



NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

RESEARCH METHODS IN ADMINISTRATIVE SCIENCES (MAN-400)

GRADUATION PROJECT

**FACTORS MOTIVATING THE LIBRARY PERSONNEL AT
THE NEAR EAST GRAND LIBRARY**

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Nicosia

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Thanks all Near East University library personnel for helping me in completing the questionnaires for this study.

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ABSTRACT

This study was conducted for the requirements of the Graduation Project (MAN-400) BA in Business Administration Degree, the Near East University.

Near East University has a new library to start service during the fall of the year 2005. The Library will be unique in the Region because of its size and electronic design connecting the Near East University to the rest of the world.

This paper carried out an investigation into the factors that would be significant in the motivation of the 42 personnel recruited and trained for the objectives of the library.

A questionnaire was prepared based on the concepts underlying work motivation that tested the factors that motivated the library personnel most.

Considering that the NEU Grand Library personnel had a good quality of education of their job, the supervisors can allow space for them to show their ideas and knowledge and to share these with other workers in their job, so that their motivation will remain high keeping their performance high as well.

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SECTION 1

SETTING THE SCENE

1.1 Introduction:

This section sets the broad problem area, the problem statement, the purpose and the questions for this study.

1.2 Broad Problem Area:

The Near East University has been experiencing a fast growth since its establishment in the year 1988. The Grand Library of the University to open in June 2005 this year will be the first in its kind in the Eastern Mediterranean. A sum of 42 personnel was recruited and thoroughly trained for this purpose. It is important that this personnel works efficiently as the demand for the library will not only come from the university student but also from the public at large. The library will also stay open 24 hours a day, which puts more pressure on the newly recruited and trained librarians. The understanding of the factors that will be crucial in the motivation of the library workers therefore is very significant.

1.3 Problem Statement:

The Near East University has a new library to open for service in June 2005. The demand for high quality service for both the student population and the general public will be utmost. It is necessary to identify the factors motivating the library personnel in order to ensure their sustained high performance.

1.4 Purpose:

This paper proposes an exploratory study to identify the factors motivating the Near East University library personnel in order to ensure their sustained high performance. The factors to be identified will be defined with any existing correlations amongst each other.

1.5 Questions for the project:

1. What are the objectives of the Near East University Grand Library?
2. What are the aims of the Near East University Grand Library?
3. What is offered in theory to understand the general variables involved in motivation at work?

1.6 Conclusion:

This section introduced the broad problem area, the problem statement, the purpose and the questions for the study. The next section offers a brief literature review on motivation at work.

SECTION 2

A BRIEF LITERATURE REVIEW

MOTIVATION OF HIGH-SKILLED EMPLOYEES DURING TRAINING FOR ORGANISATIONAL CHANGE

2.1 Introduction:

This section is a literature review on the theories of motivation at work.

2.2 Motivation at work

Motivational theories can be divided into two categories; content and process theories: Content theories assume that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in jobs. A process theory stresses the difference in people's needs and focus on the cognitive processes that create these differences. (Oup.couk/pdf/btfincham, 2003)

Motivation tools: pay, goal setting and job design, training working condition and job security. In the motivation equation (Figure 2.1), job design and goal setting focus primarily on how to motivate workers to contribute their inputs to their jobs and organization. (George & Jones, 1996).

The accurate assortment of performance is central to the goals of motivating workers to perform at acceptable at acceptable levels and improving the effectiveness managerial decision-making. One are of decision making that often has profound effect on the motivation of all members of an organization, managers and workers a like is the distribution of

outcomes – pay benefit vocations, perks, promotion, and other career opportunities, job titles, official, and privileges. In this section focused on the outcome that is one of the most powerful of all motivation tools: Pay can be used not only to motive people to perform highly but also to motive them to join and remain with in organization. Pay is used to motive fast-track managers to do well in the new career program. (George & Jones, 1996).

The other factor; training is attaining specific, detailed, and routine job skills and techniques. New employees usually already have basic education and training needed. They are a product of an educational system and experience that have given them a certain level of development and build on that make the person a more productive worker. Spending for development, they pay the price in poor work, grievance, absenteeism, and labour turnover. (Megginson, Mosley, and Pietri, 1983).

In many today's work environments, employees' primary goal is quitting time and payday. Leaders' priorities are power, control and maintaining the status quo. Getting the job done is down the list. Once needed skills are mastered and employees follow established procedures, the job offers little or no challenge. The unwritten law, "accept the way things are or leave." Change equals challenge which is the source of motivation, workplace efficiency and job security. Because of fast changing trends and technology, work environments are evolving into continuous challenges. Responsibility is moving to the front line where it becomes the workers' responsibility to find the best way to get the job done, not management alone. For this to succeed the front line must have continuously learning opportunity, be in a continuous learning mode and be continuously adapting to new technology. (<http://www.motivation-tools.com/workplace>; 2003).

2.3 Motivation and Performance

Performance appraisal has two overarching goals:

To encourage high levels of worker motivation and performance

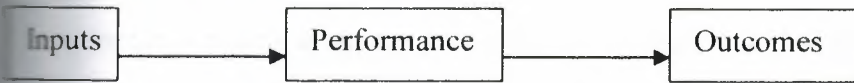
To provide accurate information to be used in managerial decision-making.

These goals are interrelated because one of the principal ways that managers motivate workers is by making decision about how to distribute outcomes to match different levels of performance. (George & Jones, 1996).

Performance appraisal focus on the performance part of the equation (Figure 2.1), and pay and career opportunities are two of the major outcomes desired by organizational members. In expectancy theory two of the main determinants of motivation are expectancy (the perceived connection between effort and performance) and instrumentality (connection between performance and outcomes such as: pay praise career opportunity). Workers are likely to have high levels of expectancy, instrumentality, and thus motivation only if their managers can accurately appraise their performance.

According to equity theory, workers will be motivated to perform at a high level only if they perceive that they are receiving outcomes in proportion to their inputs or contributions to their jobs and to the organization. Accurately appraising performance is necessary for determining workers' contributions. From the perspective of equity theory, then, workers will be motivated to perform at high level only if their performance can be and is accurately appraised.

Figure 2.1 Motivation Equations



More generally, no matter which approach managers use to motivate workers, workers will be motivated to contribute their inputs to the organization and perform at a high level only if they think that their managers can and do appraise their performance accurately. Because motivation and performance have so great an impact on organizational effectiveness. (George & Jones, 1996)

2.4 Human resource and organizational change

Human resource is one of the key factors in determining organizational coping and profitability. Despite adverse market conditions and fluctuations, many organizations have implemented changes that seek to improve their competitiveness. The consequences of organizational change, however, can vary. Sometimes, the employees may accept the change readily; at other times, the change is met with resistance and dissatisfaction of the employees. In this study, we examine how change affects an organization's human resource potential. The focus is to find ways by which companies maximize human resource potential in the midst of organizational change. Human resource potential is conceptualized in four ways: well-being, stress level, job motivation, and organizational loyalty. Maximizing human resource potential would mean that employees are in their top form performing for the organization. They would be in a good state of psychological and emotional well being, instead of being overly stressed or burned out. Such employees would then be motivated to work efficiently and productively, while staying loyal and committed to their organization.

There is a variation in the manner individuals respond to organizational change. Individuals may undergo a similar change process in the organization, but the stress evoked by the change can be perceived very differently. Some individuals may see change as a threat, feeling distressed and fearful of the uncertain consequences of the change. Others may react to the change with outbursts of anger and complaints. Yet there are also those who welcome change with a positive outlook, seeing change as a challenge, an opportunity for growth and improvement. What accounts for the differences in experiencing change and perceiving stress for these individuals?

Many studies suggest organizational characteristics, such as workplace climate, empowerment, and information about change (Terry and Jimmieson, 2003; Jimmieson, Terry, and Callan, 2004), as factors that affect an individual's adjustment to organisational change and stress. However, the research is often focusing on organization-level phenomena, as opposed to focusing on individual factors (Judge et al., 1999; Wanberg and Banas, 2000).

Differences in the way people experience change and perceive stress is also due to the uniqueness of individuals. Every person has a distinct set of personality characteristics, owns different resources, and employs different coping strategies to deal with change. This explains why coping with organizational change and stress can turn out to be very different experiences for individuals. For instance, recent micro-level research on individuals has identified dispositional traits that predict a person's ability to cope with change (Judge et al., 1999). Hence, on top of looking at organizational factors, this study also examines individual factors that may help to maximize an individual's potential to work productively and efficiently in the midst of change.

Based on a literature review of studies focused on organizational change, a list of nine factors that may maximize human resource potential was compiled. It was hypothesized that the

following individual and organizational factors were positively associated with enhancing human resource potential (that is, individuals who rate a higher score for these factors are likely to report a higher level of human resource potential):

Individual Factors

1. Active coping methods
2. Tolerance for ambiguity
3. Self-efficacy
4. Flexibility
5. Organizational climate
6. Social support
7. Working relationships
8. Information about change
9. Empowerment / Employee participation in change

2.5 Industrial training and motivation

Factors that inhibit faculty involvement in service learning have also been described. In its annual survey of more than 900 institutions, Campus Compact (2002) reported that 64% of the respondents cited time and faculty teaching loads as the greatest obstacles to integrating service learning into their courses. Time constraints include the time needed to create new activities, cultivate partnerships, organize logistics, and recruit students (Abes et al., 2002). Difficulties of coordination and logistics are another deterrent (Abes et al., 2002). Recognition and rewards, especially in the tenure process, are also a problem although those with tenure are much less concerned about recognition and rewards than those without it (Abes et al., 2002). From these findings on service learning, we gain insight into issues to examine when studying outreach in general.

2.6 What workers want

It's no secret to HR that employees' attitudes about their jobs, their benefits and their employers can range from exuberant to sour. What's less well known and harder to find out is exactly what matters to specific types of employees - and how effective various types of compensation, benefits and workplace characteristics are in spurring employee productivity and retention. Salary increases, for example, may be welcome across the board, but they may be less effective than stock options at promoting retention. Or a company trying to stem the loss of experienced workers planning to retire may find that one type of inducement is unexpectedly more effective than another. Those are the types of analyses that companies are seeking, and the reason is cost. HR professionals not only must create a mix of benefits that retains and motivates what is often a very diverse workforce, but they also must continually fine-tune that mix.

The following table depicts the results of a study carried out by Babcock, 2005.

Table 2.1 Views from Both Sides

Among the results of the 2004 Job Satisfaction Survey, conducted by SHRM and CNNfn, were these job-satisfaction factors listed as "very important" by the two groups that responded to the survey.		The list on the order of importance of job-satisfaction factors among employees as a group. On the right is the order of importance for employees in the view of HR professionals as a group.	
Rank According to Employees		According to HR Professionals	
1. Benefits		Relationship with immediate supervisor	
2. Compensation/pay		Management recognition of employee job performance	
3. Feeling safe in the work environment		Benefits	
4. Job security		Communication between employees and senior management	
5. Flexibility to balance work/life issues		Compensation/pay	
6. Communication between employees and senior management		Opportunities to use skills/abilities	
7. Relationship with immediate supervisor		Flexibility to balance work/life issues	
8. Management recognition of employee job performance		Career development opportunities	
9. Opportunities to use skills/abilities		Job security	
10. The work itself		Organization's commitment to professional development	
11. Overall corporate culture		Job specific training	
12. Autonomy and independence		Career advancement opportunities	
13. Career development opportunities		Feeling safe in the work environment	
14. Meaningfulness of job		The work itself	
15. Variety of work		Relationship with co-workers	
16. Career advancement opportunities		Overall corporate culture	
17. Contribution of work to organization's business goals		Autonomy and independence	
18. Organization's commitment to professional development		Contribution of work to organization's business goals	
19. Job-specific training		Meaningfulness of job	
20. Relationship with co-workers		Variety of work	
21. Networking		Networking	

Source: Tan Ngoh Tiong. Singapore Management Review. Singapore: 2005. Vol.27, Iss.2; pg.25, 11pgs.

It's no secret to HR that employees' attitudes about their jobs, their benefits and their employers can range from exuberant to sour. What are less well known and harder to find out is exactly what matters to specific types of employees-and how effective various types of

compensation, benefits and workplace characteristics are in spurring employee productivity and retention.

2.7 Conclusion

This section completed a literature review on the theories of motivation at work. The next section explains the features of an academic library derived from the literature in general, and also the current situation and the functions of the NEU Library in particular.

SECTION 3

THE NEAR EAST UNIVERSITY LIBRARY AND FUNCTIONS OF LIBRARIES IN GENERAL

3.1 Introduction

This section explains the features of an academic library derived from the literature in general, and also the current situation and the functions of the NEU Library in particular. The information on the NEU Library and staff was obtained through interviews and a preliminary questionnaire completed by the Library Staff (See Appendix A).

3.2 Libraries as Institutions

Libraries are institutions;

To be used by certain and limited environment or to be benefited by everyone in written, pressed, visual-auditory and linear gathering all kinds of publications, regulating, certain the most convenient study environment by using tools and methods to communicate it's surroundings.

UNESCO definition: Are components which ease no matter the name they are the components which ease the use of printed books and periodical publication or other type of linear, visual-auditory publication with orderly collections, information, research, education with relaxation aims for the readers.

+(www.sanalkutuphane.net; 2003).

Aims of libraries:

1. Social practice of economy, trade, education, science, politics generally gathering the necessary documents for all kinds of practice fields and preserving and helping the applications.
2. Gathering and preserving all kinds of through, art products of information, to help transfer and share continuously between periods of humans, communicates, geographic areas thus causing the future advanced common level that has been reached by mankind to all individuals and to all communication.

University Libraries: As institutions are obligated to arrange and conduct the source of knowledge as a serve to researchers, students and especially to educators. As being a part of the university, their aim is to give some help in education, research and in similar services for the university as a whole.

In this sense we can list the aims of the university library as;

1. To provide “source of knowledge” in various types for those who want to benefit from the service of the library.
2. It gives and opportunity for those who want to benefit actively from lending, applications, information and from other similar service besides of preparing the tools and resources for various kinds of bibliography.
3. To help in evaluating users spare time and to improve their reading habits.
4. To arrange and provide the necessary places for the various purposes of reading and studies.
5. To materialize orientation programs to increase the benefit of the source of information

6. To form archives for the publications, prepared reports made by the university and for the similar types of formed document and sources.
7. To assist in improving the library services in the region/area that the library is serving in. (www.sanalkutuphane.net)

3.3 The NEU Library

- Basic education has been given to staff of 52 for a period of 6 months by opening a new department of Information and Document Administration. Besides of this, 3 months of Seminar for higher license have been provided for 23 staff members of the library.
- The NEU library, built on 15 thousand meters area, accommodates many peculiarities in its structure. The library shows a difference with its appearance and landscape and not only with its contents.

Same futures of the library:

- National library provides outstanding knowledge and a basis for improving synthesis,
- The library will be outstanding center. Besides it will be surrounded with a conscious that will not negligent publics & student necessities. Together with addressing education at every level, it will be a education basis at international levels; will function as a charming center in education at high standards for students from various nations.
- The NEU grand library will be the center for improving the natural goals and the universal accumulation of culture. It consists of 3 main departments: 1- department of visual-auditory where all the collections are found 2-Department

of where scientific and cultural activities will take place 3-Administrative sciences.

