SUMMARY OF FINDINGS AND CONCLUSION

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8.0 Introduction

This chapter presents the findings, conclusion, tenability of hypotheses, suggestions for improvement, suggestions given by users and suggestions for further research.

8.1 Findings

Working conditions

1. The library staff of the four major university libraries has good perception about their working conditions. Perception about working conditions of library staff between universities is statistically significant. The highest and lowest values have been recorded against Mahatma Gandhi University and Calicut University respectively.

2. The staff members in the supervisory cadre and subordinate ranks have good perception about their working conditions.

3. The perception of library staff differs with years of experience. Those library staff who have below 5 years of experience have good perception about working conditions while those staff who have 15-20 years of experience have average perception only about their working conditions.

4. There is no significant gender-wise difference in perception about working conditions.

Work groups

5. The library staff have average perception about work groups. Perception about work groups of library staff between Universities is statistically significant. The library staff of Mahatma Gandhi University have the maximum perception about work groups. The minimum perception is recorded among the library staff of Calicut University.

6. There are no significant designation-wise difference in perception of work groups among library staff in university libraries.
7. Library staff have good perception about work groups, on the basis of their experience of service. The highest value has been secured by the staff who have below 5 years of experience.

8. The gender-wise perception of the library staff about work groups is an average one and there is no significant difference among them.

Rewards

9. The library staff members of the University libraries have average perception only about rewards. Library staff working in Cochin University of Science And Technology have the highest level of perception regarding work groups.

10. There is no significant difference in the designation-wise perception among the library staff with regard to rewards.

11. Experience-wise perception about rewards is highest among the library staff who had service of below 5 years. The experience-wise perception is lowest among the library staff who have 15-20 years of service.

12. There is no significant difference in the gender-wise perception regarding rewards among the library staff.

Management policies and administration

13. Library staff has average perception only about management policies and administration. The staff members of Cochin University of Science And Technology Library have strong perception about this aspect whereas the staff members of Calicut University Library have the lowest perception.

14. The staff who are in the supervisory rank have higher level of perception in the designation-wise analysis of perception about management policies and administration than their subordinates.
15. The staff members who have had below 5 years of experience of service recorded the highest perception about management policies and administration.

16. It is among the female library staff members that perception is high regarding management policies and administration.

**Satisfaction with the nature of work**

17. It was found that library staff are not fully satisfied with their work. The staff members of the Cochin University of Science And Technology Library have good perception about satisfaction with the nature of work.

18. Satisfaction with the nature of work is highest among the staff members who are in the supervisory cadre than the subordinate staff members.

19. It is found that satisfaction with the nature of work is highest among those staff members who have service of below 5 years.

20. The female library staff members were found to be more satisfied with their nature of work than their male counterparts.

**Leadership**

21. The library staff of university libraries has average perception only about leadership. Even then staff members of the Cochin University of Science And Technology Library have good perception about leadership. The highest level of perception regarding leadership is recorded in Cochin University of Science And Technology Library. The lowest perception of leadership has been recorded by library staff of Calicut University.

22. The values pertaining to perception of library staff regarding leadership on the basis of their designation finds the perception of supervisory level staff higher than that of subordinates.
23. The staff members who have below 5 years of experience have the highest perception regarding leadership. The lowest perception is with the staff members who have 15-20 years of service.

24. There is no significant difference in the perception about leadership on the basis of gender.

**Communication**

25. The library staff members have average perception about communication. Library staff of Cochin University of Science And Technology have good perception about communication whereas the library staff of Calicut University have the lowest perception about communication. The variations of the mean values of the perception of communication between staff of different universities is statistically significant.

26. Staff members who are in the supervisory cadre have secured highest mean score with regard to perception of communication.

27. Perception regarding communication is found to be highest among the staffs who have had experience of below 5 years of service. Perception of communication is lowest among the staff who had 5-10 years of experience.

28. Highest degree of perception is found among the female staff members with regard to communication.

**Supervision**

29. The University library staff has average perception about supervision. Even then the Library staff of Cochin University of Science And Technology have good perception about supervision and have the highest perception among the major universities. The lowest perception is recorded among the library staff of Calicut University.

