Influence of Organisational culture and Work motivation on Job Performance of Library Professionals in Banaras Hindu University, Varanasi: A Preliminary Study

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Abstract - This paper examined the influence of organisational culture and works motivation on library professionals' job performance in the Banaras Hindu University, Varanasi: A preliminary study. The questionnaire was used to collect information from library professionals. The study's findings show that 25(71.43%) males were found to represent the highest population of the study. The findings revealed that the majority18(51.43%) of the respondents had a working experience between >8 years. The findings show that the highest number, 22(62.86%) of the library professionals' influence of organisational culture, has average job performance. The obtained $X^2 =2.15;p>0.05$, which means there is no significant association between work motivation and job performance of library professionals in the Banaras Hindu University, Varanasi. This study established that organisational culture and work motivation has a significant contribution towards the employee job performance.

Keywords: Job performance, organisational culture, work motivation, library professionals, Banaras Hindu University

Introduction

University is an institution of higher education. The library is the heart of the learning community, providing a place for students, research scholars, and faculty to do their research and update their knowledge (Bhatt, 2010). "Job performance refers to the level to which an employee completes the factors included in the job description. The content of the work may vary from work to work. Performance indicators include the quality and quantity of work performed by an employee, the accuracy and speed of work performed, and the overall efficiency of the individual at work" (www.bizeducator.com/importance-of-job-performance).Organisation culture and work motivation play an essential role in employees' organisational success and work effectiveness. It was observed that organisation culture and work motivation both are the two sides of a coin.

Campbell, McCloy, Oppler & Sager (1993) described the workplace's performance as an individual variable. In other words, the performance as some things are done by people. On

the other hand, Cascio (2006) presents the concept because of the constraints of the tasks that make up the employee's job. Meanwhile, Jones (2003) describes it as a result of the workforce's net effect, modified by skills and roles or job descriptions.

According to Armstrong and Baron (1998), consider various factors for measuring employee performance. One of these is the level of employee productivity, which is measured by whether an employee produces quality and the amount of work assigned. An employee's performance measure is the ability to establish solutions to problem areas identified. Employees' ability to complete projects on time and other sensitive expectations at other times is a necessary step (Cascio, 2006).

Literature Review

Amusa, Iyoro & Ajani (2013) investigated the librarians' job performance publicly universities in Southwest, Nigeria. Their study revealed an excellent job performance with variables like professional practice, contribution to the general development of the library, the ability to attend swiftly to clients' requests also as meeting minimum requirements for promotion. Saka and Salman (2014) surveyed the extent of library personnel's performance at universities in north-central Nigeria. The results show an average grade of 3.00, indicating a moderate librarian workload at a university in north-central Nigeria. McNeal (2010) articulated that organizational culture emerges in the values, views, and expectations preached and practiced by leaders, employee attitudes and behavior, ethics, operating policies, and stories people repeat about events in the organization. Uddin et al. (2013) argue that organizational performance depends on the extent to which cultural values are widely shared.

Tameemi et al. (2014) stated that organizational culture creates a competitive advantage by defining organizational boundaries to facilitate individual interaction by limiting the scope of information processing to an appropriate level. Menaka and Chandrika (2015) emphasized that culture is essential for any organization and has a positive impact on employee job performance. Organizational culture is the key to improving employee performance by improving the adaptability, mission, participation, and coherence of culture. If the culture is weak, the controllability of employee performance can be hindered or unsatisfactory.

Jepkorir (2017) concludes that in an organization's culture, employees must dedicate themselves to their work and feel that they are part of the organization. Employees at all levels must feel at least contributing to decisions that will affect their work. Organizational learning, agreement, and core values must create skills development to increase employment. The study also recommends that organizations adjust their cultural resources for consistency, as this will help organizations retain valuable information and optimize work performance. Harvesting will remain tied to peak performance only if the harvest can adapt to changes in the environment.

