

FACTORS AFFECTING STAFF MOTIVATION IN PUBLIC LIBRARIES: A CASE OF SELECTED PUBLIC LIBRARIES IN BOTSWANA

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ABSTRACT

The purpose of this study was to establish the factors affecting staff motivation in selected public libraries in Botswana. The study was conducted with the aim to propose an appropriate approach to motivating public librarians. Using a survey method, data was collected through the use of questionnaires, document analysis and observation of the working environment. Convenience sampling was used to select the population of the study. The study adopted Herzberg's Theory of



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Motivation as a theoretical framework. The findings revealed that librarians in these selected public libraries are de-motivated and dissatisfied with their jobs. Some of the factors that de-motivate librarians were identified as: job security; interpersonal relations at work; policies and procedures; working environment; benefits; and supervision. Based on the findings, the study recommends that Botswana National Library Services management should: adopt motivation theories to establish motivation programmes; upgrade the library to fit into a twenty-first century environment; recognise employees appropriately for a job well done; provide adequate training and career development; create a conducive working environment; and put proper policies and procedures in place.

Keywords: motivation, public libraries, motivation theories, Herzberg's Theory of Motivation, Botswana

1. INTRODUCTION

'Libraries act as regular and up-to-date information providers, which are managed by persons having different motives, drives, attitudes, and perceptions' (Mallaiah and Yadapadithaya 2009, 36). Library staffs have a major role to play in the day to day running of the organisation; they are the ones that ensure that the library's objectives are met. They are key resources of the library and a significant portion of the libraries budget is accounted to them (Rowley 1996). This shows that employees should be well taken care of in the organisation so that they remain productive. In this competitive age, it is important that library management ensure that employees are motivated at all times, so that service delivery remains effective and efficient while customer satisfaction remains indisputable. Lamptey, Boateng and Antwi (2013) also concur that motivation is vital to boost performance in an organisation.

The study is important as literature has shown that motivation is vital to employees' performance and service delivery, especially in libraries where the role of the library extends to ensuring quality education by providing relevant information resources for research and decision making (Siamuzwe 2012). Walsh (2005, 16) affirms that: 'It is a commonly held belief that having well-motivated staff is a significant factor in providing an effective library and information service'. Rowley (1996) also asserts that motivation is fundamental in the establishment and promotes the development of quality service. Motivation is at the core of everything libraries do. As public libraries are for everybody and different types of users visit the library, motivated librarians are extremely important to serve a variety of patrons. Hence, this study was carried out in selected public libraries in Botswana to explore the factors affecting motivation among library staff.

1.1. Background to the study

Motivation is a matter of concern in all sectors of Botswana like any other place. Hence, various researchers have carried out several studies on motivation. For example, Mueller (1983) conducted a study on the 'Expectancy Theory in developing nations: Motivating Botswana public servants'; Maphorisa (1987) investigated 'Job satisfaction of Botswana secondary school teachers'; Hulela (1988) studied 'The perceived importance of Herzberg's ten motivational factors to job satisfaction of practising registered midwives'; and Letshwenyo (2008) carried out a study on 'Factors contributing to teacher motivation in Botswana secondary schools'. Thus, the majority of the studies have been carried out in the education and the health sector, but only a few in the discipline of librarianship. A few studies, such as those of Jain (1998, 2005), attempted to study motivation in public libraries but the studies were not in depth as they did not totally focus on factors of motivation. Hence, this study aimed to fill the gap that exists in the current literature. The study explored factors of motivation in public libraries at an in-depth level. The study is relevant as there is need for public library managers to be aware of the factors that motivate or demotivate public librarians. Good motivation will lead to staff morale and improved customer service and productivity.

1.2. Public libraries in Botswana

Libraries provide an anchor of stability for hundreds of Botswana students, scholars and researchers tightening their educational belts in a quest to fulfil the Botswana vision 2016 pillar of being 'An Informed and Educated Nation'. In order to fulfil this vision Botswana has made an effort to establish public libraries, community libraries and village reading rooms (VRRs) all over the country to ensure that everyone has access to information resources. All public libraries in Botswana are run by the Botswana National Library Services (BNLS) Headquarters situated in the capital city, Gaborone. The BNLS was established in September 1967 (Issak 2002). The BNLS is one of the departments of the Ministry of Youth, Sports and Culture (MYSC). According to Sesigo (2010a), currently, there are 34 public libraries across Botswana. This study was undertaken in eight selected public libraries, namely, those in Kasane, Gaborone, Mochudi, Moshupa, Lobatse, Tonota, Jwaneng and Molepolole.