30. It is among the supervisory level staff of the university libraries that perception is high with regard to supervision.
31. The staff members of library who have had below 5 years of service have the highest perception with regard to communication. The lowest perception of communication is among the staff members who had 5-10 years of service.

32. There is no significant difference in the gender-wise perception about supervision among the library staff.

**Human relations score**

33. The human relations score is not identical in the university libraries taken for the study and the highest human relations score is recorded in Cochin University of Science And Technology Library and the lowest human relations score is recorded in Calicut University Library.

34. The component work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision are contributing significantly to the human relations score of the University libraries taken together. The component working conditions is ranked last and it is not significant.

35. In the Calicut University Library, components supervision, satisfaction with the nature of work, leadership, management policies and administration, communication, rewards and work groups have contributed significantly. The component working conditions has been ranked last and its contribution is not significant.

36. In the Cochin University of Science And Technology Library, contribution of the components working conditions, work groups, rewards, satisfaction with the nature of work, leadership, communication and supervision are significant. The contribution of the component management policies and administration is not significant and it is ranked last.
37. In the Kerala University Library, contributions of the components which are found to be significant are communication, supervision, management policies and administration, leadership and satisfaction. The components, which are not found to be contributing significantly, are rewards, working conditions and work groups.

38. In Mahatma Gandhi University Library, the contributions of the components which are found to be significant are leadership and management policies and administration. The contributions of the remaining components satisfaction with the nature of work, communication, work groups, supervision, rewards and working conditions are not significant.

Management of University Library

39. The practise of job rotation is being followed in Cochin University of Science And Technology Library and Kerala University Library only. In Cochin University of Science And Technology Library, it is felt that staff should be capable of satisfying the varying information needs of the users. Therefore they should be conversant with work of all sections. Moreover this was an aspect of emphasis as far as Cochin University of Science And Technology Library is concerned. The attitude in Kerala University Library regarding this aspect is that rotation will enable the staff to understand even the minute aspects related to the work in which the concerned employee is interested. Apart from this, job rotation is followed in Kerala University Library as being posted continuously in a particular section for a long period might result in the employee losing interest in the work.

40. The practise of job rotation is not being followed in Calicut University Library and Mahatma Gandhi University Library.

41. The staff members of the four major university libraries enjoy their work.
42. Unlike other university libraries, the library staff of Cochin University of Science And Technology Library prefer to work in Central library rather than working in Department libraries.

43. Programmes like talk and in-service training programmes are conducted under the initiative of Cochin University of Science And Technology Library. In other libraries there are prospects for personal growth and development, which will be encouraged by the respective libraries.

44. The aptitude or interest of the library staff is taken into consideration while allotting work to the staff in Cochin University of Science And Technology Library.

45. Limited promotional prospects reflects in the work of library staff in Calicut University Library by which they are not able to give their best to their organization.

46. University libraries do not have or maintain personnel policies, which facilitate employee development. Even when personnel policies for staff development do not exist as such, the attitude of Cochin University of Science And Technology Librarian towards its staff is worthy of mention as there are ample opportunities for their development.

47. Meetings are conducted with the heads of section who represent the staff members of the concerned section.

48. Efforts from the part of University Librarians are taken up in Cochin University of Science And Technology Library and Mahatma Gandhi University Library to understand the off-the-job problems of staff. Even then it should be taken into account that the librarians of Calicut University Library and Kerala University Library are approachable.
49. The attitude of Cochin University of Science And Technology Library towards the merit of the work done by its staff is different from that of other libraries.

50. Suggestions by staff are considered by the Librarians of the four major university libraries taken up for the study.

51. There is specific job performance feedback mechanism in Cochin University of Science And Technology Library. There is no mechanism to assess the job performance of library staff in Calicut, Kerala and Mahatma Gandhi University Libraries.

**Library collection**

52. The library users of Kerala have average perception about the library collection. There is significant difference of perception between Universities. Among the institutions, the Cochin University of Science And Technology Library users have the highest perception about library collection and the lowest perception is recorded by the users of Calicut University Library

53. Perception of library users on the basis of their experience as library users, with regard to library collection is maximum among the users who have below 2 years of experience whereas perception is minimum among users with experience of 12 years and more.

