Chapter 6
Major Findings and Suggestions
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MAJOR FINDINGS AND SUGGESTIONS

6.1 Introduction

Human resource is one of the vital assets of an organization. In the context of changing environment led by globalization and technological advances, the role of human resources in creating a competitive advantage for organizations has changed drastically. It is imperative in this context to realize the importance of library professionals and to examine the crucial role they play in the dissemination of information. The college librarian occupies a prime position in the college. A good library is the basic requirement of a college. Good library services are of essence for a student to help go beyond the lectures within the four walls and get immersed in the wide written records of libraries. Indeed, a college library acts as a knowledge transformer. Library, as an information processing unit is in continuous interaction with its personnel and environment. Librarians must be provided with a motivating atmosphere which shall harness their ability and quality. It is only through a qualified, satisfied, and motivated librarian that the services of the library are well carried out. Motivated employees strive hard to attain the organizational goals. Hence, library professionals should be given due importance by motivating them. Motivation has a direct link with employee work performance. The present study has been designed in this context, to study the employee motivation and work performance of librarians working in the colleges affiliated to Mangalore University.

The study was undertaken to identify the motivational factors, performance level of the library professionals and their correlation. The study also throws light on increasing motivation among library employees and offers suggestions to increase their efficiency. To gather the desired information, primary data was collected by issuing questionnaires to library professionals working in libraries of colleges affiliated to Mangalore University. The academic communities covered under the study are Library Professionals working in libraries in the colleges
affiliated to Mangalore University. The academic colleges from Dakshina Kannada, Udupi, and Kodagu districts are considered for this study. The colleges were categorized as Government Colleges, Private Colleges, and Autonomous Colleges. The total number of Colleges affiliated to Mangalore University at the time of survey was 159, of which structured questionnaires were sent to 122 Private College librarians, 32 Government Colleges, and 5 Autonomous College librarians. The questionnaires were sent to only qualified librarians. 142 librarians responded to the questionnaires positively. Among them only 131 questionnaires were duly filled in and 11 were invalid. Therefore the total questionnaires suitable for the study were 131, i.e., the response rate was 82.38%. Thus, the analysis of the study is based on 131 coded and filled in questionnaires. The data and information gathered are analyzed to know employee motivation and work performance level of library professionals working in different colleges with their academic background, in the backdrop of the educational institutions where they are serving. Though the survey was conducted to study the motivational factors which influence the work performance, the study revealed that motivation from superiors, colleagues, and management are also instrumental in carrying out their function effectively.

In the light of the facts gathered and analysed, the researcher presents the summary of the salient findings that emerged from the study and offers recommendations and suggestions

6.2 Major Findings of the Study

6.2.1 Views and Perceptions: Respondents Profile

1. It was found that of the 131 respondents, 74 (56.5%) were male and 57 (43.5%) of were female. The highest male representation, 53 (55.2%) is from Private Colleges and the lowest male representation 1 (20.0%) is from Autonomous Colleges. Among the female respondents, the highest representation 4 (80.0%) was from Autonomous Colleges and the lowest representation 10 (33.3%) was
from Government Colleges. The study revealed that a large number of male candidates get attracted to the profession of librarianship.

2. It was interesting to note that the library profession attracted the younger generation. 47 (35.9%) of the respondents were in the age group of below thirty. 38 (29.0%) of them were between the age group of 31-40. 22 (16.8%) of the respondents were above 50 years of age. Majority of the respondents 60.0% from Autonomous Colleges were in the age group of above 50, whereas in Government Colleges the age group was 31-40 years. The study reveals that the most represented group was the one belonging to the age group of below 30 years.

3. The largest representations of respondents 128 (97.7%) were having a Masters Degree in Library and Information Science. Besides, 71 (55.4%) of the respondents have an additional qualification, i.e. Masters in Arts, Commerce and Science along with the basic qualification i.e. Master in Library and Information Science. 13.0% of them have acquired either a Doctorate degree or M Phil. in Library and Information Science. Two respondents from Autonomous colleges and three respondents from Private colleges have been awarded with a Doctorate degree. We could clearly observe that the library professionals are more inclined towards getting an additional degree to improve their academic background.

