenges Which Hinder Librarians from Enjoying Work

Nearly all employees at any given workplace face different challenges related to work. It is the duty of library managers to ensure that such challenges are either reduced or overcome in order to motivate librarians. Failure by library mangers to handle staff work related challenges such as giving them a lot of tasks and poor work environment can lead to dissatisfaction among employees. Based on this observation, the respondents were thus asked to indicate the kind of work challenges they experience and the findings show that 43(43.4%) indicated that the work was routine, boring, below qualifications and 19(19.1%) said the work was heavy and demanding. However, 32(32.3%) respondents stressed that the job was not challenging. While 5(5.0%) gave different reasons such as lack of incentives as well as poor communication between librarians and management.

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Job Satisfaction

Dawha and Atimo (1999) indicated that good relationship between supervisors and their subordinates is an important factor which motivates a librarian's work output. This can only happen if employees are satisfied with their job. Similarly, this study sought to find out the levels of satisfaction with which librarians were satisfied with their jobs. Findings show that 9(9.0%) of the librarians were very satisfied with their jobs and the majority 74(74.7%) were satisfied. On the other hand, 13(14.1%) respondents said they were not satisfied while only 4(4.0%) indicated the need for management change with the view that this may lead to their job satisfaction.

Staff Development Policy at Your Institution

Staff development is an important activity which deserves to be given attention in any organization because of a number of reasons. For instance, upgrading of staff skills enables them to be motivated and perform much better than before and also because employees are never permanent hence can be replaced at any time. Staff development is an investment which helps the continuity of an organization. Quincy and Rogers (1990) urged that in as much as training can be seen to be time consuming; a well-conceived programme can do much to strengthen the organization. In line with this, the study sought to find out more on staff development. The findings show that 14(14.1%) of the respondents strongly agreed that their institutions had a staff development policy and the majority 52(52.5%) agreed. However, 22(22.2%) were not sure while 11(11.1%) disagreed that staff development policy existed at their work place.

Recommended Measures to Enhance Motivation of Librarians

Having looked at the findings of the study, it is important that recommendations are made which can help to enhance motivation of librarians in their work. In the interview with Head librarians in the surveyed libraries, study findings revealed that besides the existing conditions of service there was need to put in place more motivational factors for staff. The interview showed that Head librarians recommended the following measures as necessary to motivate librarians in their work; improving the conditions of service and staff work effort. Other recommendations included need for staff development, good communication, encouraging participatory management and staff promotion.

Findings of the Study from Interviews

In this section of the research findings, summarised narrative reports were used to present qualitative data. Krathwol (2000: 286) contends that "interviews are particularly useful in determining how individuals perceive their situation and significance for them." Interviews were held with the Heads of the three libraries namely Copperbelt University library, Mulungushi University Library and Nkrumah College of Education Library under study and this section brings out their views.

On the extent to which librarians are motivated in their work, all the three Heads agreed that staff were highly motivated. Various reasons attributed to staff motivation were given as good salaries, allowances and career progression. Further, the salary increment was cited as the major rewarding system at their work places. In the interview, one Head librarian indicated that Labour Day awards presented to staff annually forms part of the rewarding systems. She indicated

further that during such award presentations, staff is given items such as refrigerators and television sets.

With regard to staff working conditions, two of the Head librarians intimated that they were good but one said they were just average. However, the interview also revealed that in some cases staff is de-motivated because they feel that they are not consulted when it comes to making major policy decisions by management.

Concerning Career progression, all the three Head librarians agreed that their Institutions had staff development training policy. It was also mentioned that staff are allowed to go for further studies basing on their Profession and usually are made to sign bonding document or agreement. This agreement they sign means they have to work for the Institution for a number of years before they can be allowed to go and join other Institutions/Organization.

The head librarians stressed that they usually communicate their goals and objectives to their subordinates through meetings. The interview further revealed that the channels existed for staff to air their grievances and this is done through their supervisors. It was also discovered that staff meetings were held once or twice per year and management does give feedback to staff when need arises through Memorandums and verbal means.