54. Status-wise perception of library collection among the users indicates that it is maximum among students. There is significance difference between the perception of the library staff on the basis of status. The perception of library collection is lowest among the research scholars.

55. Gender-wise perception about library collection indicates that the female users have a clear perception than their male counterparts and that there is
statistical significance in the mean values of the perception about the collection of the library on the basis of gender.

**Arrangement of library collection**

56. The users of the University libraries have a good perception about the arrangement of library collection. The perception about the arrangement of collection is maximum among the users in Mahatma Gandhi University Library and minimum among the users in Calicut University Library. The perception of the arrangement of library collection between universities is statistically significant.

57. The user-experience-wise perception about the arrangement of library collection is maximum among users who have experience in using the library for 12 and more years. The perception is least among the library users who have experience of using library for 4-8 years.

58. The status-wise perception of library users with regard to arrangement of library collection indicates that it is maximum among teachers and minimum among the research scholars.

59. The female library users have high perception of arrangement of library collection than the male library users.

**Physical facilities of the library**

60. The library users of the major university libraries have a good perception about the physical conditions of libraries. There is significant difference between the user perception about the physical facilities of the libraries between universities. The highest perception has been recorded by the users of Cochin University of Science and Technology Library and the perception is lowest among the users of Calicut University Library.

61. Perception about the physical facilities of the library on the basis of their experience as library users find that it is maximum among the users who
have below 2 years of experience. It is minimum among the users who have more than 12 years of experience as library users.

62. The perception of the library users about the physical facilities of the library, on the basis of their status indicated that it is maximum among the students and minimum among the research scholars.

63. The perception of library users on the basis of gender is found highest among the female users.

**Library services**

64. The users of the university libraries have good perception about the services provided by the libraries. Among the institutions, the perception is maximum in Calicut University Library and minimum in Mahatma Gandhi University Library.

65. The library users who have had more than 12 years of experience have the maximum perception about library services and library users with 2-4 years of experience have the minimum perception about library services.

66. The teachers have the highest level of perception about library services while assessing the aspect among the library staff on the basis of their status. It is minimum among the students.

67. The gender-wise perception about library services indicated it to be maximum among the male gender.

68. Lending of books is the service which has been ranked as first by the library users. The second rank has been secured by internet facility. The third rank is for the periodicals service.

**User-staff interaction**

69. The library users of university libraries have a good perception about user-staff interaction. There is significant difference between universities with regard to perception of user-staff interaction. Institution-wise perception
found to be maximum in Mahatma Gandhi University Library and minimum in Calicut University Library.

70. Perception of user-staff interaction among the library users on the basis of their experience as library users, it is maximum among the users who have 2-4 years of experience and minimum among the library users who have 4-8 years of experience as library users.

71. The perception of user-staff interaction is highest among the teachers and lowest among the research scholars while assessing the perception of the library users on the basis of their status.

72. The perception of the female library users was found to be high regarding the perception of user-staff interaction.

**Satisfaction**

73. The library users of the university libraries are satisfied to a good extent. There are significant differences between universities. The maximum value has been computed against Mahatma Gandhi University Library and minimum value against Calicut University Library.

74. User-experience-wise perception of satisfaction was found to be maximum among the library users who have had experience in using libraries for 2-4 years and minimum among the library users with 12 and more years of experience as library users.

75. Students are found to be the most satisfied group and it is teachers who are least satisfied with regard to the functioning of libraries.

76. The female library users were found to be more satisfied than the male library users with the different aspects related to the library.

**User perception score**

77. The user perception score recorded by the library users of the major university libraries is not identical and the highest score is recorded in
Mahatma Gandhi University library and lowest in Calicut University Library.

78. The contribution of the components arrangement of library collection, library collection, satisfaction and library physical facilities are significant to the user perception score of all universities taken together. The components user-staff interaction and library services are not significant.

79. In Calicut University Library, contribution of the components physical facilities, satisfaction and arrangement of library collection are found to be significant and the contribution of the components library collection, user-staff interaction and library services is not significant.

