CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSION

5.0 INTRODUCTION

This chapter gives the findings, suggestions and conclusion of the study. The survey was carried out to assess the organizational climate in University Libraries of Kerala and to study its influence on commitment of library professionals. The data were collected from seven well established State University Libraries namely; Kerala University Library, C.H.Mohammed Koya Library, Cochin University Library, Mahatma Gandhi University Library, Kerala Agricultural University Library and Information System, Sree Sankaracharya University Library and Kannur University Central Library. The results were analysed using SPSS and formulated the findings and suggestions and reached to conclusion.

5.1 Findings

The details of the findings based on analysis are presented under following headings.

1. Socio - Demographic and Academic Factors
2. Perception of Physical & Infrastructure, I T Facilities & Information sources
3. Evaluation of Organizational Climate Factors
5.1.1 Socio - Demographic and Academic Factors.

1. Female respondents are greater in number than male respondents.

2. Respondents between 41-50 years of age group occupied highest percentage and least percentage goes to age group 20-30.

3. Of the various categories of library professionals analyzed 3.1% are Deputy Librarians and 27.8% are Assistant Librarians. The highest percentage (28.4%) is Technical Assistant/Professional Assistant Grade I, the second highest is Junior Librarian/Reference Assistant (21.4%) and the lowest percentage (14.5%) is Library Assistant/Professional Assistant Grade II.

   It is identified that in all the surveyed University Libraries, the post of University Librarian remains vacant and are headed by Deputy Librarians or Assistant Librarians. Also many entry cadres of library professionals are lying vacant in majority of universities. This has affected the growth and functioning of libraries. Though the qualification for them is equal in all universities, their designations and scales of pay varies. As an example, in KUCL, ‘Library Assistant’ is the designation given to Library Attender. The Reference Assistants of other Universities are named as Reference officers in SSUSCL. Similarly the categories of Junior Librarian and Reference Assistant, Technical Assistant and Professional Assistant Grade I, Library Assistant and Professional Assistant Grade II are equal. This shows the urgency of having uniform designations for Library professionals which should not affect the status of library profession.

4. Regarding academic qualification, 58.8% have post graduation, 14.6% have M Phil, 9.8% have attained Ph. D, 15.6% are doing Ph D and only 1.4% is
graduates. It is noted that although the entry level qualification in University is graduation, most of respondents possess higher degrees.

5. Only 38% of respondents are technically qualified and they are having either DCA, PGDLA or PGDLAN

6. Nearly 50% of the respondents have qualified the UGC NET, which is conducted by University Grants Commission (UGC), New Delhi for getting appointment in Colleges and Universities as Assistant Professor.

7. Regarding total professional experience, respondents having 6 to 10 years of experience are greater in number when compared to other groups.

8. Regarding experience in the present institution also, respondents having 6 to 10 years of experience are greater in number when compared to other groups

9. Out of 29 respondents who have research experience as a guide, 22 have 1-5 years of experience, six have 6-10 years and one has above 10 years of experience.

10. Regarding monthly salary, it is found from study that majority of the respondents (54.6%) are drawing below Rs. 50000 and few (2%) are drawing above Rs.75000.

11. It is noted that majority of respondents are coming from rural back ground and the least from semi urban background.

5.1.2 Perception on Physical, Infrastructure, I T Facilities & Information sources

5.1.2.1 Physical & Infra structure facilities

1. Majority of respondents are satisfied with the location of the library, space in the library, cleanliness, ergonomics of furniture and seating arrangements for
library users whereas in the case of air-conditioning, refreshment rooms, health care and transportation facilities, majority are not satisfied.

In order to find out whether significant difference is existing between the respondents’ gender with physical and infrastructure facilities, T-test is conducted and the results of the test is displayed.

**Null Hypothesis (H0): There is no significant difference between the respondents’ gender with Physical & Infrastructure facilities**

From the T-test results, there is no significant difference found between the respondents’ gender with location of library, space in the library, air condition, cleanliness, healthcare, transportation facility, ergonomics of furniture, seating arrangements for library users and difference is found only for gender with refreshment rooms.

**5.1.2.2 IT Facilities**

1. Majority of respondents are satisfied with facilities available like reprography, library and digital software, Internet, institutional repository and computer terminals for users, whereas majority of the respondents were not satisfied with scanner facilities.