2. PROBLEM STATEMENT

Despite the fact that Botswana has succeeded in building public libraries all over the country, lack of enthusiastic library staff and quality customer service seem to be burning issues. There are many aspects in the library that depict that some public librarians are not really happy with their jobs. According to the researchers'

observation and experience during internship, industrial attachment (part of graduate studies course), voluntary work and library visits; the library staffs seem to be de-motivated as most customers were always complaining about poor service delivery. Another observation is that most public library activities such as, accessioning and cataloguing of donated books were neglected, thus leading to a backlog of unprocessed books. Books on the shelves were not well arranged and users found it very difficult to locate the information materials they need. All these problems may be due to librarians being de-motivated. These observations are similar to observations in a study by Kumar (2007).

Moreover, competition from the private sector in the form of conducive working environment, high remunerations and availability of information retrieval systems are raising the bar for service delivery. Budget cuts also end up frustrating librarians. In such a situation it might be difficult for public library staff to be motivated. Given the above, the researchers undertook a study to explore the factors associated with motivation and de-motivation amongst librarians in selected public libraries in Botswana using Herzberg's Theory of Motivation.

3. RESEARCH OBJECTIVES

The main aim of the study was to explore the motivational factors in selected public libraries in Botswana. In order to meet the aim, the study pursued the following objectives, to:

- establish the possible causes of motivation (motivation factors) among librarians in Botswana public libraries;
- identify the possible causes of de-motivation (hygiene factors) among librarians in Botswana public libraries;
- recommend motivation strategies that will help Botswana public libraries motivate library staff to enhance delivery of library services.

4. ASSUMPTIONS

The researchers assumed that library staffs in Botswana public libraries are de-motivated by the working conditions and lack of staff development through training. It was also assumed that de-motivated staffs perform poorly and subsequently affect customer satisfaction.

5. THEORETICAL FRAMEWORK

There are various theories of motivation which guide managers when formulating strategies to motivate staff. Motivation theories are divided into two categories

which are process approaches and content theories. Examples of each category include: Maslow's Hierarchy of Needs, Alderfer's ERG needs, Equity theory, Expectancy theory, Goals setting theory etc. This study only adopted Herzberg's Theory of Motivation, which is a content theory. This content theory was chosen as it tries to establish the relationship between motivation and performance of employees (Lamprey, Boateng and Antwi 2013). The study questions were adopted from Herzberg's theory.



Figure 1: Herzberg's Theory of Motivation

Source: *Bosman (2011)*

Figure 1 shows motivator factors and their effects on an individual. The hygiene factors help to prevent employees from being dissatisfied, while the motivator factors help to motivate the employees to higher performance. But it does not mean that the hygiene factors are a pre-requisite to implementing the motivator factors (Bosman 2011).

6. LITERATURE REVIEW

In the context of the current study a librarian is defined as any library staff member with any type of librarianship qualification from certificate to PhD level. A librarian is also defined as an individual trained in library science and engaged in library service (Dictionary.com 2016).

6.1. Motivation defined

The term motivation is derived from the Latin word 'movere' which means to 'move' (Bansal 2010). Motivation has been defined by different authors or scholars as follows:

1. 'Motivation refers to reasons that underlie behaviour that is characterized by willingness and volition' (Lai 2011, 2).
2. The psychological process that gives behaviour purpose and direction (Kreitner 1995).
3. Motivation can be referred as a catalyst as it determines the intensity of willingness and the level of effort a person puts in for the achievement of organisational objectives (Bansal 2010, 62).
4. A predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian and Lindner 1995).
5. Motivation is conceived as a person's active participation and commitment to achieve the prescribed results (Halepota 2005).

Thus, motivation refers to the drivers that stimulate our desire to do things or act in a certain way.

6.2. Factors that motivate employees

Lindner (1998) established the motivating factors in their ranked order as: interesting work, good wages, full appreciation of work done, job security, good working conditions, promotions and growth in the organisation, feeling of being on things, personal loyalty to employees, tactful discipline and sympathetic help with personal problems. Another study revealed that librarians are motivated by 'the responsibilities performed, good relationship with colleagues, work environment, financial incentives, good supervision, and the promotion prospects' (Siamuzwe 2012, vi). Similarly, Bakewel (1993) also revealed relations with colleagues and supervisory atmosphere as the main source of satisfaction.