80. In Cochin University of Science And Technology Library, the components library collection, arrangement of library collection and satisfaction are significant. The components which are not significant are library physical facilities, library services and user-staff interaction.

81. In Kerala University Library, the significant components are library physical facilities, arrangement of library collection and library collection. The components user-staff interaction, library services and satisfaction are not significant.

82. In Mahatma Gandhi University Library, the component arrangement of library collection alone is significant and rest of the components library physical facilities, user-staff interaction, library collection, satisfaction and library services are not significant.

8.2 Conclusion

From the findings stated above, it is understood that human relations among library staff and perception of the library users need to be assessed periodically. The analysis of the collected data has helped in framing
inferences regarding the same. The present study has helped the investigator to
discover new avenues to be cleared and encouraged.

Among the study variables which were used to measure human
relations, the institution-wise analysis found the perception of the library staff
of Cochin University of Science And Technology to be highest in six of the
variables barring two which were highest in the Mahatma Gandhi University
Library.

Designation-wise analysis indicated six of the variables out of the eight
to be highest among staff who belonged to supervisory cadre and for two
variables among the subordinate staff members.

On analysing the library staff on the basis of their experience, the staff
members who had below 5 years of experience of service recorded highest
responses in seven of the eight variables and the variable Supervision was
recorded by staff members who had 10-15 years of service. The lowest
response was seen among staff members who had 15-20 years in 5 variables
and in 3 variables among staff with 5-10 years of service.

The gender-wise analysis of library staff found that the perception was
high among the female library staff in five of the eight variables and in the
remaining three among the male staff members.

The study has identified eight components which constitute human
relations in libraries as working conditions, work groups, rewards, management
policies and administration, satisfaction with the nature of work, leadership,
communication and supervision.

The highest human relations score is recorded in Cochin University of
Science And Technology Library and the lowest human relations score is
recorded in Calicut University Library.
When the major University libraries are taken together, the components work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision are contributing significantly to the human relations score. The component working conditions is not significant and is ranked last.

The component working conditions is significant only in Cochin University of Science And Technology Library which means that the other University libraries need to improve their working conditions as it has been identified as the weak area.

The contribution of the component work groups is significant only in Cochin University of Science And Technology Library whereas its contribution is not significant in the Calicut University Library, Kerala University Library and Mahatma Gandhi University Library. The weak areas need to be revitalized and improved as the human relations score is found to be highest in Cochin University of Science And Technology Library.

In the Calicut University Library, the component working conditions has been ranked last and its contribution is not significant. It is a weak area which has to be given more attention from the part of the library management. The components supervision, satisfaction with the nature of work, leadership, management policies and administration, communication, rewards and work group have contributed significantly.

The contribution of the component management policies and administration is not significant and it is ranked last in the Cochin University of Science And Technology Library. Contribution of the components working conditions, work groups, rewards, satisfaction with the nature of work, leadership, communication and supervision are significant.

In the Kerala University Library, the components, which are not found to be contributing significantly, are rewards, working conditions and work
groups. The contributions of the components, which are found to be significant, are communication, supervision, management policies and administration, leadership and satisfaction.

In the Mahatma Gandhi University Library, the contributions of the components satisfaction with the nature of work, communication, work groups, supervision, rewards and working conditions are not significant. The components which are found to be significant are leadership, and management policies and administration.

It is understood that meetings are convened periodically or on specific occasions by the University librarians. As the number of staff members is more in number, the heads of sections attend the meeting on behalf of their respective sections. The library staff who belong to the subordinate ranks have responded that meetings were not conducted regularly. Hence the subordinate staff members need to be appraised of the situation which prevailed in the organization with regard to the convening of meetings.

Opportunities should be there for the staff members of the library to interact among themselves in a healthy manner irrespective of their designations by organising various programmes of entertainment.

While assessing the user perception, the analysis of the six variables on the basis of their institutions indicated that out of the six, perception of three of them is highest in Cochin University of Science And Technology Library, two in Mahatma Gandhi Library and one in Calicut University Library.

On analyzing the perception of library users on the basis of their status, students have the highest perception in three variables each along with teachers. The lowest value is seen on four occasions from research scholars.

