CHAPTER II

LITERATURE REVIEW

2.0 Introduction

A thorough review of literature related to the present study was conducted to get a clear perspective about the specific field of study. The review helped the researcher to understand the methodology used to conduct the study, tested methods and mode of interpretations in similar studies conducted elsewhere. An attempt is made in this chapter to present a survey of literature available in India and abroad. The reviews are arranged in chronological sequence under the following subheadings.

- Organizational climate
- Commitment
- Factors like communication, cooperation, decision making, job satisfaction, leadership, motivation and professional development.

Organizational Climate

(Srinath, 1993) revealed in her study on organizational climate of University Libraries that the basic cause of all problems in University libraries is the factors like leadership process, pre formulated rules and procedures, lack of motivation and job dissatisfaction. The author has enlisted the various factors of organizational climate like communication, decision making, goal setting process etc. She emphasized the University librarians in creating a favorable climate in libraries, bring confidence among employees, improve the personal relationship among the staff and decentralized decision making.
(Connor, 1993) discussed in his paper entitled, “Libraries for all”, how to make a library attractive to the users and how to avoid the barriers for library development and identified the physical, practical, psychological, sociological, cultural and political barriers. The author pointed out that the barriers listed above may be overcome by giving importance to accessible location of the library, welcoming atmosphere, good signing boards, good layout, fairly designed policies, pleasant attitude and good behaviour of staff etc. The author has noted that cooperative, competent and well trained staff promotes confidence among users to use the library. The author concluded by reminding staff to project the good image of the library and makes the library user-friendly.

(Chandar & Choudhury, 2010) aimed to find out the relationship between organizational climate and job satisfaction among the library professionals in the College and University Libraries of Delhi and the solutions for the key problems existing there through their article. Data were collected from 228 employees and accidental sampling was used to select respondents from population. Five point rating scale was used for measurement. The data were analyzed using means, standard deviation and correlation with job satisfaction. The study revealed that people with less qualification are more satisfied and job satisfaction correlates with education. Pay is positive in comparison to age and years of experience.

(Zhang & Liu, 2010) investigated in their study, the effects of organizational climate on human resources management effectiveness and organizational effectiveness in Enterprises in China. Altogether 419 Enterprises Managers had participated in the study. The human resources management effectiveness was measured using five dimensions: turnover intention, job satisfaction, job performance, job stress and efficacy and organizational effectiveness. The study results indicated
that organizational climate had significant effects on human resources management effectiveness and organization effectiveness. It showed that the more positive the perception of organizational climate by individuals, the stronger will be their perception of collective identity and organization commitment. The study suggested that creating a better organizational climate would enhance the job satisfaction and efficacy of staff members.

(Adenike, 2011) conducted a study on organizational climate using academic staff from a private Nigerian University. Data were collected using questionnaire method. The population consisted of academic staff of the university. Out of 384 questionnaires distributed, 293 filled up questionnaires were received back. In analysis, three hypotheses were tested and the results of the findings showed a significant positive relationship between organizational climate and job satisfaction. Thus, the study revealed that job satisfaction is very essential in an organization because if employees are dissatisfied, their work performance will be lowered resulting in low productivity of organization. Besides, the interpersonal relationship will become bad which will affect the commitment level of staff also.

(Adeniji, 2011) conducted study on organizational climate and job satisfaction among academic staff in some selected private universities in Southwest Nigeria and found out the various factors of organizational climate like participation in decision making process, fringe benefits, salary, status, motivation, work load, working condition, management and leadership etc and examined the relationship between these factors and job satisfaction. Survey method was used for the study and analysis was made using both inferential and descriptive statistics. The results indicated that there is significant relationship among organizational climate and job satisfaction.
Also, it was found that there is significant difference in the way both the senior and junior academics experience their organizational climate.

*(Suliman & Obaidli, 2011)* examined in their study on organizational climate about the role of various factors of climate such as organizational justice, performance-reward relationship (PRR) and innovation climate which persuade staff turnover. Methodology used for data collection was random sampling. Out of 70 questionnaires distributed among the top, middle and bottom management from an organization that provides Islamic banking services in the UAE, 50 filled in questionnaires were received back. Analysis was done by SPSS. The hypotheses were tested using descriptive statistics, multivariate correlation test, reliability test, and the multiple regression test. The study revealed that the organizations should create a conducive work environment that care for job satisfaction and reliability. The employees will look for developmental opportunities and technical updation. The authors pointed out that management should try to retain talented by taking care of their needs.

*(Rodrigues & Gowda, 2011)* attempted to identify the type of organizational climate responsible for better organizational climate and employee satisfaction in various professional colleges of Mangalore city. Also to find out the factors of organizational climate which influence the whole functioning of the libraries. Questionnaire method was used for data collection. Total of 90 questionnaires were distributed and 72 library professionals returned it by filling up. The analysis revealed that job security, performance evaluation and guidance, appointments and promotions play a positive role in the level of satisfaction, while responsibility and decision making aspects play a negative role. The study also stated that by providing better physical facilities, motivating with rewards, maintaining better interpersonal
relations, providing job security, and promotion prospects, better organizational climates can be created in these libraries.

(Ephraim, 2012) emphasized the Green library Management concept for taking responsibility of the health of Library resources, users and staff for the present and future generations. This theory had put into practice in University of Mauritius Library. The author reviewed here some of the measures taken there. Through proper house keeping operations, this can be made effective. It offer a better quality of life for present and future for every one. A clean, dust free, safe and bright environment should be provided to the staff to work in. About the sustainable use of library resources, the materials should be used with a responsibility of keeping the future users also in mind. The library services should be in such a way that it should restore the faith of its users. For green storage of resources, the author recommended fast replacement of paper based resources with electronic formats so that the deforestation also can be controlled. The library managers should provide user education programms that target anti social behaviour. The author portrayed a meeting point between the principles of environmental studies and library studies.

