CHAPTER I

INTRODUCTION

The person who performs a particular job knows better the problems involved and the needs of the situation. Hence the persons working at various levels must be involved in decision making process. The institutions which undertake suitable decisions at the right time, utilize on the job experience in the decision making process, are usually able to function effectively.

While management of the university - an academic organisation, being collegial, many decisions are taken at departmental level by involving the departmental faculty, but the university libraries are governed in bureaucratic pattern. Unfortunately, in India the management of the university libraries is not based on scientific principles.

Earlier, the people without any training qualifications were appointed librarians. They were not familiar in the art and science of librarianship. As such they were managing the libraries based upon their own personal experience. Later on qualified people were appointed librarians but even then principles of scientific management were not taught in library schools. It is only during the last decade or so that theory of scientific management of
libraries is developed, taught and applied in running and managing the libraries but at a limited scale. Even today there are certain examples of university libraries which are manned by non-professionals. The Panjab University library is one of them. It is being administered by the Director of Physical Education. Similar case is that of Haryana Agricultural University, Hissar. Haryana Agricultural University library was being governed by Dean of University Instructions in 1990.

There is no uniformity of job allocations in Indian university libraries. The accessioning of books at VVBIS & IS (Panjab University), Hoshiarpur is being performed by the clerical staff. The same job is being performed by senior Assistant librarian in its parent body i.e. Panjab University, Chandigarh. Most of the duties at the circulation counter are performed by non-professionals and semi-professionals. Whereas in Jammu University, Jammu (J & K), Kurukshetra University, Kurukshetra, Punjab Agricultural University, Ludhiana and Panjab University Extension Library, Ludhiana such duties are being performed by the assistant librarians.

The Indian libraries have not presented an appreciable image as the freedom of decision making has been denied to the librarians. The fact of the matter is that the writ of the librarians hardly runs outside of the premises.
of the library. The authority of decision making is concentrated in the hands of the Vice-Chancellor which adversely affected by the advisers of his administrative and finance departments. In most of the universities the librarian is considered an officer of the university, much below in rank to University Registrar and Finance Officer in an practical shape of his working. The autonomy that a librarian ought to enjoy in his sphere of work is substantially missing if not totally absent in the most cases. The scholars who remain in permanent contact with the library staff are always mute about the status of the library staff. They do not express their feelings about the lot of this special category.

There are cases where university librarians were not consulted even in designing of their libraries. Result is that these libraries do not meet the present needs of the readers. We can quote the Kashmir University library, Srinagar, in this context. The structural norms have been violated mercilessly. The ceilings of the Kashmir University library Srinagar are so high that the halls are most drafty during winter months. It is not possible to heat it making the library uninhabitable during most of the winter months.

Decision making is the neglected dimension in Indian university-libraries and hence several libraries are facing problems regarding management of collection, library personnel and users satisfaction with library information
services and utility of library resources.

As libraries have major importance in achievement of universities' purposes and it is closely related to the university's academic purposes, therefore, it is worthwhile to understand the relationships between patterns of library management and performance.

Liker\(^1\) has described in some detail the implications on productivity of group decision making in profit making organizations. He studied management in various profit making organizations. He claimed that where employees are involved in decision making, they accept the decisions whole heartedly and work to implement them, and productivity increases. He argued that the group decision making process also provided greater accuracy in the communication moving upward. Group decisions result in better decisions and trust among decision makers.

**STATEMENT OF THE PROBLEM**

One of the pressures which intensifies the need for personnel development in libraries is the influence of modern management concept which tries to adopt to such contemporary realities as those summarized by Bennis in an article:

1. Rapid and unexpected change
2. Growth in size beyond what is necessary for the work being done
3. Complexity of modern technology in which integration between activities and persons of very diverse, highly specialized competence is required
4. A change in managerial values toward humanistic democratic practices.
The last factor has largely developed out of basic research in the behavioural sciences and has sought to understand the behaviour of people as workers and members of organisations. This has resulted in a trend toward participative management.

Recent theories in management and social psychology have contributed to the effects of participative decision making, findings of these theories are likely to be important application to the libraries' management.

Maurice P. Marchant, Director, School of Library & Information Sciences, Brigham, Young University, Provo, Utah, U.S.A, based his study on the work of Likert, applying Likert's theory to non-profit academic libraries. His extensive study involved twenty-two academic libraries, their professional staff members and selected faculty members from the same institutions. It provided university librarians with reasons to believe that if there were more participation in their management style, they could increase satisfaction of both library workers and users. He was awarded Ph.D degree for his research by the Michigan University, U.S.A. in 1970.