Recommended Measures to Motivate Librarians

Head librarians further stated the recommendations needed to motivate librarians in their work such as improving conditions of service and recognising their work efforts. It was also revealed that staff development, good communication, encouraging participatory management and staff promotion were very important catalysts for motivating librarians.

4.0 DISCUSSION OF THE FINDINGS

This section discussed further the findings of the study from both library management and staff. Details of the discussion are as shown below.

Extent of Librarian Motivation

The findings from the study carried out in the three libraries both from library staff and management generally showed that regardless of gender, most librarians were motivated in their job. The presences of good conditions of service such as good salary and career progression for staff as indicated by management were some of the factors which motivated librarians. Further, the study revealed that there were few librarians who were not motivated. The issue of low levels of motivation among librarians is something which raises concerns. This is because productivity and delivery of quality services cannot be easily attained if staff is not well motivated. When properly motivated, librarian's performance is likely to increase thus contributing to attainment of the goals of the library.

Factors Which Motivate Librarians

The findings show that there were many different factors which motivated librarians in their work. The ranked order of factors which motivates librarians were: (a) being entrusted with work responsibilities (b) work achievement (c) recognition and good salary (d) relationship with colleagues (e) promotion (f) supervision, work environment, passion for the profession and job security and (g) possessing power and authority. Besides the above named motivation factors,

the type of leadership style exhibited by management also has influence on either raising or lowering the motivation of staff.

Employer Reward to Staff

This study revealed that some librarians received rewards from their employers for working hard. Further, the study also showed that there was limited variety in terms of rewards received by staff. Of the few types of rewards offered, bonus was topping the list. Probably management found it much easier to give this to staff than the other type of rewards. It could be good to have a variety of rewards given to employees as opposed to a very limited number because it makes them happy. In support of this view, Rowley (1996) intimated that other motivation strategies for staff include development strategies like appraisal, managing dissatisfies, financial and social rewards.

Factors Influencing Motivation of Librarians

The factors influencing motivation of the librarians is something library managers need to be knowledgeable of so that they can know how well to manage their staff. Motivation of librarians may be influenced by various factors but in this study, focus was on factors related to the physical working conditions in the library.

The study, findings revealed that most librarians were of the view that the physical working conditions were good. Further, the study also showed that few librarians were not of the same view as they saw the physical working conditions as not being favourable. However, the fact that most librarians indicated that the physical working conditions were good suggests that the workplace had better infrastructure, furniture and computers to name a few. Good physical working conditions are an important ingredient to increased productivity at a work place such as a library.

Findings from the interviews revealed that two Head librarians were of the view that conditions of service for librarians were good while one said they were just on average. Further findings showed that leaving out staff in major decision making leads to de-motivation in work performance. It is therefore important for managers to always ensure that they provide better physical working conditions at the library. Chandrasekar (2011:4) asserted that "it is the quality of employee's workplace environment that most impacts on their level of motivation and subsequent performance".

Working Relationships with Fellow Employees

Sound working relationships among employees is very important because it acts as a catalyst for delivery of quality services to clients. This is because employees are an important asset in that they act as the engine which triggers and regulates the activities in the library. Armstrong (2006) stated that the greatest single assets for any organisation are the people. If the working relationships among staff are not good, there are higher chances of having poor work coordination. Once this happens, it creates negative impact in terms of delivery of quality services to clients such as library users.

This study looked at working relationships among employees and how committed they were to their work. The study results revealed that most employees were committed to their work. This

also suggested that there were good working relationships among most employees in the library. This is something which library managers should encourage their subordinates to do so that there is good cooperation among staff at the work place. In this way there will be harmony and increased productivity in the library.

Factors Which Discourage Staff from Hard Work.

Besides knowing factors which influence motivation of librarians, library managers also need to be equipped with knowledge about factors which discourage staff from performing or putting in the best in their work. Knowledge of such factors helps managers to know how to handle situations where there is staff de-motivation.