(Manikandan, K. 2012) revealed that the attitude and mental health of teachers affect the conduct of future generation. This study tried to find out the impact of organizational climate and academic qualification of teachers on occupational mental health. The population consisted of 360 college teachers belonging to government, private (aided), and unaided colleges in Kerala. The statistical tools used for analysis was two-way ANOVA and the sampling method was stratified random sampling. Results indicated that organizational climate and academic qualification significantly interact with each other on occupational mental health and its components. The factors of organizational climate include leadership, communication,
training and change management which influences the performance of teachers. Working in a closed and unhealthy organizational climate causes negative emotions and feelings on teachers and students. A conducive climate increases the productivity of the staff. The author disclosed that attempts should be made to improve the perception of organizational climate and to encourage the teachers to acquire higher degrees in their subject as well as degrees in other disciplines, which will make positive impact on their occupational mental health.

(Krishnakumar & Sugavaneswari, 2012) attempted to identify the major factors that influence the quality of work life of employees of an organization in Indian perspective. The work environment and the culture and climate of an organization influence the work life. Providing facilities for training and development, adequate resources, compensation and reward to employees will enhance the quality of work life. Besides, work freedom and job security will increase the confidence of staff and they will do their best for the organization. If the employees get pleasure from better quality of work life then high job performance is possible which positively reflects in the growth of the organization. A simulative work environment will increase the satisfaction level which leads to increased productivity.

(Moghi & Devi Subramaniam, 2013) investigate the influence of organizational climate and its dimensions on employee’s creative behaviour and innovation. In fact the success of an organization depends on the creative, innovative employees of that organization. Survey method using questionnaire was used for data collection. Probability sampling was used for selecting the population from employees of small and medium enterprises (SMEs) in Malaysia. A total of 100 employees were selected and questionnaires were distributed among them. SPSS was used for analyzing the data. The study revealed that the organizational climate has
significant influence on the creativity and innovation among employees. They suggested that creativity provides the opportunity for becoming more innovative and providing better services to customers. Besides, provision of adequate resources and proper support from leaders would boost up the creative behaviour of employees.

(Puttapalli, 2013) revealed in his study that the employees’ perception in maintaining work relations with different people was very much positive. The influence of union on the organization and its relations with the employees were also analysed and found that the employee's perception towards their Union was very much positive. In case of role of government, the influence of participative management was positive while training and education had negative influence. The study suggested that the existing climate had profound influence on the activities of employees.

(Santhi, N. 2013) conducted a study to understand the level of organizational climate prevailing in the ABC Bathroom Products Private Limited. The research design used was descriptive method with a sample size of 70 employees. The study revealed that majority of the employees have perceived positively about the organizational climate. If certain factors like organization design, individual job characteristics, work environment, work process were improved, the company will turn to a good place for work.

(Rao, 2014) attempted to highlight the relationship between various factors of organizational climate and its impact on job satisfaction, employee morale, team performance which are inevitable for the growth of the organization. The study had tested factors upsetting job satisfaction of employees in the selected organizations and revealed that there is significant relationship between organizational climate and the above said dependent factors. He stated that the employee job satisfaction can
improve service quality and enhance employee satisfaction. The work conditions, adequate pay and promotions are key factors affecting employees’ job satisfaction. Also noted that money is a good motivator and by providing good salary and good compensations, the employee satisfaction can be increased.

(Rusu & Avasilcai, 2014) identified the influence of organizational climate factors on employees’ intrinsic and extrinsic motivation from Romanian industrial firms. Non probability sampling technique was used to determine the population, and questionnaire method for data collection. The motivational factors like job security, work conditions, manager’s competence, recognition, value of work, salary and responsibility have been studied. The findings showed that the organizational climate factors in industrial companies have direct influence on the motivation variables. It is suggested that the managers should offer support to employees and should provide them an organizational climate which promotes their positive attitude towards work.

(Tella, Ayeni, & Popoola, 2007) revealed in their study that in order to develop an effective organization, there is need for cooperation and sense of commitment and satisfaction among the library staff. Again it is told that in order to make employees satisfied and committed, strong and effective motivation is needed. Absence of job satisfaction will lead to lethargy and reduced organizational commitment. Affective and normative commitment are positively related and continuance commitment is negatively connected with organizational outcomes such as performance. Descriptive survey design was used as methodology for study. The population consisted of 200 library personnel from all research and academic libraries in Ohio State, Nigeria. The data were analyzed using Pearson Multiple Correlation and T-tests. The findings showed that a correlation was existed between perceived motivation, job satisfaction and commitment and there was difference in the job
satisfaction level of library personnel in academic and research libraries.

(Khanvilkar & Srivastava, 2015) in their study identified the dimensions that represent organizational climate in India and attempted to understand common dimensions across different organizations. Questionnaire method was used to collect data which included 50 items from the Litwin L Stringer Scale. Seven dimensions of organizational climate were used for study namely, accountability, comfort and ease, competition, responsibility, structure, clarity, and risk aversion. The findings of the study revealed that the Indian organizations have to concentrate on employee perceptions of the work environment and also suggested that the human resource strategies should exceed to establish policies and procedures to develop an employee-friendly work environment. It will boost up the productivity of the organization.

Commitment

(Giffords, 2009) had examined the relationship between work environment variables and commitment of social workers in his study on organizational commitment. The work environment variables were opportunities for promotion, job security, job position, job benefits, opportunity for professional development, professional skills, autonomy, recognition by the superiors, etc. The demographic variables included were gender, age, professional experience, experience in the present institution and National Social workers. The study revealed that there was link between worker’s commitment, work environment and organizational variables. It was suggested that by improving the organizational and work environment variables, commitment level of workers can be enhanced.