In a study carried out by Abifarin (1997) that surveyed 30 (federal and state) universities in Nigeria, 79.6 per cent of the respondents indicated that they have not been promoted in the last five years though the university policy stipulates that the minimum number of years required for promotion is three. The author states that it is therefore expected that staff who have exceeded this minimum without being promoted will not be motivated. This is also supported by Bakewel (1993), as the study identified poor promotion prospects as the main source of dissatisfaction. Jain (2013) and Abifarin (1997) state lack of continuing education and training as one of the challenges faced by libraries. According to Jain (2013), adequate training can motivate librarians as they are able to adapt in the twenty-first century environment and acquire new roles including digital content managers, web designers networkers and knowledge brokers (Jain 2013). These new roles require librarians who are continuously trained and have computer literacy skills. With these, librarians will be motivated to fulfil the new roles which are required in the twenty-first century library (Jain 2013).

According to Herzberg's Theory of Motivation (also known as the Two Factor Theory), the motivational factors or satisfiers are: achievement, recognition, work itself/job challenge, responsibility, growth and advancement (Bansal 2010; Warraich and Ameen 2010). According to Kumar (2007, 172) the indicators of motivation of an employee are as below:

- Works with team spirit.
- Works willingly.
- Gives his best on the job and goes an extra mile to meet deadlines.
- Attends to duty regularly without hesitation.
- Possesses a sense of belonging and pride in the organization.

The author concludes that a highly motivated employee will have job satisfaction. Motivated employees are those who have made a conscious decision to devote considerable effort to achieving something that they value (Kumar 2007).

6.3. Factors that de-motivate employees

Siamuzwe (2012, vi) identifies the major causes of de-motivation for librarians as 'poor working conditions, poor physical working conditions, poor remunerations, unfair staff training policies, accommodation problems, lack of promotion prospects, and poor funding to the libraries'. Abifarin (1997) states that 82 per cent of the respondents held a negative view of the work environment, while 286 respondents were greatly dissatisfied with their wages and salaries. The author concluded that employees were de-motivated because of the poor working environment and low wages. Hong et al. (1995) also revealed that employee benefits have greater impact on work motivation. The authors also stated that employees with different positions perceive different employee benefits. Abifarin (1997) revealed that 286 respondents were greatly dissatisfied with their wages and salaries, hence they were not motivated to perform well at work.

According to Herzberg's Two Factor Theory, de-motivation factors comprise of: job security, interpersonal relations, policies and administrative practices, working conditions, salary and benefits, status and supervision (Bansal 2010; Warraich and Ameen 2010). According to Kumar (2007, 172), the indicators of demotivation of an employee are as follows:

- Misuse of equipment and excessive wastage of resources
- Low output and productivity
- Always absent from work
- Insubordination and a high degree of non-cooperation
- Failure to meet deadlines
- High turnover
- Defiant behaviour
- Excessive frustration and unrest.

Employees who are not motivated are likely to spend little or no time on their job activities. Some may spend time on their jobs but not work to their best ability hence they produce low quality work, not turning up for work or come late to work. They also have low self-esteem which results in less appreciation or respect of staff by the general public (Oyegunle 2013). Jain (2013) emphasises more on having librarians with the necessary skills to fulfill the ever-changing needs of library customers and remain relevant in the twenty-first century environment. Ability to operate in such an environment can motivate librarians to perform better in their daily duties.

6.4. Impact of motivation on service delivery

The literature reveals that the process of motivation can boost employees' morale. It is necessary for employees to be highly motivated because in that state they can achieve organisational goals and objectives (Kumar 2007). In libraries, when employees are motivated and have high morale they will be able to serve their customers willingly and deliver quality service. This will definitely lead to customers being satisfied with the kind of service they are receiving. McForson (2012) asserts that the way employees feel about the work they are doing will directly impact on an organisation's performance and, eventually, its stability. Motivation of library staff can enhance the quality of library services and products; promote satisfaction of employees and also reduce conflicts on the job (Kumar 2007, 173). Moorhead and Griffin (1998 in Lampteyet al. 2013, 6) state that:

Performance is dependent on three factors, namely, Ability, Environment and Motivation which can be expressed as follows: $P = M + A + E$. Ability which is the employees' skill and capacity to perform a given work, can be acquired in the case of its deficiency, through a training program or a transfer to a simpler job. Environment, which refers to the requisite physical material resources and equipment to do the job, can also be provided.

The above statement shows that for employees to perform well managers should ensure that staff are in a conducive working environment and are motivated. This means that in libraries, if employees perform well in their service delivery then the image of the library will improve as customers are satisfied. Quality services are delivered if employees are highly motivated.

