

Impact of motivational factors on job performance of universities' library professionals in Peshawar, Pakistan

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Abstract

Purpose: The major aim of this study is to explore the impact of motivational factors on job performance of university library professionals in Peshawar, Khyber Pakhtunkhwa, Pakistan.

Design/methodology/approach: Quantitative research approach with survey research designs was used in the present study. A structured questionnaire was used for data collection which was distributed to all 69 library professionals working in the university libraries in Peshawar. The study determined motivational factors such as growth, achievement, work itself, job security, advancement, recognition, money, relationship with supervision, working conditions, and university policy.

Research limitations: The paper is limited to working librarians/cataloguers/classifiers, working in the university libraries in district Peshawar.

Originality value: Literature review indicated that only few of the studies have been conducted on impact of motivational factors on job performance of university library professionals in Pakistan. As yet there have been no such studies that measured various motivational factors that influence the job performance of university librarians in Peshawar. Thus it is one of the unique studies on the topic.

Key findings: Results indicated that the level of job performance of library professionals was good, but the motivational factors influenced their job performance. Growth, achievement, work itself, recognition, and job security were found as the most significant factors that motivate library professionals and have a significant relationship with job performance. Money was found to be a moderate factor that motivates library professionals and has a moderate relationship with job performance. The relationship with supervision, working conditions, and university policy were weak factors that motivated library professionals and have a weak relationship with job performance.

Practical implications: The findings and recommendations made in this study will help librarians and university administration to improve their style of management and efficiently motivate library professionals towards better job performance and service delivery.

Contribution to knowledge: Overall, the study contributes to understanding the multidimensional nature of motivation and its impact on individual and organizational success

Keywords: Motivational factors; Relationship between staff motivation and job performance; Job performance; Human resource management; University libraries;

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Introduction

Human Resource plays an important part in organizations by managing workers lifespan, from employment to off boarding, ensures compliance, foster a constructive office conditions, and contribute to growth and success of an organization through talent management and organizational development. Libraries and information centers are more dependent on trained and qualified staff to manage library routines, provide state of the art services and adopt latest technology, especially ICTs. As libraries and information centers adapt to the present age of ICTs, the traditional role of library professionals is evolving, and so must the policies for attracting and keeping talent. Library professionals play a vital part in management and dissemination of information resources; provide assistance, and navigate several information sources to the users. If a university doesn't motivate library professionals, they seek other employment opportunities. Szalma (2014) stated that human resources are essential for every institution. Technology and resources need guidance from staff to function well. Human resources use available resources efficiently to boost productivity. Libraries and information centers are viewed as the heart of the educational institution. Many also consider them as true agents of change and sustainable growth, but it can be achieved only if the staff working in these libraries is competent and well-organized in delivering better services to their customers. From the angel of LIS, performance is the solid service which every library professional should perform in order to fulfill the needs and requirements of users.

In Peshawar, Khyber Pakhtunkhwa (KP), the presence of numerous universities and DAIs shapes a diverse academic landscape. Although job descriptions for librarians are similar across these universities, there are notable differences in job structures, HR policies, and working conditions between government and private universities. Motivational factors that influence library staff's job performance vary by organization. A review of existing literature shows few studies focused on this area. Most available research is general and lacks emphasis on the unique socio-cultural and organizational context of Peshawar. There are few studies that compare public and private universities, particularly their libraries. The literature that is available is mostly focused on western context (Herzberg et al., 1959; Geller et al., 2013, Shahzad et al 2023). A cursory examination of the available literature shows that there are only few studies that address factors like domestic strategies, organizational culture, and financial settings shape employees motivation and work performance in the university libraries of Pakistan. There are studies conducted in Pakistan, like those conducted by Iqbal and Sajid (2016), and Malik and Nasim (2020) which has mostly laid emphases on the job satisfaction of librarians in Pakistan. Similarly, Jabeen and Anwar (2017) has conducted a study examining job satisfaction of library professionals in general without addressing motivational factors related to their job performance. Thus, there seems a strong gap to know about the institutional conditions, particularly the difference between public and private university libraries' employees and the impact of motivational factors on their job performance.