6.2.2 Work statistics

4. It is observed that 57 (43.5%) of the respondents were having a work experience of less than 5 years. 33 (25.2%) of them were having a work experience of more than twenty years. The remaining of them have a work experience between 6 to 21 years. It was found that in Government Colleges, 63.3% of the respondents were having a work experience of less than five years, the same being shared by 39.6% of the respondents from Private Colleges. 80.0% of the respondents in Autonomous Colleges have a work experience of more than 21 years. It can be observed that Autonomous colleges have more experienced staff than the rest of
the colleges.

5. It is quite interesting to note that 98 (74.8%) of the respondents are appointed by the management and 26 (19.8%) are recruited through K.P.S.C. 96.9% of the Private College respondents and 74.8% of the Autonomous College respondents were recruited by the management committee, whereas, 86.7% of the Government College respondents were recruited by the Karnataka Public Service Commission. It could be observed that the mode of selection differed among colleges.

6. Majority 118 (90.1%) of the respondents agreed that their qualification suits the occupation. All the respondents from Government Colleges concur that their qualification suits the occupation and 80.0% of the respondents from Private and Autonomous Colleges also subscribed to this view. It is observed that the job satisfaction level is more with Government and Autonomous Colleges with regard to the qualification suiting the profession.

7. It was observed by the researcher that there exists disparity in the salary of the respondents. Even though a majority 29 (96.7%) of the respondents from Government Colleges and 3 (60.0%) from the Autonomous Colleges are drawing University Grant's Commission scales, only 25 (26.0%) of the Private College respondents are entitled to UGC scales. This shows that only few library professionals from Private Colleges are getting a good salary and a lot of disparity exists at the management level.

8. The findings of the study regarding the satisfaction level of the employees with regard to the job revealed that 63.4% were totally satisfied with the present occupation. Only 36.6% of the respondents were not satisfied with the present job. All the respondents from the Autonomous Colleges expressed their satisfaction with the job. Even in Government Colleges, 66.7% of the respondents were satisfied, followed by 60.4% of the respondents from Private Colleges.
**Hypothesis 1:** Job Satisfaction tends to influence the motivation and performance of library professionals.

The researcher attempted to test this hypothesis by using Fisher’s Test and Pearson’s Chi-square test of association. According to Herzberg’s theory, when people are satisfied they attribute their satisfaction to the work itself. Job satisfaction is caused by a set of factors related to the workplace. These factors are motivators as they motivate people to higher performance. It was found that there existed a highly significant association between job satisfaction and performance. Fisher’s Test shows that there is a highly significant association between job satisfaction and work performance (Fisher’s Test $p=0.000$ HS). It is also quite natural that job satisfaction influences the motivation level of the employees as the present data supports the fact that the association between job satisfaction and motivation is highly significant as the computed value is $\chi^2=28.333$, $p=0.000$. Thus the hypothesis “Job Satisfaction tends to influence the motivation and performance of library professionals” is accepted.

**6.2.3 Library Details**

9. The timings of the different college libraries were varied. It was observed that in Autonomous Colleges and Private Colleges, the duration of work was longer when compared with Government Colleges. 56 (42.7%) of the respondents opined that they keep the library open for eight hours. 50 (38.2%) of the respondents opined that they were working in the library for ten hours, and 23 (17.6%) of the respondents stated that the libraries are at the disposal of the users for less than eight hours. All the 5 Autonomous Colleges and 46.9% of the Private College respondents agreed that they keep the libraries open for ten hours.

10. It was found that the required staff pattern which is prevalent in most of the colleges is inadequate. 80.0% of Autonomous Colleges have 3 or more library assistants to assist the librarian. In Private Colleges, 30.5% of them have 2 assistants to carry out the library work. However, it was disheartening to note...
that 56.7% of the Government College librarians have to manage the entire library services without any assistants.