6.5. Motivation strategies

According to Oyegunle (2013), the following strategies can be used to motivate employees:

1. **Rewards/Recognition:** This could be done through financial or social rewards. Library staff should be awarded or recognised publicly for their best performance so that other librarians are motivated to work harder.
2. **Good salary and benefits:** Adequate remuneration is necessary for motivating public library staff given that private libraries are offering very competitive or high salary scales.
3. **Provision of modern day technology:** In order for librarians to complete their tasks efficiently and effectively they need to use technology to automate library processes. Integrating technology into the library environment can motivate employees, for example, it is easier to use an OPAC to locate books rather than using the card catalogue.
4. **On the job training:** The environment is changing, therefore, there is a need to train librarians so that they are up to date with the developments in their field. This can be achieved through organising seminars, workshops and conferences.
5. **Conducive work environment:** In Botswana during summer time, it is so hot that librarians cannot cope with the heat. Hence, the library should be well air conditioned and have air vents to circulate fresh air. The furniture in the library should also be comfortable for librarians to use.
6. **Promotion:** Staff should not remain in one job ranking for a very long time; deserving librarians should be advanced to better positions.

7. METHODOLOGY

The study employed a survey research design and used a triangulation approach, thus both qualitative and quantitative research methods were used in order to attain accurate results. The data collection techniques used included a questionnaire and document search. The questionnaire was semi-structured with largely closed questions. It was divided into three sections (Section A – demographic information, Section B – motivator factors, and Section C – hygiene factors and the comments section). At five public libraries the questionnaires were hand delivered, while at three they were sent via email. The questionnaires were tested by conducting a pilot study with librarians who were working in different libraries those selected for the study. Convenience sampling was used to select the participating libraries; libraries within the vicinity or those which were easily reachable were selected. The study population included eight selected libraries as shown in Table 1. Purposeful sampling was used to select the actual respondents. All employees who qualified as librarians were included in the study.

Table 1: Libraries selected for the study

	Name of library	No. of librarians	Method of data collection
1	Kasane	3	Questionnaire (email)
2	Gaborone	3	Questionnaire (hand delivered) and observation of the environment only
3	Mochudi	2	Questionnaire (hand delivered) and observation of the environment only
4	Moshupa,	2	Questionnaire (email)
5	Lobatse	2	Questionnaire (hand delivered)
6	Tonota	2	Questionnaire (hand delivered) and observation of the environment only
7	Jwaneng	4	Questionnaire (email)
8	Molepolole	4	Questionnaire (hand delivered)
	Total	22	

Ethical considerations involved getting consent from each public library's head of station and the participants themselves. The researchers ensured that no discrimination either by gender, race, religion and education level, took place during the data collection process. Lastly, in order to ensure that the data collected was unbiased and of good quality, the researchers used the bracketing method in order to set aside all the assumptions they had about the topic under study and ensured that existing opinions or presuppositions do not interfere with the research findings. Bracketing is defined as a 'method used in qualitative research to mitigate the potentially deleterious effects of preconceptions that may taint the research process (Tufford and Newman 2010, 80).

8. FINDINGS OF THE STUDY

The data analysed from the questionnaire was obtained from eight public libraries with a total number of 22 librarians. Of the 22 librarians, 21 responded, thus the data was collected at a 95 per cent response rate. The quantitative data was analysed using Microsoft Excel, since the population of the study was not too large; while the qualitative data was analysed by grouping it into themes.

8.1. Respondents' characteristics

The respondents of the study comprised of more women (15; 71%) than men (6; 29%). This depicts that the public libraries surveyed in the study were female dominated.

As per Figure 2, 62 per cent (13) of the librarians held a bachelor's degree; 33 per cent (7) were diploma holders; while 5 per cent (1) were certificate holders. This signifies that the respondents were trained and qualified librarians, however, none of them held a higher level degree such as a master's.