In order to find out significant difference between the respondents’ gender with IT facilities, following null hypothesis is framed and tested with T-test.

The test results of the same are given below.

**Null Hypothesis (H0): There is no significant difference between the respondents’ gender with IT facilities**

There is no significant difference found between the respondents’ gender with satisfaction on printer, scanner, library software, digital library software, internet
facility, institutional repository, computer terminals for users except for computer facility, Internet bandwidth and significant difference is witnessed for reprographic facilities.

5.1.2.3 Information Sources

Majority of respondents are satisfied with books, printed journals, back volumes of periodicals, theses, journals, e-Books, e-Databases, e-Theses and dissertations, e-Magazines and library websites. Around 50% are satisfied with Library website, e-Magazines, theses & dissertations. But, majority are dissatisfied with reports, patents, and conference proceedings.

Null Hypothesis (H0): There is no significant difference between the respondents gender with information sources

From the T-test results, it is found that there is no significant difference between the respondents gender with information sources like books, printed journals, back volumes of periodicals, theses and dissertations, reports, patents, standards, conference proceedings, maps and e databases, manuscripts, library website, e-Journals, e-Books, e-Magazines, e-Theses and dissertations, e-Reports, and encyclopaedias, whereas difference is found between the respondents gender with audio visual materials.

5.1.3 Evaluation of Organizational Climate Factors

5.1.3.1 Working Environment

1. Majority of the respondents agreed that a clean, healthy, noise free and safe working environment is prevailing in the surveyed Universities, whereas little difference is witnessed with conducive working environment.
2. Null Hypothesis (H0): There is no significant difference between the respondents gender with working environment

Difference was not found with respondents’ gender with working environment factors such as clean and healthy, safe, conducive working atmosphere and difference found for noise free working environment.

5.1.3.2 Leadership Style

1. Majority of the respondents agreed that there exists a chain of relationship between librarian and subordinates

2. Around 50% of the respondents agreed that existing policies of University have improved their leadership style, while around one fourth have given no opinion and rest of them disagreed.

3. Nearly 50% agreed that the University Librarian carries over library staff’s voice to the authorities for amicable settlement of problems. But, nearly 30% had no opinion and rest of them disagreed.

4. Only 35% of employees agreed that differences among them were resolved through counseling by superior and equal percentage have given no opinion in this regard and rest of them have disagreed.

5. Nearly 50% of the respondents are satisfied with the leadership style in their organization while 30% have no opinion regarding this.

Null Hypothesis (H0): There is no significant difference between the respondents gender with Leadership style.

From the T-test results, no significant difference found between the respondents’ gender with leadership statements such as chain of relationship between librarian and subordinates, existing policies of organization have improved the leadership style,
librarian carries over the voice of staff to the university authorities for amicable settlement of problems, resolving of difference among the employees through counseling by superiors and satisfied with leadership style in the organization.

5.1.3.3 Communication

1. Majority of the respondents agreed that there is right communication between University librarian and staff whereas nearly 20% either opted neutral or disagreed.

2. 59% of respondents opined that upward and downward directions of communication exist in the University Library. But, nearly 20% each opted neutral and disagreed in this regard.

3. Slightly less than majority of employees opined that superiors correct them through oral and formal written communication. Nearly, one fourth had no opinion and rest of them disagreed to this.

4. Majority of the employees agreed that they are allowed to express their ideas which lead to the betterment of the library and less than 30% only either disagreed or neutral for the above statement.

5. Null Hypothesis (H0): There is no significant difference between gender with communication

When testing respondents’ gender with communication factor, no significant difference was found between the respondents’ gender with communication factors such as right communication between librarian and the staff, upward and downward directions of communication existing in libraries, superiors correct through oral and formal written communication and allowed to express ideas which leads to the betterment of the library.
5.1.3.4 Cooperation

1. Half of the total respondents agreed that there is great deal of cooperation among University authorities, Librarian and library staff. One fourth disagreed and another one fourth had given no opinion.

2. Majority of the library professionals (56%) opined that there is mutual trust among them. About one-fourth had neutral approach and rest of them disagreed.

3. Majority of the respondents have expressed that cooperation among staff leads to increased productivity.

4. Majority of the respondents agreed that the students, research scholars, administrative staff and faculty members are always cooperative with them.

