ANALYSIS -II

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6.0 Introduction

This chapter presents the data collected by interviewing the university librarians of the four major university libraries in Kerala state by making use of an interview schedule.

6.1 Job rotation

In Calicut University Library, there is no specific policy for job rotation. As such there is no time limit for continuing in a particular section. The staff will gain expertise by working in a particular section for a long time. It might take time for a new employ to be familiar with the nature of work.

Job rotation is followed at all levels in Cochin University of Science and Technology Library. The policy in this regard is that since user needs are of prime importance every staff member must be able to work in all sections. The staffs are expected to be conversant with the work connected with all sections. This aspect was given emphasis while the staff members were given training during library automation.

The Kerala University Library follows the practise of job rotation. If a staff member continues to work in a particular section for long period, there are chances of his losing interest in the work being carried out as it tends to be monotonous. Job rotation enables an employ to learn other aspects of the work in which he might be more interested.

Job rotation is not followed in Mahatma Gandhi University Library.

6.2 Enjoyment of employees in the work

According to the university librarians, the employees seemed to enjoy their work.
6.3 Satisfaction with present job: effective functioning of libraries

According to each of the university librarians, his library functions effectively. All the librarians assume that their staff members are satisfied with their present job. However on personal observation the researcher could notice individual cases of dissatisfaction.

6.4 Opportunities for personal growth and development

There are opportunities for personal growth and development in Calicut University Library. The staffs are deputed to refresher courses and seminars according to seniority and availability of funds.

In Cochin University of Science And Technology Library, talks and in-service training programmes are conducted. These programmes are made accessible to all as far as possible. Staff members are deputed to seminars/workshops if they are interested.

Opportunities for personal growth and development are there for employees to some extent in Kerala University Library.

The working conditions in Mahatma Gandhi University Library is conducive to personal growth and development. Those employees who are interested in attending programme/course are always deputed to participate in them.

6.5 Staff cooperation

According to Calicut University Librarian, cooperation of the staff is essential for the efficient functioning of the library setup. Non-cooperation has not been observed.
According to the Cochin University of Science And Technology Librarian, cooperation is necessary and is always available since the overall approach is beneficial to the staff.

According to the librarian of Kerala University Library, the staff are cooperative.

In Mahatma Gandhi University Library, staff members are very cooperative. It is essential to have cooperation. Opportunities are available for staff members to express their views at meetings.

6.6 Motivation of staff by library management

Even though encouragement is given for staff initiative, there is no reciprocity in the matter in Calicut University Library.

In Cochin University of Science And Technology Library, work allotment is made in accordance with the aptitude or interest of the staff.

Management takes efforts to motivate the staff in Kerala University Library.

Staff are quite competent in Mahatma Gandhi University Library.

6.7 Employees giving their best to the organization

The promotional prospects of the library staff in Calicut University Library are limited, comparing to the staff of the other wings of the university. This has resulted in frustration which has affected their style of functioning. As a matter of fact there are staff who are really efficient but are affected by this complex.

Employees of Cochin University of Science And Technology are giving their best to their organization.
The Mahatma Gandhi University Library staff exert their best for the efficient functioning of the organisation.

6.8 Personnel policies facilitating employee development

There is no specific policy for employee development in all the university libraries.

6.9 Delegation of power in different levels of management

In Calicut University Library, meetings of heads of section are convened regularly. Matters related to their sections are discussed and brought to their notice. As it is not feasible to convene meetings of all the staff members, Section heads participate in the meeting representing the members of the section.

In Cochin University of Science And Technology Library, power is delegated to all section heads not only with regard to the work in their respective sections but also with regard to other activities of the library in the routine work.

Delegation of power is effected in Kerala University Library whereby section heads are responsible for all matters connected with the section.

As it was difficult for a librarian to handle each and every matter, by personal attention, heads of sections of Mahatma Gandhi University Library were to look after matter of their respective sections.

6.10 Interest in the off-the-job problems of the employees

In Calicut University Library, the staff are free to meet the librarian personally and sort out matters if any.
In Cochin University of Science And Technology Library, the librarian is always accessible to subordinates. The staff can air their grievances. While enquiring the staff, they come out with their problems.

In Kerala University Library, pausity of enough time did not permit the librarian to look into other personal matters of staff.

The librarian of Mahatma Gandhi University Library viewed that no efforts are spared to understand the problems of staff. Wherever it is noticed that staff performance is not satisfactory, efforts are taken to understand their problems by holding discussions with them.

6.11 Credit for the work done by subordinates

In Calicut University Library, credit is given for the work done by subordinates.

In Cochin University of Science And Technology Library, credit is always given to the staff where it is due. The staff are taken into confidence and freedom is given to them. The staff has to be well-versed in all work and have to undergo training in all modules which is highly necessary.

Credit is given to subordinates for their work in Kerala University Library.

In Mahatma Gandhi University Library credit is given to the subordinates for their work.

6.12 Welcome suggestions

In Calicut University Library suggestions of the subordinate staff are accepted if the librarian is convinced.
In Cochin University of Science And Technology Library, suggestions are always considered. At staff meetings fresh ideas/proposals are also taken up.

Suggestions are always accepted in Kerala University Library if they are beneficial for the organization. The views of the staff members are appreciated.

In Mahatma Gandhi University Library, if the suggestions are acceptable, they are considered.

6.13 Programme to know job performance feedback

In Calicut University Library job performance is assessed during promotions.

In Cochin University of Science And Technology Library, the methodology followed is the section heads are asked to report about the performance of the staff. The opinion of the users also is sought.

In Kerala University Library there is no method for assessing the job performance in operation.

There is no mechanism for assessing job performance feedback in Mahatma Gandhi University Library.

6.14 Checking on subordinates: permit to alter ways of performance

In Calicut University Library the work of the staff is monitored periodically.

The work of the staff is monitored at times in Cochin University of Science And Technology Library.
In Kerala University Library if it is more convenient for the staff to work in an alternate way, it is approved.

In Mahatma Gandhi University Library the work of the staff is monitored some times. The staffs are allowed to alter their performance if it results in better performance/ results.

6.15 **Delegation of authority - involvement in decision making**

In Calicut University Library authority is delegated and involvement is there in decision making.

In Cochin University of Science And Technology Library staff have opportunities to participate in decision making at appropriate levels.

Although staff participation in decision making is encouraged and welcomed in Kerala University Library, involvement of the staff is not forthcoming inspite of delegation of authority.

Staff do have a role in the decision making process in Mahatma Gandhi University Library.

6.16 **Acceptance of decision by subordinates essential for implementation**

In Calicut University Library acceptance of decision by subordinates is not found to be essential.

In Cochin University of Science And Technology Library, since the library staff are participating in the decision making process, the decisions are mostly accepted. Inspite of other problems, proper integration and coordination has resulted in the library functioning efficiently.

According to the views of the Kerala University Librarian, acceptance of decisions is essential for implementation, to some extent.
In Mahatma Gandhi University Library most decisions are accepted as decisions are taken only after discussions with them. Though liberal attitude is followed, care is taken to ensure that the staff perform in the right way. If the staff are already late twice, the third time it is recorded. They are free to appraise of the situation.