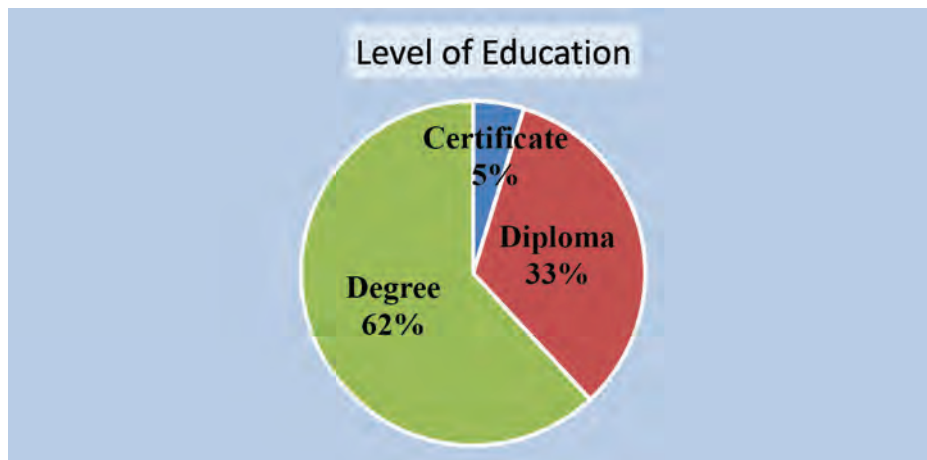


Figure 2: Respondents' educational qualification

The distribution of age in Table 2 shows that 48 per cent (10) of the respondents were aged between 31–40 years, followed by 29 per cent (6) aged between 41–50 years. It was crucial to collect this data as it relates to the respondents' level of maturity and ability to survive in the work environment. Age also shows that the respondents are most likely to be faced with various needs, such as social status, family and marriage commitments.

Table 2: Respondents' age

Age	Frequency	Percentage (%)
21–30	3	14
31–40	10	48
41–50	6	29
51 and above	2	10
Total	21	100

Table 3 reveals the number of years the respondents had spent in their current positions: 76 per cent (16) of the respondents had worked between 1–10 years; while 19 per cent (4) were within the category of 11–20 years; and only 5 per cent (1) had been working in the same position for over 21 years.

Table 3: Years spent in current position

Duration	Frequency	Percentage (%)
1 – 10	16	76
11 – 20	4	19
21 years and above	1	5
Total	21	100

8.2. Motivator factors

The second section of the questionnaire sought to find out whether the motivator factors as stated in Herzberg's Theory of Motivation are present in public libraries in Botswana. These factors are said to result in high motivation, satisfaction and strong commitment.

8.2.1. Recognition and sense of personal achievement

The respondents were asked to indicate how they would like to be recognised for a job well done. The results in Table 4 indicate that 100 per cent (21) of the respondents prefer professional development; 95 per cent (20) prefer job promotion; 90 per cent (19) prefer a thank you note and flexible work schedule; 76 per cent (16) prefer a certificate award; while 71 per cent (15) prefer time off from work and public praise. These varying percentages with each factor show that employees are quite different and cannot be rewarded using the same mode. As much as every human being likes money, the results show otherwise, as only 57 per cent (12) of the respondents indicated that they would prefer a monetary reward. Hence, managers should not think that a salary increase will always satisfy their employees.

Table 4: Preferred mode of rewards

Factor	Frequency	Percentage (%)
Professional development	21	100
Job promotion	20	95
Thank you note	19	90
Flexible work schedule	19	90
Autonomy over daily work	19	90
Plaque/certificate	16	76
Time off	15	71
Public praise/thanks	15	71

Factor	Frequency	Percentage (%)
Money	12	57
Admin leave for school or volunteer activities	8	38

8.2.2. Challenging/Stimulating work

Job description

The respondents were asked if there are clear job descriptions for their positions. The findings revealed that 48 per cent (10) of the respondents indicated that there are clear job descriptions, while 52 per cent (11) stated that there are no clear job descriptions. Unclear job description may lead to confusion and staff feeling reluctant to do their tasks as they will not be held accountable. Therefore, when job status is not clear, staff may feel de-motivated to work.

Workload and use of skills

The next question in this section determined the daily workload of the librarians. Thirty-eight per cent of the respondents (8) indicated that the workload is too much; 14 per cent (3) indicated that the workload is just enough; while 48 per cent (10) indicated that the workload is too little. In order to clearly depict the respondents' opinion about their job, they were also asked if the job makes good use of their skills and abilities. The findings revealed that 43 per cent (9) of the respondents agreed that their skills and abilities are being utilised; while 57 per cent (12) indicated that the job does not utilise their skills. As 48 per cent of the respondents indicated that the work is too little, this may be why employees' skills are not being utilised.

Job satisfaction

Lastly, the respondents were asked if they are satisfied with their jobs and 38 per cent (8) of the respondents were satisfied; while 62 per cent (13) indicated that they are not satisfied with their jobs.

