CHAPTER 6

CONCLUSIONS, RECOMMENDATIONS AND DIRECTIONS FOR FUTURE RESEARCH
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Despite the unprecedented growth and development of technology, particularly in the IT sector sweeping the world, people still play a major role in supporting and discharging such developments particularly in service organizations. The LIS professionals are the link between users and information and provide quality service to the teaching and student community of the higher academic institutes. The service quality of the professionals in turn depends upon their commitment, willingness to work and satisfaction with the profession.

The present study aimed to investigate the LIS professionals' level of satisfaction in the libraries of higher academic institutes of unified Dakshina Kannada District of Karnataka State. The libraries selected for the study are higher academic institutes that are providing university education in medicine, engineering, arts, commerce, science, management, law, hotel management, and paramedical courses. The sample population of the study is the professionally qualified LIS professionals who are working in the graduate and higher academic setups of the undivided Dakshina Kannada District. The study used Navalani's (1984) tool as the principal instrument for data collection by keeping the Murray (1999) job satisfaction facets in focus. The study identified 124 professionally qualified LIS staff in higher education and responses were collected from them. About 77 responses were received.

The earlier chapters of this thesis have described the theoretical framework, the review of previous research and studies in production, service sector in general and specific studies in the LIS field, the research methodology adapted, analysis of response and findings of the study. This chapter presents the conclusions based on the results of data analysis and findings of the study, followed by
specific recommendations, conclusions and suggest directions for future research

6.1 Conclusions

The eleven facets featured in the instrument to capture the level of job satisfactions of the professionals. The facets are used to find out the factors, which influence the level of job satisfaction and its impact on the effectiveness and efficiency of the library and its services. The study revealed the fact that the most dissatisfying facet is the Personal Benefit provided by the authority. The professionals expressed their comparatively better satisfaction with the Management and related issues. The satisfaction rating of the Working environment facet of job satisfaction stands in between Management and Personal Benefit facets. The overall LIS professionals' satisfaction level is low and the professionals expressed some reservations and concerns about their overall satisfaction. The major findings of the study are summarised below.

The Library administrators or authorities have argued convincingly in the past that their hands are tied in the two areas of greatest dissatisfaction pay and promotion because of limitations inherent in the administration of personnel system. They are, however, to be commended for continuing to make efforts to improve the situation by working with the top authority in almost all libraries of higher academic institute in Dakshina Kannada district. Until such time as real changes take place, however, professionals who are strongly dissatisfied with the pay and promotion, must decide whether these frustrations outweigh the satisfying aspects of their jobs. It may seem harsh to suggest that professionals who are hopelessly unhappy with their salary and opportunities for promotion look for jobs elsewhere. Unfortunately, the existence of discontinuous staffing system followed in the higher academic set up/institutions makes it unlikely that the barrier in career paths that has existed for so long will change in the near future. It has been argued that this type of staffing system is an unfortunate but
necessary evil in the higher academic library environment in Dakshina Kannada district

The professionals to some extent enjoy their profession but are frustrated by the lack of promotion chances which would open new career opportunities. The authorities have to support career paths and provide better opportunities for the promotion and better pay/salary to the professionals. It is important to recognize, however, that not all the professionals are able to achieve the career advancement/promotion and move to higher professional positions or pay scales. While promotion and pay are areas over which many libraries have little control, contingent rewards can be improved for all employees regardless of library’s budget or environment.

It is promising that supervision, recognition and appreciation are the areas of satisfaction for professionals. An increase in satisfaction for professionals would probably go a long way towards compensating for pay and promotion-based frustration. LIS professionals should be encouraged to participate actively in library and other related activities of the campus to increase their perception and their opinions are taken seriously and implement their valid and concrete suggestion in practice. This type of positive approach from the authority in this direction improves satisfaction level of the professionals. Some of the important conclusions of the study are presented under the following three facets of the study:

**Management and Related Issues**

**Supervision**

Supervision is one of the most important facets of the job satisfaction. Regarding the supervision facet, all the professionals, irrespective of nature of management and type of education expressed highest level of satisfaction rating among the eleven facets identified for the study. The study observed that, the library and
information science professionals of the private institutions are given the better rating of satisfaction than the government institutions.