11. 110 (84.0%) respondents were positive about the existence of a library committee. Only a negligible number of the respondents opined that they do not have a library committee. All the Government and Autonomous Colleges have constituted a library committee, but among the Private Colleges, only 78.1% have a library committee. Library committees influence the motivational aspects of a librarian as they feel they have an upper hand in the decision making in the library.

6.2.4 Incentive Levels

12. 70 (53.4%) respondents expressed that promotional benefits are high. The remaining 61 (46.6%) respondents expressed that promotional benefits are low. 93.3% of the Government College respondents agreed that promotional benefits are high. The same view has been shared by 60.0% of the respondents from Autonomous Colleges. 59.4% of the Private College respondents felt that promotional benefits are less. However, it does not mean that the scope for promotion is not fair. Overall, it was observed that promotional benefits are more in Government Colleges than in other types of colleges. In a nutshell, it could be observed that lack of promotional policies shall thwart the employee’s interest in their profession.

13 It was found that 59 (45.0%) of the respondents felt that, seniority and experience are the major criteria for promotion. 58 (44.3%) of the respondents opined that completion of the required Refresher and Orientation courses are the criteria for promotion. Among the various categories of colleges, 93.3% of the respondents from Government Colleges were of the opinion that promotions are primarily based on the criteria of Career Advancement Programme, whereas 59.3% of the Private and 40.0% of the Autonomous College respondents felt that promotions are based on seniority and experience.
14. It was learnt that though promotional chances are more, 77 (58.8%) of the respondents were not happy with the existing promotional policy. It was obvious that the scope for promotion does not seem to be fair in Private Colleges. Majority of the Private College respondents 66 (68.8%) were not happy with their promotion policy, since their profession does not provide any kind of incentive. Thereby the performance levels would be adversely affected.

15. Of the 77 respondents who expressed their dissatisfaction towards the promotion policy, 36 (46.7%) respondents were of the opinion that favouritism by the management helps to secure professional promotion. 19 (24.7%) felt that only seniority in profession is considered for promotion. Library professionals from Private Colleges expressed that the management should be fair and just in their promotional policy. Thus, although favouritism and merit have been given due “weightage” in promotions for librarians in management institutes, ‘favouritism’ has been found to be predominant. The motivational impact of the promotional policy shall obviously go a long way in enhancing the performance. Hence, a sound policy of promotion should comprise of merit and seniority.

16. It is very surprising to note that, out of the total colleges considered for the survey, only 27 colleges practise a reward system and recognize the contributions of librarians. The study identified that 104 (79.4%) of the respondents do not have a reward system. Only 27 (20.6%) of the respondents agreed that there is a reward system to recognize the outstanding contribution and performance of librarians. It is interesting to note that 80.0% of the Autonomous and Government College respondents said that there is no award system for outstanding performance of the librarians. Only 20.0% of the respondents from all the colleges agreed that they have been following a system of honouring the librarians as a token of recognition of their service.
17. It is observed that 104 (79.4%) respondents opined that there was no "in-house training" conducted by the institution. Only 20.6% of the respondents agreed that "in-house training" existed in the institution. It was found that in-house training is practised in some of the Private and Autonomous Colleges. Contrary to this, Government Colleges are lacking the "in-house training".

18. Regarding Refresher and Orientation courses, majority of the respondents, 102 (77.9%) were of the opinion that, 'there is a great need for conducting Orientation and Refresher courses'. 29 (22.1%) respondents felt that there is no necessity to have such courses. 80.2% respondents from the Private Colleges, followed by 80.0% from the Autonomous Colleges, and 70.0% of the respondents from Government College respectively, felt the need for such courses.