8.2.3. Responsibility

In order to establish if the respondents are given adequate responsibility and the tools or resources to complete their tasks, they were asked to indicate if they have the tools to do their job and if they are able to do their work with limited supervision. Thirty-eight per cent of the respondents (8) stated that there are resources that aid them to complete their tasks or job activities; while 62 per cent (13) indicated that there is a lack of resources. The results, therefore, demonstrate that the majority of

respondents consider their public libraries to be inadequately resourced and thus they are unable to carry out their responsibilities. The majority of the respondents (52%; 11) agreed that they are able to work under limited supervision; thus, it can be assumed that they are given autonomous responsibility and make decisions on their own, with little influence from their supervisors. However, 48 per cent (10) of the respondents indicated that they are unable to work under limited supervision. Thus, it can be assumed that the staff's inability to work under limited supervision is due to unclear job description, which makes them uncertain about what to do.

8.2.4. Growth, opportunity for advancement and promotion

The respondents were asked if the library offers on the job training through workshops, seminars and training courses. The majority of the respondents indicated that the library does not offer on the job training. Of the 21 participants, only 43 per cent (9) acknowledged that there is adequate training in public libraries. Therefore, a trend is made as the results have revealed that a number of respondents have worked for long periods in the same position, and now 57 per cent (12) of the respondents stated that there is no training offered and hence there is no improvement of knowledge and skills. The respondents were further asked if there is room for promotion in the library. The results showed that 62 per cent (13) of the respondents said that there is no opportunity for promotion or getting a better position. While 38 per cent (8) agreed that there were opportunities for promotion. These results tie in with the first question in this section that revealed that there is inadequate training for employees. This would impact on their chances of promotion as it is through training that skills can be improved. Also looking at the age ranges, with the highest number being in the 31–40 age category, it is evident that many of the librarians are still at the age where they are yearning to improve or advance their studies.

8.3. Hygiene factors

The last section of the questionnaire aimed at establishing the factors that would demotivate individuals in the library. These factors are known as hygiene factors and it is said that they do not themselves create positive satisfaction but their absence can cause dissatisfaction. The respondents were given a list of hygiene factors and asked to indicate those factors that would demotivate them in the work place. The results are presented in Table 5.

Table 5: Factors of de-motivation

Hygiene factors	Frequency	Percentage (%)
Job security	20	95
Interpersonal relations	18	86
Policies & procedures	15	71
Working environment	20	95
Salary & benefits	18	86
Quality of supervision	19	90

Table 5 reveals that the majority of the respondents are de-motivated when the above factors are not taken care of in the work place. For example, 95 per cent (x 2), 90 per cent, 86 per cent (x 2), and 71 per cent indicated that job security, working environment, quality of supervision, interpersonal relations, salary and no benefits, and policies and procedures respectively de-motivate them. These results attest to Herzberg's Theory of Motivation that the presence of these hygiene factors stimulates general satisfaction and prevents dissatisfaction. On poor working conditions most respondents complained that public libraries are poorly organised and not purpose built. This is evident as there is little space for customer use, roof leakage, no kitchen, lack of serviced air conditions, and unavailability of proper chairs and desks.

9. ADDITIONAL COMMENTS

The questionnaire distributed to participants had a 'comments' section, where participants could add additional information pertaining to motivational issues. The comments were analysed and grouped into themes as below.

1. **Poor communication strategies:** The majority of the respondents (95%; 20) raised issues pertaining to poor communication strategies. One of the respondents said that 'decisions are just made without our consent and this makes us feel unimportant in the work place'. The respondents also mentioned that sometimes they fail to implement the decisions taken because they were not part of them from the beginning.
2. **Poor working environment:** Of the total respondents, 67 per cent (14) complained about the working environment. They raised issues, such as: lack of working air conditioners; broken chairs or furniture; congested shelves; and limited reading space. Some respondents also commented that they do not have a proper kitchen to have their meals comfortably. 'The kitchen has been turned into a storage room,' said one of the respondents.

3. **Training and professional advancement:** Of the total respondents, 62 per cent (13) revealed that there is little room for growth in their libraries. This was due to the fact that training programmes are not done frequently. The participants also indicated that they are rarely provided with grants to advance their studies.
4. **Lack of resources:** A majority of 86 per cent (18) of the respondents stated that there are not adequate resources for librarians to perform their duties effectively and efficiently. For example, the photocopying machine always malfunctions and there is a shortage of computers to carry out the Sesigo project, which works to bring computers and Internet to public libraries. Another major resource implication was a shortage of membership forms which limited the registration of new members. Internet coverage was also mentioned as being limited. This has led customers to complain bitterly about the service.
5. **Customer satisfaction:** The majority of the respondents at 71 per cent (15) indicated that due to lack of resources, such as the Internet and an information retrieval system, most librarians are de-motivated and customers always complain of poor service delivery. For example, as one pointed out, 'This has continued to stir away our self-esteem and confidence to serve our customers'.