The professionals of every institution do not find many problems with the overall supervision in the library activities of the respective institutes. There is good coordination, co-operation and mutual understanding between the professionals and authority that has resulted in higher level of satisfaction. The professionals also expressed their happiness about the competence with which authority handles the issues in the institute and they are also impressed with the nature of handling the subordinates.

The library and information science professionals are more satisfied in the government professional (3.92) and private general (3.75) institutions than the government general and private professional institutions. This indicates that the supervision facet is in the expectation of the professionals in the government professional and private general institutions. But as per the responses of the professionals, there is still scope for improvement in the private professional and government general institutions.

The effective and efficient supervision in the institutions leads to lesser conflicts and grievances in the library. It is evident from the study that the healthy relationship between the management and the staff makes the library more effective and leads to lesser grievances in work. The harmonious relation between the staff and authority helps the professionals to concentrate more on work, render quality service to the end users and finally contribute to achieve the overall job satisfaction.

**Performance Evaluation**

The majority (49) of the professionals belong to professional institutions and they are highly dissatisfied (3.38) with performance evaluation/appraisal process. The performance evaluation is not effective in the private institutions and they are dissatisfied with the issue. The study observed the significant difference in the
level of satisfaction between the private and government institutions as well as between the professional and general institutions. This result indicates the inconsistency in the response rate between the professionals.

The professionals of the private and professional institutions expressed high concern regarding the performance evaluation practice in the respective institutions. They are expecting systematic and periodic evaluation of performance. The majority of the respondents belong to private professional institutions, so the majority of the respondents are dissatisfied. The overall satisfactory scoring towards this facet is due to the high rating from the government and general institutions given by the professionals.

Recognition

The recognition is the second facet of the study, which received better rating of satisfaction both from professional and general as well as government and private institutions' professionals. The study explored the fact that, the LIS professionals are satisfied with recognition they receive from the management or authority in the institutions.

They are recognized and rewarded for the quality service rendered by them, with very good salary, benefits and facilities on par with teaching community of the institutions. The professionals are rewarded in terms of monetary and other benefits for the quality service rendered by them. By recognising the library and information science professionals as non-vacation teaching staff and providing UGC/AICTE/MCI pay scale may be the main reason to have the good recognition from all corners of the society. In the society UGC level pay scale and facilities has its own recognition and reputation.

The user community also recognises and appreciates the professionals' quality services in the library. The correct guidance and timely help to the users make the clientele happy. This appreciation is itself in the nature of recognition to the professionals.
Autonomy by Authority

The library and information science professionals are not satisfied with this aspect of the job satisfaction. From the study it is clear that the professionals are not enjoying the expected autonomy in the library work and there is management interference in the library activities.

The majority of the respondents are not happy about the autonomy given to them. The professionals have given highly dissatisfactory rating both in the private (3.35) and professional (3.28) institutions, they constitute the majority of the response in the study. The difference in the level of satisfaction between the professionals of government and private institutions as well as professional and general institutions is also very significant.

The LIS professionals never expect frequent management interference in the day-to-day activity of the library. They should be given a free hand and reasonable level of autonomy to run the library functions smoothly, effectively and efficiently. The professionals should be allowed to take all the decisions, other than policy decisions, relating to the routine working of the library. If there is too much management involvement in the normal working of the library, there are functional clashes between management and the library professionals which leads to grievances, conflicts and dissatisfaction in the minds of the professionals. These conflicts definitely affect the effectiveness and efficiency of the services rendered by the professionals in the library to the end users.

From the study it is also evident that there is a more or less overall dissatisfaction response from the respondents with regard to the autonomy given by the authority to run the library. They expect still higher autonomy or lesser interference in the day-to-day activity of the library. The professionals like to deal and discuss only policy matter and some important decisions. They never like to discuss the routine matters of the library.
Working Environment

Nature of Work

The nature of work in relation to their qualification and experience determines the satisfaction level of the LIS professionals. For example, a professional having master's degree in the field is not expected to do clerical work and he/she is supposed to do the technical work like classification, cataloguing of the document and overall management of the library. On the contrary, due to the poor staffing pattern in the institution libraries, the management expects them to do the non-technical work like issue and return of the documents and other such type of work, which leads to dissatisfaction over a period of time in relation to his/her qualification and experience and the type of work he/she does.