5. Null Hypothesis (H0): There is no significant difference between gender and cooperation.

   It is noticed from the T test that there is no significant difference found between the respondents gender with cooperation factors such as cooperation among the university authorities, librarian and the library staff, mutual trust among library staff, friendly nature of superiors with subordinates, increased productivity due to cooperation among all the staff of university, the cooperation of students, administrative staff and faculties in education related activities.

5.1.3.5 Decision making

1. Nearly 70% of the library professionals are of the opinion that decentralization in decision making will help to take decisions quickly.
2. 60% of the respondents are of the opinion that superiors in the library frequently consult with the subordinates before taking decisions on important matters. But, 22% stand neutral and rest of them disagreed.

3. 73% of respondents agreed that each University Library has its own rules & regulations for making decisions, 17% had no opinion about it and rest of the respondents disagreed to it.

4. 57% of employees agreed that latest information and communication technology is used for taking better decisions in their libraries, 26% stated neutral and remaining employees disagreed.

5. It is noted that only 47% agreed that periodic staff meetings are conducted and problems are settled immediately, 29% disagreed and rest of people had no opinion.

6. 54% opined that subordinates’ views and suggestions are also considered in decision making whereas 22% disagreed to this and rest of them stated neutral.

7. **Null Hypothesis (H0): There is no significant difference between gender with decision making**

   It is found from the T-test results, no significant difference found between the respondents gender with decision making factors such as, consultation by the superiors with the subordinates for taking important decisions, consideration of the views and suggestions of staff for decision making process, the use of latest information & communication technologies for better decision making, the improvement of abilities through participative decision making, conduction of periodic staff meetings except for factors like ‘decentralization in decision making which helps to take decisions quickly’ and “the library has its own rules and regulations”. 

5.1.3.6 Motivation

1. Half of the total respondents agreed that they are quite often motivated by the superiors and other half have either no opinion or disagreed.

2. Only 44% have opined that their work is well appreciated and rewarded. 32% stated neutral and 24% have disagreed

3. 50% of the employees opined that they are placed in the right position, whereas 28% had no opinion about it and rest have disagreed to it.

4. Majority of the employees agreed that they are allowed to discharge their duties without any hindrance. 20% had no opinion and 10% disagreed and minimum percentage strongly disagreed to it.

5. Around 50% have opinion that they are motivated to get additional degrees related to the profession, whereas 18% have disagreed and kept neutral

6. Above 60% of the respondents agreed that they are motivated to gain knowledge by attending training programs, workshops, conferences, seminars etc.

7. About 55% of the employees agreed that they often receive creative feedback and suggestions from superiors, whereas equal percentages (20%) shared by neutral and disagree.

8. Null Hypothesis (H0): There is no significant difference between the respondents’ gender with motivation

No significant difference found between the respondents gender with motivation factors such as ‘quiet often motivated by the superiors, work is well appreciated and rewarded, appreciation and awards for the works done, placed in right position analysing the capabilities, motivated to get additional degrees related to profession; motivation to attend training programs, workshops and seminars; appreciation for
individual contributions, creative feedback and suggestions from superiors, except for the statement, ‘allowed to discharge duties without any interference’.

5.1.3.6 Job satisfaction

1. Majority of the respondents stated that they like library profession than any other profession where as 8.5% disagreed.

2. 52% of library professionals are satisfied with the promotion prospects while 29% are dissatisfied about promotion and 19% have given no opinion.

3. It is noticed that only 43% are satisfied with the attitude of authorities, while 24% had no opinion and 33% dissatisfied.

4. Majority of the library professionals agreed that IT facilities, web-based resources and services in their library increased their professional satisfaction while 15% disagreed and 22% opted neutral.

5. 58% of the library staff was satisfied with remuneration, while 19% are dissatisfied and 23% opted no opinion.