Mohamedi (2013) illustrates that organizations design motivational systems to encourage employees to do and attract and retain potential candidates. The motivation for strength in human beings influences the direction, intensity, and perseverance of voluntary behavior. He added that motivated employees are willing to make an effort at a certain level for specific goals or guidelines at a particular time. Abbas (2016) commented that the success of workers in their workplaces following organizational goals could be called performance. Motivated workers are very involved and involved in their work and work and are more willing to take

on assignments; in other words, the maximum success of your work. There was a feeling among participants that the quality of training organized by the organization had a positive effect on the strength of motivation. Employees enjoy their work and will have enough inspiration to work regularly and more, which means better performance. Barkley (2017) reports that motivation to work has a significant impact on the performance of small and medium-sized organizations operating in the information technology business sector in China. Besides, data analysis also shows that salaries, rewards/recognition, and health benefits affect the work motivation of employees who work below the managerial level. Help workers improve work performance and contribute to more meaningful efforts.

Objectives of the Study

The following objectives of the study are:

- To find out the influence of organisational culture on job performance of library professionals in the Banaras Hindu University, Varanasi;
- To find out the influence of work motivation on job performance of library professionals in the Banaras Hindu University, Varanasi;

The Hypothesis of the study

- There is no significant difference between organisational culture and job performance of library professionals in the Banaras Hindu University, Varanasi.

- There is no significant difference between work motivation and job performance of library professionals in the Banaras Hindu University, Varanasi.

Significance of the Study

The significance of this study was to understand the organisational culture and work motivation at work. Performance should be one of the most critical factors influencing employees' overall performance and the success of an organization in the current competitive environment. The main objective of the study is to analyze the factors (organisational culture and job motivation) that influence the employment of those working at the Banaras Hindu University of Varanasi. It was found that such studies had not previously been conducted in any university library in Varanasi.

Scope and Limitation of the Study

This study aimed to see the influence of organisational culture and work motivation on the job performance of library professionals in the Banaras Hindu University in Varanasi. This study helps to understand the job performance of library professionals. This study improves the workplace performance of library professionals. This research was limited to the library of Banaras Hindu University Library, Varanasi, Uttar Pradesh.

Methodology

The present study adopted the survey research design. The structured questionnaire was designed to test the accuracy of the questionnaire. The population for this study was library professionals working in the Banaras Hindu University, Varanasi. Since it was a preliminary

study, the sample size for the study was (N=35). Table 1 presents the gender-wise distribution of respondents for this preliminary study. After collecting the data, researchers have analyzed used statistics as per requirements.

Results and Discussion

Table 1: Gender-wise distribution

Gender	Frequency	%
Male	25	71.43
Female	10	28.57
Total	35	100

From the above table-1, it is evident that 35 respondents were considered, out of which 25(71.43%) were male, and 10(28.57%) of the populations were females. Therefore from the above findings, 25(71.43%) males were found to represent the highest population of the study.

Table 2: Age-wise distribution

Age	Frequency	%
<25	1	2.86
25-30	6	17.14
31-35	10	28.57
36-40	15	42.86
>40	3	8.57
Total	35	100

Table 2 shows that the 36-40-year group constituted 15(46.87%) of respondents being the highest number of respondents, and the age group <25 stood at least with a significantly low percentage of 1(2.86 %).

Table 3: Experience wise distribution

Exp.	Frequency	%
3YR-5YR	2	5.71
6YR-8YR	15	42.86
>8	18	51.43
Total	35	100

Table 3 shows that majority 18(51.43%) of the respondents had a working experience for between >8 years. Besides, another 15(42.86%) had worked for 6-8 years, and the least was 2(5.71%), having worked less than 3-5 years.

To identify the job performance levels of library professionals, the researchers have classified it into three groups, such as High, Average, and Low groups, based on their job performance scores. Assuming a normal distribution of job performance scores, the conventional procedure of using sigma distances for classifying the sample was used. Library professionals whose job performance scores fall between M+ σ and M - σ were classified as 'Average job performance group' (AJPG), Library professionals whose scores were below M - σ were classified as 'Low job performance group (LJPG), and Library professionals whose scores were above (M +σ) were classified as 'High job performance group' (HJPG). For the

distribution of job performance scores, the mean was 59.04, and the standard deviation was 2.32.

