CENTRO ESCOLAR UNIVERSITY

GRADUATE SCHOOL

THE MOTIVATIONAL FACTORS THAT INFLUENCE THE

PERFORMANCE OF LIBRARY PERSONNEL: THE CASE OF

THE DLSU SYSTEM LIBRARIES

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TABLE OF CONTENTS

CENTRO ESCOLAR UNIVERSITY

GRADUATE SCHOOL

CENTRO ESCOLAR UNIVERSITY

GRADUATE SCHOOL

CENTRO ESCOLAR UNIVERSITY

GRADUATE SCHOOL

LIST OF FIGURES

CENTRO ESCOLAR UNIVERSITY

GRADUATE SCHOOL

LIST OF TABLES

CHAPTER 5

Summary, Conclusions and Recommendations

This study attempted to determine the motivational factors that affect the performance of the Library personnel of the DLSU System Libraries. Specifically, it sought to answer the following problems:

1. What is the profile of the library personnel of the DLSU System Libraries in terms of:

    1.1 age,

    1.2 gender,

    1.3 civil status,

    1.4 educational attainment,

    1.5 monthly salary,

    1.6 present position,

    1.7 area of work,

    1.8 total number of years of library experience (outside DLSU System),

    1.9 total number of years of library experience in DLSU System libraries,

    1.10 employment status, and

    1.11 average performance rating for the past three years?

2. What is the level of satisfaction among library personnel with regard to motivational factors such as:

    2.1   pay,

    2.2   promotion,

    2.3   supervision,

    2.4   fringe benefits,

    2.5   contingent rewards,

    2.6   operating procedures,

    2.7   co-workers,

    2.8   nature of work, and

    2.9   communication?

3. How do the job satisfaction of the library personnel from the five campuses compare?

4. How does the level of job satisfaction relate with performance?

Summary of Findings

In the light of determining the motivational factors that influence the performance of library personnel of the DLSU System Libraries, the following findings are presented in response to the problems of this study:

1. Profile of the Respondents

1.1 Age ranged from twenty (20) to fifty (50). Majority of them were twenty-six (26) to thirty (30) years old. Next in rank were those with ages thirty-one (31) to forty (40). The number of personnel whose ages ranged from twenty (20) to twenty-five (25) were almost equal in number with those whose ages ranged from forty-one (41) to forty-five (45). Relatively speaking, majority of the library personnel involved in this study were young.

1.2 Gender was proportionately distributed as the number of male employees was almost the same as that of the female employees.

1.3 Civil Status is attributed more to the married personnel than to the single ones.

1.4 Educational Attainment was impressive as there were more college graduates than undergraduates. The latter was even surpassed by the masters' degree holders.

1.5 Monthly Salary ranged from P5,000.00 to 20,001.00 and above. The total respondents (87) were evenly distributed in the salary scale although majority of them were receiving P9,001.00 to P12,000.00. Following were those receiving salaries from P7,000.00 to P9,000.00 and P 15,000.00 to 20,000.00. Close to these salary scales were those whose

income ranged from P12,0000.00 to P15,000.00, followed by the minority who were receiving an income of P5,001.00 to P7,000.00 (lowest), but the frequency was very close to those receiving P20,001.00 and above. The survey showed that DLSU System can be considered as one of the highest paying educational institutions in the Philippines.

1.6   Present Position was largely represented by library clerks and library assistants, followed by audio-visual technicians, academic service faculty and assistant librarians. This representation is common to libraries where the staff is more in number than heads; the director being the highest in position but the least in number.

Designation of titles however, varied from one campus to another such that a director in one may be equivalent to a chief librarian in the other.

1.7   Area of Work was similarly classified among the DLSU libraries where the technical services got the highest points. It was distantly followed by readers' services, acquisition and periodicals (equal rank); but closely followed by educational media services, cataloging and circulation.

1.8   Number of Years of Library Experience Outside DLSU ranged from one (1) year to more than ten (10) years but their total frequency

was negligible compared to the frequency assigned to possibly no previous work outside, comprising almost 1/3 of the total respondents (87).

1.9   Number of Years of Library Experience in DLSU was from one (1) year to more than twenty (20) years but majority of the personnel were relatively new. The system is dominated by those whose number of years ranged from 1-5 years, followed by 6-10 years.