The gender-wise analysis of the perception of library users indicated that out of the 6 variables, female library users had high perception on 5 occasions and in 1 occasion among the male library users.
The contribution of components towards user perception score is a pointer towards certain important findings. It is seen that the contribution of the variables user-staff interaction and library service are not significant in all the University libraries taken together as well as in each of the University library taken individually. These two components are vital as far as the working of University libraries are concerned.

The contribution of the component library collection is significant in all the university libraries taken together, Cochin University of Science And Technology Library and Kerala University Library. It may be noted that the contribution of the component is not significant in Calicut University Library and Mahatma Gandhi University Library. This implies that the collection of the library needs to be made more familiar to the library users.

The library services that are ranked by the library users need to be taken into account as they have given their preferences regarding different services according to their relative importance to them. The library users should be made familiar regarding the specialised information services provided by the libraries concerned. Use of library brochures and other publicity measures may be adopted for the same. Regular sessions of user education programmes may be conducted by the libraries.

The user perception score recorded by the library users of the major university libraries is highest in Mahatma Gandhi University library and lowest in Calicut University Library.

The study has identified the components which constitute the perception of library users with regard to the functioning of libraries as library collection, arrangement of collection, library physical facilities, library services, user-staff interaction and satisfaction.

The components user-staff interaction and library services are not significant towards the user perception score of the four major universities
taken together. The components arrangement of library collection, library collection, satisfaction and library physical facilities are significant to the user perception score of all universities taken together.

In Calicut University Library, the contribution of the components library collection, user-staff interaction and library services is not significant whereas the contribution of the components physical facilities, satisfaction and arrangement of library collection are found to be significant.

The components which are not significant in Cochin University of Science and Technology Library are physical facilities, library services and user-staff interaction whereas the components library collection, arrangement of library collection and satisfaction are significant.

In Kerala University Library, The components user-staff interaction, library services and satisfaction are not significant whereas the significant components are library physical facilities, arrangement of library collection and library collection.

In Mahatma Gandhi University Library, the components library physical facilities, user-staff interaction, library collection, satisfaction and library services are not significant whereas the component arrangement of library collection alone is significant.

8.3 Tenability of Hypotheses

The tenability of hypotheses based on the analysis of the collected data is presented below:

The first hypothesis states that ‘human relations in University libraries will be identical’.

The findings (number 33) of the study indicate that human relations is not identical in the University libraries and that human relations score has been
recorded highest in Cochin University of Science And Technology Library. Hence the hypothesis is rejected.

The second hypothesis states that ‘user perception will not be identical in the university libraries’.

The finding of the study (number 69) confirms that the user perception is not identical and that it is highest in Mahatma Gandhi University Library. Therefore this hypothesis is fully substantiated.

The third hypothesis states that ‘the contribution of the component working conditions will be significant to the human relations of all the University libraries’.

The findings (number 34) indicate that the component working conditions is not significant to the human relations of the University libraries taken up for the study. Hence the hypothesis is rejected.

The fourth hypothesis states that ‘the contribution of the component library services will be significant in all the University libraries towards user perception’.

The findings (number 78) indicate that the component library services is not significant towards user perception. Therefore this hypothesis is not substantiated.

8.4 Suggestions for improvement

1. Working conditions is a component which is found to be not significant in all the four university libraries taken together. Hence, the major university libraries need to give attention to the working conditions of the staff members of the library in order to improve the human relations.

2. In the Calicut University Library, the component working conditions has been ranked last and its contribution is not significant. Therefore, the
different aspects related to working conditions need to be attended to with urgency.

3. The component working conditions is a dimension of job satisfaction, which if improved will indeed result in healthy and harmonious human relations among the library staff. Hence thrust should be given to the different aspects which are connected with working conditions of the library staff.

4. The component of management policies and administration is found to be a weak area in Cochin University of Science and Technology Library. Library administrators may give thrust to this area.

5. In the Kerala University Library, the components rewards, working conditions and work groups are the weak areas. Therefore the library management have to address these areas so that the performance of the staff could be improved.