To fill up this gap the present study was carried out. This aims to look into the motivational factors effecting library professionals' job performance in private and public sector university libraries in Peshawar. It will identify job performance levels of librarians, explore motivating factors, and examine the association between motivating factors and job performance within university libraries. The results would offer valued insights for university policymakers to enhance working conditions and library professionals' performance, leading to better library services for the academic community.

Review of Literature

When we talk about job performance, it usually means the total extent of the work completed in a proper way within a specific time (Kloutsiniotis & Mihail, 2020, Anyim, 2020 Hughes 2015, Onukwube et al. 2010, Amune, 2013; Mathew et al 2012 and Dartey et al 2011). Barasa et al (2018) and Kim et al (2018) opined that performance of employees in an organization is judged by the work they complete in a specific timeframe which mostly depends on their knowledge and skill of the work they do. Villemova et al. (2005) and Onukwub et al. (2010) claimed that the work performance of employees mostly focuses on the conduct that contributes to the job and the institutions' objectives. In

libraries and information centers, librarians usually perform various tasks like classification and cataloging of books, answering reference queries of users, issue and return of books, digitizing library material etc. Therefore, it is essential to motivate library staff for getting better results and achieve institutional goals.

Motivation is deemed as a multifaceted notion due to the various determinants like workers' job prospects and self-esteem whereas at the organization level, motivation is related to meeting needs and wants of job security, wages and other perks and privileges. Motivation is mainly based on intrinsic and extrinsic factors. These factors help to inspire workers, keep them loyal and devoted to their work (Onyeukwu, 2018; Aarabi et al. 2013). Similarly, Rani (2012); Hussain & Soroya (2017), Shahzad et al., (2023) Shahzad & Khan (2022); Eliyana, (2022) and Martin (2020) stated that motivation is a kind of tool that boosts work performance of employees. It considerably impacts the engagement and consistency of employees to their work. They further argued that appreciation, promotion, attractive salaries, job security, and recognition work as a stimulus that help to improve work performance of library professionals. Hussain and Soroya (2019) and Saidat et al. (2019) in their study found that regular promotions and attractive salaries were important motivations for library staff in government owned and private universities. Lawson (2018) Bamgbose and Ladipo (2017) found that financial benefits, positive work conditions, and colleague relationship were vital motivators for library staff. Adeola and Onajite (2025) in their study on motivation and job performance of library professionals in public libraries found that library professionals have intrinsic motivations which made their superiors and co-workers appreciate contributions services they provided to the users. Thus motivation has positive impact on the job performance of library professionals. The study suggested that library authorities are supposed to appreciate librarians by creating a conducive work environment which will help library professionals to perform their work more effectively and efficiently. Shahzad and Khan (2025) in their study on the impact of motivation on continuing development found that monetary benefits and self-satisfaction have considerable positive impact on the job performance of library professionals. In another study on the impact of motivational factors on job performance of library workers. According to Shahzad et al (2023), the freedom in decision making to do various works within the organization, financial benefits and a sense of job security provides more joy and satisfaction to the workforce. Their study found that those who were happy with their working environment were the more efficient workers among the staff and contributed more as compare to others. The study added that those who were more satisfied with their job, were quick learners and were eager to use advanced techniques to library for service provision.

Chaudhary et al (2024) found that employees of private organizations were more satisfied due to the management's prompt decisions concerning staff recruitment, open discussion with their top executives, exchange of ideas with colleagues and management, appreciation and reward system. On the contrary, in government owned organizations, managerial decisions usually stuck in the bureaucratic process which negatively impact the work performance of employees. The study found that in government organizations, there were less incentives and reward systems for employees which resulted in their dis-satisfaction and inefficiency.

According to Odeky et al (2024), Hamid & Younus (2021) and Jan (2020) institutions must recognize the factors that motivate librarians and other staff members. Motivated staff members contribute more towards the achievement of institutional goals and objectives. Saidat et al (2019) and Lawson (2018) stated in their study that for the overall success, organizations should motivate their staff by providing incentives. This will help employees to be more efficient and productive. The application of motivational strategies improves staff performance and make them more productive. Motivational strategies not only include monetary incentives but also include non-monetary benefits like rewards, appreciation, training, and promotion. Such type of motivation in return plays a key role in boosting morale of employees which results in the provision of better services. Yahya (2017) and Bamgbose & Ladipo (2017) reported that motivation help inspire library staff members to work persistently towards the attainment of organizational goals.