1.10   Employment Status was largely represented by regular personnel comprising almost ¾ of the total respondents.

1.11   Average Performance Evaluation for the last 3 years was generally above average and partly average.

2. The library personnel level of satisfaction

Using the Job Satisfaction Survey developed by Dr. Paul E. Spector, the level of satisfaction among library personnel with regard to the motivational factors are as follows:

2.1   Pay.   There was only a hairline difference between the number of satisfied and that of the unsatisfied personnel; thus, the mean difference of the following responses were very negligible: I feel satisfied with my chances for salary increase; raises are too few and far between; I

feel unappreciated by the organization when I think about what they pay me; and I feel I am being paid a fair amount for the work I do.

2.2   Promotion. The library personnel were both aware of their having a fair chance of being promoted if they do well while others expressed satisfaction with chances for promotion. Conversely, there was awareness of the fast turnover of human resources.

2.3   Supervision. Respondents of almost equal number expressed opposing views that their supervisors were unfair to them, and that they like their supervisor. Their perception on the competency of their supervisor was somewhat doubtful. Furthermore, they felt that their supervisors had little interest in the feelings of their subordinates.

2.4   Fringe Benefits. Regarding monetary considerations, the library personnel had high level of satisfaction for they considered their benefit package as equitable as other organizations notwithstanding some dissatisfaction.

2.5   Contingent Reward.   The item that the library personnel do a good job and was recognized got the highest mean. Majority of them felt that their works were not appreciated; that their efforts were not properly rewarded and that there were few rewards for those who work in the DLSU System.

2.6   Operating   Procedures.   As   regards   operating procedures "satisfications" were felt by the library personnel. They do not agree that the rules and procedures make a good job difficult. Although, the perception was that the effort to do a good job was seldom blocked by red tape.

2.7   Co-workers. Library personnel were satisfied with the people they worked with. They expressed that they like the people and enjoy their company. There is cordiality among the library personnel of the system library.

2.8   Nature of Work. Respondents were satisfied with their work. They like the things they do and feel a sense of pride in doing them. There is also evidence that they enjoy their job.

2.9   Communication.   Respondents   agreed   that communication seems good within the organization, and the goals of the organization are clear. They were informed of what is going on within the organization and their work assignments were explained.

3. Job Satisfaction of the Library personnel

Among the nine facets of job satisfactions, only the factor on promotion was interpreted as significant among the College of St. Benilde and DLSU-Manila campuses. The rest of the factors were all interpreted

as non-significant. Employees from the two campuses could not clearly see that they were given enough opportunities for promotion.

4. The Performance Level of Job Satisfaction

The findings did not agree with Herzberg's statement that high motivation yields high performance. The study also proved that sometimes there is no correlation between the level of satisfaction and performance.

Conclusions

Based on the aforementioned findings, the following conclusions were drawn.

1. The library personnel of the DLSU System libraries, in general, were satisfied with the following facets: pay, promotion, supervision, fringe benefits, contingent reward, operating procedures, co-workers, nature of work and communication.

2. The job satisfaction of the library personnel in the different campuses did not have much difference when compared, except for the factor on promotions which was significant to the DLSU Manila and College of St. Benilde. This could be attributed to the fact that College of St. Benilde has fast turn-over of library personnel because majority of

their personnel was hired under an agency and therefore there is no security of tenure.

3. The library personnel's satisfaction or dissatisfaction does not affect their performance.

Recommendations

In the light of the findings and conclusions the following recommendations are offered:

1. For the DLSU System Administrators:

1.1 Continue providing funds for the faculty and staff development activities;

1.2 Continue supporting the faculty/staff development program giving more emphasis on the holistic development of the person.

2. For the Library Administrators:

2.1 Set goals and objectives that are clear to each member of the organization;

2.2 Disseminate information properly and validate if correct information were received from top to the bottom line of organization;

2.3 Be open to suggestions, feedback and have the lines of communication open;

2.4 Have clear-cut policies and guidelines which are fully

explained and understood by everyone in the organization;

2.5   Develop a staff development program that concentrates not only on skills and knowledge but also on their attitudes, habits, experiences and values;

2.6   Formulate a unique corporate value system drawn from every member of the organization;

2.7   Review the guidelines set for promotion;

2.8   Review the guidelines in hiring academic service faculty, particularly on the provision of completion of masters' degree within three years;

2.9   Discourage the hiring through agencies to avoid fast turn-over of library personnel;

2.10   Exercise the participative type of management being promoted by the System; and

2.11   Hold a regular meetings and dialogues with the library personnel to develop a harmonious administrator-staff relationship.

3.   For the Library Faculty and Staff:

3.1   Open their lines of communication to their administrators and to express their opinions for the good of the organization; and

3.2   Participate and contribute their best ideas for the

development of the organization.

    4. For future researchers:

       4.1   Replicate this study in other system organizations.

       4.2   Conduct similar studies using other factors.