However, in the present study, results show that they are doing mostly technical jobs and overall management of the library. The non-professional staff of the library look after the non-technical work. It is clear from the result that there is a shortage of staff in the government institution libraries and the non-technical work also looked after by the professionals, because of which they have expressed some dissatisfaction over the issue. The dissatisfaction level is highest in the government general institutions. To improve the situation in the LIS field, concerned authority should take sufficient care and attention to improve the level of satisfaction of the professionals. The professionals of the government professional and private general institutions are quite happy about the nature of work they perform in the library.

Communication

The overall result indicates that the LIS professionals expressed some sort of reservation in their response about communication. Communication is the most crucial internal matter and has its impact on day-to-day activity in a big way. If the communication process is not systematic and not scientific, affects negatively...
the level of satisfaction of LIS professionals in the library. It is observed that, the professionals of the government and general institutions are having somewhat better two-way communications. Whereas it is lacking in the government general (3.33) and private professional (3.31) institutions. The professionals of these institutions expect more effective and better communication than the present level. To have better and well-satisfied staff, the management should think in the direction of improving the two-way communication. The staff should be kept informed of if not all, at least the most important, relevant information that is very essential for day-to-day activities of the library.

**Working Condition**

The mental state of mind generally depends on the type of physical condition in which the staff works in the particular institutes. The pleasant and congenial atmosphere would reduce frustration, stress and itself act as a motivator to work more. It is the primary duty of the authority to provide the pleasant working conditions in the library.

The result (3.39) shows that the working conditions in the libraries of every institution are not conducive and pleasant. The authority of the respective institutions is not providing the congenial working atmosphere to the library and information science professionals. The professionals expressed their reservation in the rating of the satisfaction level about the working conditions in the professional and private institutions. The working condition is very poor in the libraries of the professional institutions (3.32) and in the privately managed institutions (3.39). The private people ran the majority of the professional institutions, so the majority of the professionals are unhappy about the issue. The situation is far better in the government professional and private general academic institutions, where the library staff is having minimum level of working condition and they felt happy to work for the institutes.
Co-workers

The library activities depend upon teamwork rather than the individual effort. The cooperation and coordination of every individual is very essential for the smooth functioning of the library in the respective institutions. The overall result (3.33) indicates that there is lack of coordination and teamwork among the professionals in the library irrespective of type of education and management structure. The response is negative, only professionals of the government professional and private general institutions are happy about their colleagues, i.e., the library or the office staff. They are not able to draw the help of the office staff to do the routine clerical and non-technical work. There is no coordination in the institute either within the library staff or between library staff and office staff. Getting the cooperation of the office staff is the main concern for the professionals in running the library.

Since, most of the library is run by a single librarian, he/she has to depend on the office staff for the clerical work like typing the catalogue cards or preparing and sending order for the books and such type of non-technical work. Without the cooperation of the office staff, it is not possible to carry out these activities. The non-cooperation from the office staff in the work of library leads to the frustration in the minds of the LIS professionals of the library.

Personal Benefits

Benefits

The benefits provided by the management in the majority of the institutions to the library and information science professionals are not encouraging. The professionals neither in the government or private institutes nor in the professional or general institutions are happy. They expect further improvement in the existing benefits and facilities. Benefits like vacation and other fringe facilities are not par with the employee who are having the similar qualification.
and experience in the institutes and society. While the teaching staff are in vacation authority, the library staff are expected to come on holidays to keep the library open without giving any extra remuneration and benefits.

**Salary**

The salary aspect is the second most dissatisfying aspect of the professionals' job dissatisfaction (3.05) among the eleven key facets identified for the current study. In the present study, all the four groups expressed their dissatisfaction without any exception. The LIS professionals of the non of the institutes are not providing satisfactory salary.

Everybody works for his/her salary to meet their financial requirements and fulfills the personal and social desires. If the salary is not to the expectations of the people, they normally feel unhappy about their profession. Today, LIS professionals of the government general academic institutes and in some professional academic institutes are provided with UGC/AICTE/MCI pay scales and benefits. It is implemented since the 1990s. The scale fitment is not done with due weightage to their total service. As per the norms of the UGC/AICTE/MCI, a Master's degree in Library and Information Science is a must to draw these levels of the scale, but most of the senior professionals have only a bachelor's degree in the LIS field. This is one of the strong reasons for the dissatisfaction of the professionals about the salary and job. Even though the professionals are given the UGC pay scales, prior to the fourth pay commission, they are not eligible to draw the UGC levels of scale. Their scale has been fixed from the date of implementation of the fourth pay scale without giving weightage to the earlier service.