Olatunji & Adeboye (2016) and Ogunrombi & Elogie (2015) in their study opined that there is a strong connection between motivation, moral support and librarians' work performance. The study also reported that professionals librarians' work efficiency can be measured on the bases of the time they take while performing a particular task. They further added that motivational factors like promotion, conducive working conditions, monetary benefits and other perks greatly improve job performance among library staff. Tella and Ibinaye (2020) reported in their study on the association between motivation, work satisfaction, and performance among library professionals in the libraries of higher educational institutions in Nigeria. Their study found that the chief motivational factors for library staff in the universities were attractive and competitive salaries, whereas social dealings remained the least factor that created motivation among the library staff to perform well. The study added that those who had professional degrees and experience were highly motivated in comparison to those who had no professional qualification

Universities worldwide shape future leaders and build a skilled workforce crucial for national progress. This goal can only be met with well-managed libraries. Libraries, especially in higher education, are vital for managing and sharing knowledge. They support both local and global communities with educational and research services. Motivation energizes library professionals, driving them to meet organizational goals. Key motivating factors include job security, recognition, growth, and financial rewards. Aarabi et al (2013) argues that motivations drive individuals to do their best. Hussain & Soroya (2017) noted that motivations encourage staff of an organization to perform well in pursuit of rewards or appreciation. It inspires them to meet specific goals and achieve desired outcomes for their institutions. Whereas, job performance involves executing all job aspects with commitment and accuracy as outlined in the job descriptions. Library professionals are responsible for tasks like classifying, managing, and circulating information materials. Cartwright (2021) stated that job performance relates closely to work behavior, which is essential for achieving institutional goals. In libraries, professionals engage in various tasks, including cataloguing, providing reference services, and managing the circulation of materials.

An examination of the available literature exhibited numerous studies were carried out on the effect of motivational factors on job performance of the employees working in various kind of libraries however, only a few studies were addressing university libraries in developing countries like Pakistan. Investigating the impact of the factors that motivate job performance and efficiency of university librarians in KP, Pakistan, is an important area to be studied. Practical solutions based on the results of the present research, it is expected, will be beneficial for the management of university libraries in the province to carry out plans and strategies for transforming library personnel into motivated professionals for the delivery of state of the art services to the community.

Objective of the Study

1. To ascertain the levels of job performance of library professionals in university libraries.
2. To explore motivating factors for library professionals in university libraries.
3. To investigate the connection between staff motivation and job performance among library professionals in university libraries.

Material and method

This research study used a quantitative approach and survey research design. The population included all library professionals of public and private sector university libraries in Peshawar. The population for this research study was comprised of 69 with 56 males and 13 females. Given the small population, a census technique was most suitable, eliminating the need for sampling. A previously validated questionnaire reviewed by experts in library and information science was utilized for data collection. The Cronbach's alpha value was found to be in the range of 0.84 to 0.95.

The research instrument was created on google forms in order to collect replies from the study participants virtually belonging to far flung areas whereas, copies of the questionnaires were distributed among those who were easily accessible to the researchers. The researchers received all 69 completed

questionnaires with a 100 percent response ratio. This high response rate was achieved due the fact that almost all of the library professionals under study were easily accessible and personally known to the researchers. They were contacted by the researchers and the questionnaires, dully filled in, were collected by approaching the respondents personally. Some study participants were accessed by telephone and whatsapp to obtain maximum responses to meet study objectives. SPSS was used for data analysis including descriptive statistics, and Pearson correlation tests.

The researchers carried out a thorough literature review, consulted subject experts to confirm the validity and reliability of the questionnaire. This helped the researchers to ensure that the questions accurately measured the anticipated ideas and correspond to the research objectives. The investigators initially carried out a pilot study over 20 subjects to assess how much reliable and credible the questionnaire is. Internal consistency of the questionnaire was also examined to ensure its clarity and relevancy.

