

CHAPTER 5

FINDINGS, CONCLUSION AND SUGGESTIONS

The present study covered only the library professionals working in the special libraries in Delhi NCR. In Delhi NCR, close to 70 special libraries are situated but not all of them were covered as few of them have very minimal regular staff. Such libraries have recruited contractual staff for short duration and is of less experienced. This contractual staff is out of the purview of this study as most of the questions of the study are related to regular staff only.

MAJOR FINDINGS OF THE STUDY

The following are the major findings of the study:

- Out of sample size of 280, 53.57% are male and 46.43% are female respondents.
- Majority of the library professionals are above 40 years of age (more than 63% of the population). Young library professionals of 21-30 years age group are only 13.92% of the population.
- Majority of the library professionals under study are Assistant Library & Information Officer/ Documentation Assistant (42.05% of the population).
- Over 66% of the respondents are post graduate but more female respondents (74.61%) have attained post-graduation than their male counterparts (58.66%). A total of 15.35% of the respondents have taken M.Phil or PhD in subjects other than Library Science.
- As far as professional qualification is concerned, 61.42% of the respondents have taken M.L.I.Sc. degree while 18.92% of them are M.Phil or PhD in Library Science.
- Majority of the library professionals are ageing and experienced which is evident from the findings. More than 44% of the respondents have 20 years or more experience in this profession.
- Library professionals of the special libraries like to stay with the same organization. Majority of them (60.35%) have more than 16 years of experience in the same library. Also, women library professionals prefer

more, not to change their job after the age of 50 years, as compared to male library professionals.

- Some of the library professionals under study spent less time on job than what is required as minimum. Delhi NCR having distance and traffic related issue as well, which takes average close to 2 hours per day in commuting.
- Library professionals give less time to their family (4.8 hours per day) which they think should be 5.5 hours per day ideally.
- They are also cutting on their sleep and resting time, which is 6.5 hours per day which should be 7 hours per day, as per them.
- Some of the library professionals very honestly admitted that they spent up to 5 hours per day in gossiping during the working hours. The average time spent on official work is 4.5 hours per day.
- Tendency to go out frequently for personal work during office hours is more in female respondents than their male counterparts.
- Majority of the respondents (58.21%) rarely take the office work to their home. Apart from this, most of them (51.42%) rarely go to office on holidays or during off hours.
- Tendency to come late to office and that too, without feeling uncomfortable is quite high in the surveyed special libraries. As good as 31.78% of the respondents report up to half an hour late for their duty. Similarly, 48.21% of the respondents have admitted that they leave the office 15 or 30 minutes prior to normal duty hours without feeling uncomfortable. As good as 34.28% of the respondents reported that they can not come late. This may be the result of biometric attendance system in their office which makes it compulsory to report and leave at specific timings.
- Similarly, when asked how early they can leave the office without feeling uncomforted, almost 48% said, they leave 15 or 30 minutes before the scheduled timings.
- More than half of the respondents (56.78%) claimed that they work very hard. However, about 15% of the professionals very honestly admitted that they work leisurely without taking much pain.

- Overall job involvement level of library professionals of the special libraries of Delhi NCR is not very promising. The observed job involvement level (2.572 on a scale of 5) is close to moderate or average and much below the strong job involvement level.
- Majority of the professionals (46.07%) are not ready to devote their free time to job. This also indicates lower level of job involvement.
- Majority of the library professionals of special libraries (76%) are ready to work extra hours if job requires so.
- Female library professional do not carry job related tensions to their home as compared to the male professionals (36.15% as against 54% male respondents).
- Library professionals of special libraries of Delhi–NCR have shown strong job clarity level.
- They have very good clarity about the rights and duties invested in their job. Not only they are able to judge the quality of their own performance, but they have shown complete understanding of their authority and responsibility also. The respondents have no doubt that what they do on their job is really important for their organizations. They also have very good understanding of the goals and objectives of their organizations.
- But there is lack of clarity about the allotment of time on various job related activities. It means they are not well aware of the time schedule for various activities. Same is the case with the awareness among the superiors that they are responsible for the performance of their subordinates.
- It is very interesting to note that though most of the respondents are very well aware of the authority and responsibilities of their own job, they are not very clear, what are the expectations of their organizations from them. This means, goals and targets are not properly set and there is no strict monitoring system in place.
- Majority of them, i.e. 72.50% of the respondents believe that their job is very challenging and exciting.
- Overall job satisfaction level of the library professionals is between strong to average level.