**Promotion**

The promotion aspect is the most dissatisfying (3.00) facet among the job satisfaction facets. The promotion chances are very weak both in the government and private academic institutes in which they are working. This is mainly due to
the above said reason of improper implementation of UGC pay scale and weightage to the service. The professionals are denied from the promotion opportunity by not considering the earlier years of services prior to the implementation of UGC pay scales. With regard to the promotion aspect, also the LIS professionals in all the four groups without any exception expressed the highest level of concern. The dissatisfaction level is very high in the government general (2.85) and private professional institutions.

6.2 Recommendations

The effectiveness of any institution could be determined by the end result of that institution. In the case of service-oriented library, too, the ultimate aim is to satisfy the end users by rendering quality service, providing the right information to the right reader at the right place at the right time and at the cheapest rate. To do all these 'right service' the library is staffed with the 'right professionals'. The right professionals are those who are the satisfied employees of the library. The quality and satisfied professionals/employees are the focal point and play a crucial role in the eventual success of the institution. The result obtained from the study clearly indicates the professionals' perception, priorities, and the areas that need the attention of concerned authorities for improvement. Improving present status requires better attention to the said facets in the study. An attempt to improve the satisfaction and thereby improve service quality to the clientele starts with clearly stated "Mission Statement", "Job satisfaction Research", "Managing professionals expectation", "Improving the Satisfaction" and finally improving the "Service quality" of the professionals.

6.21 Need for a Mission Statement

Since libraries are service-oriented and user-focused, the effectiveness of service in the library revolves around understanding the professionals' needs and expectations and meeting those expectations satisfactorily. It requires real attention and commitment from the management or authority of the library in
formulating the policies and decisions. The authority should take good care of and pay attention to library and library professionals, so that their morale and satisfaction would be increased. The higher levels of satisfaction of the professionals are instrumental for better commitment and dedication to the profession. The institution commitment to the professionals' satisfaction is reflected through its mission. In the library, there is a need for clearly stated mission-statement to give a clear signal from the management's commitment to the welfare and well being of the LIS professionals. Hence, this study recommends that:

The Library authority should adopt a mission statement for the improvement of Management Related issues, Working Environment and Personal Benefit facets of the Job Satisfaction to promote the Quality of Working Life (QWL) of the LIS professionals. The mission statement should clearly emphasise the importance of key facets to increase the professionals' commitment and dedication to the profession as well as towards the library services. It also recommends that they should formulate professional' welfare oriented policy and decision keeping the said facets in focus and implement the same in the library in the near future. The mission statement formulated should be communicated to the concerned person so that it catches the attention of the LIS professionals or is made known to them in any other relevant way.

The mission statement of a few libraries is presented in Appendix-4 for information.

6.22 Job Satisfaction Research

One of the most effective ways of understanding the professionals needs and aspirations is through research. The focus of the study should be on understanding and analyzing the professional-needs, aspirations, learning quick methods of data gathering and analyzing those data in a best possible way, and improving the critical paths of the job satisfaction process. The job satisfaction –
research try to improve the effectiveness and efficiency of the professionals' service to the end users of the library, this study recommends that:

The library authority should make periodic assessment and evaluation of professionals' needs, aspirations, expectations and perceptions. Further, the information collected for the purpose should be analysed quickly and required changes or the improvement should be incorporated in the existing systems in the library to promote the level of job satisfaction.

The periodic assessment and evaluation of professionals' expectations will help to understand the needs and aspirations of the professionals. Accordingly, the changes and improvement can be incorporated as per the situations and expectations of the professionals.