The librarians surveyed in the study were asked to indicate the factors which discouraged them from working hard. They felt that there were many different types of factors which lead them not to work hard. Findings from the study indicated that most librarians were discouraged from putting in more effort in their work because there were no prospects for promotion and that the conditions of services were poor. Further, the findings of the study also showed that librarians were discouraged from working hard as they felt their work effort was not recognised and due to poor salaries and lack of incentives. The study outcome also indicated that some supervisors were relaxed in their work. A few number of librarians intimated that they were overloaded with work and had few off days for resting.

The above scenario gives a view that librarians were not happy because their work efforts went unappreciated. For instance regardless of how much hard working one is, there was less opportunity for him/her to get promoted. The presence of these factors usually leads to employee de-motivation. This is in agreement with sentiments made by Norse (2007) who said that workers de-motivation or dissatisfaction results from low salary, routine work, absence of the staff training and development compounded by limited avenues for promotion.

Challenges Which Hinder Librarians from Enjoying Work

From the findings, the major challenges which hindered librarians from enjoying work were identified. These were the work being routine, boring, below qualifications, heavy, demanding and not challenging. Other challenges identified were lack of incentives and poor communication between managers and staff.

In the light of the above, it appears that although staffs were encouraged in doing the work, they still faced a number of challenges which prevented them from enjoying the work. These are some of the important issues which library managers need to endeavour to work on so as to either reduce or eradicate them. The purpose for this is that once librarians enjoyed their work, they will be compelled to work very hard and improve delivery of quality services to clients.

Librarians Job Satisfaction

Job satisfaction is important in that where it is lacking staff tend to become de-motivated. This is a vital aspect which library managers need to work on so that staff is happy. Abifarin (1997) stressed that the university librarians have a role in motivating staff and should remember that staff is the most important resource which can lead to attainment of organisational goals.

This study looked at librarian job satisfaction. The findings showed that about 75% of the librarians were generally satisfied with their job. Further revelations of the study showed that other librarians felt there was no job satisfaction while a few indicated the need for change of management. The study finding suggests that though not very satisfied, most of the librarians were happy with their job. This also shows that they were motivated meaning that even their work performance was good. Further, it also appears that staff were dedicated to their work and served their clients well. These results are in agreement with the study findings by Brown and Sheppard (1997) on work motivation among teacher librarians. The findings showed that motivation is paramount to workers' performance and job satisfaction.

Staff Development Policy

For continuity, efficiency and provision of quality services to clients the library needs to develop staff continually. The findings by Hosi (2005) on motivation of employees in academic libraries revealed that organisational effectiveness is largely determined by the quality of the employees and also how they are developed by the organisation.

Librarians were asked to give their own views with regard to staff development policy at their work place. Study results showed that most of them agreed that they were aware of the existence of the policy on staff development at their institutions. However, a number of librarians were not sure and a small number of them did not agree. Study findings suggested that a good number of librarians had the opportunity of going for further studies to upgrade their professional qualifications.

Giving staff the opportunities to further their studies makes them become assets to the library because they acquire the new knowledge which equips them with more skills to perform better than before.

Recommended Measures to Enhance Motivation and Staff Development

The mere possession of knowledge, skill and ability cannot ensure quality delivery of services because best performance usually depends on motivation as well. It is only when librarians are properly motivated that they will use their skills, knowledge, and ability to ensure provision of better services to their clients.

The librarians at the surveyed libraries were asked what could be done to enhance their work motivation. Librarians in the sample felt that there was need to improve their conditions of service. The study also showed that librarians wanted improvement on communication and holding staff meetings. Communication is important because it makes staff feel important and part and parcel of the system. Roodt and Odendal (2003) argued that staff becomes motivated when the library managers and supervisors intimate them with decisions taken either within or from outside the organisation. Most of the recommendations made by library managers to enhance motivation of librarians were similar to the ones made by library staff. However, management also recommended the need to establish participatory management in which staff and managers should be involved in major decision making. This is likely to lead to creation of a conducive environment at the work place, a situation which is going to trigger motivation among librarians, delivery of quality services to clients and attainment of organizational goals.

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