6. In the Mahatma Gandhi University Library, the contributions of the components satisfaction with the nature of work, communication, work groups, supervision, rewards and working conditions are not found to be significant. As such they are found to be weak areas which may be given special consideration.

7. The concept of work groups is linked with the performance of the library staff and their cooperation among themselves. This aspect needs to be boosted, as good performance will definitely have reward in the form of appreciation either from the authorities, senior professionals or the library users.

8. Rewards received by the library staff need to be the best in the business as monetary benefits too are crucial these days. There has to be enough opportunities for professional development and the library staff themselves need to be ready for updating their knowledge so that they can equip
themselves for the competitive demands of the profession which might arise in future.

9. Management policies and administration are generally designed to have proper organizational communication, welfare of the personnel and organizational development. The action of the management to achieve effective human relations in the current environment are directed at changing both the structures and functions within organizations which involves participation of employees in decision-making process. There should be adequate provisions to suitably revise the policies according to the changing needs of the institution taking into account the requirements of the staff.

10. The library staff should have satisfaction with the nature of their work as work in this profession is entirely different from other professions. Service mentality has to be the hallmark of the staff who are the torchbearers of their profession. They should have freedom to use or present ideas which might be of help to the working of the various activities which are carried out in the library. Moreover the staff members should have prospects of personal growth which includes furthering of education, participation in seminars, workshops and refresher courses. The staff need to be responsible for the activities related to the work undertaken by them and they should be able to feel a sense of achievement by doing things in their own way. Above all they should cultivate interest in the work they do which will have positive benefits both for themselves and the institution.

11. Leadership is an aspect which requires emphasis as far as a non-profit institution is concerned. Much depends upon the pattern of leadership skills exhibited by the librarian towards his subordinate staff members. The environment in the institution should be such that the subordinate staff should be able to approach their superiors to tackle a problem or any particular situation which they encountered. Likewise the superiors also
should develop a fellow feeling towards their subordinates with healthy interactions.

12. Communication is a process through which one can relate to each other. As far as organizational communication is concerned, the staff members in the library need to communicate in a healthy manner and information should flow in all directions. Official information has to be communicated from top to bottom for which regular staff meetings should be conducted. Apart from official communication, personal relationships need to be developed between individuals so that they become friends along with being colleagues or co-workers. Moreover effective communication depends upon good interpersonal relations between management and employees.

13. Supervision is an art by which the subordinate staff and their problems need to be managed. For the proper and effective management, the superior staff members need to communicate with their subordinates, develop trust, enhance job competence, have consideration and give recognition towards the work done. These activities need to be carried out in an effective manner.

14. In the meetings in which the heads of sections attend, there may be situations where information need not be conveyed or there might not be any information which might affect the lower level staff. If decisions which affect the staff members at the lower level are taken during the meetings the information to be conveyed needs to be conveyed by the middle level staff members or the superiors.

15. The components user-staff interaction and library services are not significant towards the user perception score of the four major universities taken together. Therefore these components need to be treated as weak areas. The components user-staff interaction and library services are not
significant towards the user perception score of the four major universities taken together. Hence serious attention needs to be given to the components of user-staff interaction and library services in the four major university libraries taken together.

16. In Calicut University Library, the contribution of the components library collection, user-staff interaction and library services are the weak areas to be given emphasis.

17. The components which are not significant in Cochin University of Science and Technology Library are library physical facilities, library services and user-staff interaction which need to be improved.

18. Library collection is an aspect in the library which consists of the different types of documents which comprise the collection. The library users need to be oriented about the working hours, the sections and the various features of the library so that they are familiar with those aspects.

19. In Kerala University Library, the components user-staff interaction, library services and satisfaction are not significant and hence they may be treated as weak links.

20. The library should be arranged in such a manner that it is helpful to the users who come to the library. It is seen that many users have not agreed to the fact that library is situated in a convenient place. Moreover the investigator could understand that many of the people who are part of the University campus did not use the central library of the University as it should be used. It was so as their needs were satisfied by the Department libraries. It may be noted that, then the implication should be that the central library of the University should have services or collection by which they should attract the users, 'to be the heart of the University' and that the service should be such that the users should not feel the distance.
21. In Mahatma Gandhi University Library, the components library physical facilities, user-staff interaction, library collection, satisfaction and library services are weak areas which need to be addressed for improvement of the same.