19. Regarding transfers, 87 (66.4%) of the respondents expressed that their service as librarians under a single institute managed by a Private body as such have no chance for transfer. The remaining 33.6% of them expressed that their jobs are transferable as a single management manages more than one institute. For e.g. the institute managed by the Academy of General Education, Catholic Board, etc. But majority (96.7%) of the respondents from Government Colleges have expressed that their jobs were transferable. 82 (85.4%) of the respondents from Private Colleges and 80.0% of the Autonomous Colleges expressed that they have no regular transfers.

20. This study reveals that 60.3% of the respondents felt that transfer from one institute to another affected their work performance, whereas, 39.7% of the respondents opined that transfers did not affect their work much.

6.2.5 Superior-subordinate relationship

21. The researcher identified that cordial relationship of the subordinates with their superiors as a most influencing factor in motivating work performance.
To substantiate this a hypothesis was formulated. It is observed that 48.1% of the respondents opined that superiors "consider that library work is more important than all other activities". Only 12.2% of the respondents stated that their superiors show great interest in the work performance as well as the all-round development of the librarians. 53.3% respondents from Government Colleges opined that their superiors “consider library work as more important than all other activities”. Similar opinion was shared by 46.9% of the respondents from Private Colleges. Only 14.6% of the respondents from Private Colleges felt that “superiors take greater interest in their professional service and personal development as well”.

22. It was clearly observed that of the 131 respondents, 29.0% opined that their superiors were “least interested in knowing the constructive and additional activities undertaken in the library”. 26.7% felt that their “superiors show some interest in knowing the activities” and the rest 26.0% felt that their “superiors rarely compliment the developmental activities performed”. It was disheartening to note that only 18.3% of the superiors recognize and appreciate the achievements of the library activities. This causes aversion towards their services and may lead to poor professional performance.

**Hypothesis 2: Relationship between superiors and subordinates influence motivation.**

Chi-square analysis was conducted to test this hypothesis. The respondent’s opinion on inter-personal relations between the superiors and the subordinates is significant for motivation. Superiors reaction to librarians achievements in library activities is significant for motivation and the computed value of motivation is $\chi^2=10.286$, p=0.016. The respondent’s views on superior-subordinate relationship are significantly associated with motivation at the workplace. Thus the hypothesis “Relationship between superiors and subordinates influence motivation” is proved correct.
6.2.6 Employee Performance Level

23. The results show that 86 (65.6%) of the respondents submitted that performance appraisal reports were maintained by their institution. 96.7% of the respondents from Government Colleges agreed that they have performance appraisal reports, 60.0% of the respondents from Autonomous Colleges and 56.3% of the respondents from Private Colleges practiced the appraisal system. However, 43.7% of the Private College respondents were of the opinion that they do not have an appraisal system.

24. The study further indicates that 57 (66.3%) respondents opined that the performance appraisal being followed in the library is based on their work performance. 16 (18.6%) respondents felt that the evaluation is based on “superior-subordinate relations”, 8 (9.3%) of them opined that relations with ‘peers’ is considered while appraising performance, whereas 5 (5.8%) respondents expressed the view that “ability to take up responsibility” is considered while appraising reports of performance. 69.0% of the respondents from Government Colleges opined that, “Work Performance” is the main issue considered for appraisal. 64.8% respondents from Private College and 66.7% of the respondents from Autonomous College also agreed that “work performance” is considered for appraising. 24.1% of the Private College respondents felt that “superior-subordinate relationship” is considered for appraisal. It is observed that among all the variables ‘work performance’ of the library professionals was considered to be the prominent factor for appraisal.

25. Of the 86 respondents, 53.5% of them felt that the performance system adopted in the library is “highly subjective” About 26.7% felt that “it does not reflect merit properly”. 16.3% said “it was easily manipulated” 68.5% of the respondents from Private Colleges felt that the performance system adopted in the library is highly subjective. This shows that the respondents have different views regarding the appraisal system adopted in the library.
26. The study indicates that of the four options which the researcher suggested to improve the performance appraisal system, majority of the respondents (30.2%) were in favour of a change in the appraisal system. 26.7% of the respondents suggested either to “link appraisal with promotion” or to “have competent appraisers”. 29.6% of the respondents from Private Colleges felt that appraisal has to be linked with promotion which was also supported by 24.1% of the respondents from Government Colleges.