6.23 Managing Professionals Expectation/Satisfaction

Though it is a highly challenging task for the authorities, they have to give reasonable attention and care towards the job satisfaction facets. The result of the present study indicates that the professionals' perception along the key facets are low as against their expectations. The LIS professionals' perceptions about the key facets get affected, if there is a mismatch between what is assured to them and practiced in the implementation. This study recommends that:

The authorities of the libraries should not raise the professionals' expectation levels with high promises that cannot be fulfilled. The newly appointed professionals should be given induction or orientation training. Moreover, in the future also, as per the requirements of the job, either give on the job training or otherwise send them to the appropriate institution for training. They should be well informed about the available working environment and personal benefits from the authority. The management related issues of the library should also be well informed so that the professionals will have a realistic picture of the situation in the library.
On the job training is very important, particularly for newly appointed person. Though, he/she is professionally qualified, there will be a marked difference between theory and practice. They cannot practice as it is, what they have studied theoretically. The application of theory should be changed according to the circumstance/situation of the library. So the newly appointed staff should undergo practical training under the guidance of experienced professionals of that library or any other library.

6.24 Improving Job Satisfaction

To improve the level of job satisfaction of the LIS professionals, the authority of the respective institutions should give utmost attention to improve the key facets/facets of the job satisfaction. The current study found that the Promotion, Salary and Benefits are the areas of the greatest satisfaction. These areas should be improved to boost the professionals’ willingness to work, commitment and dedication to the profession. Their dedication and commitment to the profession improves the efficiency and effectiveness of the service quality in the library.

Promotion The study revealed that the professionals have not received the equal opportunity for the promotion, when compared to the teachers with similar qualification and experience at their institute. The problem of the career advancement is not yet resolved and ongoing problem in the LIS profession. The library and information science professionals are fighting for the same. The authority will state the reason that the matter is not spelled out in the sub-clauses of the government order. However, it is very clearly stated under the coverage part- that is all eligible for the same. If this is the story of the government library and information science professionals, the situation is no way better in the private and professional academic institutes. The management or the authority adopted their own policies and procedures in promotion and career advancement. These are not nearer to the facilities given to their counterparts in the concerned academic institutes. Thus, this study recommends that
There should not be any discrimination between the teachers and library and information science professionals having equal qualification and experience in the matter of promotion and career advancement.

The professionals should be provided with fair chance of promotion as per their qualification and experience.

The promotional benefits should be with retrospective effect and not from the date of implementation.

**Salary:** It is the second most dissatisfying area to the professionals who are under paid, especially in the private institutions. There is a marked difference in the revision and its implementation in all most every type of institution. They are not in receipt of the retrospective effect benefit of the pay revision. The study also indicates that, the marked difference in the level of pay between professionals in the professional and general institutions. This will lead to the frustration in the minds of professionals that they are under paid, despite having the required qualification and experience. So, the study recommends that:

- Equal pay for the equally qualified professionals
- There should not be any delay in the implementation of the scale
- The implementation of pay scale is delayed, due to technical problem, they should not be denied from the receipt of benefits with retrospective effect.

**Benefits.** Benefits are the third most dissatisfying aspect of the LIS professionals in their career. The professionals expect a real improvement in the present benefit status. It is difficult to guess what benefits staff feels they should receive, or even whether they are thinking of something specific or just that they would like something more. This area is one of the major sources of concern. It seems likely that the LIS professionals are looking forward for the improvement. The study suggests that:
• There should not be any discrimination in the benefit practices in the institutions
• The professionals should be provided with vacation and medical facilities
• The shift duty and duties on Sundays and holidays should be allotted to semi professionals and non professionals

In addition to the above said major recommendations, the study also makes the following recommendations pertaining to other than above said three areas/facets to improve the level of satisfaction of the professionals. The recommendations in other facets of the study are

• The professionals should have the chance to work alone in the library and they like to work without the interference of others
• The management provides chance for career advancement in the profession
• The authority make provision to under go training as and when it is required to upgrade the skill of the professionals
• There should be a chance to try to adopt or develop one's own ideas and methods
• The professionals should be expected to do more of managerial and technical work and there should be enough semi professional staff to look after the other routine work in the library. More of technical and managerial work makes the profession more challenging and interesting
• The professionals are well qualified and competent in the institute and they should participate in the decision-making process regarding the library
• The management should delegate the authority and responsibility to make their own judgements about the day-to-day activities of the library
• There should be scope to do different things at different points of time than doing routine and monotonous work
• The authority should appoint the professional staff in proportionate to the amount of work in the library
• The communication between the professionals and authority should be two-way and more effective
• The library should be equipped with sufficient facilities and equipment
• To look after the non-professional work, the management should appoint enough supporting and non-professional staff
• There should not be much management interference during the course of a day

