CHAPTER 7

SUMMARY, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDY
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The present investigator devised the study to find out the effects of participation in decision making process by library staff on their satisfaction in India University Libraries and its impact on library services and patrons' satisfaction in a scientific, systematic and objective way.

The objectives of the study were:

1. To determine the relationship between professional library staff participation in decision making and set of library performance measurements.

2. To determine the levels of participation of professional staff in the decision making process in Indian university libraries.

3. To study the influence of participative decision making on the job satisfaction of library staff in Indian situation.

4. To study the impact of decision making process in the performance of duties of the professional library staff.
SECONDARY OBJECTIVES

1. To evaluate the impact of decision making on the functioning of the library.

2. To examine the impact of decision making on the user's satisfaction regarding library and library information services.

HYPOTHESES

On the basis of the information available in the literature - both library and outside the library field, discussion of the problem with experts, the research supervisor, and personal experience of this investigator (being a professional staff in an Indian University library for the last five years), the following hypotheses were formulated keeping in view the primary and secondary objectives of the study.

1. More the involvement of professional staff in the library decision making process, more effective would be library's service performance.

2. More the participation of library staff in decision making process would indicate more job satisfaction among the staff.
3. The greater the participation of the professional staff in decision making process would ensure more use of library material.

4. Where there would be more involvement of professional staff in the library decision making process higher will be the patron's and user's satisfaction with library services, facilities and resources.

LIMITATION OF THE STUDY

India is a vast country with 176 university libraries (including libraries of deemed to be universities and institutions of national importance) and they being scattered all over the country, it was not possible to contact/visit each and every university library. Hence, this study was limited to:

1. Thirteen universities libraries existing in the north zone of India.

2. The study was confined to parameters and their sub-factors - decision making, job satisfaction, library functioning factors and indicators of library effectiveness as necessary for this problem.
The variables involved in the study were:

Independent variables
i) Participation of professional library staff in decision making process
ii) Profile index
iii) Book expenditure per student
iv) Professional staff per staff.

Dependent variables
i) Staff satisfaction
ii) Circulation per student
iii) Circulation per faculty
iv) Faculty evaluation
v) Student evaluation

Controlled variables
i) Number of professional staff
   Professional staff per faculty
   Professional staff per student
ii) Collection size and development of library collection
   Serial titles received
   Book collection
iii) Decentralization of library collection
iv) Education of staff
v) Library budget
   Book expenditure
   Staff expenditure
   Book expenditure per faculty
vi) Perquisites granted to professionals
vii) Length of service in the library staff
viii) Beginning professional staff salary
ix) Within grade salary differential

MATERIAL USED
   To measure five parameters used in this investigation, the questionnaires (see Appendix A) were used.

PROCEDURE ADOPTED IN DATA COLLECTION
   With the help of professional working in different libraries involved in this investigation, this researcher collected the required information (data) by administering the different questionnaires to be filled in. These questionnaires were filled by the University librarians, library professional staff, faculty members, students and top management persons selected randomly from the thirteen universities and used as subjects. As subjects of this study were library professionals, faculty members and
students scattered over Haryana, Himachal Pradesh, Jammu and Kashmir, Punjab and Union Territory of Chandigarh. Most of the data was collected through post. The filled in questionnaires received back were checked and those which were incomplete were kept separate. For their completion, the investigator visited personally the place and got them completed from the same subjects. During the visit, all involved in the study were thanked for their help in the data collection.

FINDINGS AND CONCLUSIONS

The data so collected was quantified and given statistical treatment according to the need and objectives of the study. Mostly simple, partial and multiple correlation co-efficients were calculated and regression analysis was also done to find out the significant effects of independent variables on dependent ones. The discussion and interpretation of the analysed data brought forth the following results and conclusions:

The findings of this study support many of the relationships reported by Marchant's research.

1. Relationship between Satisfaction Ratings and Independent Variables

The discussion and interpretation of results
regarding the relationship between overall satisfaction of professional staff and their participation in library decision making process indicate:

If the staff is involved in decision making they will be better satisfied and outcome in the library will be of high quality as compared to other libraries where this process is not adopted.

The partial correlation co-efficients between decision making and overall satisfaction as found, are 0.5544 and 0.4923 in case of professional staff per student and education of staff respectively. The first is significant at .05 level of confidence and second is near to significant value. All the supporting this relationship and the prediction was confirmed.