27. Analysis of the above table indicates that respondents rated the level of work performance in the organization as very good with mean change 3.22 ±0.694 and percentage mean 80.53. Respondents from Government Colleges opined that the level of performance was good with mean change 3.13± 0.434 with percentage mean 78.33, respondents from Private Colleges felt mean change was 3.25±0.768, with percentage mean 81.25, followed by respondents from Autonomous Colleges opined that mean change is 3.20±0.447 with percentage mean 80.00. ANOVA analysis shows that there is no significant difference among the different types of colleges (F=0.322 , p=0.725 NS). It is observed that the respondents rated their level of work performance as very good (all percentage mean in the range of 76%-100%) among all the types of colleges.

**Hypothesis 3: Personal and Work related Factors affect the level of performance of library professionals**

The association between motivation scores and the socio-demographic factors indicate that only qualification is significantly associated with motivation. It is believed that personal factors and work related factors always affect the level of performance of the employees. So when the personal factors were tested, the result indicated that only qualification is significantly associated with the level of performance of the library professionals (p=0.002). However, work related factors like ‘experience’ is significantly associated with the level of performance
and 'salary' is highly significant with performance as the computed value turned out to be \( p=0.006 \). Hence, the Hypotheses "Personal and Work related factors affect the level of performance of library professionals" is not proved adequately and is therefore partially accepted.

6.2.7 Motivational Factors

28. As the main concern of the study was to identify the motivation factors, the researcher was keen on identifying the motivational factors. The results of the study indicated that 80 (61.1%) respondents opined that they get motivated at the workplace whereas 51 (38.9%) respondents differed with this view. Motivation at the workplace is present among 63.5% of the respondents from Private Colleges and 53.3% of the respondents from Government Colleges. However, 46.7% of the respondents from Government Colleges felt that they do not get any kind of motivation and this opinion is shared by 40.0% of the Autonomous, and 36.5% of the Private College respondents.

**Hypothesis 4: Personal and work related factors tend to influence motivation level of the library professionals.**

Based on the motivational level of the employees a hypothesis was framed to know whether their personal and work related factors have any influence on motivation. The hypothesis is clearly substantiated by the results of Chi-square analysis. The results indicate the association between the work related factors and motivation (\( \chi^2=7.968; p=0.005 \)). Motivational level of the 45 employees who were not happy with the existing pay scales is lower when compared with those employees who have better pay scales. Of the 45 employees who were not satisfied with the pay scales, only 20 (55.6%) of them agreed that they get motivated at the workplace. The remaining 55.6% of the library professionals were of the opinion that they do not get motivated at the workplace. Of the 86 respondents who opined that the existing payscale is suitable for the job, 69.8% agreed that they get motivated at the workplace. Thus, the overall conclusion is that, pay scales affect the motivational level of the employees. Better pay scale employees are more
motivated than the lower pay scale employees. However, gender, age, and marital status exert negligible influence on the motivational level of the employees. In the ultimate analysis, it could be inferred that personal and work-related factors influence motivational level of the library professionals. Hence, the hypotheses “Personal and work-related factors tend to influence motivation level of the library professionals” is partially accepted.

29. The factor analysis of motivational factors generated three factors that accounted for 61.461% of the total variance. These factors explained three major sub-systems of motivation pertinent to the workplace, namely, work ethics, work environment, and administrative support. Work environment emerged as the principal component of motivation to the employees (29.124% of variance). Variables, namely, authority in doing a job (0.777 loadings), money-minded (0.881 loadings) and opportunity to achieve personal goal is loaded with 0.581 which underlined the importance of motivation at the workplace. The variable ‘disbursal of sufficient funds’ was loaded with 0.568 which showed that enough funds are very essential for motivation at the workplace.