6. Null Hypothesis (H0): There is no significant difference between the respondents’ gender with job satisfaction

No significant difference found between the respondents’ gender with job satisfaction factors such as likeness towards library profession, working hours of the library, mode of functioning of library, promotion as per qualification and experience, nature of attitude of authorities, acquiring skills through the job, adequate remuneration, boosting up of professional satisfaction by IT facilities & web based resources.
8. Null Hypothesis (H0): There is no significant association between respondents’ gender with level of job satisfaction

When Chi-square test was conducted, it is found that there is no significant association between the respondents’ gender with level of job satisfaction

9. Null Hypothesis (H0): There is no significant association between respondents’ age with level of job satisfaction

Calculated Chi-square value for respondents’ age with job satisfaction was 44890, which is more than the accepted value of 0.05. Hence, it is found that there is no significant association between the respondents’ age with level of job satisfaction

10. Null Hypothesis (H0): There is no significant association between respondents’ qualification with level of job satisfaction

It is found that the calculated value of Chi-square test is .21462, which is more than the accepted value of 0.05. Hence, it is found that there is no significant association between the respondents’ qualification with level of job satisfaction

11. Null Hypothesis (H0): There is no significant association between respondents’ professional experience with level of job satisfaction

There is no significant association found between the respondents’ professional experience with level of job satisfaction, since the value identified for Chi-Square is more than the accepted level.

12. Null Hypothesis (H0): There is no significant association between respondents’ native background with level of job satisfaction
Since the calculated Chi-square test is .44890, which is more than the accepted level of 0.05, no significant association found between the respondents’ native background with level of job satisfaction

13. Null Hypothesis (H0): There is no significant association between respondents’ monthly salary with level of job satisfaction
No significant association found between the respondents’ monthly salary with level of job satisfaction

5.1.3.7 Professional Development

1. 49% agreed and 10% strongly agreed that they get opportunities to attend outside training programmes, whereas 29% disagreed and 12.5% have opted no opinion.

2. 57% agreed that their libraries conduct in house workshop and seminars for career advancement, whereas 30% disagreed and rest of the respondents opted neutral.

3. Only 43% agreed that they get duty leave and incentives to attend conferences and seminars followed by 39% disagreed and the rest of them opted neutral.

4. Nearly 70% opined that they are not getting study leave with all allowances for attaining higher degrees.

5. It is noticed that 42% had disagreed to the statement that existing promotional policies help professional development, whereas only 35% agreed and 23% stated neutral.

6. Null Hypothesis (H0): There is no significant difference between the respondents gender with professional development
On T-test, significant difference was found between the respondents’ gender with professional development with the statement, ‘getting study leave with all allowances for attaining higher degrees’ and no significant difference found with other statements related to professional development.

5.1.4 Impact of Organisation Climate on Commitment

1. It is identified that majority of the library professionals agreed that implementation of latest technologies as and when it appears influence their commitment level, 13% disagreed to this and the rest stated neutral to this.

2. Majority of the respondents agreed that job security is the main reason for stay with the organization and below 10% disagreed with this.

3. There is significant difference between gender and job security when T-test was conducted.

4. Majority of respondents agreed that long standing relationship with present employer make them more committed. But, 16% had neutral approach to this and below 10% disagreed.

5. About 75% of library professionals agreed that they will be happier if they can continue service with the present organization and only below 5% disagreed to this and rest had a neutral approach

6. 58% of respondents opined that their present situation do not allow to leave the organization. It indicates that they are indebted to organization and 19% disagreed and 23% had no opinion to this

7. It is found that 44% disagreed and 23% strongly disagreed to the statement, ‘I don’t want to continue with present employer’. It indicates that they want to continue with the present employer due to their commitment to the
organization. 16% agreed to this statement, which indicates that they are not satisfied by the present employer and at any time they may leave the organization and another 16% were neutral to this.

8. For the statement, “don’t have any other alternative than the present one’, 35% disagreed and 10% strongly disagreed. It indicates that they have many other alternatives; even then, they stick on to this organization due to their attachment and commitment to the present one. Only 42% agreed to this statement.

9. For the statement, ‘feel the problems existing in the organization like their family problems,’ only 42% agreed. It shows their continuance commitment to the organization and they stay with the organization because they have to. But 30% disagreed to this and 28% were neutral to this statement.

10. Only 36% agreed that the organization recognizes the loyalty of the employee which is the reason for his commitment to the organization. 37% have a neutral approach and 26% disagree with this which indicates that they expect more loyalty from the organization.

11. 44% of employees agreed that their present life may be disturbed by leaving the organization. 27% have neutral approach to this statement and 29% disagreed and strongly disagreed to this. It indicates that this job is not the only choice for them and leaving it will not affect them.