Data Analysis and Results

Demographics

As given in table-1, out of the total population, 81% were males and 19% were females. Of the total population, 71% of the subjects had MLIS degree. Additionally, 21.7% had M. Phil level qualification and 7.2% possessed Ph. D degrees. The data showed that jobs at government universities were permanent and stable, whereas those at private universities were not. Among library professionals, 69.6% worked at government universities while 30.4% were at private universities. Respondents reported varying professionals experience levels: 2.90% had over one to five years of professional experience, 18.8% had 6-10 years of experience, 37.7% had an experience of 11-15 years, whereas 40.6% had 15 years of experience. The smallest group of library professionals, 1.4% was aged 21 to 30 years. The largest group, 43.5%, fell into the 31-40 age range. Additionally, 37.7% were aged 41 to 50 years, and 17.4% were over 50 years. The data about job designation of the respondents showed that there were four main roles in the university libraries. The total Head Librarian count was 11, making 15.9% of the total. There were 9 Deputy Librarians, respresenting 13%. The largest group was found to be Assistant Librarians, totalling 41 and 59.4% of the total. Lastly there were 8 Library Assistants, making up 11.7%.

Table-1. Demographics

Variable	Items	Percent	Freq.	N
Sex	Male	81.2	56	69
	Female	18.8	13	
Level of Education	Master/ BS	71.0	49	69
	MPhil	21.7	15	
	PhD	7.2	05	
Job Status	Public sector universities employees	69.6	48	69
	Private sector universities employees	30.4	21	
Job Experience	1-5 years	2.90	2	69
	6-10 years	18.8	13	
	11-15 years	37.7	26	
	More than fifteen years	40.6	28	
Age	Twenty-two to thirty years	1.4	1	69
	Thirty-one to forty years	43.5	30	
	Forty-one to fifty years	37.7	26	
	More than fifty years	17.4	12	
Designation	Librarian	15.9	11	

Achievement	Pearson Correlation	.498	.645	1								
	Sign. (2-tailed)	.000	.000									
	N	69	69	69								
Work itself	Pearson Correlation	.490	.563	.614	1							
	Sign. (2-tailed)	.000	.000	.000								
	N	69	69	69	69							
Recognition	Pearson Correlation	.402	.301*	.601	.401	1						
	Sign. (2-tailed)	.001	.012	.000	.001							
	N	69	69	69	69	69						
Growth	Pearson Correlation	.566	.570	.719	.566	.624	1					
	Sign. (2-tailed)	.000	.000	.000	.000	.000						
	N	69	69	69	69	69	69					
University Policy	Pearson Correlation	.163	.250	.549	.342	.579	.434	1				
	Sign. (2-tailed)	.182	.039	.000	.004	.000	.000					
	N	69	69	69	69	69	69	69				
Job Security	Pearson Correlation	.434	.330	.398	.379	.225	.440	.278	1			
	Sign. (2-tailed)	.000	.006	.001	.001	.064	.000	.021				
	N	69	69	69	69	69	69	69	69			
Relationship with Supervisor	Pearson Correlation	.265	.157	.255	.269	.410	.405	.241	.130	1		
	Sign. (2-tailed)	.028	.197	.034	.025	.000	.001	.046	.287			
	N	69	69	69	69	69	69	69	69	69		
Money	Pearson Correlation	.334	.317	.316	.164	.210	.356	.323	.383	.170	1	
	Sign (2-tailed)	.005	.008	.008	.179	.083	.003	.007	.001	.164		
	N	69	69	69	69	69	69	69	69	69	69	
Working Condition	Pearson Correlation	.174	.355	.363	.179	.304	.471	.337	.356	.334	.484	1
	Sign (2-tailed)	.152	.003	.002	.141	.011	.000	.005	.003	.005	.000	
	N	69	69	69	69	69	69	69	69	69	69	69

Regressions Analysis

Regression analysis test was also utilized to know that factors that motivate library professionals to work efficiently. This included model summaries, analysis of variance, co-efficient, and model factor summary as a whole. Model summaries show the strong predictive power of the factors that motivate librarians and their link to work performance. The analysis of variance test shows the extent of variability in work performance to these motivational factors.

As given in table-4, the study found a strong positive relationship (0.567) between staff motivation and job performance which depicts that when motivation rises, job performance improves. The R-square value indicates that present motivating factors may lead to a 32.2% alteration in job performance. The adjusting R-square, which accounts for irrelevant factors, still shows 31.2% variation. Additionally, the D.Watson statistic of 1.119 indicates positive autocorrelations within residuals.