- The library will serve for 24 hours. The information can be reached in three ways: 1- in written documents (books, periodic publications and printed lecture sources, academic studies) 2-internet and 3- thirdly the visual-auditory collections.
- The books would be control by an electronic system so it will be easy and fast to in finding books. Stock control and security will also be under the control of computers.
- Electronic books, electronic magazines, electronic data and encyclopedic can be found in Internet. VCD, DVD, videocassette, audiocassette and CD's can be found in individual quotients.
- Different books and documents can be brought in from other world libraries. The system of "borrowing/lending documents between libraries" enables the exchange of documents and books that cannot be found within the campus. Computers within the library can be used to attain information.
- There are 4 amphitheatres found within the library complex of which 2 have 339 capacities of people and the other 2 with a capacity of 158 people respectively. They are both designed and equipped with an acoustic s6ystem. The floors are furnished with in combustion carpets and armchairs are in conference types. Lectures within the amphitheatres can be done with Internet or with projected images. One of the amphitheatres of 339 capacities could be used as a theatre stage.

- The ultra-deluxe International Conference Hall with a capacity of 70 people is equipped with a simultaneous peculiarity of translating in five languages with high technology.
- The National Library has a capacity of 150 thousand of general books, 10 thousand of private book section, 15,000 thousand of reserved books, 50,000 thousand of periodic books of which totals to 325 thousand books.
- Wireless Internet advantage is provided in every place of the grand library.
- American Library Congress system has been used in the printed collection of the library. There has also been a new department formed on “TRNC”, in which entire publications on TRNC are found within this new department.
- Printed publications of approximately up to 1,500,000 could be kept under damp protecting systems.
- The users can reserve any books they wish, selecting through the universities book catalogue via the Internet with their membership cards. Members can extend the dates of the books. That they have borrowed without coming to the library. This process could either be done through the Internet or by the telephone. Establishing a center on photocopy is on the agenda. Any writing found on the Internet can be sent here even from the user’s house and be printed again in this center, without coming to the library or to the university.
- The university environment is surrounded with the wireless technology, which enables the students to make use of the library sources through the Internet.
- In the visual-auditory department users can watch films or listen to music as desired in DVD or in CD.
- Questions on the library could be asked by “Ask a librarian” service again through the Internet without coming to the library.

3.4 Conclusion

This section has summed up on the general library functions and briefed on the preliminary investigations carried out on the NEU Library. The next section will detail the theoretical framework of this study.

SECTION 4

THEORETICAL FRAMEWORK

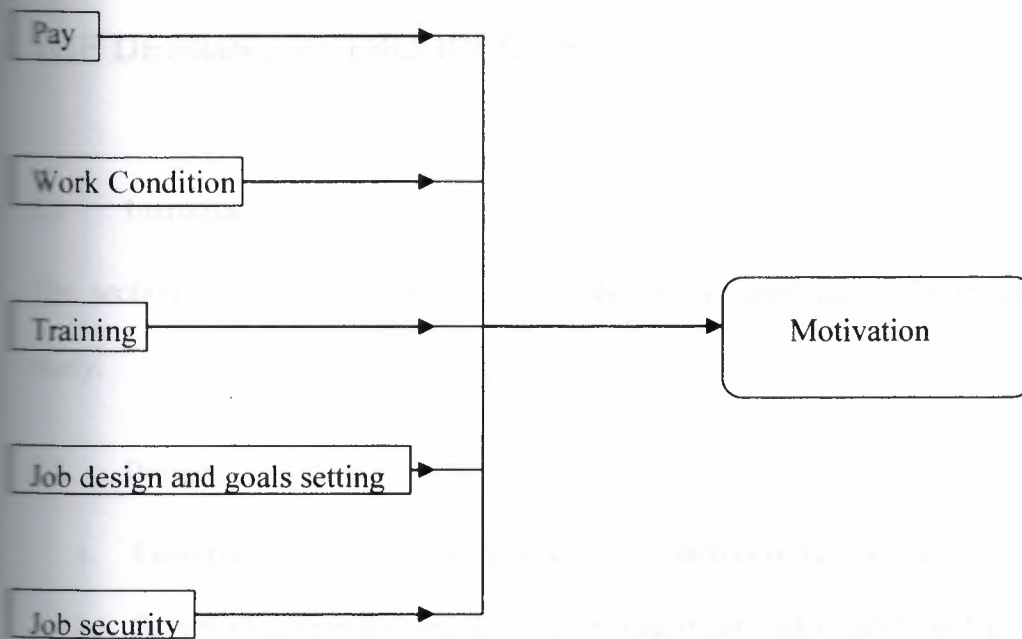
4.1 Introduction:

This section sets up a theoretical framework of the problem situation using the variables as identified in section 2.

4.2 A Theoretical Framework for Motivation:

As the Figure 3.1 shows that; payment, working condition, training job design and goals setting and job security effects motivation but this components together effect motivation because only payment just satisfies employers physiological need only one period after that the employee wants other things such as work condition, training job design and goals setting... on the other hand if the payment is low and the others are being in the organization will not increase motivation. So to effect motivation we must combine dependent variables in the organization.

Figure 4.1 Theoretical Frameworks



4.3 Conclusion:

This section has explained a theoretical framework and relation of variables on the problem situation.

SECTION 5

THE DESIGN / METHODOLOGY

5.1 Introduction:

The section describes the steps and methods that are used during the investigations of this study.

5.2 Design:

- a. Literature survey on work motivation and factors influencing employee motivation.
- b. Survey to understand and draw up the organizational situation at Near East University Grand Library.
- c. This is an explorative research set to identify the variables affecting the work motivation of the library workers at the NEU and also to describe the correlations between the variables to be identified. During the research the researcher interference will be minimal because studying events are normally occurring. Study setting is field study. Unit of analysis is the individual and the time horizon will be cross-sectional.
- d. Develop measurement scales on measuring employee motivation levels and factors affecting such levels at the Near East University Grand Library.
- e. Carry out interviews to collect data for the purpose of understanding performance levels at Near East University Grand Library.
- f. The sample of the questionnaire is census and there will be face-to-face questionnaires with the library workers.
- g. The questionnaires for the interviews were prepared based on the factors influencing employee motivation derived from both the literature and the preliminary interviews

with the library workers. The questionnaire form consisted of two parts, where Part A included demographic questions where Part B was made up of six sections with twenty-two questions (see Appendix D).

Each section in Part B of the questionnaire represented a factor identified as a concept affecting motivation. Each question represented a dimension or an element of the said concept.

A 5-point Likert scale was used in Part B to measure the variability of the answers received from the library workers. Each Library worker was given a questionnaire to complete after a brief explanation given by the researcher.

Results were interpreted on question-by-question basis after being processed through a statistical package, namely, SPSS application.

5.3 Conclusion:

This section described the step and methods that are to be used during the investigation of the study.

SECTION 6

FINDINGS

6.1 Introduction:

This section includes the results and analysis of the responds received from the questionnaires (see a copy of the questionnaires in Appendix B).

6.2 Demographic Profile of The Respondents

Out of 42 personnel working in the Grand Library, only 31 individuals contributed to the study. Thus the response rate is 73,8%. Out of the total respondents 19 were women and 12 were men.

Figures 6.1 Demographic profile of the respondents

	Frequency	Percent
<u>Age</u>		
20 – 35	28	90,3%
36 – 50	3	9,7%
Total	31	100%
<u>Gender</u>		
Female	19	61,3%
Male	12	38,7%
Total	31	100%
<u>Marital status</u>		
Married	10	32,3%
Single	21	67,7%
Total	31	100%
<u>Education</u>		
High school	2	6,5%
Graduate degree	25	80,6%
Others	4	12,9%
Total	31	100%
<u>Total monthly income</u>		
Minimum wage – 1000YTL	22	71%
1001 YTL – 1500 YTL	5	16,1%
2001 YTL – 3000 YTL	1	3,2%
3001 YTL and above	3	9,7%
Total	31	100%

<u>Number of other organizations worked before</u>		
None	4	12,9%
One	8	25,8%
Two	12	38,7%
Three	4	12,9%
Four or more	3	9,7%
Total	31	100%
<u>Job status</u>		
Librarian	23	74,1%
Reference	1	3,2%
Director	1	3,2%
Automation	1	3,2%
Catalogue	1	3,2%
Purchasing	1	3,2%
Public relation & marketing	1	3,2%
Human resources	1	3,2%
Bibliographers	1	3,2%
Total	31	100%

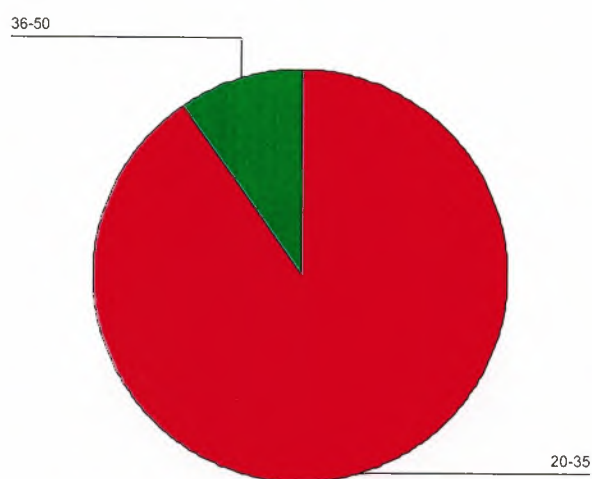


Figure 6.2 Age of the respondents

Majority of the respondents (90,3%) are between ages 20 – 35, only 9,7% of the respondents are aged 36 – 50.

As the majority of the library personnel are young (20 – 35), it can be assumed that they can be more efficient, and more fluent in their work.

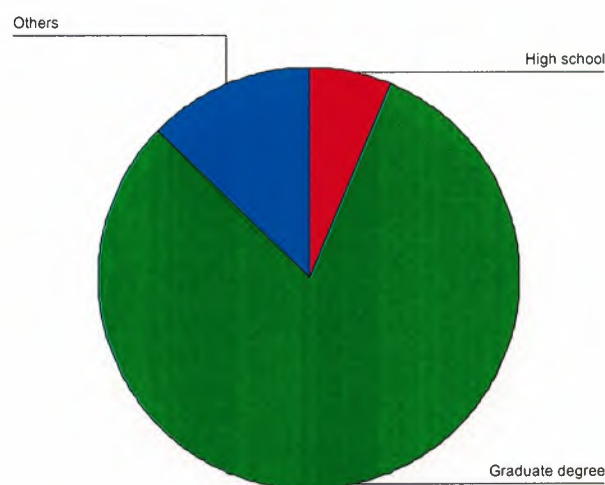


Figure 6.3 Education of the respondents

Out of the 31 respondents interviewed, 12,9% of them have a master degree, while 80,6% of them have graduate degree and only 6,5% of them have a high school.

As the majority of the personnel have graduate degree they have more knowledge of the problems associated with the books that students need during their researches.

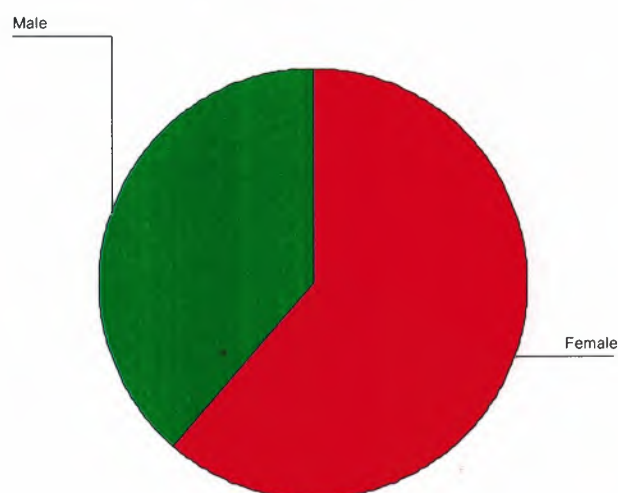


Figure 6.4 Gender of the respondents

Out of the 31 respondents interviewed 61,3% of them are female, while 38,7% are male.

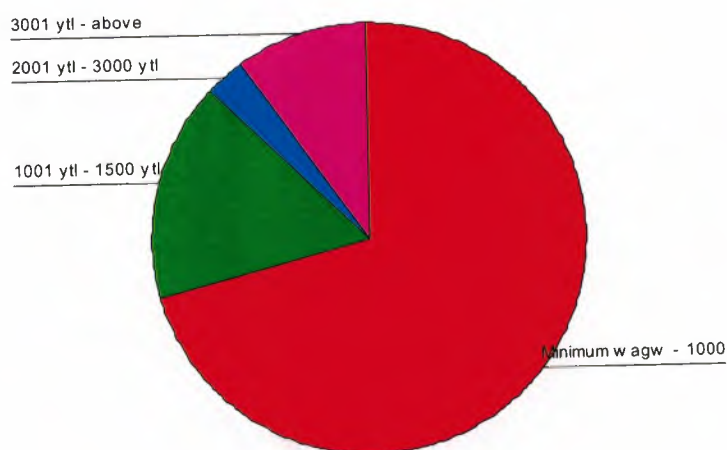


Figure 6.5 Total monthly income of the respondents

Out of the 31 respondents 71% stated that they earn a wage between minimum wage – 1000 YTL, while 16,1% of the respondents earn 1001 YTL – 1500 YTL, 3,2% earn 2001YTL – 3000 YTL, only 9,7% earn 3001 YTL and above.

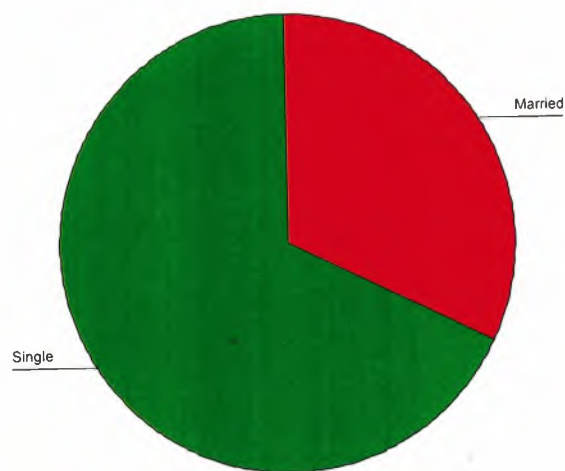


Figure 6.6 Marital status of the respondents

Out of 31 respondents majority of them (67,7%) are single, while 32,3% of them are the married.

As the majority of the personnel are single, it can be assumed that they have less problems, less stress and they can concentrate more on their job and increase their efficiency.