10. RESULTS OF THE OBSERVATION

The results of the observation were limited only to the environment of the libraries. However, due to time constraints, only three libraries could be observed. Upon observation of the environment in these libraries, it was found that the environment was not very pleasing. The researchers noted that the buildings of the first two libraries were not purpose-built. There was not enough space for customers; the reception area was not very attractive; nor conducive enough for welcoming customers. In one library, the roof leaked and the toilet pipes leaked directly into the reading area and the reception area. This means that cleaners have to mop sewage water on a frequent basis, which is not healthy for the staff and even for the customers. However, another library was well built, with a welcoming reception area; offices; a clean and spacious kitchen; and three divisions for kids, youth and adults. These divisions made the librarians' jobs much easier as they specialised in their individual sections. The only problem in this library was the continuous breakdown of the air conditioners. Thus, it can be concluded that the public libraries did not have a conducive working environment.

11. DISCUSSION OF MAJOR FINDINGS

The study used Herzberg's Two Factor Theory to explore factors of motivation in selected public libraries in Botswana. The results of the study revealed that librarians

in the selected public libraries are indeed de-motivated. The major de-motivating factors were identified as job related, shortage of resources, lack of growth and training opportunities, working environment, recognition and achievement and lack of good communication. Concerning the job, the majority (62%) of the respondents indicated that they are not satisfied with their jobs. Some of the respondents' comments indicated that there is no electronic database for tracking library resources hence it is difficult to serve customers efficiently and effectively. This gives the customers a wrong impression that librarians do not know their job as they fail to give customers the location of the book without referring them to the card catalogue. This also causes low self-esteem. The study has revealed that public librarians are being robbed of their right to have high self-esteem by not receiving adequate resources that will help them complete their tasks. The findings of the study are aligned with those of Al-Aufi and Al-Kalbani (2014), whose study established that librarians' needs of self-esteem were not adequately satisfied.

Librarians are also de-motivated because there is no room for improvement in the organisation; there are few training programmes in place and little room for promotion. This finding verifies a previous study finding, that librarians were demotivated by poor promotion prospects and lack of training (Bakewel 1993) (Bakewel 1993). Abifarin (1997) also revealed that in Nigerian university libraries, all the respondents were concerned about the frequency of development of staff. If the staff are not trained, they will not qualify for higher positions. Moreover, some respondents in the present study indicated that they have worked in the library for more than 10 years and yet they are still in the same position which is very discouraging. As discussed by Jain (2013), librarians are transforming due to the advancement in technology and roles of librarians are changing in order to fulfill the changing needs of the customers. This means that librarians cannot be motivated to keep on working in the traditional environment as is the situation in the public libraries surveyed. There is need for training and instilling new roles in the librarians so that they are motivated to work in public libraries as compared to private libraries which are setting the competitive edge very high.

Botswana public librarians also showed concern over the working environment. As noted earlier, respondents' comments concerning the environment included: no air conditioners, leaking roofs, no kitchen, congested shelves, not enough reading tables because of lack of space and the toilets not being in good condition.

The study also revealed that different employees have different preferences pertaining to the mode of appraisal for recognition of their achievement or accomplishment. This position corroborates with Hong et al. (1995), who mentioned that employee benefits or mode of recognition for achievement, differs amongst employees. As shown in Table 4, the vast majority of the respondents valued professional development, job promotion, thank you note, flexible work schedules and autonomy as a reward for their job performance or achievement. Others preferred

time off from work, monetary rewards and the award of certificates. This shows that one means of reward system cannot be used for all employees, hence managers have to be aware of various types of motivation factors and employees' preferences. In a study by Wiley (1997), it was established that full appreciation of a job well done was ranked as one of the top motivators, which means that if employees' achievements are not recognised or appreciated then they will be de-motivated.

Lack of good communication system was identified as another de-motivator. In the public libraries surveyed, 95 per cent of the respondents' comments revealed that they were de-motivated as they are not engaged in decision making and things are just done without their consent. This gave the librarians an impression that their opinions are not valued in the organisation. This result was supported by Warraich and Ameen (2010), who mentioned that communication is one of the most preferred motivation factors amongst librarians. Communication is fundamental as it will help librarians to be prepared for their duties. Indeed, librarians cannot be expected to be motivated if they are not involved in the decision making process.