12. 53% of employees agreed that their job is valued and respected whereas 25% were neutral to it and 21% disagree to this.

13. Majority of respondents agreed that they work to fulfill the goals of their organization.
14. Nearly 60% of employees opined that they receive constructive feedback from academic community, 20% were neutral to this and 21% disagreed to this opinion.

15. Null Hypothesis (H0): There is no significant difference between the respondents' gender with commitment

No significant difference was found among statements to express commitment level like ‘influence of latest technologies on commitment level, the happiness obtained by continuing in the present institution, preset condition not allow to leave the institution, sticking to the institution as there is no other alternatives, don’t want to continue with the present employer, feel the library problems just like family problems, feeling of guilty consciousness for leaving the institution, recognition of loyalty by the organization, fear of disturbance in present life due to leaving from institution, value and respect obtaining from the institution, and positive feedback from the academic community, except for commitment statements like continuing in service due to job security, commitment due to long standing relationship with the institution, work here to fulfil the goals of institution where there is significant difference.

Null Hypothesis (H0): There is no significant difference between age with commitment

When tested with ANOVA by comparing the respondents’ age with commitment factors, significant difference was found between the respondents’ gender with commitment factors such as “job security is the main reason for staying in organization”, “don’t want to continue with the present employer”, whereas no significant difference was found for all other statements.
16. **Null Hypothesis (H0): There is no significant difference between the respondents’ qualification with commitment.**

By doing ANOVA test, significant difference was found with the statement ‘latest technologies are implemented as and when it appears influence commitment level’ and no difference was found with other commitment factors.

**Null Hypothesis (H0): There is no significant difference between professional experiences with commitment**

Significant difference found was between the respondents’ professional experience with the statement ‘don’t want to continue with the organization’, whereas no significant difference found for all other commitment statements

### 5.2 Suggestions

Based on the findings of the study conducted from library professionals working in seven University Libraries of Kerala, the following suggestions are put forth to improve the organizational climate of the surveyed University libraries. The study reminds of the need for the improvement of organizational climate factors which directly influence the commitment level of library professionals.

1. It is found that there are discrepancies in designations, qualifications and scale of pays for different hierarchical levels of library professionals which pose dissatisfaction among them. The designations of the entry cadre of library professionals are not uniform in various University Libraries of Kerala. It is the same with the next higher posts also. Hence their designations should be uniform in all the university libraries of Kerala and at the same time it should not affect the status of library profession. In the case of Assistant Librarians there exist disparities in the scales of pay of UGC and non UGC Assistant
Librarians. These disparities have created crucial differences in the attitudes and behaviors of employees and have affected their work passion and commitment levels also. Hence it is essential to rectify these discrepancies so that a healthy climate will be created and maintained in the university libraries of Kerala.

2. The study demands for a strong leadership in university libraries. The vacant posts of University Librarians must be filled at the earliest. The posts of University Librarians have been lying vacant for long period in all the surveyed University Libraries. In Kerala University Library, this post is lying vacant since 1985. It is also witnessed in general that in India, many of the University Librarians’ posts remain vacant and the University libraries are managed with Deputy Librarians or Assistant Librarians and some even with Heads of different disciplines. This will affect the climate of libraries and development of library profession. Hence it is very urgent to make all university libraries headed by University Librarians.

3. Majority of the library personnel such as Deputy Librarians and Assistant Librarians are well qualified with post graduation, UGC NET, M Phil and Ph. D. But, it is found that they are not treated on par with faculty members for example, retirement age for faculty members is 60 whereas 56 for librarians and also they are not allowed to guide or teach the students. They should be given academic status and treated as equivalent to the teaching faculties as in other States of India.

4. In majority of the surveyed universities, the posts of entry cadre are lying vacant. Hence, there is the shortage of staff in the various sections of university libraries. Appointment of new employees is important as it provides
opportunities to find people whose values match those of the organization (Prasad, L M ). Hence, the authorities of the Universities may take appropriate steps to fill up the vacant posts in all the universities for the betterment of services to user community

5. It is noticed that though library professionals are academically well qualified, majority of them are not technically qualified. Technical qualification is very much necessary in this digital environment since all library activities are computerized in University libraries. The library professionals have to anticipate the changing requirements in the digital era and should be technically skilled and flexible to adapt to new levels of awareness. For fresh appointments to University Libraries, technical qualifications may be made desirable and for the existing staff, provisions should be given to attain qualifications through on the job or off the job training.