(Igbeneghu & Popoola, 2010) conducted a study to know whether age, marital status, length of service and job satisfaction have significant influence on
organizational commitment of medical records personnel in University Teaching Hospitals in Nigeria. The study population was comprised of 558 medical records personnel from all the Federal and State University Teaching Hospitals. Questionnaire method was used for data collection. The analysis was using descriptive and inferential statistics. The study revealed that the old ones, married, and long experienced employees are highly committed to the organization. The study also revealed that the satisfied employees have a lower rate of absenteeism and turnover than the dissatisfied ones. They have a positive attitude towards life and they have a long life span also. It is told that people who are satisfied with their jobs are more committed and highly productive also. The study suggested that matured and married people should be given preference for recruitment.

(Owolabi & Salaam, 2010) had highlighted in their study on job satisfaction and organizational commitment of academic librarians in Nigerian Universities that, service of library staff depend on how well are the staff motivated, satisfied and committed with the organization. An effective organization will influence the staff with good cooperation, sense of commitment and strong and effective motivation at various sections of the library. The study method used was decriptive survey design and the population consisted of academic librarians from seven universities in Nigeria. It was revealed in the study that attractive salary and wages were the major determinants of job satisfaction among academic librarians. Another finding was that age is the major factor that determine level of commitment among academic librarians

(Khodabakhshyan, 2013) tried to find out the benefits of happiness in personal and official life and its relationship with organizational commitment in their study named “Analysis of the relationship between employee happiness and organizational commitment”. The author reminded that the employees who do not
find meaning or happiness in their work were less productive and are prepared to leave the organization to look for elsewhere. The population for study included 950 faculty members of University of Tehran. The respondents revealed that better atmosphere for spirituality, providence, joy, and contentment in organizations, will lead to less turnover and absence from the office. The author concluded that a happy, committed employee may feel satisfaction, contentment, and pride about the past and hope, optimism, and faith for the future. They will feel the office just like their home and they enjoy the work.

*(Permarupan, Mamun, Saffi, & Zainol, 2013)* presented deep review of latest literature focusing on the linkage between organizational climate, employee’s work passion and organizational commitment among academicians of Public and Private Universities in Malaysia. A good working climate will boost up an employee’s commitment level and productivity. Besides, a flexible working environment will promote job satisfaction and innovation. A passionate employee contributes more to the organization. Hence the employer should create a passionate work environment which makes the employee affectively committed to the organization.

*(Taheri & Saghari, 2013)* examined in their study, the factors affecting the commitment of staff of Mamasani Payam Noor University. Survey method using questionnaire was used for data collection from a population of 244 administrative and academic staff from the University. Using random sampling technique, 144 people were selected for study. The study showed that there was positive and significant relationship between work independency, promotion opportunities and responsibility of the staff with their commitment. Job security and team spirit were the most influencing factors of commitment, while promotion opportunities and payments
were the least influencing. It was suggested that the staff should have team spirit and access in decision making process. The motivation of staff could improve their self esteem and job satisfaction. It was noted that the cooperative nature of staff and authorities will create a sense of responsibility which will improve the commitment level of staff.

(Ashouri-chirani & Rezaei-dizgah, 2014) focussed on awareness on organizational justice (fair and ethical behaviour of individual at workplace) and how it can direct to the organizational commitment. The study revealed that employees expect a fair dealing at workplace and it make them affectively committed to the organization which results in more productivity. The employee feels responsibility to the organization and work for the success of the organization. Thus there is noteworthy positive relationship between organizational justice and organizational commitment.

(Awasthi & Bansal, 2014) assessed the impact of commitment on job attitude in various organizations in their study. The main objective of the study was to measure the effects of affective commitment, normative commitment and continuance commitment on job attitudes. The authors were told that work attitudes, Job satisfaction and organizational commitment are the feelings of employees towards various aspects of the work environment. These attitudes are required to induce the employees to give their best and for enhancing the performance of employees. In public sector organizations, the attachment between supervisors and subordinates, work freedom and sense of achievement were having the primary component roles where as in private sector organizations, the financial benefits and their frequency occupied the primary status. It was also observed that all levels of commitments have considerable impact in job attitudes of public sector organizations.
(Kont & Jantson, 2014) conducted a study on the organizational commitment in Estonian University Libraries. The study population consisted of 195 library staff of selected university Libraries. The questionnaires were distributed to 195 staff members of the selected university libraries and 111 completed questionnaires were received back. Data obtained from the completed questionnaires was analyzed using simple percentages, tables, bar charts, and pie charts. By analysis, it was found that the Estonian University librarians were generally committed and loyal to their libraries. But general job satisfaction, job security feeling, good relationship with colleagues, support and recognition from direct supervisor etc. were also the influential factors. The study also revealed that 42% of staff was ready to change their jobs if they get a better chance. A big challenge was to keep the young professionals committed to their current libraries and chosen occupation. The managers should also have keen attention to improve the interpersonal relationship between staff, communication and job security.

(Nosheen, Dean, & Hanif, 2014) tried to study whether the organizational career development positively affects employee’s organizational commitment (normative, affective and continuance). The study aimed to investigate the relationship between organizational career development and organizational commitment and its each dimensions. Findings of this study established a positive relationship between organizational career development and organizational commitment and its three dimensions. The results suggested that employee commitment to the organization could be improved when an organization facilitated its employees in career development. This will help organizations to satisfy the needs of their workforce by providing career development facilities which will help in enhancing the organizational commitment of the employees.
(Samuel, Onuoha, & Ojo, 2014) had examined the relationship between job satisfaction and organizational commitment among the library professionals in the Private Universities in Ogun State in their study. Survey method was used for data collection. Questionnaires were distributed among 162 library professionals in seven Private Universities. Enumerative sampling was done and all members were used for the study. The data collected were analyzed using frequency and percentage analysis. It was found that they were satisfied with their job eventhough there were some constraints. All staffs were very committed to their organization and the level of job satisfaction was higher than the organizational commitment.