22. The physical facilities of the library should be well maintained and the library users should feel welcome to enter it. It should be dust-free and comfort should be the emphasis. Lighting arrangement and ventilation need to be given attention so that modifications can be made to the advantage of both the library staff and users.

23. Library services need to be prompt to make them effective. The services essentially make a University library different from others by their specialty. Regular means should be there to check the provision of library services in a speedy manner.

24. The interaction between the library user and staff needs to be encouraged and energized. Without proper interaction meaningful relationships cannot be built whereby user satisfaction cannot be attained. The library staff should have the frame of mind which has eagerness to help as the foremost quality.

25. The library staff members should be cordial and cooperative to the users. They should be helpful to the users who require help. Regular sessions of training programmes should be employed by the institutions concerned to the library staff. These training programmes should have sessions with topics covering management, communication, supervision and advanced library activities.

26. In the long run, concepts in Behavioural Sciences should be included in the syllabus of Library & Information Science courses run by the Departments in the Universities so that the students imbibe those aspects into them before their entry in to the profession.
27. The most important aspect of all should be that, apart from the official activities there has to be provisions for entertainment and meaningful interactions. The staff should be able to spend some time together to improve their quality of life and to discover their tastes and attitudes towards different aspects.

28. Job rotation may be followed in Calicut University Library and Mahatma Gandhi University Library so that performance and productivity of the staff could be improved.

29. Programmes like lectures, seminars, workshops or training programmes should be conducted under initiative of the university libraries so that the staff members could participate and enhance their knowledge.

30. The aptitude or interest of the employee is found to play a major role in his performance. Therefore such aspects also may be taken into consideration while work is being allotted to the staff.

31. Prospects of promotions should be there as in every other organisation. This aspect should not be a hindrance to the service-mindedness of the library staff.

32. Personnel policies should be framed for enhancing the development of the staff.

33. Delegation of power should be effected properly as different levels of management need to carry out their duties in an efficient manner.

34. Information should flow from top to bottom through proper communication channels in an effective manner. Decisions should be conveyed to the staff members of the lower level by the superiors in a timely manner.

35. Guidelines for Human Relations to improve productivity provided by Costley and others' (261, 1) will be a benefit to institutions:
‘Treat people as Individuals
Make the best use of each person’s abilities
Tell people how they are getting along
Give credit when due
Tell people in advance about changes that will affect them
Be sure to keep your promises
Use authority with sound judgement’

8.5 Suggestions given by library users

1. The library staff should be courteous, helpful minded and willing to form a good relationship with users. While understanding the needs of the users, he/she should be aware of the activities of the community.

2. The better attitude of the staff in the library towards members is sure to become a motivational factor to the declining ‘reading community’.

3. Management should provide suggestion box in order to know the problems of the employees.

4. Political ideologies/differences should be kept out from the working area of the staff members.

5. The staff should be cooperative, helpful and give proper direction to the users.

6. Cordial, healthy relationships among the staffs themselves and with the users have to be maintained.

7. Adequate importance needs to be given to the perceptions and suggestions from the users. The participation and cooperation need to be ensured in the day-to-day functioning of the library.

8. Strict silence should be maintained for serious reading.

9. Professionally qualified and well-educated persons need to be appointed as library professionals.
10. The library users have to be attracted with modern information handling tools/services/utilities.

11. Quality circles need to be arranged among the staff to ensure their participation in the library functions and activities. Arrange get-together on a monthly basis, as it will help the staff to know each other, and also to maintain good relationships with each other.

12. Refresher courses need to be provided not only in Library Science but to the particular field in which the individuals are interested.

13. Compel the library staff to involve in various project work, or documentation that are directly related to the society.

14. Publish a journal sharing the responsibility of it by the staff of the library.

15. Sufficient training may be imparted in areas like Photography, Videography and Journalism.

16. Library has to bring the user and the staff together by conducting public programmes such as book exhibitions, talks and seminars, especially with reference to the wider use of the library facilities.