6. The IT facilities like computer, scanner, Internet band width and reprographic facilities should be improved in all the University Libraries to satisfy the quality conscious clientele.

7. Since most of the surveyed University Libraries are functioning from 8 am to 8 pm, there should be prime importance for refreshment rooms, health care and transportation facilities.

8. The size and location of library affect the organizational climate. The library should be conveniently located and logically designed with ample space. Employees like to work in a clean, safe and noise free working environment. When they are tensed and agitated, it adversely affect the environment by emitting vibrations which are not harmonious (Sri Sri Ravisankar).
conducive environment where the employees feel positive energy should be created which will inspire them and make them committed to work.

9. The study pointed out the need for revision in policies and procedures which help a librarian to delegate authority. The subordinates also may be willing to accept responsibilities since the policies assign what is expected of them. The revision may take time, but if it is favourable to employees, it will last for a long time. A carefully designed policy will provide directions for making decisions on regular and recurring problems.

10. The study identified that the superiors must handle the differences among subordinates with utmost care, the failure of which cause distrust and non cooperation among staff. As he is the one who works closely with the subordinates, he knows their pulse and should have the compromising quality by which he can smoothly settle the issues arising from different opinions.

11. Regarding communication, although majority of the staff agreed with the mode of communication, there was also some disagreement, which calls for improvement in communication. There should be open, two way communication between librarian and staff, so that he can modify the decisions on the basis of employees’ responses. Periodic meetings are powerful means of communication where staff can have face to face discussions and interactions and clear up rising problems. In staff meetings, each and every library staff gets opportunity to express his/her ideas and the librarian may also benefit with some fruitful points even from the grass root level. Disregarding or not entertaining their suggestions by the authorities can eventually lead to great frustration among them which leads to low morale.
12. The professionals pointed out the need for more cooperation and trust among superiors and subordinates in university libraries. The lack of trust will get them feel lonely, insecure, helpless, and depressed all the time which will affect the climate. The staff should share practical knowledge and it is very effective for providing better services. The library staff should cooperate with each other for the achievement of organizational goals and increase in productivity.

13. The study pointed out that decision making processes in the University libraries has to be improved. Decentralized decision making imposes responsibilities to subordinates and they will show cooperative attitude and feel committed to the library. Through participative decision making, staff at all levels can be involved in decision making process. Librarian can assign responsibilities to staff through collaboration with subordinates. The University authorities should delegate powers to University librarian to take decisions in urgency. Delay in taking decisions may sometimes effect as loss for the institution.

14. Significant difference found with the rules and regulations of the libraries. The norms and values of an organization are communicated to the people through its rules and regulations. These rules have impact on the organizational climate. If the rules are strictly observed, a steady and conducive climate will prevail in the library. There are written rules about how to speak with the authorities, protocol in staff meetings, dress code, the arrival and leaving time of employees etc. which should be followed by the employees. By violating these rules and regulations, the working atmosphere becomes unfavourable which in turn affect the smooth functioning of libraries. Every organization
should therefore have its own rules and regulations which must be observed strictly for the sake of good organizational climate.

15. The study reveals the need for motivating and inspiring the employees. About half of respondents pointed out the need for continuous motivation from the superiors. Extending recognition and appreciation for hard work and performance further inspires and motivates library staff for greater commitment. There arises a healthy competition which leads to creativity and high performance and better productivity. An inner transformation happens in them and they will work with a sense of belongingness and commitment.

16. The study unveils that library staff desires to be placed in right positions by analyzing their capabilities. The abilities of an employee can be fully utilized if he is placed in the right position. If he is placed wrongly, it will affect his morale and commitment.

17. The respondents revealed that they will be motivated by providing opportunities for higher studies and trainings on the jobs. Higher studies will help the professionals in career advancement and trainings which will make them fully productive in the minimum of time. It will refresh the old employees and enable them to keep up to date with the new methods.