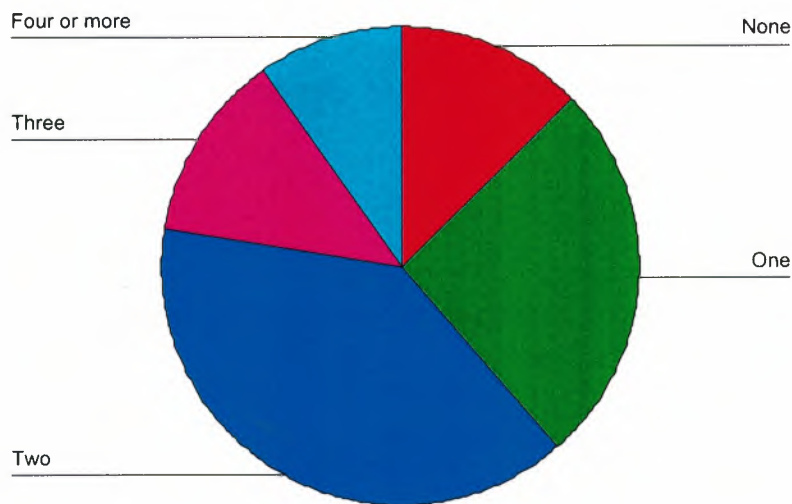


Figure 6.7 Number of other organizations worked before of the respondents

Out of the 31 respondents interviewed 12,9% of them haven't worked in another organization, while 25,8% of them have worked in only one other organization, 38,7% of them have worked in two other organizations before, 12,9% have worked in three other organizations before, and only 9,7% of the respondents have worked in four or more other organizations before.

As the majority of the personnel have had a job before, it can be assumed that they have work experience and that it they will not find it hard to adopt on this job.

6.2.1 Salary Earned

As seen in table 6.1 below, 64,5% of the respondents disagree with the statement, while 22,6% of the respondents agree, and only 12,9 of the respondents neither agree nor disagree with the statement.

Table 6.2.1.1 The amount of my salary is fair when compared with people holding similar jobs within the NEU Library.

Scale	Frequency	Percentage
Strongly disagree	14	54,2%
Somewhat disagree	6	19,4%
Neither agree or disagree	4	12,9%
Somewhat agree	4	12,9%
Strongly agree	3	9,7%
Total	31	100%

Majority of the personnel disagree with the statement “the amount of salary is fair when compared with other people”.

Table 6.2.1.2 Percent distribution of responses to statement “The amount of my salary is fair when compared with people holding similar jobs within the NEU Library” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	13	6	4	2	3
	%	46,4	21,4	14,3	7,1	10,7
36 - 50	n	1	-	-	2	-
	%	33,3	-	-	66,7	-

While 67,8% of the respondents between the ages 20 – 35 have disagreed with the statement, 17,8% of the respondents agreed and only 14,3% of the respondents neither agree nor disagree with the statement.

On the other hand, while 33,3% of the respondents have disagreed with the statement and only 66,7% have agree with the statement.

The majority of the personnel between the ages 20 – 35 have disagreed on the amount of the salary whether it is fair when compared with people holding similar jobs within the NEU library.

As the majority of the personnel are young, it can be assumed that, they can be more active and energetic in their job. They may think that their income is not sufficient so as a result their motivation may fall.

Table 6.2.1.3 Percent distribution of responses to statement “The amount of my salary is fair when compared with people holding similar jobs within the NEU Library” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	9	5	1	2	2
	%	47,4	26,3	5,3	10,5	10,5
Male	n	5	1	3	2	1
	%	41,7	8,3	25	16,7	8,3

While 73.7% of female respondents have disagreed with the statement, 21% of the respondents agreed and only 5.3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the males have disagreed with the statement, 25% have agreed, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “the amount of salary is fair when compared with people holding similar jobs within the NEU Library”. This indicates that the library personnel are not happy with the salary they earn, which may reduce the motivation and d job satisfaction.

Table 6.2.1.4 Percent distribution of responses to statement “The amount of my salary is fair when compared with people holding similar jobs within the NEU Library” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	4	-	2	2	2
	%	40	-	20	20	20
Single	n	10	6	2	2	1
	%	47,6	28,6	9,5	9,5	4,8

While 40% of the married respondents have disagreed with the statement, 40% of the respondents agreed and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 76,2% of the single respondents have disagreed with the statement, 14.3% have agreed with the statement, and only 9.5 % of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “the amount of salary is fair when compared with people holding similar jobs within the NEU Library”.

Table 6.2.1.5 Percent distribution of responses to statement “The amount of my salary is fair when compared with people holding similar jobs within the NEU Library” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	1	1	-
	%	-	-	50	50	-
Graduate Degree	n	13	4	3	2	3
	%	52	16	12	8	12
Others	n	1	2	-	1	-
	%	25	50	-	25	-

While 50% of the high school respondents have agreed with the statement, and only 50% of the respondents neither agreed nor disagreed with the statement.

While 68% of the graduate degree respondents have disagreed with the statement, 20% have agreed with the statement, and only 12% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have disagreed with the statement, 25% of the respondents agreed with the statement.

The majority of the personnel disagreed with the statement. These who graduate from high school find the wage fair and those who graduated from university don't find the wage fair.

High wage is expected from those with higher degrees.

Table 6.2.1.6 Percent distribution of responses to statement “The amount of my salary is fair when compared with people holding similar jobs within the NEU Library” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	13	4	2	2	1
	%	59,1	18,2	9,1	9,1	4,5
1001YTL – 1500YTL	n	-	1	1	1	2
	%	-	20	20	20	40
2001YTL – 3000YTL	n	1	-	-	-	-
	%	100	-	-	-	-
3001YTL - above	n	-	1	1	1	-
	%	-	33,3	33,3	33,3	-

The personnel receiving wage between minimum wage – 1000 YTL, the 77.3% have disagreed with the statement, 13.6% of the respondents have agreed and only 9.1% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 60% have agreed with the statement, 20% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 33.3% have disagreed with the statement, 33.3% have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement.

Almost all of the personnel disagree with the statement “the amount of salary is fair when compared with people holding similar jobs within the NEU Library.

6.2.2 The salary earned

As seen in table 6.2 below, 61,3% of the respondents disagree with the statement, while 25,9% of the respondents agree, and only 12,9% of the respondents neither agree nor disagree.

Table 6.2.2.1 The amount of my salary reflects my performance.

Scale	Frequency	Percentage
Strongly disagree	15	48,4%
Somewhat disagree	4	12,9%
Neither agree or disagree	4	12,9%
Somewhat agree	6	19,4%
Strongly agree	2	6,5%
Total	31	100%

Majority of the personnel disagree with the statement “the amount of salary reflects performance”.

Table 6.2.2.2 Percent distribution of responses to statement “The amount of my salary reflects my performance” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	14	3	3	6	2
	%	50	10,7	10,7	21,4	7,1
36 - 50	n	1	1	1	-	-
	%	33,3	33,3	33,3	-	-

While 60,7% of the respondents between the ages 20 – 35 have disagreed with the statement, 28.5% of the respondents agreed and only 10.7% of the respondents neither agreed nor disagreed with the statement.

61.3% of the personnel between the ages of 36 – 50 have disagreed with the statement, 25.9% have agreed, and only 12.9% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel, between the ages 20 – 35 have disagreed that the pay possesses their skills at work.

Table 6.2.2.3 Percent distribution of responses to statement “The amount of my salary reflects my performance” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	10	4	2	2	1
	%	52,6	21,1	10,5	10,5	5,3
Male	n	5	-	2	4	1
	%	41,7	-	16,7	33,3	8,3

While 73.7% of female respondents have disagreed with the statement, 15.8% of the respondents agreed and only 10.5% of the respondents neither agreed nor disagreed with the statement.

While 41,7% of male respondents have disagreed with the statement, 41.6% have agreed with the statement, and only 16.7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “the amount of salary reflects performance”.

Table 6.2.2.4 Percent distribution of responses to statement “The amount of my salary reflects my performance” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	5	1	2	2	-
	%	50	10	20	20	-
Single	n	10	3	2	4	2
	%	47,6	14,3	9,5	19	9,5

While 60% of the married respondents have disagreed with the statement, 20% of the respondents agreed and only 20% of the respondents neither agreed nor disagreed with the statement.

While 61.9% of the single respondents have disagreed with the statement, 28.5% have agreed with the statement, and only 9.5 % of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagreed with the statement “the amount of salary reflects performance”.

Table 6.2.2.5 Percent distribution of responses to statement “The amount of my salary reflects my performance” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree
High School	n	1	-	-	1	-
	%	50	-	-	50	-
Graduate Degree	n	12	3	3	5	2
	%	48	12	12	20	8
Others	n	2	1	1	-	-
	%	50	25	25	-	-

While 50% of the high school respondents have agreed with the statement, and only 50% of the respondent disagreed with the statement.

While 60% of the graduate degree respondents have disagreed with the statement, 28% have agreed with the statement, and only 12% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the others degree respondents have disagreed with the statement and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagreed with the statement. Those people from the personnel who have high education degree think the received wage are not enough, considering their performance. So the motivations of the personnel are affecting in a negative way.

Table 6.2.2.6 Percent distribution of responses to statement “The amount of my salary reflects my performance” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n %	13 59,1	4 18,2	- -	3 13,6	2 9,1
1001YTL – 1500YTL	n %	1 20	- -	4 80	- -	- -
2001YTL – 3000YTL	n %	1 100	- -	- -	- -	- -
3001YTL – above	n %	- -	- -	- -	3 100	- -

The personnel receiving wage between minimum wage – 1000 YTL, the 70.1% have disagreed with the statement, 22.7% of the respondents have agreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 20% have agreed with the statement, and only 80% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 2001 YTL – 3000 YTL respectively the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 100% have agreed with the statement.

The majority of the personnel disagreed with the statement “the amount of salary reflects performance”.

6.2.3 The salary earned

As seen in table 6.3 below, 71% of the respondents agree with the statement, while 19,4% of the respondents neither agree nor disagree, and only 9,7% of the respondents disagree.

Table 6.2.3.1 People working at the library are not paid according to the skills that they possess.

Scale	Frequency	Percentage
Strongly disagree	1	3,2%
Somewhat disagree	2	6,5%
Neither agree or disagree	6	19,4%
Somewhat agree	6	19,4%
Strongly agree	16	51,6%
Total	31	100%

Majority of the personnel agree with the statement “people working at the library are not paid according to the skills that they possess”.

Table 6.2.3.2 Percent distribution of responses to statement “People working at the library are not paid according to the skills that they possess” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	1	2	5	5	18
	%	3,6	7,1	17,9	17,9	53,6
36 - 50	n	-	-	1	1	1
	%	-	-	33,3	33,3	33,3

While 71,5% of the respondents between the ages 20 – 35 have agreed with the statement, 17,9% of the respondents neither agreed nor disagreed and only 10.7% of the respondents disagreed with the statement.

While 66,6% of the respondents between the ages 36 - 50 have disagreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel between the ages 20 – 35 and 36 – 50 have agreed that there is a negative relationship between their wage and performance. It can be assumed that low wages can decrease personnel’s performance and their skills at work.

Table 6.2.3.3 Percent distribution of responses to statement “People working at the library are not paid according to the skills that they possess” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	1	2	2	5	9
	%	5,3	10,5	10,5	26,3	47,4
Male	n	-	-	4	1	7
	%	-	-	33,3	8,3	58,3

While 73.7% of female respondents have agreed with the statement, 15.8% of the respondents disagreed and only 10.5% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 66,6% of male respondents have disagreed with the statement, and only 33.3 % of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agreed with the statement “people working at the library are not paid according to the skills that they possess”.

Table 6.2.3.4 Percent distribution of responses to statement “People working at the library are not paid according to the skills that they possess” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	-	2	2	6
	%	-	-	20	20	60
Single	n	1	2	4	4	10
	%	4,8	9,5	19	19	47,6

While 80% of the married respondents have agreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 66,6% of the single respondents have agreed with the statement, 14,3% have agreed with the statement, and only 19% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agreed with the statement “people working at the library are not paid according to the skills that they possess”.

Table 6.2.3.5 Percent distribution of responses to statement “People working at the library are not paid according to the skills that they possess” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	1	-	1
	%	-	-	50	-	50
Graduate Degree	n	1	1	3	5	15
	%	4	4	12	20	60
Others	n	-	1	2	1	-
	%	-	25	50	25	-

While 50% of the high school respondents have agreed with the statement, and only 50% of the respondents neither agreed nor disagreed with the statement.

While 80% of the graduate degree respondents have agreed with the statement, 8% have disagreed with the statement, and only 12% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 25% of the other degree respondents have disagreed with the statement, 25% have agreed with the statement, and only 50% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agreed with the statement that they are not paid according to the skill they possess, and think that they deserve a higher wage.

6.2.4 The salary earned

As seen in table 6.4 below, 67,7% of the respondents disagree with the statement, while 35,8% of the respondents agree, and only 6,5% of the respondents neither agree nor disagree.

Table 6.2.4.1 People working at this library receive pay amounts according to seniority in service.

Scale	Frequency	Percentage
Strongly disagree	16	51,6%
Somewhat disagree	5	16,1%
Neither agree or disagree	2	6,5%
Somewhat agree	7	22,6%
Strongly agree	1	3,2%
Total	31	100%

Majority of the personnel disagree with the statement “people working at this library receive pay amounts according to seniority in service”.

Table 6.2.4.2 Percent distribution of responses to statement “People working at this library receive pay amounts according to seniority in service” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	16	5	1	5	1
	%	57,1	17,9	3,6	17,9	3,6
36 - 50	n	-	-	1	2	-
	%	-	-	33,3	66,7	-

While 75% of the respondents between the ages 20 – 35 have disagreed with the statement, 21.5% of the respondents agreed and only 3.6% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 66,7% of the respondents between the ages 36 – 50 have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel between the ages 20 – 35 have disagreed on that their wages amounts are set according to seniority in service. The personnel wants to their wages according to their years spent in the service. This situation affects the personnel’s motivation in negative way.

Table 6.2.4.3 Percent distribution of responses to statement “People working at this library receive pay amounts according to seniority in service” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	12	2	1	3	1
	%	63,2	10,5	5,3	15,8	5,3
Male	n	4	3	1	4	-
	%	33,3	25	8,3	33,3	-

While 73.7% of female respondents have disagreed with the statement, 21% of the respondents agreed and only 5.3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 58,3% of the males have disagreed with the statement, 33,3% have agreed, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “people working at this library receive pay amounts according to seniority in service”.

Table 6.2.4.4 Percent distribution of responses to statement “People working at this library receive pay amounts according to seniority in service” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	5	1	-	4	-
	%	50	10	-	40	-
Single	n	11	4	2	3	1
	%	52,4	19	9,5	14,3	4,8

While 60% of the married respondents have disagreed with the statement, 40% of the respondents agreed with the statement.

On the other hand, while 71,4% of the single respondents have disagreed with the statement, 19,1% have agreed with the statement, and only 9.5% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “people working at this library receive pay amounts according to seniority in service”

Table 6.2.4.5 Percent distribution of responses to statement “People working at this library receive pay amounts according to seniority in service” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	-	2	-
	%	-	-	-	100	-
Graduate Degree	n	15	4	1	4	1
	%	60	16	4	16	4
Others	n	1	1	1	1	-
	%	25	25	25	25	-

While 100% of the high school respondents have agreed with the statement.

While 76% of the graduate degree respondents have disagreed with the statement, 20% have agreed with the statement, and only 4% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the other degree respondents have disagreed with the statement,

25% have agreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement. The library personnel disagree that they receive pay amounts according to seniority in service.