6.25 Impact of Job Satisfaction/Dissatisfaction on Service Quality of the Professionals

Since, the library is the service providing institution, the effectiveness and efficiency of service mainly depend upon the commitment, willingness to work and dedication of its professionals towards their profession and to the library. It is always evident that the committed people in their profession will render quality service to the end users. The management should give the high attention for the welfare of professionals, so that they can expect quality service from them. Better service from professionals will enhance the effective use of the library. The timely and quality service will satisfy the information needs and demands of the clientele. It is clear that satisfied professionals would contribute to the users’ satisfaction of information and resources.

6.3 Directions for Future Research

Human Resources Management in the LIS field is very broad area. It consists of so many sub-areas, the job satisfaction is one part of personnel management aspect in the library management. This study is the real effort in exploring its
applicability to Indian library context Many interesting patterns have emerged from the current study. There are a number of fertile research areas to be considered for research under different situations and circumstances by using different means and ways of research techniques. The potential directions for future research are many. This study also has thrown light and identified many potential areas, which would definitely yield concrete results.

The key facets are identified and applied for the present study in the academic library. The same facets can be applied or tested to special libraries, public libraries, or to the R & D libraries in India.

The LIS professionals of the current study represent only the professionals of higher academic set-up. The future researcher may take paraprofessionals and non-professionals of the library, and comparing satisfaction of the three groups may produce entirely a different view and result. Under that the researcher can identify which category of professionals are more satisfied among the library staff - nonprofessionals, paraprofessionals and professionals.

The current study is intended to study the gap between professionals' expectation and perceived satisfaction level. The future research may examine the extent to which the other factors such as motivation, performance appraisal etc. will affect the job satisfaction status in the academic libraries of the higher academic set-ups.

This investigation reveals low satisfaction facets viz. promotion, salary and benefits, which means that there must be some intensive problem either from the authority side or from the library profession itself. In-depth and detailed studies are required to find out and assess the variables causing the unfavorable attitudes, so as to suggest a systematic programme to eliminate such drawbacks of the system.

The study is not intended to make an in-depth study of salary, promotion and other benefits. The salary/pay and the promotion and training are the very broad
But in-depth and detailed studies are required at macro- and micro-levels to make concrete suggestions for the enhancement of job satisfaction. The above said areas involve so many sub-aspects and need to be dealt individually to correlate job satisfaction. The present study's data are sufficient to generalize the observation about job satisfaction. Further research in this direction is required to study the impact of job satisfaction on library service quality.

The library administration in academic libraries needs to have a better understanding about the factors that influence LIS professionals' perception and satisfaction. Its post-satisfaction/dissatisfaction impact on effectiveness of the library service and efficiency of the LIS professionals in their service that they render to the end users. This understanding will help administrators to redesign or improve upon the existing system. Hernon (1999) says, "Even a thousand-mile journey must begin with the first step." Hebret (1993) emphasizes, "the journey to quality is not easy as there could be hurdles." The management may not be interested in keeping the system in order to meet or exceed the customer expectations. A variety of factors including resources-constraints or management indifference, may account for the discrepancy between expectation and experience. The quality of the service rendered by the LIS professionals largely depend upon mental make-up or satisfaction levels of the professionals. The positive frame of mind will lead to positive thinking and positive act. This will lead to dedicated service to the clientele, in turn boost the efficiency of the professionals and greater effectiveness of the library of a particular academic set-up.

It is the administrators' job to seek feedback from the LIS professionals, so that management can reshape the present situation according to the needs and demands of the professionals. This reshaped approach of the management definitely improves the commitment and increases the morale of the employee. It is very clear that the process of making complete satisfaction of any type of worker is very difficult or rather to say next to impossible (as the human wants and demands are unlimited). However, the authority should give reasonable care.
and attention towards the welfare of their professionals and try to fulfil the minimum requirements. That will develop belongingness, attachment and commitment in the minds of the employees and leads to better job satisfaction in the long run.