12. CONCLUSION AND RECOMMENDATIONS

The study surveyed eight public libraries using Herzberg's Theory of Motivation. The main aim of the study was to explore the motivational factors in selected public libraries in Botswana. Professional development, job promotion, thank you note and flexible work schedules were ranked high as the preferred mode of recognition for a job well done. This shows that not all employees prefer monetary rewards as managers usually assume. The findings also revealed that librarians in these libraries concur with Herzberg's factors of motivation, such as lack of resources, job security, interpersonal relations, working environment, quality supervision, salary and benefits are factors of de-motivation. The study concludes that it is necessary for Botswana National Library Services to recognise the importance of staff motivation and how it can transform customer service delivery and increase productivity in the work place.

Based on the findings, the following recommendations are put forward in order to improve employee motivation in Botswana public libraries:

1. **Employee recognition:** Managers in Botswana public libraries should recognise that employees are different and cannot be motivated by the same factor. James (2011) 'argues that the effective manager needs to recognize that different motivators are appropriate for different staff and that different staff will demonstrate differing inherent levels of motivation in setting their own targets and striving towards them'. It is also suggested that managers in public libraries should establish appropriate reward systems which are customised to each individual librarian.

2. **Upgrading the libraries to fit into a twenty-first century information environment:** Public libraries management should strive to upgrade their libraries to twenty-first century libraries. This can be achieved through provision of modern day technologies, which will automate library processes and improve efficiency and effectiveness. By so doing librarians may be motivated to do their jobs as they will have adequate and appropriate resources. For example, donated books in public libraries are not catalogued because of the manual system, but if they adopt the online cataloguing system, librarians may strive to finish their tasks on time (Oyegunle 2013). Upgrading into the twenty-first century library will also involve redesigning and rebuilding public libraries in Botswana, so that they meet the standards of the modern library and also create more space to accommodate a large number of readers.
3. **Participative decision making:** There is vital need for public library management to ensure that employees are involved in decision making. They might be motivated, if they are involved in what is going on around them, and this gives them room to use their skills to their fullest potential. When their input is appreciated then they will also feel important and valued in the organisation.
4. **Adoption of motivation theories:** Managers should always adopt motivation theories to guide them in coming up with effective motivation strategies. Theories such as Maslow's Hierarchy of Needs and Herzberg's Theory of Motivation may help in guiding managers on factors of motivation and de-motivation.
5. **Adequate training:** Public librarians require vigorous and continuous training in order to instill new roles in the librarians and keep them up to date with the changing environment. By so doing, librarians may be motivated to continue working in public libraries. If librarians acquire new skills through training and are able to serve customers in the twenty-first century environment, then they will be more likely to have high self esteem and do their work diligently. In a study carried out in Ghana by Adanu (2007, 292), the findings indicated that the 'benefits derived from Continuing Professional Development by the professional librarians were job advancement and updated skills leading to competence'. When librarians are competent in their work, then they will be motivated as they are confident about their professional skills to serve customers efficiently and effectively.
6. **Conducive working environment:** A conducive working environment is key to helping employees do their job well without distractions or hindrances. Managers should strive to build libraries that are purpose built and spacious to suit the needs of twenty-first century library users. Management should also provide adequate resources that will facilitate in the completion of library activities. Good inter-relationships also form part of a conducive working

environment, hence managers should ensure that employees are treated equally and also encourage informal social interactions.

7. **Implement policies and procedures:** Though sometimes policies are in place there is need to implement them effectively and make them known to employees so that there is a sense of direction in which they are supposed to work. Without policies and procedures in place, work will be done haphazardly without any systematic process being followed and this may de-motivate employees as shown in the study.

13. AREAS FOR FURTHER RESEARCH

1. This research was limited to eight public libraries. Hence, it is suggested that further research on motivation of public librarians should be conducted in all public libraries in Botswana. This will help the Botswana National Library Services to know the situation in all public libraries and be able to implement suitable policies that will improve the library services.
2. From this study, one of the key factor de-motivating employees was a lack of information communication technologies (ICTs) and a suggestion was made that libraries should be transformed into twenty-first century libraries by introducing ICTs. Most public libraries in Botswana have been introduced ICTs through the Sesigo project; yet some librarians have no skills to use computers and train the community as expected. Hence, there is a need for further studies to investigate the factors that demotivate librarians from using ICTs.

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