(Pourlor & Pirzad, 2015) in their study had examined the relationship between organizational commitment and job satisfaction among employees at Bushehr University of Medical Sciences. Descriptive method of study was done using questionnaires. The study population consisted of 1102 employees and using random sampling technique, 285 samples were selected. The study revealed that there is significant relationship between job satisfaction and organizational commitment and the employees who were committed and disciplined, work actively and willing to stay in the organization for a long period. It is suggested that the managers should confirm the employees’ participation in decision making, job security, pay, promotional opportunities and support from superiors.

(Salmiaty & Handayani, 2015) in their study aimed to examine the relation between organizational commitment and work motivation and job satisfaction of employees of Regional Development Planning Agency or BAPPEDA, at the government of Makassar City. Data were collected through questionnaire and observation method. The analysis was done by multiple linear regressions, coefficient of multiple correlation and coefficient of determination. The findings showed
relationship between variables of motivation and job satisfaction to organizational commitment. The study revealed that promotion opportunities, space for creativity, learning while working were not sufficient for the employees. The study also pointed out that to attain efficacy in performing duty, employee should have commitment to the organization. A committed employee will become responsible person who feel that he is a part of organization and will work honestly for the organizational success.

(Singh & Gupta, 2015) in their study had examined the relationship among and the generational differences for job involvement, organizational commitment, professional commitment, and team commitment. A structured, closed questionnaire was used to obtain data from the employees of different organizations. In the analysis, it was found that there was significant differences among younger and older generations in terms of their mind-set, work values, longing for promotion and the significance of work. The study suggested that job involvement has positive relationship with organizational commitment and professional commitment. The employees who have attachment towards organizations have high job involvement while employees with more professional commitment show less job involvement and normative commitment. It is essential for leaders to maintain a positive work environment to maximize and enhance their employees’ efforts to reach organizational efficacy.

(Ziaei & Shahbakhsh, 2015) had investigated in their study, the relationship between commitment and professional ethics among academic librarians in Sistan and Baluchistan. The population consisted of practicing academic librarians. The data were collected using questionnaire, and SPSS was used for analysis of data. The analysis revealed that there exists a positive relationship between organization commitment and professional ethics. No significant relationship was found between
commitment and professional ethics. But for age, work experience, and gender; no significant difference was distinguished in the variables of professional ethics and organization commitment. The study suggested solutions to increase commitment level and professional ethics among academic librarians.

(Behziun, Abdolazimi, & Hossein, 2016) revealed in their study “Relationship between organizational commitment and efficiency of employees”, that organizationally committed employees believe in the values and goals of organization in which they work. They were very loyal and obligated to their organization and desired to stay there for the rest of service. Questionnaires were distributed among 215 respondents from workforce of Municipality of North Khorasan. Independent variables like gender and qualification were tested with dependent variables namely emotional, normative and continuous commitments and relation to efficiency of employees. Coefficient regression was the statistical tool used for analysis. It was found that there existed significant relationship between organizational commitment and efficiency of employees.

Communication

(Hartman, 2002) has conducted a study on physical communication for organizational success and revealed that there is a direct relation between physical environment of an organization and the behavior of its employees. He suggested that a system to measure the physical atmosphere should be created and this will enhance the physical messages communicated to its workers. He continued that the image of an organization is communicated through its physical environment. A physical coming together is necessary to build a positive work relationship. He reminded to build communities, personal space, comfort and security, trust and cooperation
between employees. Effective use of signs and symbols should direct users to their required area. The article concludes that a pleasant work environment can boost up the morale of an employee, reduce stress and increase productivity.

(Owoeye & Dahunsi, 2014) his paper examines the role of communication in effective service delivery in libraries and information centres. Ekiti State University Library was selected for the study and survey research design was adopted. 70 staff were given copies of questionnaires and 64 copies were returned, with about 91.4% response rate. Frequency distribution, percentages, tables, mean and standard deviation were used to analyze the results. The findings show that information flows from the university librarian down the hierarchy and that ideas of senior staff are taken into consideration in taking decisions, written form of communication is majorly being used for official matters. It was also found that communication is a veritable tool in service delivery in the library and that poor educational background among others is a barrier to effective communication; and proper communication promotes job effectiveness and services delivering in the library. Adapted from the source document.

(Bolarinwa & Olorunfemi, 2009) have discussed in their study about the importance of communication in an organization and the various methods of communication by which people are linked together. Described the different functions and the factors affecting organizational communication. The different barriers of communication are also dealt with. These barriers affects the productivity of the organization and some techniques are mentioned to improve communication.
Cooperation

(Awuku, 1995) examined the variables that increase the productivity of University Libraries by taking two locations i.e. West African and South African Countries as samples. The study described a number of techniques for improving the productivity of Library staff. The critical path method (CPM), Management by objectives (MBO), Programme evaluation and review techniques (PERT) are described as methods for increasing the productivity. Cooperation among staff, communication, supervision, training, participative management and personal evaluation are strong measures for enhancing the productivity.

(Adomi & Anie, 2006) aims to find out the nature of conflict in Nigerian University libraries and the ways to manage it. Descriptive survey was used for collecting data and questionnaires were distributed to professionals and para professionals. The findings revealed that conflict is not a negative thing and it should be viewed as positive and if properly managed by cooperation and coordination, it can be used as a creative force for increasing organisational performance. The study suggested that workshops and seminars may be arranged to learn about conflict and its management for the organization productivity.