Marchant claimed that the results of his research provided a clear message that service is better in libraries that involve the staff in their management than in the libraries run by authoritarian methods. Some controversy
arose after the publication of his methods and theories. But most of the reviews of his work agreed with his conclusions that participative management increases job satisfaction and job satisfaction consequently increases productivity.

Marchant chose participative management, because he recognized Likert's writings and the generalized theory drawn from it by Katz and Kahn, answer to behaviour under stress, which he had observed and experienced in his own library.

The present study has been planned to measure and study the levels of participation of library staff of selected Indian university libraries in the process of decision making and its impact on personnel satisfaction.

Subsequent impact of participative decision making on user's satisfaction of library services, resources, personnel performance and its impact on library circulation will also be studied.

In short the present problem is stated as under:

EFFECTS OF PARTICIPATIVE DECISION MAKING PROCESS ON STAFF SATISFACTION IN INDIAN UNIVERSITY LIBRARIES AND ITS IMPACT ON LIBRARY SERVICES AND PATRONS SATISFACTION: A STUDY USING MARCHANT'S PERFORMANCE MEASUREMENT MODEL
PURPOSE OF THE STUDY
The purpose of this study is to determine the relationship between the involvement of the professional staff in the decision making process of a university library and selected performance characteristics associated with it.

The question of whether or not Merchant's model could successfully be applied by another researcher to the University Libraries in India was examined. After all, time has changed since his research completed two decades ago, would new data tend to support his theories or would they create new doubts.

Merchants Research Model

Independent Variables

1. Decision making,....

2. Organizational profile.............

Performance Measurements

Faculty evaluation

Circulation

Long-range planning

Uniformity of evaluation

Staff satisfaction

Control Variables

1. Doctoral degree granted

2. Prerequisites available to librarians
3. Library expenditures
4. Decentralization of collection
5. Library autonomy
6. Beginning librarian salary
7. Staff size and composition
8. Collection size and growth
9. Staff breadth of education
10. Service time

Since this study is a follow-up to his work, two independent variables chosen are the same as that in Marchant's study. These are: (1) the extent to which professional library staff participates in the decision making process of the university library, (2) profile index or index of professional staff's perception of the participative nature of the library managerial style. For the purpose of this study the following four dependent variables have been identified:

i) professional staff satisfaction,
ii) faculty evaluation of library characteristics,
iii) students' evaluation of library characteristics, and
iv) circulation of material.

Marchant's study includes, (1) faculty evaluation of library services, facilities and resources, (2)
circulation of materials for home use, (3) extent of library long range planning, (4) library staff uniformity in library evaluations, and (5) staff satisfaction.

Long range planning and professional staff uniformity were not taken into account for this study. But a new performance characteristic, student evaluation of library resources, services and facilities, which Marchant did not include in his study on financial and operational grounds, was introduced in this study. The deletion and addition were within the recommendations of Marchant, who himself suggested that some variables can be deleted and some others may be added to investigate further.

Control variables chosen for the study are: (1) size of library staff, (ii) size and development of library collection, (iii) decentralization of library collections, (iv) education of library staff, (v) library budget, (vi) perquisites granted to professionals, (vii) length of service of the library staff, (viii) beginning professional staff salary, and (ix) within grade salary differential.

Two control variables: (i) doctoral degrees granted, and (2) library autonomy used by Merchant’s study were not used as there is unlikelihood of library autonomy in Indian university libraries and doctoral degrees granted on operational ground.
VARIABLES
The variables studied are defined as follows:

Independent variables
A variable whose occurrence or change results in the occurrence or change in another variable or is hypothesized or studied in that context. For the purpose of this study the following are two independent variables:

1. Professional library staff participation in decision making: This factor is concerned to the extent of professional library staff participation in decision making process. It is an index of the extent to which the professional library staff perceives of itself as involved in the decision making process. It involves three factors: (i) the level at which the decisions are made; (ii) decision makers awareness of relevant problems (both independent variables were measured by use of profile of organizational characteristics as found in Appendix A), and (iii) extent of staff member's involvement in decisions related to their work.

2. Overall profile index: This is an index of professional staff's perception of the participative nature of the library's managerial style in general. It includes leadership processes, motivational forces, the communication process, the interactional influence process, the goal setting or ordering
process, and control processes. This index was constructed as a check against the decision making index.

Professional Staff Satisfaction

Most of the library administrators agree that the attitudes of professional staff towards their fellow workers, their jobs, their clientele and their institutions affect their productivity, turnover, and absence rates. Behavioural scientists suggest that this factor deserves special study.

Questions were asked regarding staff satisfaction with their professional promotions, professional growth, salary increases; relationship with their superiors; co-workers; subordinates, university administration, currently assigned duties and overall satisfaction.