It is predicted that where there is a complete inter-relation between supervisors, peers and subordinates, there will accrue better results and library will be of immense use to the reader. The results of the study discussed that this prediction the case of supervisors with whom the co-efficients of correlation with decision making are 0.6709 and 0.6929. These co-efficients of correlation are significant at .01 level of confidence, but not established as pertains to peers and subordinates, as in these cases co-efficients of correlation are not significant. Co-efficients of correlation are not
significant. Thus, the prediction is partially confirmed.

It is also predicted that when the effects of the control variables on staff satisfaction with patrons and the university administration will be higher in libraries in which staff participation in decision making is high than in libraries in which it is low.

As shown by the results of this study, the partial co-efficients of correlation with borrower are not significant but the ones between university administration and decision making are significant or nearly significant at the .05 level of confidence with 0.5681 and 0.4712 values. Further the co-efficients of correlation with profile are higher and significant at the .05 level of confidence. The above prediction is also partially established.

None of the predictions pertained directly to staff satisfaction with the salary increases nor with duties assigned. However, it was felt that findings concerning these variables should also be mentioned here. The co-efficients of correlation as found in this investigation, between salary increases and decision making process are 0.7201 and 0.7329. These values of co-efficients of correlation are very high and significant at .01 level of confidence. Those between salary increases and profile are little lesser, that is, 0.7103 and 0.7217, and significant
at the same level of confidence. These values of co-efficients of correlation tend to confirm the influence of managerial style on satisfaction with the one area of financial reward tested. The co-efficients of correlation between duties assigned and decision making involvement are 0.2956 and 0.0934 which are not significant at any level of confidence. These insignificant co-efficients of correlation indicate that professional staff's satisfaction with their assigned duties is not affected significantly by managerial style. It depicts that nothing could be predicted regarding the effects of professional staff assigned duties on their overall satisfaction.

In general overall conclusion could be drawn from the results of this investigation that professional library staff participation in the university library's decision making process and working under a participative management system, seems to be a marginal improvement in the library's effectiveness and efficiency primarily through its effect on their staff satisfaction.

2. Managerial Style and Circulation

Summarizing discussion and interpretation of the results regarding the relationship between circulation (outside and home use) and involvement in decision making process of library staff, the following prediction could be
The effects of the control variable on circulation per student and per faculty would be greater in libraries in which library staff participation in decision making will be more as compared to in which it will be less.

When the influence of the control variables, on circulation were controlled, the partial co-efficients of correlation between decision making process and circulation per student and per faculty are -0.1331 and -0.0938 respectively as found in circulation -0.0132. The co-efficient of correlation in both the cases are not significant at any level of confidence. Similarly, managerial style along the spectrum studied is also not indicated to have any significant effect. Rather, it depicts that circulation is most strongly affected by available finances. It is also interesting to note that circulation per student is related to the ratio of professional staff to total staff and the extent to which the staff differs in its evaluation of the library's quality.

As neither part of the prediction is confirmed, thus it could be inferred from the results that circulation per student or per faculty cannot be influenced by the participation of staff in decision making process. In other words, circulation for outside or home use cannot be
affected by the participation of the staff in decision making process.

3. Faculty and Student Evaluation and Effectiveness of a Library

It is also predicted that control variables will have greater effects on faculty and student evaluation of library services resources and facilities would be greater when library staff participation in decision making will be high as compared when it will be low.

The partial co-efficients of correlation of participation in decision making process with faculty evaluation is 0.3403 and that of student evaluation is 0.4126 as found in this study which is insignificant in both cases. The partial co-efficient of correlation between faculty evaluation and profile is 0.4134 and that of student evaluation and profile is 0.5709 which is also not significant at any level of confidence in both the cases. The positive and insignificant results indicate that though the relationship between participation decision making and faculty and student evaluation is positive, yet nothing could be said regarding the relationship. Hence the prediction is not confirmed. It is expected that the insignificant relationship between participation in decision making and faculty and student evaluation might be due to
the reason that the size of the sample was very small only thirteen libraries and secondly the law variance in decision making.