Table-4. model summary

Model	R	R - Square	Adjusted R - Square	St.Error of the estimate	D. Watson
1	.567a	.322	.312	.56323	1.119

a) Predictor: (Continual), Motivating factors & Staff motivations

b) Dependent Variables: Job Performance

Table-5 shows that the ANOVA results indicate the regression model is significant. It has a strong F-value of 31.813 and a high significant p-value of 0.000. This confirms that the current motivational factors are key to explaining job performance.

Table-5. One way ANOVA test

Model	Sum of Squares	Diff	M. Square	F.	Significance
1					
Regressions	10.092	1	10.092	31.813	.000b
Residuals	21.255	67	.317		
Total	31.346	68			

a) Dependent Variables: Job Performance

b) Predictor: (Constant), Motivating Factor

Table-6 shows that staff motivation strongly impacts job performance. The high t-values, low p-values, and standardize co-efficient (beta) confirms this positive relationship. When library professionals felt more motivated, their job performance improves significantly.

Table 6. Coefficients

Model	Unstandardized coefficient,		Standardized coefficient,		
	B	St. Error	Beta	t	Sig.
Constant	1.487	.461		3.225	.002
Staff Motivation	.690	.122	.567	5.640	.000

Table-7, shows the R-square values for various motivational factors affecting job performance. The R-square value indicates how much variance in the dependent variable (job performance) is explained by each predictor (motivational factor).

Table 7. Regression of motivational factors and job performance

Predictors	R Square	F	Sig.
1 Advancement	.162	12.920	.001
2 Achievement	.248	22.097	.000
3 Work Itself	.240	21.211	.000
4 Recognition	.161	12.885	.001
5 Growth	.320	31.512	.000
6 University Policy	.026	1.821	.182
7 Job Security	.188	15.535	.000
8 Relationship with supervision	.070	5.077	.028
9 Money	.111	8.387	.005
10 Working Condition	.030	2.102	.152

Thus, according to the R Square portion Growth has an R-square of 0.320, explaining 32% of the variance. Achievement has an R Square of 0.248 explaining 24.8 % of the variance. Work itself has an R Square of 0.240 indicating 24% of the variance. Job security has an R Square of 0.188 indicating 18.8% of the variance. Advancement has an R Square of 0.162 showing 16.2% of the variance.

Recognition has an R Square of 0.161 explaining 16.1% of the variance. Money has an R Square of 0.111 indicating 11.1% of the variance. The relationship with the supervisor has an R Square of 0.070 explaining 7% of the variance. Working conditions have an R Square of 0.030, explaining 3% of the variance. University policy has an R Square of 0.026 showing 2% of the variance in job performance.

The F-statistics assesses the significance all predictors as a whole. The F-value indicates that minimum 1 predictor has a significant link to the dependent variables. The significance level (p-value) relates to F-statistics. A low p-value, usually under 0.05, showed that regression analyses had significant values. The F-values for Growth was 41.512, having significance value of .000, showing highly significance level. The F-value for achievement was found to be 22.097, having a significance level of .000, indicating significance. Similarly, the F-value for work itself was 21.211, with a significance value of .000, also indicating significance. The F-value for job security was found to be 15.535, having significance value of .000, indicating that it was highly significant. The F-value for advancement is 12.920, with a significance value of .001, indicating significance. The F-value recognition is 12.885, with a significance value of .001, showing significance. The F-value for money is 8.383, with a significance value of .005, indicating significance. The F-value for relationship with the supervisor is 5.007, with a significance value of .028, showing low significance. The F-value for working conditions is 2.102, with a significance value of .152, indicating no significance whereas the F-value for university policy is 1.821, with a significance value of .182, also indicating no significance.