Table 6.2.4.6 Percent distribution of responses to statement "People working at this library receive pay amounts according to seniority in service" with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	13	2	1	5	1
	%	59,1	9,1	4,5	22,7	4,5
1001YTL – 1500YTL	n	3	1	1	-	-
	%	60	20	20	-	-
2001YTL – 3000YTL	n	-	-	-	1	-
	%	-	-	-	100	-
3001YTL - above	n	-	2	-	1	-
	%	-	66,7	-	33,3	-

The personnel receiving wage between minimum wage – 1000 YTL, the 68,2% have disagreed with the statement, 27,2% of the respondents have agreed and only 4,5% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have agreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above, 66,7% have disagreed with the statement, and only 33.3% have agreed with the statement.

The majority of the personnel disagreed with the statement. The library personnel disagree that they receive pay amounts according to seniority in service.

6.2.5 The work condition

As seen in table 6.5 below, 54,8% of the respondents agree with the statement, while 25,8% of the respondents disagree, and only 19,4% of the respondents neither agree nor disagree.

Table 6.2.5.1 I am happy with the way my hours of work are set.

Scale	Frequency	Percentage
Strongly disagree	5	16,1%
Somewhat disagree	3	9,7%
Neither agree or disagree	6	19,4%
Somewhat agree	16	51,6%
Strongly agree	1	3,2%
Total	31	100%

Majority of the personnel agree with the statement "happy with the way hours of work are set".

Table 6.2.5.2 Percent distribution of responses to statement “I am happy with the way my hours of work are set” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	5	3	6	13	1
	%	17,9	10,7	21,4	46,4	3,6
36 - 50	n	-	-	-	3	-
	%	-	-	-	100	-

While 50% of the respondents between the ages 20 – 35 have agreed with the statement, 28.6% of the respondents disagreed and only 21.4% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36 – 50 have neither agreed nor disagreed with the statement.

Both the age's groups of 20 – 35 and 36 – 50 are happy with their work hours, so absenteeism will not occur.

Table 6.2.5.3 Percent distribution of responses to statement “I am happy with the way my hours of work are set” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	3	1	4	10	1
	%	15,8	5,3	21,1	52,6	5,3
Male	n	2	2	2	6	-
	%	16,7	16,7	16,7	50	-

While 57,9% of female respondents have agreed with the statement, 21,1% of the respondents disagreed and only 21,1% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the males have agreed with the statement, 33,4% have disagreed, and only 16,7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “happy with the way hours of work are set.”

Table 6.2.5.4 Percent distribution of responses to statement “I am happy with the way my hours of work are set” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	1	1	2	6	-
	%	10	10	20	60	-
Single	n	4	2	4	10	1
	%	19	9,5	19	47,6	4,8

While 60% of the married respondents have agreed with the statement, 20% of the respondents disagreed and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 52,4% of the single respondents have agreed with the statement, 28,5% have disagreed with the statement, and only 19% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “happy with the way hours of work are set”.

Table 6.2.5.5 Percent distribution of responses to statement “I am happy with the way my hours of work are set” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	1	-	1	-
	%	-	50	-	50	-
Graduate Degree	n	5	2	5	12	1
	%	20	8	20	48	4
Others	n	-	-	1	3	-
	%	-	-	25	75	-

While 50% of the high school respondents have disagreed with the statement, 50% of the respondents agree with the statement.

While 52% of the graduate degree respondents have agreed with the statement, 28% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have agreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement. The library personnel are happy with the work hours. This helps them to concentrate on their job.

Table 6.2.5.6 Percent distribution of responses to statement “I am happy with the way my hours of work are set” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	5	1	6	9	1
	%	22,7	4,5	27,3	40,9	4,5
1001YTL – 1500YTL	n	-	1	-	4	-
	%	-	20	-	80	-
2001YTL – 3000YTL	n		-	-	1	-
	%		-	-	100	-
3001YTL - above	n	-	1	-	2	-
	%	-	33,3	-	66,7	-

The personnel receiving wage between minimum wage – 1000 YTL, the 45,4% have agreed with the statement, 27,2% of the respondents have disagreed and only 27,3% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have agreed with the statement, and only 20% have disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have agreed with the statement, and only 33.3% have disagreed with the statement.

The majority of the personnel agreed with the statement.

6.2.6 The work condition

As seen in table 6.6 below, 45,2% of the respondents disagree with the statement, while 29% of the respondents neither agree nor disagree, and only 25,8% of the respondents agree.

Table 6.2.6.1 The health and safety aspects of the library are well managed for the personnel.

Scale	Frequency	Percentage
Strongly disagree	3	9,7%
Somewhat disagree	11	35,5%
Neither agree or disagree	9	29%
Somewhat agree	8	25,8%
Total	31	100%

Majority of the personnel disagree with the statement “the health and safety aspects of the library are well managed for the personnel”.

Table 6.2.6.2 Percent distribution of responses to statement “The health and safety aspects of the library are well managed for the personnel” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	3	10	9	6	-
	%	10,7	35,7	32,1	21,4	-
36 - 50	n	-	1	-	2	-
	%	-	33,3	-	66,7	-

While 46,4% of the respondents between the ages 20 – 35 have disagreed with the statement, 32.1% of the respondents neither agreed nor disagreed and only 21.4% of the respondents agreed with the statement.

On the other hand, while 66,7% of the respondents have agreed with the statement, and only 33.3% have disagreed with the statement.

The majority of the personnel, between the ages 20 – 35 disagree on that the health and safety aspects of the library are well managed. This incident affects the performance and the motivation of the personnel in a negative way.

Table 6.2.6.3 Percent distribution of responses to statement “The health and safety aspects of the library are well managed for the personnel” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	3	6	7	3	-
	%	15,8	31,6	36,8	15,8	-
Male	n	-	5	2	5	-
	%	-	41,7	16,7	41,7	-

While 47,4% of female respondents have disagreed with the statement, 15,8% of the respondents agreed and only 36,8% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 41,7% of the males have disagreed with the statement, 41,7% have agreed, and only 16,7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “the health and safety aspects of the library are well managed for the personnel”.

Table 6.2.6.4 Percent distribution of responses to statement “The health and safety aspects of the library are well managed for the personnel” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	1	7	-	2	-
	%	10	70	-	20	-
Single	n	2	4	9	6	-
	%	9,5	19	42,9	28,6	-

While 80% of the married respondents have disagreed with the statement, and only 20% of the respondents agreed with the statement.

On the other hand, while 28,6% of the single respondents have agreed with the statement, 28,5% have disagreed with the statement, and only 42,9% of the respondents neither agreed nor disagreed with the statement.

The majority of the married personnel disagreed “the health and safety aspects of the library are well managed for the personnel”.

Table 6.2.6.5 Percent distribution of responses to statement “The health and safety aspects of the library are well managed for the personnel” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	1	-	1	-
	%	-	50	-	50	-
Graduate Degree	n	2	10	8	5	-
	%	8	40	32	20	-
Others	n	1	-	1	2	-
	%	25	-	25	50	-

While 50% of the high school respondents have disagreed with the statement, 50% of the respondents agreed with the statement.

While 48% of the graduate degree respondents have disagreed with the statement, 20% have agreed with the statement, and only 32% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the other degree respondents have agreed with the statement, 25% have disagreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

Some people from the library personnel think that the health and safety aspects of the library are well managed, and some people don't agree with the statement and think that the health and safety aspects of the library are not well managed.

Table 6.2.6.6 Percent distribution of responses to statement “The health and safety aspects of the library are well managed for the personnel” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	1	7	9	5	-
	%	4,5	31,8	40,9	22,7	-
1001YTL – 1500YTL	n	2	1	-	2	-
	%	40	20	-	40	-
2001YTL – 3000YTL	n	-	1	-	-	-
	%	-	100	-	-	-
3001YTL - above	n	-	2	-	1	-
	%	-	66,7	-	33,3	-

The personnel receiving wage between minimum wage – 1000 YTL, the 36,3% have disagreed with the statement, 22,7% of the respondents have agreed and only 40,9% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 60% have disagreed with the statement, 40% have agreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above; 66,7% have disagreed with the statement, and only 33.3% have agreed with the statement. The majority of the personnel disagreed with the statement.

6.2.7 The work condition

As seen in table 6.7 below, 96,7% of the respondents disagree with the statement, while 3,2% of the respondents neither agree nor disagree.

Table 6.2.7.1 We have no rest periods allowed during a working day except the lunch hour.

Scale	Frequency	Percentage
Strongly disagree	17	54,8%
Somewhat disagree	13	41,9%
Neither agree or disagree	1	3,2%
Total	31	100%

Majority of the personnel disagree with the statement “have no rest periods allowed during a working day except the lunch hour”.

Table 6.2.7.2 Percent distribution of responses to statement “We have no rest periods allowed during a working day except the lunch hour” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	16	11	1	-	-
	%	57,1	39,3	3,6	-	-
36 - 50	n	1	2	-	-	-
	%	33,3	66,7	-	-	-

While 96,4% of the respondents between the ages 20 – 35 have disagreed with the statement, 3,6% of the respondents neither agreed nor disagreed with the statement.

The personnel between the ages of 36 – 50, the 100% have disagreed with the statement.

Both the age groups of 20 – 35 and 36 – 50 disagree that they only have one rest period during the work hours. As there is more than one rest hours, this causes the personnel's performance to stay high and the motivation too, which both are important in finishing the daily task within the library.

Table 6.2.7.3 Percent distribution of responses to statement “We have no rest periods allowed during a working day except the lunch hour” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	12	7	-	-	-
	%	63,2	36,8	-	-	-
Male	n	5	6	1	-	-
	%	41,7	50	8,3	-	-

While 100% of female respondents have disagreed with the statement.

On the other hand, while 91,7% of the males have disagreed with the statement, and only 8,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “there are no rest periods allowed during a working day except the lunch hour”.

Table 6.2.7.4 Percent distribution of responses to statement “We have no rest periods allowed during a working day except the lunch hour” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	6	4			
	%	60	40			
Single	n	11	9	1	-	-
	%	52,4	42,9	4,8	-	-

While 100% of the married respondents have disagreed with the statement.

On the other hand, while 95,3% of the single respondents have disagreed with the statement, and only 4,8 % of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “there are no rest periods allowed during a working day except the lunch hour”.

Table 6.2.7.5 Percent distribution of responses to statement “We have no rest periods allowed during a working day except the lunch hour” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree
High School	n	2	-	-	-	-
	%	100	-	-	-	-
Graduate Degree	n	13	11	1	-	-
	%	52	44	4	-	-
Others	n	2	2	-	-	-
	%	50	50	-	-	-

While 100% of the high school respondents have disagreed with the statement.

While 96% of the graduate degree respondents have disagreed with the statement, and only 4% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the other degree respondents have disagreed with the statement.

The majority of the personnel disagree with the statement. The library personnel stated that they have other reset periods during the workday other than the lunch hour. These reset hours have a positive effect on the personnel's performance.

Table 6.2.7.6 Percent distribution of responses to statement “We have no rest periods allowed during a working day except the lunch hour” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	11	11	-	-	-
	%	50	50	-	-	-
1001YTL – 1500YTL	n	3	1	1	-	-
	%	60	20	20	-	-
2001YTL – 3000YTL	n	1	-	-	-	-
	%	100	-	-	-	-
3001YTL - above	n	2	1	-	-	-
	%	66,7	33,3	-	-	-

The personnel receiving wage between minimum wage – 1000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above; 100% have disagreed with the statement.

The majority of the personnel disagreed with the statement.

6.2.8 The work condition

As seen in table 6.8 below, 6,5% of the respondents missing with the statements, while 6,5% of the respondents disagree, 74,2% of the respondents agree, and only 12,9% of the respondents neither agree nor disagree.

Table 6.2.8.1 We do not receive free uniform or a clothing allowance.

Scale	Frequency	Percentage
Missing	2	6,5%
Strongly disagree	2	6,5%
Neither agree or disagree	4	12,9%
Somewhat agree	9	29%
Strongly agree	14	45,2%
Total	31	100%

Majority of the personnel agree with the statement “do not receive free uniform or a clothing allowance”.

Table 6.2.8.2 Percent distribution of responses to statement “We do not receive free uniform or a clothing allowance” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	2	2	4	8	12
	%	7,1	7,1	14,3	28,6	42,9
36 - 50	n	-	-	-	1	2
	%	-	-	-	33,3	66,7

While 71,5% of the respondents between the ages 20 – 35 have agreed with the statement, 14,2% of the respondents disagreed and only 14,3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36, 50 have agreed with the statement.

Both the age groups of 20 – 35 and 36 – 50 agree upon that there is no free uniform or clothing allowance for the personnel.

Table 6.2.8.3 Percent distribution of responses to statement “We do not receive free uniform or a clothing allowance” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	2	1	3	6	7
	%	10,5	5,3	15,8	31,6	36,8
Male	n	-	1	1	3	7
	%	-	8,3	8,3	25	58,3

While 68,4% of female respondents have agreed with the statement, 15,8% of the respondents disagreed and only 15,8% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 83,3% of the males have agreed with the statement, 8,3% have agreed, and only 8,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “they do not receive free uniform or a clothing allowance”.

Table 6.2.8.4 Percent distribution of responses to statement “We do not receive free uniform or a clothing allowance” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	1	1	-	3	5
	%	10	10	-	30	50
Single	n	1	1	4	6	9
	%	4,8	4,8	19	28,6	42,9

While 80% of the married respondents have agreed with the statement, and only 20% of the respondents disagreed with the statement.

On the other hand, while 71,5% of the single respondents have agreed with the statement, 9,6% have disagreed with the statement, and only 19% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed, “they do not receive free uniform or a clothing allowance”.

Table 6.2.8.5 Percent distribution of responses to statement “We do not receive free uniform or a clothing allowance” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n				1	1
	%				50	50
Graduate Degree	n	1	2	4	6	12
	%	4	8	16	24	48
Others	n	1	-	-	2	1
	%	25	-	-	50	25

While 100% of the high school respondents have agreed with the statement.

While 72% of the graduate degree respondents have agreed with the statement, 12% have disagreed with the statement, and only 16% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have agreed with the statement, 25% have disagreed with the statement.

The majority of the personnel agree that they do not receive free uniform or a clothing allowance.

Table 6.2.8.6 Percent distribution of responses to statement “We do not receive free uniform or a clothing allowance” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	1	2	4	8	7
	%	4,5	9,1	18,2	36,4	31,8
1001 YTL – 1500 YTL	n	1	-	-	-	4
	%	20	-	-	-	80
2001 YTL – 3000 YTL	n	-	-	-	-	1
	%	-	-	-	-	100
3001 YTL - above	n	-	-	-	1	2
	%	-	-	-	33,3	66,7

The personnel receiving wage between minimum wage – 1000 YTL, the 68,2% have agreed with the statement, 13,6% of the respondents have disagreed and only 18,2% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have agreed with the statement, 20% have disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 100% have agreed with the statement. The majority of the personnel agreed with the statement.

6.2.9 The work condition

As seen in table 6.9 below, 83,8% of the respondents agree with the statement, while 12,9% of the respondents disagree, and only 3,2% of the respondents neither agree nor disagree.

Table 6.2.9.1 Good relations with my colleagues keep me happy at work.

Scale	Frequency	Percentage
Strongly disagree	4	12,9%
Neither agree or disagree	1	3,2%
Somewhat agree	5	16,1%
Strongly agree	21	67,7%
Total	31	100%

Majority of the personnel agree with the statement “good relations with colleagues keep happy at work”.

