UNDERSTANDING LIBRARIANS’ MOTIVATION TO PARTICIPATE IN PROFESSIONAL DEVELOPMENT ACTIVITIES

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The 6th World Conference on Continuing Professional Development and Workplace Learning for the Library and Information Professions, Oslo, 10 -13 August, 2005
Outline of Presentation

- Background of study
- Conceptual framework
- Methodology
- Results and Implications
Background of Study

- Changing technologies
- Changing work practices
- Aging workforce
- Lack of information about training and development in libraries
Model of Maintaining Professional Competence

Conceptual Framework

- Barriers to Participation
- Age
- Professional Commitment
- Climate
- Managerial Support
- Participation in Prof. Dev. Activities

Individual Characteristics

Organizational Factors
Methodology

- Mail survey questionnaire of reference librarians
- 18 large urban library systems in Ontario
- Initial population: 733
- Completed surveys: 553
- Response rate: 75.4%
Description of the Population

- Female: 82.5% (N=456)
- Average age: 47.0 years
- Average years in the profession: 16.6 years
- Full-time employees: 77.9% (N=431)
- Union member: 80.5% (N=445)
- Member of a professional association: 51.9% (N=286)
### Participation

<table>
<thead>
<tr>
<th>Professional Development Activity</th>
<th>Median hours in last 12 months</th>
<th>Mean hours in last 12 months</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal</td>
<td>19.0</td>
<td>26.4</td>
<td>508</td>
</tr>
<tr>
<td>Informal</td>
<td>183.0</td>
<td>247.7</td>
<td>541</td>
</tr>
</tbody>
</table>
Modelling Motivation

- Multiple regression analysis to fit model of motivation

- Independent variables:
  - barriers to participation
  - age (years in the profession)
  - professional commitment
  - climate
  - managerial support
Motivation

Expectancy theory:
- Expectancy – perception that participation results in being up-to-date
- Instrumentality – perception that being up-to-date will lead to certain outcomes (“gets”)
- Valence – outcomes are valued (“wants”)

Motivation =
Expectancy • Instrumentality • Valence
## Motivation Scores

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average score</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>54.0</td>
<td>541</td>
</tr>
<tr>
<td>Extrinsic (e.g., pay, recognition, job security)</td>
<td>37.0</td>
<td>541</td>
</tr>
<tr>
<td>Intrinsic (e.g., satisfaction, new knowledge)</td>
<td>70.9</td>
<td>542</td>
</tr>
</tbody>
</table>
Model of Motivation

- **Motivation**
  - Barriers to Participation
    - Age
    - Professional Commitment
    - Climate
    - Managerial Support

- $R^2 = .22^{***}$

- $p < .01$, $***p < .001$

IFLA CPDWL; Satellite Meeting, Oslo, Norway, 2005
Implications

- Climate and culture of libraries
  - Establish policies that support learning culture
  - Implement policies in fair and transparent manner
  - Address workload issues
Implications (cont.)

- **Role of managers**
  - Arrange schedules to allow participation
  - Provide feedback
  - Assign opportunities to develop new skills

- **Barriers to participation**
  - Provide information about learning opportunities
  - Provide support for participation
## Comparing “Wants” and “Gets”

<table>
<thead>
<tr>
<th></th>
<th>“Wants”</th>
<th>“Gets”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal satisfaction</td>
<td>4.53</td>
<td>4.30***</td>
</tr>
<tr>
<td>New knowledge</td>
<td>4.25</td>
<td>4.38***</td>
</tr>
<tr>
<td>Preparation for future</td>
<td>4.20</td>
<td>4.02***</td>
</tr>
<tr>
<td>Job security</td>
<td>4.10</td>
<td>2.01***</td>
</tr>
<tr>
<td>Influence work</td>
<td>4.00</td>
<td>2.66***</td>
</tr>
<tr>
<td>Pay</td>
<td>3.90</td>
<td>1.22***</td>
</tr>
</tbody>
</table>

***Difference significant at p<.001 level
Implications

- Strengthen the linkage between participation in professional development and rewards
- Offer extrinsic and intrinsic rewards
Differences in Motivation

- Women – higher levels of intrinsic motivation
- Less than 15 years experience – higher levels of extrinsic motivation
- Union members – lower levels of extrinsic motivation
- Members of professional associations– higher levels of intrinsic and extrinsic motivation
Implications

- Possible gender bias in policy implementation
- Motivating older workers
- Motivating in a unionized environment
- Encouraging professional association membership and activity
Summary of Implications

- Organizational policies about professional development
- Role of managers
- Range of rewards for participation in professional development
- Importance of membership in professional associations
Acknowledgement

Research funded by Social Sciences and Humanities Research Council of Canada

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