30. The study has been able to establish the fact that motivation helps in better performance. Of the 131 respondents, a majority 109 (83.2%) of them opined positively whereas 22 (16.8%) felt that motivation does not help in better performance. 96.7% of the respondents from Government Colleges said that motivational factor helps in performing better. This opinion is shared by 78.1% of the Autonomous College respondents. Only 21.9% of the respondents felt that motivation is not a factor for better performance.

31. With a view to ascertain the employee’s perception of job and work environment, the researcher made an attempt to understand the motivational factors that are experienced by the respondents at the workplace. The results indicated that the respondents perceived that the presence of a good
atmosphere is lacking. ANOVA analysis shows that there is a highly significant difference among the respondents regarding the views on job and work environment (F= 56.922, p=0.000). It is observed that the respondents perceive the importance of a good atmosphere lacking in the workplace. They also felt power and authority is not provided to a great extent. It is observed that among the Government Colleges library professional’s job environment, factors such as working conditions, power and authority, and also a conducive atmosphere is very low. ANOVA analysis shows that there is a highly significant difference among the respondents with regard to their views on job and work environment (F=30.216, p=0.000). In the case of Private Colleges the respondents indicated a high degree of importance with reference to intrinsic motivating factors at the workplace like personal achievement, recognition for a job well done; work itself, and working conditions.

But it is quite disheartening to note that the respondents reported the existence of power and authority at the workplace to a less extent. The ANOVA analysis shows that there is a highly significant difference among the respondents regarding the views on job and work environment (F= 50.877, p=0.000). On the contrary, respondents from Autonomous Colleges indicated that attributes such as recognition for a job well done, personal achievement, salary, status, and working conditions are present at the workplace to a great extent. On the other hand, attributes like power and authority exist to a very minimum in the workplace. Friedman Test shows that there is significant association among the various attributes as suggested by the Autonomous College respondents (Friedman Test 13.53*, p=0.035)

32. The research findings indicated that of the total respondents, 75 (57.3%) of them felt that they were well informed of the future plans for the library, whereas 56 (42.7%) of them opined that they were not much informed. There is a slight variation with regard to the opinions expressed by different colleges. It is pleasing to note that all the library professionals working in the
Autonomous Colleges expressed that they are well informed of the future plans for the library. 56.7% of the Government Colleges and 55.2% of the Private College respondents also opined that they are informed of the future plan for the library well in advance.

33. Regarding the allocation of funds, there was mixed opinion among the respondents. 90 (68.7%) of the respondents reported that they were informed of the library budget. Only 41 (31.3%) of the respondents viewed that they were not informed of the library budget. When a comparative survey was made, 80.0% of the respondents from Autonomous Colleges and 75.0% of the Private Colleges said that they were informed of the library budget. It was disheartening to know that only 46.7% of the Government College respondents were informed of the library budget.

34. Of the 131 respondents, 73 (55.7%) of the library professionals agreed that they were not frustrated with work. Among the various colleges, 73.3% of the respondents from Government Colleges were negative with regard to their opinion on work frustration, followed by 51.0% of the respondents from Private Colleges. It is observed that a majority 3 (60.0%) of the librarians from Autonomous Colleges were getting frustrated at the work place.

35. The study results indicated that of the 58 respondents, who were getting frustrated with the job, majority 21 (36.1%) stated the reason for their frustration is that the present job is very disappointing. Among the respondents from Autonomous Colleges, 2 (66.7%) expressed that there is no better prospect in the job which was shared by 3 (37.5%) of the respondents from Government Colleges, and 14 (29.7%) from Private Colleges. 4 (50.0%) of the respondents from Government Colleges reported that their reason for frustration was due to the inability to cope with the work pressure. 21 (44.6%) respondents from Private Colleges opined that the present job was very disappointing. The present job had no status or recognition was the reason for
frustration given by 4 (8.5%) respondents from Private Colleges and one respondent each from Government as well as Autonomous Colleges. It is observed that the major cause of frustration was because of no better prospect and lack of recognition for the job.