Though the relationship between specific satisfactions and overall satisfactions was explored, the index of satisfaction to measure relationship with independent variables was the mean staff response on overall satisfaction.

Faculty Evaluation of Library Services Facilities, & Resources

The quality of the library must be evaluated in terms of how well it meets the requirements of its patrons. Though a variety of quantitative measurements have devised, these more frequently measure inputs than quality. Marchant in his study used an instrument which was earlier validated
by Alan Dale Coull, to measure faculty evaluation of library services, faculties and resources. The same instrument has been used in this study (Appendix C). Faculty members were asked to check eleven items grouped under three headings on importance and quality scale. Eleven items are:

A) Resources
   1. Book collection,
   2. Periodical collection,
   3. Reference materials, and
   4. Other resources.
B) Services
   5. Technical services,
   6. Reference services, and
   7. Circulation services
C) Facilities
   8. Adequacy of library staff size,
   9. Attitude of library staff to library users,
   10. Provision of book funds, and
   11. Physical facilities of the library.

Student Evaluation of Library Services, Facilities, & Resources

Marchant did not use the student evaluation on operational and financial grounds. The university library clientele, composed of faculty and students, student's membership is always much greater than that of faculty's. It
is ultimate goal of every university to impart knowledge to the students. So it is unfair to leave this important variable, when evaluation of patron's evaluation of library performance has to be measured. In this study this variable was used. Instrument to measure student's evaluation of library's services, facilities and resources was similar to that of faculty's evaluation.

Circulation of Reading Materials

The variable was included in this study to measure the effect of managerial style on the circulation services of the university libraries. Some libraries maintain statistical record of reading materials for use outside the library. Circulation here means issuing or check out a document from the library so that it may be taken outside by the clientele on loan basis. This study measures annual circulation in relation to faculty and students. Data were taken from university libraries by using instrument Appendix D. Data for all the participating libraries were of 1988-89.

Control Variables

Budget

Library expenditures are divided into six variables:

1. Total operating expenditure per student,
2. Total operating expenditure per faculty,
1. Staff expenditure per student.
4. Staff expenditure per faculty.
5. Book expenditure per student, and
6. Book expenditure per faculty.

Students are measured in full time equivalents enrolled for a year and faculty was taken from the annual reports of thirteen universities.

Library budget includes book and other reading materials, operating equipment, supplies, salary of library staff, professional and non-professional printing and transportation. But expenditures for building and maintenance were excluded.

Length of Service

The factor measured was the per cent of the professional staff and top management respondents who have been with the given library for at least three years. The period three years was chosen on the basis of Marchant's study.

Data to develop this index were gathered from the subjects in response to a question on length of service time in Appendices A and B.

Size of Staff

Four variables are included into this group:
(1) the number of the professionals on the staff, (2) the
ratio of professionals to total library staff, (3) the ratio of professional staff to students, (4) the ratio of professional staff to faculty (the ratio per professional staff was with 1000 students and 100 faculty members).

**Within Grade Salary Differential**

Librarians were asked to provide information regarding the professional grades in use in their libraries along with minimum and maximum salaries available in each. Appendix D includes the instrument to collect the data.

This variable was used to develop an index which would allow comparisons of the libraries and its ability to reward good work by salary increases with promoting to higher position.

**Decentralization of Library Collection**

The decentralization of the collection allows for specialization in development of special areas of the collection and more favourable locations relative to the faculty and students.

The variable measured is the extent of library collection as shown by the organization of branch libraries physically separated from the main library and branch libraries within it. Three factors are considered: (1) fraction of total collection which comprises the branch libraries, (2) the number of branches, and (3) mean value per branch using. Using these three factors the
decentralization index was constructed. The data were taken from the university annual reports for the year 1988-89.

Growth and Size of Collection

The two variables make up this group: (1) volume acquired, (2) serial title received.

Size of collection is defined to mean the number of volumes held. A volume is a physical unit of any printed, type written, hand written monographed or processed work contained in one binding or portfolio including all bound periodical volumes and all non-periodical government documents.

Rate of acquisition means the number of volumes added during the year 1988-89.

The data were collected from annual reports of the participating libraries.

Staff breadth of Education

Breadth of education index is a measurement of the contribution of the average librarian to the overall expertise available in the professional staff. Responses from questions regarding degree earned, field, year, provided the data for constructing this index. Degrees were weighed according to level. A bachelor's degree counted one point, a master's degree counted two points and doctorate counted three points.
Perquisites Available to Library Staff

Five variables make up the group: (1) Tenure/confirmation, (2) faculty status, (3) sabbatical leave, (4) retirement plan which is available to faculty, and (5) access to research funds.