18. The study pointed out the respondents’ desire for work freedom/autonomy. The superiors should step out of the authoritarian mindset and delegate power to subordinates to work with freedom. If freedom is given to plan and act in one’s own sphere, it will result in readiness to take more responsibilities and initiatives. If they get freedom to try out new ideas, they will not hesitate in taking risks. Such a conducive climate will lead to innovative ideas.
19. When studied respondents’ opinion on their job satisfaction, it was understood that they expect better promotion prospects with higher responsibilities and status, adequate pay and facilities which leads to a better life. Promotion of an individual to a higher level usually leads to a chain of promotions at lower levels. Better promotion prospects create a good psychological impact over all employees who get motivated and improve their performance.

20. Regarding professional development, it was found that majority of the professionals were of the opinion that they were not getting duty leave and incentives to attend conferences. Majority opined that they were not motivated for attaining higher degrees. Being a service oriented profession, the professionals have to be continuously updated for providing effective service. Since the library profession is service oriented and changing periodically. The continually updated knowledge is required for providing effective service. The users also prefer staffs who deliver services to their expectations. The skills acquired through formal academic studies have only a limited life span and become obsolete. Hence, the authorities should take initiatives to provide on-the-job training to update skills and acquaint with new trends in work places. The professionals also should have a desire for continuous professional development.

21. The library professionals should be motivated to acquire higher degrees and to engage in research and publishing. Study leave with all allowances should be given to librarians also just like teaching faculties.

22. About 42% of respondents had disagreed to the statement that existing promotional policies help professional development. Hence, there is the need for a firm policy to be put in place for the Continuous Professional
Development (CPD) of librarians. Also a certain proportion of amount should be included in the annual budget for CPD of library professionals.

23. By examining the respondents’ opinion regarding the statements on commitment, it is found that majority of them are indebted to their service and work places. They are emotionally attached to the organization and though they have many other alternatives, they stick to the present organization owing to this attachment and commitment. This affective commitment is found to be most and the right kind of commitment for an organization. It is essential to truly motivate them to contribute meaningfully and positively for the institution. Only 42% agreed that the problems existing in the organization are like their family problems, the rest either disagreed or neutral which show that they feel continuance commitment towards their organization and they remain in the organization mainly to evade costs of leaving. So, there is the need to create a positive climate to retain these employees. The employees should get recognition and appreciation for their performance. If people feel that they are valued and respected in the organization they will contribute positively for better results.

5.3 Conclusion

The study was conducted mainly to understand the impact of organizational climate on the commitment of library professionals in the university libraries of Kerala. Using nine climate factors namely working environment, communication, cooperation, decision making, job satisfaction, leadership style, motivation, professional development and commitment, the perception of professionals about the climate prevailing in these libraries has been found out. These climate factors also
constitute links between one another. Majority of the employees have positive perception about the organizational climate, but certain factors needs improvement. One of the areas to be improved is the physical facilities, as the employees are not satisfied about space in the library, air-conditioning, refreshment rooms, health care and transportation facilities. The IT and infra structure facilities also need attention. The other areas of climate factors which needs attention are decision making, motivation and job satisfaction. Decentralization in decision making will build the subordinates also responsive which will increase their sense of commitment. Professional development is another important area which has to be improved, because the library professionals are not getting enough allowances and leave for higher studies. If they are trained to attain their targets, their sense of achievement will increase which in turn leads to their commitment to the library. The study recommends filling the vacant posts in the surveyed universities at the earliest and also to rectify the discrepancies in designations, qualifications and scales of pay for different hierarchical levels of library professionals which pose dissatisfaction among them. It is noted that leadership has a prominent role among the factors of organizational climate. Hence, the University Librarian or the in-charge who is entrusted with leading the University Library should study the existing climate and identify the appropriate factors which need modification. A combined effort of all library professionals including the authorities is required for improving the climate factors and the resultant commitment.

The study reveals that most of the library professionals are highly committed and they expect value and respect from their organization. Their loyalty should be recognized. The highly committed employees are willing to share and
sacrifice for their institutions. Being committed, leads people to stay on their jobs. It is concluded that the organizational climate of a University Library has high influence on the commitment level of library professionals and by giving due attention to the development of the climate factors mentioned above, the commitment of employees can be enhanced which ultimately leads to the success of the organization. It is suggested that further studies on organizational climate can be conducted with more number of respondents by covering other universities also like Central and Deemed universities at Kerala State and at National level

It is concluded that improvement in these aspects could lead to better organizational climate in University Libraries of Kerala which guarantee highly creative, committed library professionals.

References