Further the results disclose that faculty and student evaluation of the library working is related significantly to staff satisfaction, collection size and professional staff per student. It is depicted by the coefficient of correlation which are 0.6742, 0.5909 and 0.5719 respectively. The results also show that financial parameters indicate to influence all the three factors, so it seems appropriate to suggest that an average staff participation in decision making process has been indirectly affected by the faculty evaluation through its effect on the staff as measured in satisfaction.

To conclude, the findings of this investigation, it is established that factors like involvement of staff in decision making process, and staff satisfaction effect significantly and positively, the effectiveness of library functioning and lead to much improvement in it. These results should be interpreted with caution because the study covers only thirteen university libraries.

The results of this study showed that the library staff was found to be more similar in its evaluation of the quality and importance of library criteria under
participative management than bureaucratic management. The main objective of this study participation in the decision making process on a group of performance measurements. The results generally disclosed that effect of staff participation in decision making process was found to be positive and significant within the limits of the sample. At the same time, the managerial styles in most of the libraries studied offered substantial opportunity for change towards participative management. Thus, on the basis of the findings and results of this study, it is recommended that such a shift be made:

1. Participative management rather than bureaucratic:
2. More participation of staff be involved in decision making process.

However, it appears, such changes are difficult to be incorporated in Indian system of library administration, but slowly and gradually, the staff members should be involved in decision making to ensure higher staff satisfaction which brings more effectiveness and improvement in systematic functioning of libraries.

In order to implement these changes, associates and members of library management need to acquaint with the specialized techniques and psychological set up of participative management in decision making through
appropriate seminars and by providing inservice training programmes so that they may not resist or feel disgrace to leave their powers.

The following steps are also recommended to follow for the above purpose:

1. Where there are no sectional committees of the library such committees should be created. Their members must have interchange amongst themselves and with the university librarian at the regular interval.

2. Representation of professional staff from all the sections of library must be reflected in the advisory committee of the university libraries and the Academic Council of the University.

3. Decisions of the librarian should be known to the other professional staff. Their reactions to these decisions must be taken care of and a desirable time limit between the communications must be maintained.

4. In normal circumstances the Academic Council should concern itself with library policy. In practice academic councils are engaged in futile exercise of going into details that are of marginal academic interest.
5. To ensure participation a success the extension of academic status to librarian and other professional staff is very important. The grant of academic status to librarians and professional staff on par with faculty is a sine qua non for bringing about changes in the library profession. This will boost their morale and participate in the library decision making process with confidence.

SUGGESTIONS FOR FURTHER STUDY

The conclusions, generalizations and recommendations made from the results discussed and interpreted of this study though statistical analysis are to be evaluated in terms of the constraints imposed on the investigation. Some suggestions with regard to further possibilities in the field or verification of the results obtained in this investigation are, therefore, made with a view to stimulate prospective researchers in this area.

It is suggested that the same study may be repeated to find out the relationship and effectiveness of staff involvement in decision making process, finances management style and many others in the better functioning of library programmes.

In this study universities from Haryana, Jammu and
Kashmir, Chandigarh (Union Territory), Punjab and Himachal Pradesh were taken into consideration. It is suggested that another study be organised in which at least 50 per cent of the existing universities in the whole of the country be covered for better understanding of the problem.

The parallel study may be planned to examine the relationship of independent variables to dependent variables, especially the conclusion of staff participation in decision making process, finances and management style to bring effectiveness and also to improve the working of the libraries by considering the college libraries in the State of Punjab.

A study is suggested to be conducted at different levels of libraries, like university, college and school levels to find out the variables contribution in the effectiveness of library functioning.

In this investigation many independent and dependent variables were studies. So, another study is suggested in which only relationship of participation in decision making process with staff satisfaction be studied in which at least 50 per cent of the existing universities in the whole of the country be covered.

In this project long range planning, autonomy in management and uniformity of evaluation variables were not considered. It is suggested that the study may be done to
see the influence of the above variables in the effectiveness of library working.

A similar study may be designed to ascertain the relationship between participation of non-professional staff in decision making and library performance since non-professional staff constitutes a significant part of the staff in the university library and their ignorance in decision making does not rational.

Participative management is our cherished goal and now enshrined in the Indian Constitution vide Article 41A as a Directive Principle of State Policy. A study of problems of introducing it in the university libraries and of its administration would be of immense help.