Measurement of perquisites granted came from responses from professional staff who responding to the questionnaire in Appendix A, were asked what perquisites are available to them, an instrument included in Appendix D was circulated to university librarians to get information regarding the perquisites available to the professional staff in their libraries.

Quantitative values were given by allowing one point for each perquisite available to all grades of professional staff and a fraction of a point was given when it was available only to fractional professional staff.

Beginning Librarian Salary

One of the methods to recruit highly qualified and capable professional staff in the library is to offer higher beginning salary to the staff. Data were collected from the conferred libraries.

Hypothesis

The primary hypothesis, of Marchant, was that the greater the extent to which the professional personnel on
the staff are involved in the library's decision making process, the more effective will be the library performance. This hypothesis of Marchant would be tested under Indian conditions.

The other hypotheses to be tested are:

Participative decision making and job satisfaction.

The effects of participative management on job satisfaction are being acknowledged in library literature. Employees feel better satisfied when they are trusted and allowed to contribute in decision making. It is felt that chief librarian can increase professional staff satisfaction by allowing the professional staff to participate in decision making and policy formulation.

Some writers, however, questioned that job satisfaction has any relationship with managerial style. Marchant's study looked at job satisfaction in the context of participative decision making. His finding was that job satisfaction is highly affected by managerial style and the opportunity in the decision making process. He also claimed that if satisfaction is high it is likely that production will be high and the library users evaluation will be that library is performing well. In brief, participative decision making increases job satisfaction and job satisfaction increases productivity consequently.
The rationale is that each professional staff member has some personal aspirations and values which he wants to be fulfilled through his professional activities. Financial rewards and opportunity to promotion may tie him to the organization but it is his involvement in professional activities and decision making process that makes him professionally satisfied.

By participating in decision making process, he may structure his work in such a way that he can satisfy his aspirations and values.

Also he is identified with the decisions, and thus individual and organizational goals are unified.

The hypothesis to be tested is, the greater involvement of professional staff in decision making process, the higher will be professional staff satisfaction.

Participative decision making and Circulation of Reading Materials for Home Use

The assumption is that there is direct relationship between the number of documents charged from the library and managerial style.

The rationale is that one of the aims of the library is to provide service which will satisfy the needs of its users. Participative decision making affects quality of decisions made as to allocation of library resources to various programmes and the commitment of the staff to
carrying out those decisions. Thus the involvement of professional staff will lead to improvement of quality of decisions, regarding allocation of available resources and services to be provided to users, this will result in more checking the documents out for home use. The involvement of the professional staff who work directly with users should improve book selection and utilization of available resources to better advantage, result and thus circulation may be increased.

Circulation is only quantitative measurement of library effectiveness and not qualitative because issuing a document from the library for home use does not assure that it will be necessarily read nor that learning will occur. Some readers may read the document while sitting in the library, the statistics of which is not maintained in the libraries.

But to measure the relationship between participative decision making and circulation, the effect of control variable has to be taken into account.

Participative Decision Making and Patrons' Satisfaction with Library Services, Facilities and Resources

The hypothesis to be tested is that 'the greater the participation of the professional staff in decision making process, more use of library material for home will be there'.
In participative decision making process, staff members themselves identify with the decisions and are not critical of the agreed decision because they themselves are party to it.

Participative decision making can only be successful if there are enough resources to be allocated. The resources, such as, budget, size of collection, growth rate of the collection and size and composition of staff have been identified, which can effect patrons' evaluation of library services, resources, facilities. The effects of control variables must be taken into account.

The hypothesis to be tested is that the greater the involvement of professional staff in the library decision making process, better will be patrons' satisfaction with library services, facilities and resources.

FOOTNOTES

Footnotes are given at the end of each chapter under the heading of references. I am using the conventions of College & Research Libraries for this purpose. Title of books and journals are underlined.

The said conventions were preferred to Library Trends because in Library Trends References are prepared using Chicago Manual of Style which advocates author/date citation. This citation is not popular among the Indian
LIMITATIONS OF THE STUDY

This study is limited to the involvement of library staff in the decision making process in thirteen University libraries only out of more than 140 universities in India. This is due to the fact that India is a very large country and it is not possible to contact and collect information from all universities. Further, all universities don't have libraries. Also since these thirteen universities are in Northern India, this researcher could contact or even visit them more conveniently.

Another limitation is that though the study has been planned to test Marchant's research model in India university scene but his two dependent variables and two control variables are not parts of this research model. Also student variable has been introduced in the study though it was not a part of Marchant's study.