Table 6.2.9.2 Percent distribution of responses to statement “Good relations with my colleagues keep me happy at work” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	4	-	1	5	18
	%	14,3	-	3,6	17,9	64,3
36 - 50	n	-	-	-	-	3
	%	-	-	-	-	100

While 82,2% of the respondents between the ages 20 – 35 have agreed with the statement, 14.3% of the respondents disagreed and only 3.6% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36 – 50 have agreed with the statement.

Both the age groups of 20 – 35 and 36 – 50 agree that good relations with the rest of the personnel keep them happy at work. This enables them to concentrate, and finish the given task at work, and to continuo work as a group.

Table 6.2.9.3 Percent distribution of responses to statement “Good relations with my colleagues keep me happy at work” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	3	-	-	3	13
	%	15,8	-	-	15,8	68,4
Male	n	1	-	1	2	8
	%	8,3	-	8,3	16,7	66,7

While 84,2% of female respondents have agreed with the statement, and only 15,8% of the respondents disagreed with the statement.

On the other hand, while 83,4% of the males have agreed with the statement, 8,3% have disagreed, and only 8,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “good relations with colleagues keep them happy at work”.

Table 6.2.9.4 Percent distribution of responses to statement “Good relations with my colleagues keep me happy at work” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	-	2	-
	%	-	-	-	100	-
Graduate Degree	n	4	-	1	2	18
	%	16	-	4	8	72
Others	n	-	-	-	1	3
	%	-	-	-	25	75

While 100% of the high school respondents have agreed with the statement.

While 80% of the graduate degree respondents have agreed with the statement, 16% have disagreed with the statement, and only 4% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the other degree respondents have agreed with the statement.

The majority of the personnel agree that the good relations with their colleagues keep them happy at work. This keeps their performance high.

Table 6.2.9.5 Percent distribution of responses to statement “Good relations with my colleagues keep me happy at work” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	3	-	-	4	15
	%	13,6	-	-	18,2	68,2
1001YTL – 1500YTL	n	-	1	-	-	4
	%	-	20	-	-	80
2001YTL – 3000YTL	n	1	-	-	-	-
	%	100	-	-	-	-
3001YTL - above	n	1	-	-	1	1
	%	33,3	-	-	33,3	33,3

The personnel receiving wage between minimum wage – 1000 YTL, the 86,4% have agreed with the statement, and only 13.6% of the respondents have disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have agreed with the statement, and only 20% have disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have agreed with the statement, and only 33.3% have disagreed with the statement.

The majority of the personnel agreed with the statement

6.2.10 The work condition

As seen in table 6.10 below, 90,3% of the respondents agree with the statement, while 6,4% of the respondents disagree, and only 3,2% of the respondents neither agree nor disagree.

Table 6.2.10.1 The quality of my supervision affects my performance.

Scale	Frequency	Percentage
Strongly disagree	1	3,2%
Somewhat disagree	1	3,2%
Neither agree or disagree	1	3,2%
Somewhat agree	5	16,1%
Strongly agree	23	74,2%
Total	31	100%

Majority of the personnel agree with the statement "the quality of supervision affects performance".

Table 6.2.10.2 Percent distribution of responses to statement “The quality of my supervision affects my performance” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	1	1	1	3	22
	%	3,6	3,6	3,6	10,7	78,6
36 - 50	n	-	-	-	2	1
	%	-	-	-	66,7	33,3

While 89,3% of the respondents between the ages 20 – 35 have agreed with the statement, 7,2% of the respondents disagreed and only 3.6% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36 - 50 have disagreed with the statement.

Both the age groups of 25 – 35 and 36 – 50 agree that the quality of the supervision affects the personnel’s performance. If it affects in a positive way then the personnel will be willing to work more. It can be assumed that other affects than positive may cause the personnel not to work efficiently.

Table 6.2.10.3 Percent distribution of responses to statement “The quality of my supervision affects my performance” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	1	1	-	3	14
	%	5,3	5,3	-	15,8	73,7
Male	n	-	-	1	2	9
	%	-	-	8,3	16,7	75

While 89,5% of female respondents have agreed with the statement, and only 10,5% of the respondents disagreed with the statement.

On the other hand, while 91,7% of the males have agreed with the statement, and only 8,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “the quality of the supervision affects performance”.

Table 6.2.10.4 Percent distribution of responses to statement “The quality of my supervision affects my performance” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	1	-	1	8
	%	-	10	-	10	80
Single	n	1	-	1	4	15
	%	4,8	-	4,8	19	71,4

While 90% of the married respondents have agreed with the statement, and only 10% of the respondents disagreed with the statement.

On the other hand, while 90,4% of the single respondents have agreed with the statement, 4,8% have disagreed with the statement, and only 4,8 % of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed, “the quality of the supervision affects performance”.

Table 6.2.10.5 Percent distribution of responses to statement “The quality of my supervision affects my performance” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	-	-	2
	%	-	-	-	-	100
Graduate Degree	n	1	1	1	2	20
	%	4	4	4	8	80
Others	n	-	-	-	3	1
	%	-	-	-	75	25

While 100% of the high school respondents have agreed with the statement.

While 88% of the graduate degree respondents have agreed with the statement, 8% have disagreed with the statement, and only 4% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the others degree respondents have agreed with the statement,

The majority of the personnel agree that the quality of the supervision affects their performance.

Table 6.2.10.6 Percent distribution of responses to statement “The quality of my supervision affects my performance” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	1	1	-	2	18
	%	4,5	4,5	-	9,1	81,8
1001YTL – 1500YTL	n	-	-	1	2	2
	%	-	-	20	40	40
2001YTL – 3000YTL	n	-	-	-	-	1
	%	-	-	-	-	100
3001YTL - above	n	-	-	-	1	2
	%	-	-	-	33,3	66,7

The personnel receiving wage between minimum wage – 1000 YTL, the 90,9% have agreed with the statement, and only 9% of the respondents have disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have agreed with the statement, and only 20% have disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 100% have agreed with the statement.

The majority of the personnel agreed with the statement

6.2.11 The work condition

As seen in table 6.11 below, 48,4% of the respondents disagree with the statement, while 32,3% of the respondents agree, and only 19,4% of the respondents neither agree nor disagree.

Table 6.2.11.1 We have clearly and fairly written and followed company rules for all employees.

Scale	Frequency	Percentage
Strongly disagree	14	45,2%
Somewhat disagree	1	3,2%
Neither agree or disagree	6	19,4%
Somewhat agree	4	12,9%
Strongly agree	6	19,4%
Total	31	100%

Majority of the personnel disagree with the statement "have clearly and fairly written and followed company rules for all employees".

Table 6.2.11.2 Percent distribution of responses to statement “We have clearly and fairly written and followed company rules for all employees” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	14	1	3	4	6
	%	50	3,6	10,7	14,3	21,4
36 - 50	n	-	-	3	-	-
	%	-	-	100	-	-

While 53,6% of the respondents between the ages 20 – 35 have disagreed with the statement, 35,7% of the respondents agreed and only 10.7% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36 - 50 have neither agreed nor disagreed with the statement.

The majority of the personnel, between the ages of 20 – 35 disagree that the library rules are not clearly and fairly written and followed for all personnel's. In this situation the personnel will be restless and there will be weak communication among the personnel. To finish off the give work and for a high motivation the rules should be specified clearly within the library.

Table 6.2.11.3 Percent distribution of responses to statement “We have clearly and fairly written and followed company rules for all employees” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	10	1	3	2	3
	%	52,6	5,3	15,8	10,5	15,8
Male	n	4	-	3	2	3
	%	33,3	-	25	16,7	25

While 57,9% of female respondents have disagreed with the statement, 26,3% of the respondents agreed and only 15,8% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 41,7% of the males have agreed with the statement, 33,3% have disagreed, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “they have clearly and fairly written and followed company rules for all employees”.

Table 6.2.11.4 Percent distribution of responses to statement “We have clearly and fairly written and followed company rules for all employees” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	6	-	2	1	1
	%	60	-	20	10	10
Single	n	8	1	4	3	5
	%	38,1	4,8	19	14,3	23,8

While 60% of the married respondents have disagreed with the statement, 20% of the respondents agreed and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 42,9% of the single respondents have disagreed with the statement, 38,1% have agreed with the statement, and only 19% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “they have clearly and fairly written and followed company rules for all employees”.

Table 6.2.11.5 Percent distribution of responses to statement “We have clearly and fairly written and followed company rules for all employees” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Total						
High School	n	1	-	-	-	1
	%	50	-	-	-	50
Graduate Degree	n	12	-	4	4	5
	%	48	-	16	16	20
Others	n	1	1	2	-	-
	%	25	25	50	-	-

While 50% of the high school respondents have agreed with the statement, and 50% of the respondents disagreed with the statement.

While 48% of the graduate degree respondents have disagreed with the statement, 36% have agreed with the statement, and only 16% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the other degree respondents have disagreed with the statement, and 50% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement and don't think that the rules are clearly and fairly written and are followed for all employees.

Table 6.2.11.6 Percent distribution of responses to statement “We have clearly and fairly written and followed company rules for all employees” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	11	1	2	3	5
	%	50	4,5	9,1	13,6	22,7
1001YTL – 1500YTL	n	2	-	2	1	-
	%	40	-	40	20	-
2001YTL – 3000YTL	n	-	-	1	-	-
	%	-	-	100	-	-
3001YTL - above	n	1	-	1	-	1
	%	33,3	-	33,3	-	33,3

The personnel receiving wage between minimum wage – 1000 YTL, the 54,5% have disagreed with the statement, 36,3% of the respondents have agreed and only 9.1% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 40% have disagreed with the statement, 20% have agreed with the statement, and only 40% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have neither agreed nor disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 33.3% have disagreed with the statement, 33.3% have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagreed with the statement

6.2.12 Training

As seen in table 6.12 below, 74,2% of the respondents agree with the statement, while 16,1% of the respondents disagree, and only 9,7% of the respondents neither agree nor disagree.

Table 6.2.12.1 We receive training regularly.

Scale	Frequency	Percentage
Strongly disagree	1	3,2%
Somewhat disagree	4	12,9%
Neither agree or disagree	3	9,7%
Somewhat agree	13	41,9%
Strongly agree	10	32,3%
Total	31	100%

Majority of the personnel agree with the statement “receive training regularly”.

Table 6.2.12.2 Percent distribution of responses to statement “We receive training regularly” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	1	4	3	10	10
	%	3,6	14,3	10,7	35,7	35,7
36 - 50	n	-	-	-	3	-
	%	-	-	-	100	-

While 75% of the respondents between the ages 20 – 35 have agreed with the statement, 17.9% of the respondents disagreed and only 10.7% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36 – 50 have agreed with the statement,

Both the ages group 20 – 35 and 36 – 50 agree that, the personnel should receive regular training. This would develop their ability in the work, and will provide them with more conscious at work. The training would also the personnel with more self-trust, which in return would increase their motivation at work.

Table 6.2.12.3 Percent distribution of responses to statement “We receive training regularly” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	1	2	1	7	8
	%	5,3	10,5	5,3	36,8	42,1
Male	n	-	2	2	6	2
	%	-	16,7	16,7	50	16,7

While 78,9% of female respondents have agreed with the statement, 15,8% of the respondents disagreed and only 5.3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 66,7% of the males have agreed with the statement, 16,7% have disagreed, and only 16,7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “they receive regular training”.

Table 6.2.12.4 Percent distribution of responses to statement “We receive training regularly” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	2	2	3	3
	%	-	20	20	30	30
Single	n	1	2	1	10	7
	%	4,8	9,5	4,8	47,6	33,3

While 60% of the married respondents have agreed with the statement, 20% of the respondents disagreed and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 80,9% of the single respondents have agreed with the statement, 14,3% have agreed with the statement, and only 4,8% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “they receive regular training”.

Table 6.2.12.5 Percent distribution of responses to statement “We receive training regularly” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	1	-	1
	%	-	-	50	-	50
Graduate Degree	n	1	4	1	10	9
	%	4	16	4	40	36
Others	n	-	-	1	3	-
	%	-	-	25	75	-

While 50% of the high school respondents have agreed with the statement, and 50% of the respondents neither agreed nor disagreed with the statement.

While 76% of the graduate degree respondents have agreed with the statement, 20% have disagreed with the statement, and only 4% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have agreed with the statement, and 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree, “that they receive regular training”.

Table 6.2.12.6 Percent distribution of responses to statement “We receive training regularly” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	1	4	1	9	7
	%	4,5	18,2	4,5	40,9	31,8
1001YTL – 1500YTL	n	-	-	-	3	2
	%	-	-	-	60	40
2001YTL – 3000YTL	n	-	-	-	1	-
	%	-	-	-	100	-
3001YTL - above	n	-	-	2	-	1
	%	-	-	66,7	-	33,3

The personnel receiving wage between minimum wage – 1000 YTL, the 72,7% have agreed with the statement, 22,7% of the respondents have disagreed and only 4,5% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 100% have agreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 33.3% have agreed with the statement, and 66,7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agreed with the statement.

6.2.13 Training

As seen in table 6.13 below, 51,6% of the respondents disagree with the statement, while 20,3% of the respondents agree, and only 19,4% of the respondents neither agree nor disagree.

Table 6.2.13.1 The objectives of our training sessions are not well defined.

Scale	Frequency	Percentage
Strongly disagree	8	25,8%
Somewhat disagree	8	25,8%
Neither agree or disagree	6	19,4%
Somewhat agree	6	19,4%
Strongly agree	3	9,7%
Total	31	100%

Majority of the personnel disagree with the statement “the objectives of our training sessions are not well defined”.

Table 6.2.13.2 Percent distribution of responses to statement “the objectives of our training sessions are not well defined” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	8	7	5	5	3
	%	28,6	25	17,9	17,9	10,7
36 - 50	n	-	1	1	1	-
	%	-	33,3	33,3	33,3	-

While 53,6% of the respondents between the ages 20 – 35 have disagreed with the statement, 28.6% of the respondents agreed and only 17.9% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 33,3% of the respondents between the ages 36- 50 have disagreed with the statement, 33,3% have agreed with the statement, and only 33,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel between the age groups of 20 -35 disagree that the objectives of the training are not well defined. The personnel would concentrate more if they know more about this job, they would know what they are doing and become more efficient at their job. It can be assumed that if the personnel did not know the aim of their job and didn't take any education about this job then their motivations would have decreased.

Table 6.2.13.3 Percent distribution of responses to statement “the objectives of our training sessions are not well defined” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	7	4	2	4	2
	%	36,8	21,1	10,5	21,1	10,5
Male	n	1	4	4	2	1
	%	8,3	33,3	33,3	16,7	8,3

While 57,9% of female respondents have disagreed with the statement, 31,6% of the respondents agreed and only 10,5% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 41,6% of the males have disagreed with the statement, 25% have agreed, and only 33,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “the objectives of the training sessions are not well defined”.

Table 6.2.13.4 Percent distribution of responses to statement “the objectives of our training sessions are not well defined” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	4	3	2	1
	%	-	40	30	20	10
Single	n	8	4	3	4	2
	%	38,1	19	14,3	19	9,5

While 40% of the married respondents have disagreed with the statement, 30% of the respondents agreed and only 30% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 57,1% of the single respondents have disagreed with the statement, 28,5% have agreed with the statement, and only 14,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “the objectives of the training sessions are not well defined”.