(Chang & Wu, 2013) had opined that for providing timely response to users, there should be cooperation, discussion and knowledge sharing among library staff. The study has projected a hierarchical linear modeling analysis of the work environment and social support climate. The results of the cross-level analysis also recommended that the variation of a supportive climate among libraries apply a bend on knowledge sharing. The study explored that the task economy and task variety have significant influence on organizational identification.
Decision making

(Lawal & Yusuf, 2014) analyzed the impact of participatory decision making in their study and had described the need for individual participation in decision making for the efficiency of management of any given organization. The study aimed at identifying the factors which promote and hinder participatory decision making and put suggestions to introduce good decisions in organization. It is told that good decisions can be taken on account of the views and suggestions from people having varied views and ideas who actively participate in decision making. Participatory decision making can improve the quality and authenticity of decision making processes, improve the capacity of participants to engage in the policy process and also to strengthen relationships among individuals. The study suggested that most of the organizations should increase participation in their decision-making and establish mandatory minimum standards for consultation and participation.

(Edem & Lawal, 1997) presented in their study, how University librarians in Nigeria utilized quantitative methods in decision making in varied areas such as personnel management, acquisition, storage and circulation of information materials. The survey results indicated that some of the respondents had good knowledge about the statistical methods, while some had not used the statistical tools in decision making process. This may be due to lack of understanding of the subject, inadequate time or dislike for its study. But using statistical methods for decision making is very effective in university libraries. It is suggested that this can be rectified by conducting workshops and management seminars so that they can participate in it and provide qualitative library services to users.
Job satisfaction

(Navalani, K 1990) conducted study on job characteristics and identified the level of satisfaction of the professional and semi-professional manpower working in the University libraries in India. The study revealed that majority of the respondents were satisfied with most of the attributes of their work, but there were differences in the perception of men and women, and seniors and juniors. The use of one's skills and abilities, variety in work, responsibility, autonomy, challenge, physical fatigue etc, were some of the work attributes. The study suggested that, there is a need for job reanalysis and redesigning to strengthen the satisfiers and reduce the number of dissatisfiers. Thus the internal work motivation and quality in work life can be improved. The study suggested more attention to in-service training, reanalysis and redesigning of jobs for better utilization of skills and abilities.

(Prasad, H. N., 1994) aimed to study the impact of job anxiety on job satisfaction and their inter-relationship among the library employees. Also studied the extent of job satisfaction and anxiety according to the hierarchy of their posts. The study revealed that there was a significant difference in the extent of employee's satisfaction with the four areas of job satisfaction namely job content area, management area, personal adjustment area and social relation area. The level of anxiety of employees of higher posts were comparatively less than lower posts. The findings proved that the interpersonal relations were the major determinants of job anxiety. It was suggested that the library employees’ degree of job anxiety must receive due consideration by the library authorities while assessing their behaviour at work.

(Gowda, 2009) attempted in his study to assess the library and information science professionals’ perceived level of satisfaction. Suggesting means to improve
the job satisfaction of library and information science professionals is one of the objectives of the study. The study revealed that the organizational characteristics and demographic features of respondents do influence their job performance and satisfaction/dissatisfaction at workplace. The employees were satisfied with the supervision, recognition and performance evaluation and dissatisfied with autonomy by authority facet. A satisfied employee will be committed to the organization and is regarded as a productive professional. He renders quality service to the users which in turn promotes the effectiveness and efficiency of the organization.

(Adomi, 2006) examined the impact of job rotation on librarians in Nigerian University Libraries. The study was conducted in seven University Libraries in Nigeria. Survey method was used for collecting data. The findings revealed that job rotation increases the productivity of employees and helps to learn new skills. Some of the staff have not been rotated for several years and it caused job dissatisfaction to them. It is suggested that there is the need for evolving a job rotation policy for the libraries. This can ensure that no member of staff remains in a particular section for a long period and no one is rotated more times than others. Job rotation can be used as a positive measure for increasing the effectiveness of the library.

(Falkenburg & Schyns, 2007) aimed to study the effect of work satisfaction and organizational commitment on withdrawal behaviors. The study had examined the effects of two employee attitudes on withdrawal behaviors, considering the moderator effects. The data were collected using questionnaire method, from Dutch and Slovakian respondents. The results proved that the work satisfaction and organizational commitment have moderate effects on withdrawal behavior.

(Adio & Popoola, 2010) examined in their study why the library users and managers were dissatisfied in each Federal University library. The methodology used
for data collection was questionnaire method and a population of 381 librarians from 24 Federal Universities had taken for study. SPSS and Pearson Correlation Coefficient were used for data analysis. The study revealed that there is significant relationship between job satisfaction and career commitment. The librarians working in Federal Universities had job satisfaction and they were committed to their work. It was suggested that proper training and improvement of job conditions would increase their commitment level.

(Baro, 2012) examined in his study, the effect of job rotation programme among newly employed librarians in Niger Delta University Library. The findings showed that majority of the staff were satisfied with job rotation program. They were of the opinion that it enhanced their working skills by learning different types of jobs and they could establish new relationships. The study had one limitation as it was carried out at one African University Library and could not generalize. The findings of this study can be implied in other University Libraries and it can be adopted as a staff development tool.

(Eslami & Gharakhani, 2012) aimed in their study to observe the role Job satisfaction on Organizational commitments. A questionnaire was used for data collection from a population of 280 Iranian employees. Significant statistical analysis used in which regression analysis was done. The three factors of job satisfaction namely, promotions, personal relationships and positive working conditions were used for study. The results pointed out that all these three factors had positive and significant effects on Organizational commitment. The paper has provided empirical evidence about the impact of Job satisfaction on Organizational commitments. These findings may be beneficial to both practitioners and academics.
Leadership

(Drivas, Sakas, & Giannakopoulos, 2016) pointed out that the communication and the coordination between librarian and library staff comprises one of the main key factors to create a conducive environment for efficient library services. If the librarian has a poor communication skill with the staff, the dissemination of the vision of the institution to the staff may be a failure. In this study, the data were collected by questionnaire method. Five demographic variables such as gender, age, work experience, level of education and the position of respondent (leader or employee) were considered. The study revealed the importance of developing an intentional communication process and mechanism for a library leader to correct or to further improve communication and reliability with his team members.