6.3 Suggestions

Based on the findings of the study the following suggestions are recommended for the improvement and proper handling of human resources in the college libraries affiliated to Mangalore University

- It is suggested to have a proper and fair system of recruitment and selection in Private Colleges.

- In Government Colleges steps should be taken by the Government to recruit more staff members to the library department as it is difficult for a single person to cope with all the work.

- It was found that a significant number of library professionals working in Private Colleges are not only deprived from the U G.C. scales, but are low paid. Hence it is suggested to impose a fair pay system; else its motivational impact will be negated thus affecting library activities

- It is suggested that the promotion policy should be appropriately amended and merit should be made part of the criteria for promotion. Private Colleges should create promotional opportunities for all and formulate appropriate policies. Although a high level of satisfaction is reflected in the present job, the management should create opportunities for promotion and job enrichment so that the present job does not lead to monotony.

- As far as transfers are concerned, a librarian should be allowed to work in a single place for a minimum period of five years.

- It is suggested that incentive schemes need to be effectively implemented.
- Refresher and Orientation courses should be made compulsory for all the professionals in the library. This would help in providing the library staff with adequate training and support in order to be aware of new developments in technology.

- Fair and proper performance appraisal policies should be adopted by the concerned institution to avoid injustice. Performance appraisal processes provide an opportunity to make it clear that the institution not only professes to adhere to high ethical standards but also actually appraises employees based on their adherence to those ethical standards.

- As rewards prove to be an important ingredient in the motivation of the employees, some kind of reward or incentive can be introduced in the library to boost the morale of the librarians. McClelland’s theory of achievement highlights the importance of rewards and also justifies that a sense of recognition is also a reward.

- As is evident from the study, the behaviour of an employee on the job is influenced directly, positively or negatively by his or her superior. A positive influence can strengthen commitment and therefore, the management/authority has to improve the quality of administration. It is important for the management as well as the authorities concerned to provide motivators, such as growth opportunities, sense of responsibility, accomplishment, recognition, and good working conditions. The superior has to be just and fair, as management guru Peter Drucker aptly said, “They are not employees, they are people”

- It was found that some of the library professionals are dissatisfied with the job. Therefore, the management should be persistent in its effort to identify the cause of their frustration and try to eliminate the causes by redesigning the job, delegating appropriate authority and any other means of making the job interesting to them.
To help in developing the competence of the library staff and enabling them to possess a broad range of skills and more requisite knowledge, increased autonomy, and discretion is suggested.

It is suggested that incentive schemes need to be effectively implemented. Additional incentives or increments can be provided to librarians for acquisition of new skills relevant to their field.

6.4 Suggestions by the Respondents

- Many librarians of private unaided colleges suggested that the pay scales should be increased. They opined that their scales should be on par with at least Pre-University teachers.

- Some of the respondents of private college opined that though they have good infrastructure, enough funds, and sufficient staff members to assist them, they lack the intrinsic motivation which would help them feel a part of the institution.

- Majority of the librarians from Government Colleges suggested that the Government should allocate more funds and an adequate budget on time to promote developmental work.

- Library professionals were of the view that they should be included in all the important policy matters of administration and at least one member in the Affiliation Committee should be a librarian.

- Library Professionals from Private Colleges, drawing management salary, felt the need for restructuring the existing promotional policy to give fair opportunity to each and every library professional.
Some of the respondents felt that the performance appraisal system should not be biased.

The librarians suggested that their superiors should be considerate towards them. At least once a month librarians meeting should be held and the librarians should be given a proper role in all the academic activities of the college.

Librarians from all categories of colleges suggested that they should be well informed about the future plans for the library.

Library professionals suggested that they should be given an upper hand in the acquisition and selection process of library books.

Most of the respondents communicated that co-ordination between the teaching staff and library professionals is very important to enhance the library activities.