Table 6.2.13.5 Percent distribution of responses to statement “the objectives of our training sessions are not well defined” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	1	1	-	-
	%	-	50	50	-	-
Graduate Degree	n	7	5	5	5	3
	%	28	20	20	20	12
Others	n	1	2	-	1	-
	%	25	50	-	25	-

While 50% of the high school respondents have disagreed with the statement, and 50% of the respondents neither agreed nor disagreed with the statement.

While 48% of the graduate degree respondents have disagreed with the statement, 32% have agreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have disagreed with the statement, 25% have agreed with the statement.

The majority of the library personnel disagree “tat the objectives of the training sessions are not well defined.

Table 6.2.13.6 Percent distribution of responses to statement “the objectives of our training sessions are not well defined” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	7	4	3	6	2
	%	31,8	18,2	13,6	27,3	9,1
1001YTL – 1500YTL	n	1	2	2	-	-
	%	20	40	40	-	-
2001YTL – 3000YTL	n	-	-	1	-	-
	%	-	-	100	-	-
3001YTL - above	n	-	1	-	-	1
	%	-	33,3	-	-	100

The personnel receiving wage between minimum wage – 1000 YTL, the 50% have disagreed with the statement, 36,4% of the respondents have agreed and only 13,6% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 60% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have neither agreed nor disagreed with the statement.

The personnel receiving wage between 3001 YTL and above; 100% have disagreed with the statement. The majority of the personnel disagreed with the statement.

6.2.14 Training

As seen in table 6.14 below, 74,2% of the respondents disagrees with the statements, while 16,1% of the respondents agree, and only 9,7% of the respondents neither agree nor disagree.

Table 6.2.14.1 The training we receive is not relevant to what we need at our jobs.

Scale	Frequency	Percentage
Strongly disagree	15	48,4%
Somewhat disagree	8	25,8%
Neither agree or disagree	3	9,7%
Somewhat agree	5	16,1%
Total	31	100%

Majority of the personnel disagree with the statement “the training receive is not relevant to what need at our jobs”.

Table 6.2.14.2 Percent distribution of responses to statement “The training we receive is not relevant to what we need at our jobs” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	14	8	3	3	-
	%	50	28,6	10,7	10,7	-
36 - 50	n	1	-	-	2	-
	%	33,3	-	-	66,7	-

While 78,6% of the respondents between the ages 20 – 35 have disagreed with the statement, 10,7% of the respondents agreed and only 10.7% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 33,3% of the respondents between the ages 36 – 50 have agreed with the statement, and only 33.3% have agreed with the statement.

The age group of 20 -35 disagree that the training is not relevant to what they need at their jobs, whereas the age group of 36 – 50 agree that the training is relevant to what they need at their job. This result implies that the age group of 20 – 35 are trying to increase their experience with the given training.

Table 6.2.14.3 Percent distribution of responses to statement “The training we receive is not relevant to what we need at our jobs” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	11	3	2	3	-
	%	57,9	15,8	10,5	15,8	-
Male	n	4	5	1	2	-
	%	33,3	41,7	8,3	16,7	-

While 73.7% of female respondents have disagreed with the statement, 15,8% of the respondents agreed and only 10,5% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the males have disagreed with the statement, 16,7% have agreed, and only 8,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “the training sessions do not reflect their needs at the work place”.

Table 6.2.14.4 Percent distribution of responses to statement “The training we receive is not relevant to what we need at our jobs” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	4	4	-	2	-
	%	40	40	-	20	-
Single	n	11	4	3	3	-
	%	52,4	19	14,3	14,3	-

While 80% of the married respondents have disagreed with the statement, and only 20% of the respondents agreed with the statement.

On the other hand, while 71,4% of the single respondents have disagreed with the statement, 14.3% have agreed with the statement, and only 14,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “the training sessions do not reflect their needs at the work place”.

Table 6.2.14.5 Percent distribution of responses to statement “The training we receive is not relevant to what we need at our jobs” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	1	1	-	-	-
	%	50	50	-	-	-
Graduate Degree	n	12	6	3	4	-
	%	48	24	12	16	-
Others	n	2	1	-	1	-
	%	50	25	-	25	-

While 100% of the high school respondents have disagreed with the statement.

While 72% of the graduate degree respondents have disagreed with the statement, 16% have agreed with the statement, and only 12% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have disagreed with the statement,

25.9% have agreed with the statement.

The majority of the personnel disagree “that the training they receive is not relevant to what they need at work”.

Table 6.2.14.6 Percent distribution of responses to statement “The training we receive is not relevant to what we need at our jobs” with respect to total monthly income.

Total		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	9	7	2	4	-
	%	40,9	31,8	9,1	18,2	-
1001YTL – 1500YTL	n	3	-	1	1	-
	%	60	-	20	20	-
2001YTL – 3000YTL	n	1	-	-	-	-
	%	100	-	-	-	-
3001YTL - above	n	2	1	-	-	-
	%	66,7	33,3	-	-	-

The personnel receiving wage between minimum wage – 1000 YTL, the 72,7% have disagreed with the statement, 18,2% of the respondents have agreed and only 9.1% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 60% have agreed with the statement, 20% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 100% have disagreed with the statement.

The majority of the personnel disagreed with the statement.

6.2.15 Training

As seen in table 6.15 below, 42% of the respondents agree with the statement, while 38,7% of the respondents disagree, and only 19,4% of the respondents neither agree nor disagree.

Table 6.2.15.1 The duration of the training we receive is sufficient in acquiring new skills.

Scale	Frequency	Percentage
Strongly disagree	4	12,9%
Somewhat disagree	8	25,8%
Neither agree or disagree	6	19,4%
Somewhat agree	10	32,3%
Strongly agree	3	9,7%
Total	31	100%

Majority of the personnel agree with the statement “the duration of the training receive is sufficient in acquiring new skills”.

Table 6.2.15.2 Percent distribution of responses to statement “the duration of the training we receive is sufficient in acquiring new skills” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	4	7	4	10	3
	%	14,3	25	14,3	37,5	10,7
36 - 50	n	-	1	2	-	-
	%	-	33,3	66,7	-	-

While 48,2% of the respondents between the ages 20 – 35 have agreed with the statement, 39,3% of the respondents disagreed and only 14.3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 33,3% of the respondents have disagreed with the statement, and only 66.7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel between the age group of 20 -35 agree that the duration of the training they receive is sufficient in acquiring new skills. Competition will increase among the personnel as new talents enter into business, and motivation will increase according to the competition.

Table 6.2.15.3 Percent distribution of responses to statement “the duration of the training we receive is sufficient in acquiring new skills” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	3	4	4	5	3
	%	15,8	21,1	21,1	26,3	15,8
Male	n	1	4	2	5	-
	%	8,3	33,3	16,7	41,7	-

While 42,1% of female respondents have agreed with the statement, 36,9% of the respondents disagreed and only 21,1% of the respondents neither agreed nor disagreed with the statement. On the other hand, while 41,7% of the males have agreed with the statement, 41,6% have disagreed, and only 16,7% of the respondents neither agreed nor disagreed with the statement. The majority of the personnel agree with the statement “the duration of the training is sufficient in acquiring new skills”.

Table 6.2.15.4 Percent distribution of responses to statement “the duration of the training we receive is sufficient in acquiring new skills” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	5	2	3	-
	%	-	50	20	30	-
Single	n	4	3	4	7	3
	%	19	14,3	19	33,3	14,3

While 50% of the married respondents have disagreed with the statement, 30% of the respondents agreed and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 47,6% of the single respondents have agreed with the statement, 14,3% have disagreed with the statement, and only 19% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed “the duration of the training is sufficient in acquiring new skills”.

Table 6.2.15.5 Percent distribution of responses to statement “the duration of the training we receive is sufficient in acquiring new skills” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	1	-	1	-
	%	-	50	-	50	-
Graduate Degree	n	4	6	5	7	3
	%	16	24	20	28	12
Others	n	-	1	1	2	-
	%	-	25	25	50	-

While 50% of the high school respondents have agreed with the statement, and only 50% of the respondents disagreed with the statement.

While 40% of the graduate degree respondents have disagreed with the statement, 40% have agreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement

On the other hand, while 50% of the other degree respondents have agreed with the statement, 25% have disagreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

Equal half of the personnel agree that the duration of the training they receive is sufficient in acquiring new skills and the other half of the personnel don't agree with this statement.

Table 6.2.15.6 Percent distribution of responses to statement “the duration of the training we receive is sufficient in acquiring new skills” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	4	5	3	7	3
	%	18,2	22,7	13,6	31,8	13,6
1001YTL – 1500YTL	n	-	3	1	1	-
	%	-	60	20	20	-
2001YTL – 3000YTL	n	-	-	1	-	-
	%	-	-	100	-	-
3001YTL - above	n	-	-	1	2	-
	%	-	-	33,3	66,7	-

The personnel receiving wage between minimum wage – 1000 YTL, the 45,4% have agreed with the statement, 40,9% of the respondents have disagreed and only 13,6% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 60% have agreed with the statement, 20% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have neither agreed nor disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agreed with the statement.

6.2.16 Training

As seen in table 6.16 below, 48,4% of the respondents agrees with the statements, while 32,3% of the respondents neither agree nor disagree, and only 19,3% of the respondents disagree.

Table 6.2.16.1 The results of training sessions are well evaluated for future reference.

Scale	Frequency	Percentage
Strongly disagree	1	3,2%
Somewhat disagree	5	16,1%
Neither agree or disagree	10	32,3%
Somewhat agree	8	25,8%
Strongly agree	7	22,6%
Total	31	100%

Majority of the personnel agree with the statement “the results of training sessions are well evaluated for future reference”.

Table 6.2.16.2 Percent distribution of responses to statement “The results of training sessions are well evaluated for future reference” with respect to total monthly income.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	1	5	8	7	7
	%	3,6	17,9	28,6	25	25
36 - 50	n	-	-	2	1	-
	%	-	-	66,7	33,3	-

While 25% of the respondents between the ages 20 – 35 have agreed with the statement, 28.6% of the respondents neither agreed nor disagreed with the statement, and only 21.5% of the respondents disagreed with the statement.

On the other hand, while 33,3% of the respondents have agreed with the statement, and 66.7% have neither agreed nor disagreed with the statement.

The majority of the personnel between the age group of 20 -35 agree that the results of training sessions are well evaluated for future reference. This will provide advantage for the personnel in future periods.

Table 6.2.16.3 Percent distribution of responses to statement “The results of training sessions are well evaluated for future reference” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	-	3	5	7	4
	%	-	15,8	26,3	36,8	21,1
Male	n	1	2	5	1	3
	%	8,3	16,7	41,7	8,3	25

While 57,9% of female respondents have agreed with the statement, 15,8% of the respondents disagreed and only 26,3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 33,3% of the males have disagreed with the statement, 25% have agreed, and only 41,7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “the results of training sessions are well evaluated for future reference”.

Table 6.2.16.4 Percent distribution of responses to statement “The results of training sessions are well evaluated for future reference” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	1	2	2	4	1
	%	10	20	20	40	10
Single	n	-	3	8	4	6
	%	-	14,3	38,1	19	28,6

While 50% of the married respondents have agreed with the statement, 30% of the respondents agreed and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 47,6% of the single respondents have agreed with the statement, 33,3% have disagreed with the statement, and only 19% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed, “the results of training sessions are well evaluated for future reference”.

Table 6.2.16.5 Percent distribution of responses to statement “The results of training sessions are well evaluated for future reference” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	1	-	-	-	1
	%	50	-	-	-	50
Graduate Degree	n	-	4	8	7	6
	%	-	16	32	28	24
Others	n	-	1	2	1	-
	%	-	25	50	25	-

While 50% of the high school respondents have agreed with the statement, and 50% of the disagreed with the statement.

While 52% of the graduate degree respondents have agreed with the statement, 16% have disagreed with the statement, and only 32% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 25% of the other degree respondents have disagreed with the statement,

25% have agreed with the statement, and 50% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree, “that the result of training sessions are well evaluated for future reference.

Table 6.2.16.6 Percent distribution of responses to statement “The results of training sessions are well evaluated for future reference” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	1	5	6	5	5
	%	4,5	22,7	27,3	22,7	22,7
1001YTL – 1500YTL	n	-	-	3	2	-
	%	-	-	60	40	-
2001YTL – 3000YTL	n	-	-	1	-	-
	%	-	-	100	-	-
3001YTL - above	n	-	-	-	1	2
	%	-	-	-	33,3	66,7

The personnel receiving wage between minimum wage – 1000 YTL, the 45,5% have agreed with the statement, 27,2% of the respondents have disagreed and only 27,3% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 40% have agreed with the statement, and 60% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have neither agreed nor disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 100% have agreed with the statement.

The majority of the personnel agreed with the statement.

6.2.17 The job design and goal setting

As seen in table 6.17 below, 80,7% of the respondents agree with the statement, while 16,1% of the respondents neither agrees nor disagree, and only 3,2% of the respondents disagree.

Table 6.2.17.1 I fully understand the objectives of my job.

Scale	Frequency	Percentage
Strongly disagree	1	3,2%
Neither agree or disagree	5	16,1%
Somewhat agree	11	35,5%
Strongly agree	14	45,2%
Total	31	100%

Majority of the personnel agree with the statement “fully understand the objectives of job”.

Table 6.2.17.2 Percent distribution of responses to statement “I fully understand the objectives of my job” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	1	-	5	9	13
	%	3,6	-	17,9	32,1	46,4
36 - 50	n	-	-	-	2	1
	%	-	-	-	66,7	33,3

While 78,5% of the respondents between the ages 20 – 35 have agreed with the statement, 17,9% of the respondents neither agreed nor disagreed with the statement, and only 3.6% of the respondents disagreed with the statement.

On the other hand, while 100% of the respondents between the 36 – 50 have agreed with the statement.

Both the age groups of 20 -35 and 36 – 50 fully understand the objectives of their job. It can be assumed that the personnel will concentrate more on their job if they fully knew the objectives of their job and hence become more efficient.

Table 6.2.17.3 Percent distribution of responses to statement “I fully understand the objectives of my job” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	1	-	4	4	10
	%	5,3	-	21,1	21,1	52,6
Male	n	-	-	1	7	4
	%	-	-	8,3	58,3	33,3

While 73.7% of female respondents have agreed with the statement, 5.3% of the respondents disagreed and only 21.1% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 91.6% of the males have disagreed with the statement, and only 8.3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “they fully understand the objectives of their job”.

Table 6.2.17.4 Percent distribution of responses to statement “I fully understand the objectives of my job” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	-	2	4	4
	%	-	-	20	40	40
Single	n	1	-	3	7	10
	%	4,8	-	14,3	33,3	47,6

While 80% of the married respondents have agreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 80,9% of the single respondents have agreed with the statement, 4,8% have agreed with the statement, and only 14,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed, “they fully understand the objectives of their job”.

Table 6.2.17.5 Percent distribution of responses to statement “I fully understand the objectives of my job” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	-	1	1
	%	-	-	-	50	50
Graduate Degree	n	1	-	4	8	12
	%	4	-	16	32	48
Others	n	-	-	1	2	1
	%	-	-	25	50	25

While 50% of the high school respondents have agreed with the statement.