(Awan & Mahmood, 2010) were aimed to assess leadership style, organizational culture and job commitment in their study and tried to find out the relationship between these three in the University libraries of Pakistan. The study revealed that the library professionals were not very perceptive about any relationship among these three variables at their place of work. A majority of the professionals opined that their chief librarians had an autocratic style of leadership and libraries were inclined to accomplishment of technical culture. It was found that autocratic leadership style was predominant and majority of the staff were highly committed to the organization. It was recommended to give leadership training to senior professionals.

(Jantz, 2012) identified the Srilankan situations in the existing promotional opportunities for University librarians. The study revealed that the major problems that hinder career advancement prospects among librarians were that they have to had publications as well as do professional duties for getting promoted. It was suggested
to consider the professional activities that they currently perform in the university library as marking schemes for promotions rather than emphasizing the academic work thoroughly. Also recommended to amend the existing titles in the library and modify the existing recruitment and promotional criteria.

(Galbraith, Smith, & Walker, 2012) in their study had argued for the importance of succession planning within academic libraries. The survey results of study showed that there was a gap between the perceived significance of various principles of succession planning and how well the principles were practiced. Libraries and other organizations without recognized succession plans were found it difficult to fill up the key positions when falling vacant. It was suggested that an effective succession plan gives employees the opportunity to develop leadership skills that could be used in the employees’ current positions and any future positions. This will provide a larger pool of qualified candidates with leadership experience at many institutions.

(Afsar & Saeed, 2012) had focused in their study on personal trust within organizations and examined how the employees build up trust on their supervisors and the effects of that trust on their attitudes towards the organization. The study was conducted among Malaysian white collar employees of different organizations. The study revealed that subordinate’s trust will be higher if the supervisor is having ability, benevolence and integrity. The study suggested that the recruitment of supervisory and managerial posts should be based on selection procedures that can identify these three attributes. The study also suggested that subordinates who trust their supervisors have affective commitment to their organizations.

(Feldmann et al., 2013) described a process undertaken by Colorado State University Libraries faculty to determine their interest in leadership development
programs. A Task Force was constituted to conduct a survey among staff, under the direction of the Libraries Faculty Council. The survey was conducted in the year 2010 among 26 CSUL faculty librarians. Half of them responded in the survey. This survey helped to gather suggestions on how the library could become better in leadership and training programs. The participants identified some tools for organizational development. Succession planning, team building, organizational restructuring, leadership development, trainings in skill development were some of the tools. They suggested that departmental cross training, seminars and job shadowing would be beneficial to them. Some librarians identified problems like the hierarchical nature of libraries, budget, time constraints and non supportive organizational structure. The survey recommended broader efforts to improve organizational communication and staff morale.

(Keskes, 2013) stated that the leaders can influence the behavior of their followers through the use of different styles. The organizations are always looking for the committed human resources in order to achieve its strategic objectives. It has been described in this article in detail the two types of leadership styles, transactional and transformational leadership styles. The main objective of the study was to discuss the relationship between leadership styles and dimensions of organizational commitment. The study showed how leadership dimensions can influence employee organizational commitment. It is demonstrated that transformational leadership is positively related to employee organizational commitment. But the methods by which transformational leaders influence their followers have not been studied in this paper in a systematic manner.

(Kofi, 2013) examined the judging of professional academic librarians about the leadership styles of University Librarians in Ghana. The study revealed that the
library professionals in a University Library have different perceptions about one another and about the University Librarian. The study revealed that the telling style of leadership was more dominant among male University Librarians as compared to the female librarians. The study recommended that the University Librarians should be flexible. They should adjust their leadership style according to the situations. There should have proper communication with the subordinates and regular meetings should be conducted and any change in styles should be communicated to them.

(Fakhrazari, Atashpour, & Golparvar, 2014) aimed to examine the relationship between leadership style and organizational climate with social loafing in a selected company. The study revealed that the leadership styles and climate have critical influence on staff performance. It is showed that there was a positive and significant relationship between laissez-faire style of leadership (which provides minimum directions to staff) and social loafing. Social loafing happens in situations where employees feel that their hard works are uncared for in a group or simple work and consequently their motivation to work losses and they reduce working. The study suggested that workplace conditions and employee behaviors were considerably related and the employees with better perception of organizational justice were found to be more committed to their jobs.

Motivation

(Lahiri, 1987) tried to reveal the need of concentration on the mental makeup of Library staff. The author has studied the human factor through the view of the management and tried to understand the causes of the depression of the library working community. The vital objective of this study was to produce a fair understanding between information workers and management and to attain more
reasonable, effectual, and properly integrated information systems. The family and socio economic backgrounds have considerable influence on low motivation. Unhealthy working conditions, lack of job variety, disturbing working atmosphere etc. will make the employee tired and ineffective. Considerate leadership behaviours, rewards, promotions, interpersonal relations, job security etc. make the employee comfortable in his work.

(Bakewell, 1993) surveyed 30 library staff by questionnaire and interview method to find out the variables which motivate them. It has been found that the main source of satisfaction was relations with colleagues and the main dissatisfaction was with pay and promotion prospects. The library staff required training and good working conditions. Job rotation and involvement in decision making satisfied them. They liked good communication with superiors and colleagues. The survey suggested that the theories of motivation propounded by the pioneers were very helpful in practical use. The survey had some limitations as it asked generally whether the respondents were satisfied or not and did not ask their priorities in satisfaction.