Discussions

Results of our study and past studies, signifies the important role of motivation of librarians' on their work performance. Previous studies like those conducted by Parker et al. (2017), Wang (2017), Stello (2014), Malik and Nasim (2020), Szalma (2014), Jabeen and Anwar (2017), Iqbal and Sajid (2016), Hussain and Soroya (2019), Saidat et al. (2019), Shahzad et al., (2023), Shahzad and Khan (2022), Eliyana, (2022), Martin (2020), Adeola and Onajite (2025) and Shahzad and Khan (2025) have established that advancement opportunities function as impetus for increasing efficiency in libraries and information centers. The association between professional growth and work performance indicates the need for organizations to plan and adopt strategies that help promote career advancement. In the same way, achievement was found to be yet another powerful motivator for librarians which greatly affect work performance. Saidat & Gbotosho (2019), Delaney & Royal (2017), Bamgbose & Ladipo (2017) and Saka & Salman (2014), all underlined the role of "achievement" in job performance. "Work itself" was found to be a significant component for librarians that affect their job performance. When librarians feel that their work is exciting and aligned with their professional interest, it is more likely that they will do their best and give excellent results. Subsequently, library management must give due consideration to job designation and augmentation to keep high level of motivation and performance. The research works undertaken by Rias et al. (2020), Delaney & Royal (2017), Rockmann & Ballinger (2017), and Turner (2017) highlighted the importance of enhancing job performance.

Recognition is another key factor motivating library professionals and imparting job performance. Research studies conducted by Wang (2017), Gupta (2017), Stello (2014), Bradley (2011), Dartey & Amoako (2011) underscores its significance. Growth is has also significant effects on job performance and is crucial for people related to library profession. Research studies of Rias et al. (2020), Bear et al. (2017), Turner (2017), Raziq & Maulabakhsh (2015), and Casey et al. (2012) affirmed this link. University policy does not significantly affect job performance. However, the p-value from the Pearson correlation test shows a strong individual effect on the job performance of library professionals. Studies conducted by Rahman et al. (2017) and Stello (2014), suggests that good policy enhances productivity, while some studies indicate weak influence (Bamgbose & Ladipo, 2017; Abbas et al., 2017). Job security is vital for library professionals and relates to job performance to a greater extent. Research conducted by Issa (2021), Anyim (2020), Bamgbose & Ladipo (2017), and Taamneh & Gharaibeh (2014) shows that job security fosters trust and improves performance. Our study showed that the relationship with the supervisor is a weak positive factor for library professionals and indicated a weak positive relationship with job performance. Studies by Bamgbose & Ladipo (2017) and Bushir (2014) indicated that positive supervisor relationship boost productivity, while Gain &

Watanabe (2017) and Hyun (2009) noted a weak affect. Money is moderately important factor for library professionals impacting job performance.

The research works of Wang et. al, (2021), Tella and Ibnaiye (2020), and Saidat and Gbotosho (2019) indicated that monetary benefits help improve work performance whereas Gain and Watanabe, (2017) and Saka and Salman (2014) showed moderate influence of monetary benefits. Our study, found that money is the key motivator that positively impact job performance however, work environment do not have significant positive impact on job performance. The p-value from the Pearson co-relation test in our study indicated a strong individual effect. Studies by Bamgbose & Ladipo (2017), Rahman et al. (2017), and Raziq & Molabakhsh (2015) emphasized the importance of good working conditions and conducive work environment whereas Gain and Watanab (2017) and Saka and Salman (2014) found conducive work environment as a weak motivating factor.

Conclusion

Findings of this confirm that several factors contribute to motivate library professionals to improve job performance. These normally are comprised of advancement opportunities, engaging and attractive work, recognition and appreciation, and chances for professional growth. These factors not only help library workers to develop important work skills but also help to drive and improve productivity and commitment. Such factors develop conducive work environment with in the workplace which forsters passion, job satisfaction, and long lasting commitment and devotion among the library professionals. Moreover, a sense of job security and financial compensation also play an important part in improving job performance. Financial compensation and job security provides a sense of trustworthiness in the profession. These factors also contribute towards work motivation. Since relationship with supervisors and work environment indicate mere moderate impact, its role in transforming overall work-place morale cannot be underestimated.

A caring and supportive management and favorable working conditions still contribute to staff's experience to a greater extent. Universities' policies, although do not seem directly contributing to job performance, these may still have sufficient positively affect motivation of library employees by offering structured and transparent framework for career advancement and satisfaction. Their impact cannot be seen clearly but may remain relevant in developing a no-discriminatory and positive professional setting. In short, an inclusive policy integrating advancement opportunities, achievement of organizational objectives, recognition and professional growth would be more effective in the optimization of job performance among library staff. Organizations should work hard for a conducive but balanced approach which should include both financial and non financial incentives. At the same time they should ensure supportive policies and plans and working conditions. By addressing these important factors, library management can create a more motivated and efficient employees, eventually improving the quality of library services and institutional success.

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