While 70% of the graduate degree respondents have agreed with the statement, 4% have disagreed with the statement, and only 16% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 75% of the other degree respondents have agreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of library personnel agree “that the fully understand the objectives of their job.”

Table 6.2.17.6 Percent distribution of responses to statement “I fully understand the objectives of my job” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n %	1 4,5	- -	4 18,2	7 31,8	10 45,5
1001YTL – 1500YTL	n %	- -	- -	- -	2 40	3 60
2001YTL – 3000YTL	n %	- -	- -	- -	- -	1 100
3001YTL - above	n %	- -	- -	1 33,3	2 66,7	- -

The personnel receiving wage between minimum wage – 1000 YTL, the 77.3% have disagreed with the statement, 4,5% of the respondents have agreed and only 18,2% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 100% have agreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement. The majority of the personnel agreed with the statement.

6.2.18 The job design and goal setting

As seen in table 6.18 below, 87,1% of the respondents disagree with the statement, while 9,7% of the respondents agree, and only 3,2% of the respondents neither agree nor disagree.

Table 6.2.18.1 I am not clear of the tasks required from me from my supervisor.

Scale	Frequency	Percentage
Strongly disagree	14	45,2%
Somewhat disagree	13	41,9%
Neither agree or disagree	1	3,2%
Somewhat agree	3	9,7%
Total	31	100%

Majority of the personnel disagree with the statement "not clear of the tasks required from supervisor".

Table 6.2.18.2 Percent distribution of responses to statement “I am not clear of the tasks required from me from my supervisor” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	13	12	1	2	-
	%	46,4	42,9	3,6	7,1	-
36 - 50	n	1	1	-	1	-
	%	33,3	33,3	-	33,3	-

While 89,3% of the respondents between the ages 20 – 35 have disagreed with the statement, 7,1% of the respondents agreed and only 3.6% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 66,6% of the respondents have disagreed with the statement, and only 33,3% of the respondents agreed with the statement.

Both the ages groups of 20 – 35 and 36 – 50 disagree that tasks are not clearly understood that are required from their supervisors. This means that the communication among the supervision and workers are well achieved.

Table 6.2.18.3 Percent distribution of responses to statement “I am not clear of the tasks required from me from my supervisor” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	10	7	1	1	-
	%	52,6	36,8	5,3	5,3	-
Male	n	4	6	-	2	-
	%	33,3	50	-	16,7	-

While 89,4% of female respondents have disagreed with the statement, 5,3% of the respondent's agreed and only 5.3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 83,3% of the males have disagreed with the statement, and only 16,7% have agreed with the statement.

The majority of the personnel disagree with the statement “they are not clear of the tasks required from the supervisor”.

Table 6.2.18.4 Percent distribution of responses to statement “I am not clear of the tasks required from me from my supervisor” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	4	5	-	1	-
	%	40	50	-	10	-
Single	n	10	8	1	2	-
	%	47,6	38,1	4,8	9,5	-

While 90% of the married respondents have disagreed with the statement, 10% of the respondents agreed with the statement.

On the other hand, while 85,7% of the single respondents have disagreed with the statement, 9,5% have agreed with the statement, and only 4,8% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “they are not clear of the tasks required from the supervisor”.

Table 6.2.18.5 Percent distribution of responses to statement “I am not clear of the tasks required from me from my supervisor” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	2	-	-	-	-
	%	100	-	-	-	-
Graduate Degree	n	10	11	1	3	-
	%	40	44	4	12	-
Others	n	2	2	-	-	-
	%	50	50	-	-	-

While 100% of the high school respondents have disagreed with the statement.

While 88% of the graduate degree respondents have disagreed with the statement, 12% have agreed with the statement, and only 4 % of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the other degree respondents have disagreed with the statement.

The majority of the personnel disagree “that they are not clear of the tasks required from them by their supervisor.

Table 6.2.18.6 Percent distribution of responses to statement “I am not clear of the tasks required from me from my supervisor” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n %	10 45,5	10 45,5	- -	2 9,1	- -
1001YTL – 1500YTL	n %	3 60	2 40	- -	- -	- -
2001YTL – 3000YTL	n %	- -	- -	- -	1 100	- -
3001YTL - above	n %	1 33,3	1 33,3	1 33,3	- -	- -

The personnel receiving wage between minimum wage – 1000 YTL, the 91,1% have disagreed with the statement, 9,1% of the respondents have agreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 100% have agreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have disagreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagreed with the statement.

6.2.19 The job design and goal setting

As seen in table 6.19 below, 51,8% of the respondents agree with the statement, while 22,6% of the respondents agree, and only 19,4% of the respondents neither agree nor disagree.

Table 6.2.19.1 My job performance is regularly evaluated.

Scale	Frequency	Percentage
Strongly disagree	4	12,9%
Somewhat disagree	3	9,7%
Neither agree or disagree	6	19,4%
Somewhat agree	8	25,8%
Strongly agree	10	32,3%
Total	31	100%

Majority of the personnel agree with the statement “job performance is regularly evaluated”.

Table 6.2.19.2 Percent distribution of responses to statement “my job performance is regularly evaluated” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	4	2	4	8	10
	%	14,3	7,1	14,3	28,6	35,7
36 - 50	n	-	1	2	-	-
	%	-	33,3	66,7	-	-

While 64,3% of the respondents between the ages 20 – 35 have agreed with the statement, 21,4% of the respondents disagreed and only 14,3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 33,3% of the respondents between the ages 36 – 50 have disagreed with the statement, and 66,7% have neither agreed nor disagreed with the statement.

The majority of the personnel between the group of 20 -35 agree that the job performance is regularly evaluated. By this way it can be assumed that the regular evaluation would keep personnel’s job performance high standards.

Table 6.2.19.3 Percent distribution of responses to statement “my job performance is regularly evaluated” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	2	1	3	5	8
	%	10,5	5,3	15,8	26,3	42,1
Male	n	2	2	3	3	2
	%	16,7	16,7	25	25	16,7

While 68,4% of female respondents have agreed with the statement, 15,8% of the respondents disagreed and only 15,8% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 41,7% of the males have agreed with the statement, 33,4% have agreed, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “job performance is regularly evaluated”.

Table 6.2.19.4 Percent distribution of responses to statement “my job performance is regularly evaluated” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	2	1	1	4	2
	%	20	10	10	40	20
Single	n	2	2	5	4	8
	%	9,5	9,5	23,8	19	38,1

While 60% of the married respondents have agreed with the statement, 30% of the respondents disagreed and only 10% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 57,1% of the single respondents have agreed with the statement, 19% have agreed with the statement, and only 23,8% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed, “Job performance is regularly evaluated”.

Table 6.2.19.5 Percent distribution of responses to statement “my job performance is regularly evaluated” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	1	1	-
	%	-	-	50	50	-
Graduate Degree	n	4	2	4	5	10
	%	16	8	16	20	40
Others	n	-	1	1	2	-
	%	-	25	25	50	-

While 50% of the high school respondents have agreed with the statement, and 50% of the respondents neither agreed nor disagreed with the statement.

While 60% of the graduate degree respondents have agreed with the statement, 24% have disagreed with the statement, and only 16% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the other degree respondents have agreed with the statement, 25% have disagreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree, “that their job performance is regularly evaluated”.

Table 6.2.19.6 Percent distribution of responses to statement “my job performance is regularly evaluated” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	4	1	3	7	7
	%	18,2	4,5	13,6	31,8	31,8
1001YTL – 1500YTL	n		1	2		2
	%		20	40		40
2001YTL – 3000YTL	n	-	1	-	-	-
	%	-	100	-	-	-
3001YTL - above	n	-	-	1	1	1
	%	-	-	33,3	33,3	33,3

The personnel receiving wage between minimum wage – 1000 YTL, the 63,6% have agreed with the statement, 22,7% of the respondents have disagreed and only 13,6% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 40% have agreed with the statement, 20% have disagreed with the statement, and only 40% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement. The majority of the personnel agreed with the statement.

6.2.20 Job security

As seen in table 6.20 below, 87,1% of the respondents agree with the statement, while 6,5% of the respondents disagree, and only 6,5% of the respondents neither agree nor disagree.

Table 6.2.20.1 I have necessary skills to feel secure in keeping my job.

Scale	Frequency	Percentage
Strongly disagree	2	6,5%
Neither agree or disagree	2	6,5%
Somewhat agree	12	38,7%
Strongly agree	15	48,4%
Total	31	100%

Majority of the personnel agree with the statement “have necessary skills to feel secure in keeping job”.

Table 6.2.20.2 Percent distribution of responses to statement “I have necessary skills to feel secure in keeping my job” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	2	-	2	10	14
	%	7,1	-	7,1	35,7	50
36 - 50	n	-	-	-	2	1
	%	-	-	-	66,7	33,3

While 85,7% of the respondents between the ages 20 – 35 have agreed with the statement, 7.1% of the respondents disagreed and only 7.1% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the respondents between the ages 36 - 50 have disagreed with the statement.

Both the ages groups of 20 -35 and 36 – 50 agree that they have necessary skills to feel secure in keeping their job. The personnel is not afraid of losing their job, so it can be assumed that the personnel is comfortable at work environment and this influences the personnel's performance at work.

Table 6.2.20.3 Percent distribution of responses to statement “I have necessary skills to feel secure in keeping my job” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	2	-	1	6	10
	%	10,5	-	5,3	31,6	52,6
Male	n	-	-	1	6	5
	%	-	-	8,3	50	41,7

While 84,2% of female respondents have agreed with the statement, 10,5% of the respondents disagreed and only 5.3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 91,7% of the males have agreed with the statement, and only 8,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel agree with the statement “they have necessary skills to feel secure in keeping job”.

Table 6.2.20.3 Percent distribution of responses to statement “I have necessary skills to feel secure in keeping my job” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	-	-	-	3	7
	%	-	-	-	30	70
Single	n	2	-	2	9	8
	%	9,5	-	9,5	42,9	38,1

While 100% of the married respondents have agreed with the statement.

On the other hand, while 81% of the single respondents have agreed with the statement, 9,5% have agreed with the statement, and only 9.5 % of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel agreed, “they have necessary skills to feel secure in keeping job”.

Table 6.2.20.5 Percent distribution of responses to statement “I have necessary skills to feel secure in keeping my job” with respect to education

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	-	-	-	1	1
	%	-	-	-	50	50
Graduate Degree	n	2	-	2	8	13
	%	8	-	8	32	52
Others	n	-	-	-	3	1
	%	-	-	-	75	25

While 50% of the high school respondents have agreed with the statement.

While 84% of the graduate degree respondents have agreed with the statement, and only 8% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 100% of the other degree respondents have agreed with the statement.

The majority of the library personnel agree, “that they have necessary skills to feel secure in keeping their job.

Table 6.2.20.6 Percent distribution of responses to statement “I have necessary skills to feel secure in keeping my job” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	2	-	-	9	11
	%	9,1	-	-	40,9	50
1001YTL – 1500YTL	n	-	-	1	1	3
	%	-	-	20	20	60
2001YTL – 3000YTL	n	-	-	-	-	1
	%	-	-	-	-	100
3001YTL - above	n	-	-	1	2	-
	%	-	-	33,3	66,7	-

The personnel receiving wage between minimum wage – 1000 YTL, the 90,9% have agreed with the statement, 9,1% of the respondents have disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 80% have agreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have agreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have agreed with the statement, and only 33.3% of the respondents neither agreed nor disagreed with the statement. The majority of the personnel agreed with the statement.

6.2.21 Job security

As seen in table 6.21 below, 51,6% of the respondents disagree with the statement, while 25,8% of the respondents agree, and only 22,6% of the respondents neither agree nor disagree.

Table 6.2.21.1 I have written job contract as a result of a collective agreement.

Scale	Frequency	Percentage
Strongly disagree	12	38,7%
Somewhat disagree	4	12,9%
Neither agree or disagree	7	22,6%
Somewhat agree	3	9,7%
Strongly agree	5	16,1%
Total	31	100%

Majority of the personnel disagree with the statement "have written job contract as a result of a collective agreement".

Table 6.2.21.2 Percent distribution of responses to statement “I have written job contract as a result of a collective agreement” with respect to age.

Age		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
20 - 35	n	11	3	7	2	5
	%	39,3	10,7	25	7,1	17,9
36 - 50	n	1	1	-	1	-
	%	33,3	33,3	-	33,3	-

While 50% of the respondents between the ages 20 – 35 have disagreed with the statement, 25% of the respondents agreed and only 25% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 66,7% of the respondents between the ages 36 - 50 have disagreed with the statement and only 33.3% of the respondents agreed with the statement.

Both of the age's group of 20 -35 and 35 -50 disagree that they have written a job contract as a result of a collective agreement. It can be assumed that this would increase questions and suspicions among the personnel related with their job.

Table 6.2.21.3 Percent distribution of responses to statement “I have written job contract as a result of a collective agreement” with respect to gender.

Gender		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Female	n	6	3	5	-	5
	%	31,6	15,8	26,3	-	26,3
Male	n	6	1	2	3	-
	%	50	8,3	16,7	25	-

While 47,4% of female respondents have disagreed with the statement, 26,3% of the respondents agreed and only 26,3% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 58,3% of the males have disagreed with the statement, 25% have agreed, and only 16,7% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree with the statement “having written job contract as a result of a collective agreement”.

Table 6.2.21.4. Percent distribution of responses to statement “I have written job contract as a result of a collective agreement” with respect to marital status.

Marital Status		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Married	n	5	1	-	2	2
	%	50	10	-	20	20
Single	n	7	3	7	1	3
	%	33,3	14,3	33,3	4,8	14,3

While 60% of the married respondents have disagreed with the statement, 40% of the respondents agreed with the statement.

On the other hand, while 47,6% of the single respondents have disagreed with the statement, 14,1% have agreed with the statement, and only 33,3% of the respondents neither agreed nor disagreed with the statement.

The majority of the single personnel disagreed “having written job contract as a result of a collective agreement”.

Table 6.2.21.5 Percent distribution of responses to statement “I have written job contract as a result of a collective agreement” with respect to education.

Education		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
High School	n	1	-	-	1	-
	%	50	-	-	50	-
Graduate Degree	n	10	3	6	1	5
	%	40	12	24	4	20
Others	n	1	1	1	1	-
	%	25	25	25	25	-

While 50% of the high school respondents have agreed with the statement, 50% of the respondents disagreed with the statement.

While 52% of the graduate degree respondents have disagreed with the statement, 24% have agreed with the statement, and only 24% of the respondents neither agreed nor disagreed with the statement.

On the other hand, while 50% of the other degree respondents have disagreed with the statement,

25% have agreed with the statement, and only 25% of the respondents neither agreed nor disagreed with the statement.

The majority of the personnel disagree “ that they have a written job contract as a result a collective agreement.”

Table 6.2.21.6 Percent distribution of responses to statement “I have written job contract as a result of a collective agreement” with respect to total monthly income.

Total monthly income		Strongly disagree	Somewhat disagree	Neither disagree nor disagree	Somewhat agree	Strongly agree
Minimum wage – 1000YTL	n	8	4	6	1	3
	%	36,4	18,2	27,3	4,5	13,6
1001YTL – 1500YTL	n	1	-	1	1	2
	%	20	-	20	20	40
2001YTL – 3000YTL	n	1	-	-	-	-
	%	100	-	-	-	-
3001YTL - above	n	1	-	-	1	-
	%	66,7	-	-	33,3	-

The personnel receiving wage between minimum wage – 1000 YTL, the 56,4% have disagreed with the statement, 18,1% of the respondents have agreed and only 27,3% of the respondents neither agreed nor disagreed with the statement.