Therefore, library professionals whose job performance scores were 61.36 or more (rounded value of M +σ) were considered to possess 'High job performance,' whose scores were less than 56.71 (rounded value of M -σ) were found to possess 'Low job performance.' The remaining was classified as 'Average job performance.' The data and results of the classification done are shown in Table 4. Table-4 shows that the number and percentages of the level of job performance among library professionals whole sample.

Table-4: Level of Job performance

	Scores	Frequency	%
Low job performance	56.10	5	14.3
Average job performance	56.10 to 63.15	20	57.1
High job performance	63.15	10	28.6
Total		35	100.00

Table-4 demonstrates that 20(57.1%) of library professionals' have an average level of job performance in the University library in Varanasi, 5(14.3%) library professionals have a low level of job performance, and 10(28.6%) have a high level of job performance. So it can be concluded that most of the library professionals have an average level of job performance.

Table 5 Influence of Organisational culture on the Job performance

Organisational Culture		Level of Job performance			Total
		High Job performance	Average Job performance	Low Job performance	
High Organisational Culture	Count	1	0	0	1
	%	100.0%	0.0%	0.0%	100.0%
Average Organisational Culture	Count	3	15	8	26
	%	11.5%	57.7%	30.8%	100.0%
Low Organisational Cultural	Count	1	5	2	8
	%	12.5%	62.5%	25.0%	100.0%
Total	Count	5	20	10	35
	%	14.3%	57.1%	28.6%	100.0%

Table 5 shows the number and percentages of library professionals regarding the influence of organisational culture on the Level of Job performance. It was clear that high organisational culture out of 11 library professionals, 2(18.18%) had high job performance, 8(72.73%) had average job performance, and 1(9.09%) low job performance. In the case of average organisational culture out of 21 library professionals, 6(26.09%) have high job performance, 14(60.87%) have average job performance, and 3(13.04%) low job performance. Finally, the low organisational culture is evident that out of 1 library professionals, 100% had high job performance, nobody average job performance, and nobody had low job performance. The highest number, 22(62.86%) of the library professionals' influence of organisational culture, has average job performance. Moreover, the obtained X^2 =6.27;p>0.05, which means there is no significant association between organisational culture and job performance of library

professionals in Banaras Hindu University Library, Varanasi. So the Hypothesis is accepted.

Table 6 Influence of work motivation on job performance

Work Motivation		Level of Job performance			Total
		High Job performance	Average Job performance	Low Job performance	
High Work Motivation	Count	0	4	3	7
	%	0.0%	57.1%	42.9%	100.0%
Average Work Motivation	Count	4	11	5	20
	%	20.0%	55.0%	25.0%	100.0%
Low Work Motivation	Count	1	5	2	8
	%	12.5%	62.5%	25.0%	100.0%
Total	Count	5	20	10	35
	%	14.3%	57.1%	28.6%	100.0%

Table 6 shows the number and percentages of library professionals regarding the influence of work motivation on the level of job performance. It is clear that out of 8 high work motivation, 1(12.5%) library professionals had high job performance, 3(37.5%) have average job performance, and 4(50%) low job performance. In the case of average work motivation, out of 22 library professionals, 3(13.64%) have high job performance, 6(27.27%) have average job performance, and 13(59.09%) low job performance. Finally, it is clear that out of 5 low work motivation library professionals, 1(20%) have high job performance, 1(20%) average job performance, and 3(60%) have low job performance.

The highest number of 20(57.14%) of professional library influence of work motivation has a low level of job performance. Moreover, the obtained $X^2=2.15; p>0.05$, which means there is no significant association between work motivation and job performance of library professionals in the Banaras Hindu University, Varanasi. So the Hypothesis is accepted.

Conclusion

This paper highlights the influence of organisational culture and work motivation on the job performance of library professionals in the Banaras Hindu University, Varanasi: A preliminary study. Organisation culture and work motivation play an essential role in the organisational success and work effectiveness of the employees. It was observed that organisation culture and work motivation both are the two sides of a coin. This study is very much essential to encourage positive relations of employees and organisation and increase the work motivation of the employee and improve employee performance. Good quality organisational culture and appropriate work motivation can accelerate library professionals' job performance, which will help increase the overall productivity of an organisation.

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