(Antwi & M.A.Bello, 1993) attempted to find out the degree of motivation provided to the Library Assistants of Abubakar Tafawa Balewa University Library, Bauchi, Nigeria and the impact of this motivation on the productivity of staff. Questionnaire method was used for the data collection. The study revealed that the management had productively motivated its staff to perform their duties effectively. They enjoyed good relationships with their colleagues and the cordial relationship with their superiors. Suggestions have been made to remove the negative factors like delay of promotion, opening for training and development and unpleasant conditions of service which affect their productivity.
(Jamie Green, Barbara Chivers, & Glen Mynott, 2000) discussed the issues faced by these library managers to retain the high motivation among library staff and the method to tackle the issues. The authors opined that the library managers have to combine the personal needs of staff with the organizational needs. Also stated some techniques to raise the motivation level of staff. Communication is a motivation factor. It fosters a pleasant library environment. Good relationship among staff is a motivation factor that should be developed by library managers. Staff meetings and team work are techniques to promote relationship among staff. The self esteem in staff can be increased by group training and briefing sessions. Social spaces for shared lunch can also be created. Outing with staff is also a technique for creating good relationships. Involving them in decision making, give support to staff by observing them constantly, job enrichment for avoiding repetitions in jobs, recognition and rewards for achievements, pay and promotion, staff training etc. can also be done for changing staff to highly motivated ones. The authors revealed that the library managers can become key factors for changing a demotivated employee to a motivated one.

(Hosoi, 2005) described the significance of motivating and retaining quality employees in academic libraries in tough times. The applications of various motivation theories to academic libraries were presented in the paper. It described the motivation factors, motivation processes, effective job design, and conditions for sustaining motivation in the work place of academic libraries. Both intrinsic and extrinsic rewards may be given to the employees. Good working conditions, pay and benefits, compliments, bonuses, promotions, gifts, monetary rewards and a good smile are some of them. These types of rewards attract the employees and retain best people in the Institution. The characteristics of jobs also affect human motivation. Job variety,
identity, task significance, autonomy, and feedback mechanisms enhance motivation. The author pointed out that rewarding excellent work is essential to reinforce and maintain employee motivation.

(Jana & Panigrahi, 2010) identified the reasons for poor motivation towards work and recommended motivating parameters for non-government college librarians in West Bengal. Survey method consisting of both interview and questionnaire methods were used for data collection. The population consisted of 200 non-government college librarians. The analysis was done using simple statistical methods such as frequency and percentage. Chi-square test was also used to explore the existence of significant association among variables. It was identified that the important extrinsic motivating factors for any job are job opportunities, promotion, career prospects, job security, pension, terms and conditions of employment. It was identified that the librarian’s service conditions were not clearly defined whether they belong to teaching or non-teaching category. It was a main reason for their dissatisfaction. Their salary was inadequate and promotion possibilities were restricted. Only a minimum percentage felt that the authorities appreciate their efforts in the library. The study recommended to give academic status and salary scale to librarians. The librarians should also be included in academic committees. The authors concluded that college authorities should take proper measures to motivate and attract librarians to their job. The librarians also should come forward to introduce innovative services to user community.

(Babalola & K.I.N.Nwalo, 2013) explore the correlation between job motivation and the productivity of the librarians in colleges of education in Nigeria. The study covers all the colleges in Nigeria. The objectives of the study were to examine the influence of job motivation on the productivity of librarians and to
determine their publication output. Both the questionnaire and structured interview methods were used for data collection. The study reveals that a good number of librarians are not productive in terms of publications output. Hence it is suggested that the college management should make them happy in their career by giving flexibility in administrative style and granting leave for doing research. A highly motivated employee would positively contribute to satisfy the goals of the organization.

(Lamptey, Boateng, & Antwi, 2013) revealed that motivation is a measure to attract and retain a qualified and dedicated workforce in an organization. The population of the study consisted of professional librarians from six public universities in Ghana. Questionnaires were distributed among 72 librarians and 60 questionnaires were received back. The analysis was done by SPSS. The survey indicated that the motivational level of librarians in public universities in Ghana is high. The opportunities for career development and pleasant working atmosphere are important factors of motivation. Most of the respondents indicated that their level of motivation affects their performance positively. If the staff is motivated adequately, it will enable the university libraries to accomplish their goals and objectives. The study also examined the intrinsic and extrinsic factors which motivate librarians, effect of motivation on performance, the views of librarians on motivation, the level of satisfaction of librarians and the effort the public university managements are making to motivate librarians. The study concluded with some recommendations on how to improve motivational systems.

(Inyang et al., 2014) attempted to study how motivation influence the work attitudes of library staff in tertiary institutions’ libraries in Cross River State, Nigeria. The population of the study consisted of 381 library staff, from which, 255 were selected as sample using purposive and accidental sampling. The sample consisted of
professional librarians, para-professional staff and non-professional staff. Survey research design was adopted and questionnaires were distributed among them and 255 received back in usable condition. To achieve the purpose of this study, four hypotheses were formulated. Literature review was carried out in accordance with the variables of the study. Pearson Product Moment Correlation (PPMC) analysis was used to test the hypotheses. The result revealed that award, salary, fringe benefits, specialized training and working environment affect the attitude to work in academic libraries. The study recommended that work should be made so as to enjoy and not endured. Conducive working environment should be maintained in the organization and staff motivation is one of the most significant techniques in managing people. The employees have to feel that the employer takes care about them.

**Professional development**

(Osei, 1996) observed through the study that professional development of staff enhances the staff performance and job effectiveness. It can change the climate of interpersonal relations in an organization. The paper described the professional staff development at the University of Science and Technology Library, Kumasi, Ghana.

Also focused on the need for professional staff development in an academic library since it enhances a library’s ability to survive, grow, adapt, motivate and maintain staff. UST library offers orientation to every freshly appointed professional which helps to familiarise the whole activities in the Library. Besides, there are in-house training programmes, regular job rotation, periodic staff meetings, subject responsibility and research and publications. The staff are allowed to attend conferences and seminars, both at home and overseas, training courses and workshops.
and sponsored the staff for high degrees. Sabbatical leave offered to them help in self development and research.