17. Cordial and helpful approach should be given to each user who visits the library for various purposes.

18. The chief of the library and superior officers in the library should create a good and happy working atmosphere to its staff.

19. The staff should keep a pleasant appearance and be user friendly.

20. The library staff should know the needs of readers and help them get maximum benefit of the library.

21. User friendly staff with good communication will improve library as a whole.
22. Service of the library staff should be more influential in order to strengthen the human relations as a way of social harmony and better understandings. They should not be lead by political principles which have timely achievements only.

23. Rigorous training should be given to all library staff including the librarians on the issue of how to create, direct and maintain human relations.

24. The library administration needs sprucing up and, the ambiance needs a redo to make it conducive to serious learning.

25. The library staff should be able to advice the user regarding matters like getting a book or to get some important information from the library.

26. The suggestion box feedback system should be improved.

27. In order to improve the system, suggestions need to be executed and the complaints should be ascertained from the end users of the library.

28. The library staff has to improve their communication skills as large numbers of students are from the states outside Kerala.

29. Drinking water facilities must be bettered.

30. If the library staff members are sincere and punctual in their job, then the relationship between the library users and library staff can be improved.

31. The authorities must ensure that, while rules are framed, it should be able to attract the users to the library. The existing rules make the library staff feel that the users are coming to the library to take away something, which they are not allowed to and the staff members were to protect the library materials very well.

32. The good relationship between the staff of the library and the users is highly significant. The dedication and cooperation among the staff is also important to make the library worth its name. The most important factor
for a good environment in the library is the awareness of the staff about availability of books.

33. Recording facilities should be made prompt. Cordial relationship between the user and library staff also enables the library to be more significant by smooth functioning.

36. The staff in the library, from the lower rank onwards, must strictly adhere to the professional ethics of Library science.

37. The library, at present offers many services apart from lending of books. The staff can interact with each user to find out the exact need of the user, and advice him/her to avail the same by utilizing the apt service offered by the library, such as using CD-ROM or making use of WEBOPAC.

38. Cabins should be provided for self-reading with separate sections for male and female library users.

39. The information services such as audio visual materials and CD/DVDs should be provided

40. Modern facilities and other advanced methods should be introduced in the library to increase its effectiveness and efficiency.

41. In order to maintain good human relations, a joint forum of students/readers and library staff and other higher authorities related to the university could be organized.

42. The library staff should be more service-minded. There should be healthy interactions between the staff and the users of the library.

43. A reception counter should be there at the entrance in order to give information about the library and the services offered by it. In order to understand the expectations of the user from the library, a ‘complaint suggestion box’ should be kept before the reception counter.

44. Proper lighting facilities should be there.
45. The library staff should be more friendly, welcoming and receptive to the needs of the users.

46. The library staff should follow customer-friendly approach.

47. The staff should be pleasing and willing to help. They should guide the newcomers properly. Moreover, books in the shelves need to be kept neat, tidy and dust-free.

48. Staff should help those users who find it difficult to get books or other materials.

49. Better seating arrangements need to be there.

50. Readers' advisory services should be provided. There should be a cordial relationship between the library staff and users. Librarian should always be a 'information intermediary' in the present information glut environment.

51. The library staff must understand the function and status of university library in the midst of academic users and they must understand their needs and must provide better services and maintain warm approach towards the users.

52. The attitude of the library personnel should change as is required for any public service personnel. If they are offered training programmes in Behavioural Sciences, that could be a catalyst for better human relations.

53. The library staff should learn the art of smiling.

54. The library staff members need to help the users to locate the books on the shelf which might not be arranged.

55. A good talk may be organized about human relations with the help of an eminent person. The library staff should be aware of the importance of human relations and thereby help the visitors in a good way.
8.6 Suggestions for further research

The investigator feels that various studies may be attempted in human relations of library staff and perception of library users in different types of institutions.

1. Human relations of the library staff of public libraries in Kerala
2. Human relations of the library staff of special libraries in Kerala
3. A comparative study of human relations of library staff of public and special libraries could be carried out.
4. User perception studies could be taken up in public, special and other academic libraries.

References