The personnel receiving wage between 1001 YTL – 1500 YTL, the 60% have agreed with the statement, 20% have disagreed with the statement, and only 20% of the respondents neither agreed nor disagreed with the statement.

The personnel-receiving wage between 2001 YTL – 3000 YTL, the 100% have disagreed with the statement.

The personnel receiving wage between 3001 YTL and above respectively the 66,7% have disagreed with the statement, and only 33.3% have agreed with the statement.

The majority of the personnel disagreed with the statement.

SECTION 7

CONCLUSIONS and RECOMMENDATION

7.1 Introduction

This section summarized result of the theoretical framework findings and empirical findings of this paper.

7.2 Summary of the theoretical framework findings

As shown in figure 4.1 there are five variables that affect motivation in the NEU Grand Library. These are: Pay, Work Condition, Training, Job design and goal settings, and job security.

- The amount of pay affects the motivation. The higher the pay the higher will be the motivation. High amount of pay encourages the workers to work more and as a result increases their efficiency at work.
- Work condition affects the motivation. A worker feeling comfortable with the environment of the work place will directly increase motivation. Giving rewards thus can increase motivation.
- A worker having good training on the job will be able to concentrate and be efficient in its job. A good training will result in self-confidence for the worker at the workplace.
- Job design and goal setting, and security together affect the motivation. A worker feeling comfortable at work place will be more efficient and therefore motivation will be high.

- Considering that the NEU Grand Library personnel had a good quality of education of their job, the supervisors can allow space for them to show their ideas and knowledge and to share these with other workers in their job, so that their motivation will remain high keeping their performance high as well.
- A fair system and approach with the subaltern and top relations will positively effect the motivation of the personnel.

7.3 Summary of empirical findings

The following result explains the level of motivation in NEU Grand Library.

- Most library personnel are female (61,3%), the male population stood at (38,7%).
- Majority of the library personnel are between the ages of 20 – 35, only 9,7% of the respondents are aged 36 – 50.
- The majority of the library personnel are single (67,7%), while 32,3% of them are the married.
- Most library personnel have received at least high school graduates. Graduates degrees also constitute a majority. However, the amount of other degrees was low.
- The majority of the library personnel are between the earn minimum wage – 1000YTL (71%), while 16,1% of the respondents earn 1001 YTL – 1500 YTL, 3,2% earn 2001 YTL – 3000 YTL, only 9,7% earn 3001 YTL and above.
- As the majority of the personnel have had a job before.
- 74% of the library personnel have disagreed that “the amount of salary is fair when compared with other people”.
- 61% of the library personnel disagreed that “the amount of salary reflects performance”.

- 71% of the library personnel have agreed with the statement of “people working at the library are not paid according to the skills that they possess”.
- 68% of the library personnel have disagreed with the statement of “people working at this library receive pay amounts according to seniority in service”.
- 55% of the library personnel have agreed that the “happy with the way hours of work are set”.
- 45% of the library personnel have disagreed that “the health and safety aspects of the library are well managed for the personnel”.
- 97% of the library personnel have disagreed that “there are no rest periods allowed during a working day except the lunch hour”.
- 74% of the library personnel have agreed, “ They do not receive free uniform or a clothing allowance”.
- 84% of the library personnel have agreed upon “good relations with colleagues keep them happy at work”.
- 90% of the library personnel have agreed with the statement of “the quality of the supervision affects performance”.
- 48% of the library personnel have disagreed that with “ they have clearly and fairly written and followed company rules for all employees”.
- 74% of the library personnel have agreed, “ they receive regular training”.
- 52% of the library personnel have disagreed upon that “the objectives of the training sessions are not well defined”.
- 74% of the library personnel have disagreed that “the training sessions do not reflect their needs at the work place”.
- 42% of the library personnel have agreed upon “the duration of the training is sufficient in acquiring new skills”.

- 48% of the library personnel have agreed, "the results of training sessions are well evaluated for future reference".
- 81% of the library personnel have agreed upon the statement " they fully understand the objectives of their job".
- 87% of the library personnel have disagreed that " they are not clear of the tasks required from the supervisor".

7.4 Conclusion on project questions

7.4.1 What are the objectives of the Near East University Grand Library?

The objectives of the Near East University Grand Library is to serve to the highest standard in quest for knowledge by providing the latest technology in serving for 24 hours.

7.4.2 What are the aims of the Near East University Grand Library?

The aim of the Near East University Grand Library is to give some help in education, research, and in similar services both for the university as a whole and for the public as well.

In this sense we can list the aims of the Near East University Grand Library as;

- To provide "source of knowledge" in various types for those who want to benefit from the service of the library. For example: Providing wireless technology around the grand library for those students who want to reach information with personal laptops.
- It gives an opportunity for those who want to benefit actively from lending, applications, and information and from other similar service besides of preparing the tools and resources for various kinds of bibliography.
- To help in evaluating users spare time and to improve their reading habits.
- To arrange and provide the necessary places for the various purposes have reading and stud In this sense we can list the aims of the university library as;
- To provide "source of knowledge" in various types for those who want to benefit from the service of the library.

- It gives and opportunity for those who want to benefit actively from lending, applications, information and from other similar service besides of preparing the tools and resources for various kinds of bibliography.
- To help in evaluating users spare time and to improve their reading habits.
- To form archives for the publications, prepared reports made by the university and for the similar types of formed document and sources.
- To assist in improving the library services in the region/area that the library is serving in

7.4.3 What is offered in theory to understand the general variables involved in motivation at work?

Payment, working condition, training job design and goals setting and job security effects motivation but this components together effect motivation because only payment just satisfies employers physiological need only one period after that the employee wants other things such as work condition, training job design and goals setting. On the other hand if the payment is low and the motivation of workers will not increase. So to effect motivation we must combine dependent variables in the organization; pay, working condition, training job design and goals setting and job security.

7.5 Limitation of this research

This study will be limited with the 42 or so library workers at the Near East University. In this sense, the findings will not be generalized in understanding the work motivation of other library workers elsewhere.

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APPENDIX A

Preliminary Data Collection on NEU Library

A. Background Information

1. Yakın Doğu Üniversitesinin geçmişi, kuruluş tarihi, gelişmesi ve şimdiki durumu...
2. Kütüphanenin iş görenler, alt yapı, kitap ve benzeri açısından büyüklüğü nedir?
3. Kütüphanenin genel amacı, maisyonu ve ideolojisi nelerdir?
4. Kütüphanenin insan, teknolojik ve diğer kaynakları nelerdir?

APPENDIX A

Preliminary Data Collection on NEU Library

A. Background Information

1. Yakın Doğu Üniversitesinin geçmişi, kuruluş tarihi, gelişmesi ve şimdiki durumu...
2. Kütüphanenin iş görenler, alt yapı, kitap ve benzeri açısından büyüklüğü nedir?
3. Kütüphanenin genel amacı, maisyonu ve ideolojisi nelerdir?
4. Kütüphanenin insan, teknolojik ve diğer kaynakları nelerdir?

5. Yakın Doğu Üniversitesinin diğer birimler, dış dünya ile bağlantıları ve ilişkileri nelerdir?

6. Geçmiş senelerde ve şimdiki finansal kaynakları nelerdir?

B. Management Philosophy & Structural Factors

1. Yakın Doğu Üniversitesi kütüphanesinin örgüt şeması nasıldır?

2. Yakın Doğu Üniversitesi kütüphanesinde çalışan işgörenlerin uzmanlık alanları nelerdir?

3. Yakın Doğu Üniversitesi kütüphanesinin iletişim kanalları nelerdir?

4. Yakın Doğu Üniversitesi kütüphanesinin denetim sistemleri ve ko-ordinasyonu varmı?

5. Ödüllendirme ve özendirme gibi yöntemler işgören motivasyonu açısından varmı?

6. İş akışı, iş bölümü ve planı kütüphanenin operasyonlarını izole edermisiniz?

C. Perception, Attitudes and Behavioral Responses

1. İşinizi nasıl buluyorsunuz?
2. İş akışını düzgün buluyormusunuz?
3. İş arkadaşlarınızla iletişiminiz nasıl değerlendirilebilir?
4. Kütüphane kullanıcılarına bakış açınız nedir?
5. Görevinizde yükselme için var olan fırsatlar nelerdir?
6. Kütüphane yönetiminin işgörenlerinin özel yaşamları ve ailelerine olan eğilimi?

APPENDIX B

Factors Motivating the NEU Library Personnel

Questionnaire

A. DEMOGRAPHIC QUESTIONS

1.1 Age

- ☐ Under 20
- ☐ 20 - 35
- ☐ 36 - 50
- ☐ 51 - 65

1.2 Gender

- ☐ Female
- ☐ Male

1.3 Marital status

- ☐ Married
- ☐ Single

1.4 Education

- ☐ Elementary school
- ☐ Secondary school
- ☐ High school
- ☐ Graduate degree
- ☐ Others.....

1.5 Job status

.....

1.6 Number of other organizations worked for before joining this organization.

- ☐ None
- ☐ One
- ☐ Two
- ☐ Three
- ☐ Four or more

1.7 Total monthly income?

- ☐ Minimum wage – 1000YTL
- ☐ 1001 YTL – 1500 YTL
- ☐ 2001 YTL – 3000 YTL
- ☐ 3001 YTL and above

B.**1. PAY**

- 1.1 The amount of my salary is fair when compared with people holding similar jobs within the NEU Library.
(YDÜ kütüphanesinde benzeri görevde bulunan kişilerle kıyaslandığında aldığım aylık ücret tutarı adil görünüyor.)

(Kesinlikle katılmıyorum)	(Katılmıyorum)	(Ne katılıyorum ne katılmıyorum)	(Katılıyorum)	(Kesinlikle katılıyorum)
Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 1.2 The amount of my salary reflects my performance.
(Aldığım aylık ücret tutarı performansımı yansıtıyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 1.3 People working at the library are not paid according to the skills that they possess.
(Kütüphane çalışanları sahip oldukları yeteneğe göre ücret almıyorlar.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 1.4 People working at this library receive pay amounts according to seniority in service.
(Bu kütüphanede çalışan görevliler hizmet yıllarına, yani kıdemlerine göre aylık ücret alıyorlar.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

2. Work Conditions

- 2.1 I am happy with the way my hours of work are set.
(Çalışma saatlerimin belirlenişinden hoşnutum.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 2.2 The health and safety aspects of the library are well managed for the personnel.
(Kütüphanedeki sağlık ve güvenlik koşulları personel adına iyi bir şekilde yönetilmektedir.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 2.3 We have no rest periods allowed during a working day except the lunch hour.
(Yemek arası dışında dinlenme saatlerimiz yoktur.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 2.4 We do not receive free uniform or a clothing allowance.
(Bedava üniforma ya da herhangi bir kıyafet ödeneği almıyoruz.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 2.5 Good relations with my colleagues keep me happy at work.
(İş arkadaşlarımla iyi ilişkiler içinde olmak beni mutlu ediyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 2.6 The quality of my supervision affects my performance.
(Karşılaştığım yönetim niteliği performansımı etkiliyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 2.7 We have clearly and fairly written and followed company rules for all employees.
(İşyerimizdeki çalışma kuralları tüm çalışanlar için açık ve adil bir şekilde yazılmış ve yürütülmektedir..)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

3. Training

- 3.1 We receive training regularly.
(Düzenli bir şekilde eğitim alıyoruz.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 3.2 The objectives of our training sessions are not well defined.
(Eğitim çalışmalarımızın amaçları pek iyi tanımlanmıyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 3.3 The training we receive is not relevant to what we need at our jobs.
(Aldığımız eğitim işimizdeki gereksinimlerimizle ilgili olmuyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 3.4 The duration of the training we receive is sufficient in acquiring new skills.
(Aldığımız eğitim süresi yeni yetenekler edinmemizde yeterli oluyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 3.5 The results of training sessions are well evaluated for future reference.
(Eğitim çalışmalarımızın sonuçları gelecekte referans olarak kullanılmak üzere iyice değerlendirilir.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

4. Job Design and Goal Setting

- 4.1 I fully understand the objectives of my job.
(İşimin amaçlarını tamamen anlıyorum.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 4.2 I am not clear of the tasks required from me from my supervisor.
(Yöneticilerimin benden istediği görevleri anlayamıyorum.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 4.3 My job performance is regularly evaluated.
(İş performansım düzenli olarak değerlendiriliyor.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

5. Job Security

- 5.1 I have necessary skills to feel secure in keeping my job.
(İşimi kaybetme endişelerimi giderecek ölçüde becerilerim vardır.)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

- 5.2 I have written job contract as a result of a collective agreement.
(Toplu sözleşme sonucunda ortaya çıkmış ve hazırlanmış bir iş sözleşmem vardır..)

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

APPENDIX C

Yakın Doğu Üniversitesi

Kütüphane Personeli

Yönetim

Müdür:

Tümer B. Garip | tgarip@neu.edu.tr

Kordinatörler:

Collections: Melek Sunalp | msunalp@neu.edu.tr

Circulation: Cansev Haraşol | charasol@neu.edu.tr

Automation: Ekrem Daniş | edanis@neu.edu.tr

Reference Services: Nahide Yakup | nyakup@neu.edu.tr

Administration: Güldem Çivi | gcivi@neu.edu.tr

Kordinator asistanları:

Collections: Emre Karahasan | ekarahasan@neu.edu.tr

Circulation: Kağan Atamer | katamer@neu.edu.tr

Automation: Suat Donangil | sdonangil@neu.edu.tr

Reference: Bilgen Yasal | byasal@neu.edu.tr

Personel

Kütüphane servislerine göre kütüphane çalışanları

İdari

Aylin Menteşoğulları

Fatmagül Emiroğlu

İmge Tonyalı

Ulaş Takar

Erol Değir

Hüseyin Tarkın

Otomasyon

Alçın İmsel

Hüseyin Dalili

Önem Çaltıkışu

Ödünç verme

Ayşe Karahüseyin

Kadriye Pire

Leyla Sarıkaya

Mine Bahçelerli

Nesrin Maraşlı

Nurcan Albayrak

Özlem Tüccar

Pembe Ağca

Pembe Atasagun

Pembe Genç

Zeliş Şensoy

Pembe Atasagun

Kolleksiyon

Boran Haver

Erol Değgin

Hüseyin Tarkuç

Lisani Kavalcıoğlu

Mustafa Koloz

Oğuz Yaman

Resmiye Ada

Samet Dilekkaya

Yeşim Dağışan

Yeliz Kızıltoprak

Zafer Serindağ

Enformasyon masası

Ayşe Kişmir

Eylem Altan

Vijdan Altıparmak

APPENDIX D

Referans servisi

Burcu Şahiner

Filiz Mercan

Rezerv Servisi

Fatma Sütçü

Neşe Gerçek

Pembe Sarıkaya

Hedefimiz

Bilgiye erişimi en hızlı ve en kaliteli hale getirmek.

APPENDIX D

NEU Grand Library