(Chan & Auster, 2003) examined the role of selected individual features and organizational factors that affects the participation of reference librarians in activities to maintain their professional competence. The information professionals should be able to function effectively and maintain competence in their profession. They should be able to answer the reference questions using web resources for which proper training have to be gained. The factors like individual characteristics (age, professional commitment, barriers to participation) and organizational factors (updating climate and managerial support) influence their participation in training and development. The study pointed out the importance of these factors in maintaining the professional competence and the managers must be supportive in engaging the professionals in updating activities.

(Gosine-Boodoo & McNish, 2005) tried to identify whether there any impact of particular country environment on the skills and capabilities of professional librarians. Data were collected by survey method and the population was 143 professional librarians from the developing Caribbean Region and the developed North American countries. Questionnaire was distributed among them. The questionnaire was comprised of three sections namely demographic, perception of skills and opportunities for development. At first, the satisfaction level of librarians with regard to following skills and characteristics were measured. These were communication, training, information technology and managerial commitment. Then secondly professional development opportunities were measured via skills, services and attitudes, key areas also recommended for staff development and training. The results revealed that librarians’ perceptions showed significant similarities and fewer
differences than expected between the respective country categories. Both perspectives reflected similar zones of skills insecurity. In developed countries, communication was ranked as the highest skill area in terms of satisfaction level while commitment was ranked second while for developing countries the area of communication was ranked second and commitment first. This implied that respondents from different country contexts have differing views about the preference of skills.

(Adanu, 2007) examines how the work environment affects the professional development of librarians in state Universities of Ghana. Survey method was used for the study and the entire population was used for study. The findings reveal that CPD should be the responsibility of the employer and the employee. The library associations have a crucial role in organizing workshops etc. for improving professional development. The job satisfaction and career advancement are the benefits of continued professional development. The study emphasizes the need for a firm policy to ensure continued professional development.

(Maesaroh & Genoni, 2009) aimed to report base-line data on the existing levels of education, skills, and knowledge of Indonesian academic librarians, and give an insight into their continuing professional development. The paper also tried to determine the methods by which the eminence of Indonesian academic library staff can be made better so as to support the higher education sector to generate high quality research, teaching, and learning outcome. The population sample for the study was taken from library staff of 133 Public Universities in Indonesia. The questionnaires were distributed among them. The survey instrument was based on the one used in the NEXUS survey circulated to Australian library and information studies (LIS) professionals in 2006. The paper included a comparison of survey
results on key indicators for Indonesian and Australian library and information staff. The research reported comparative shortcomings in the level and standard of education available to Indonesian academic librarians. The study also revealed that the excellence of staff is influenced by several factors. Some of these comprised of personal attributes like aptitude, intellect and commitment. Also there were some environmental factors such as the availability and standard of education, continuing professional development (CPD) and workplace learning. The study has implication for the future development of library education in Indonesia, and workplace training for Indonesian academic librarians.

(Adomi & Nwalo, 2010) explores the importance of continuing professional education for library and information science professionals and the work skills they need to develop by taking the library professionals of Delta State, Nigeria. Questionnaire and Interview method were used to gather data. Gathered data were analysed using frequency counts and percentages. The study reveals that majority of the library staff still need to develop work skills. It is suggested that library professionals should gather latest professional knowledge by undergoing training programs and workshops. They should spend some money from their earnings for the career development. The Library Associations should have the responsibility of arranging workshops and seminars for the professionals.

(Christian & Jebaseelan, 2011) made attempt to study the human resource development climate and the socio-demographic and organizational factors that influence the human resource development activities. Questionnaire method was used to collect the data. Random sampling method was used and the population consisted of 250 HR professionals in quest Bangalore. The study reveals that there is no proper training to employees to increase their effectiveness. The success of the organization
depends on the efficiency of its employees. Hence they should be improved through systematic and effective development methods so that ordinary people can be turned to extraordinary. HRD build the competent committed employees. The employees will give their best on a continuous basis and hence HRD is a long term investment.

(Anasi & Ali, 2014) discusses the possibilities and challenges of adopting e learning for professional development. Descriptive survey design was used for data collection and the sampling technique used was purposive sampling. Selected Academic Institutions in Lagos State in Nigeria were used as samples. The Academic Librarians have the opinion that e learning opens new frontiers in open learning and for developing new knowledge and skills. It help them to become more confident and capable in performing their duties. But insufficient power supply, lack of awareness in handling e learning tools and limited bandwidth are the major challenges to face.

(Corcoran, Mcguinness, & Corcoran, 2014) explored the attitude of Irish Academic Librarians towards CPD and the barriers occurring to pursue CPD. Personal skills like creativity, flexibility and communication can be attained and may be acknowledged through the pursuit of CPD. It was showed that by attending conferences, using online tools, reading professional literature and through attending the formal courses, they were up-skilled. The barriers for CPD were found to be the lack of time, encouragement from employers and financial constraints. Some respondents reminded about the role of professional associations in pursuing CPD.

Research Gap

The reviews studied reveal that considerable amount of literature is available regarding organizational climate related to various national and international organizations. Hence the researcher could consult the relevant studies in corporate as
well as public sectors other than libraries. Though, there have several studies on the topic, very few of them have been focussed on organizational climate and commitment of library professionals. Also, none of these studies have taken the nine climate factors together to test the organizational climate prevailing. Further, no studies have conducted in Kerala about the climate of University libraries and its impact on commitment. To fill this gap, this study has been undertaken. This study is important as it emphasizes the climate factors that increase the commitment of employees and the universities may find this study helpful in taking active measures to improve the present organizational climate and bring about a highly committed work team. Further research can be helpful to make betterment in the areas of organizational climate and employees’ commitment in libraries.
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