- The library professionals of the special libraries of Delhi NCR have shown most satisfaction with job due to their coworkers. This indicates the higher level of cooperation among the professionals. Satisfaction due to autonomy of work comes next, followed by satisfaction due to nature of work. This shows that these professionals love their job, the autonomy and their colleagues.
- On the contrary, satisfaction due to pay found the last ranking in total 10 parameters of job satisfaction. Satisfaction with working condition has also scored poorly and same is the case with the satisfaction due to personal/professional development. This indicates that library professionals are not happy with their pay, their working conditions and availability of chances for personal and professional development.
- Majority of the respondents claimed that though, they do extra work quite often but they do not get enough incentives for the same.
- An overwhelming response of 82.14% from both male and female library professionals have confirmed the presence of very good organizational communication among the special libraries of Delhi NCR.
- As far as organizational climate is concerned, special libraries of Delhi–NCR have shown average and somewhat negative organizational climate. The mean score of OC observed in the special libraries of Delhi NCR is 2.601 on a scale where 1 indicates very good climate and 5 indicates very poor climate.
- 46% of the male professionals and 63% of the female professionals claims that they work leisurely without feeling any pressure.
- 62.49% of the respondents disapproves the statement that “politics is more important in my organization than hard work.”
- About 75% of the male and 71% of the female professionals think that their hard work is regarded in their library.
- When it comes to the compliance of orders by the subordinates, majority of male respondents i.e. 65.33% are agree that the subordinates always comply with the directions of the seniors, but interestingly the same percentage with respect to female respondents is only 39.23%.

- About 48% of the respondents of both sex think that the equipment of their library are serviced regularly and are in excellent condition.
- There seems to be a kind of resentment over work distribution among the library professionals of special libraries of Delhi NCR. Majority of them think that the work is not equally divided among the staff.
- Majority of the respondents are agree that it is very important for them to use all their skills and knowledge, while at work. This value has been ranked number one but they don't think that it is possible for them to actualize this value through their work.
- Next important value in the life of library professionals is Altruism or selflessness. They think it is very important for them to help others with their problems, whether at home or at work but they don't think that it is possible for them to help others with their personal problems at work place.
- The third important life value of our professionals is Aesthetics i.e. desire to make life beautiful. It is good to see that they get equal chance from their job to fulfil this life value. This value has ranked at third place.
- Sense of job security is the biggest relief for the government employees. The professionals want to work in such organizations where employment is regular and secure. They also feel that their job gives them guarantee that they are financially secure.
- The library professionals feel that at the end of the day, they leave office with the satisfaction that they have worked hard and honestly.
- As far as job involvement is concerned, there is no statistical significant difference amongst library professionals of different job status.
- The Documentation Officers and or Library & Information Officers are more involved in their job than any other job status while Assistant Library & Information Officers / Documentation Assistants are least involved.
- There is measurable and significant difference with regard to job clarity amongst library professionals of different job status.
- The higher officers have better job clarity as compared to lower ranks of library professionals.

- As far as job satisfaction is concerned, the library professionals of all job status have not shown any statistically significant difference.
- But, the higher officers have better job satisfaction as compared to lower ranks of library professionals.
- Organizational climate is measured at different levels amongst library professionals of different job status.
- The level of organizational climate of Documentation Officers and or Library & Information Officers is more positive than any other job status while that of Assistant Library & Information Officers / Documentation Assistants is the least positive.

CONCLUSION

It can be concluded that work culture is a vital factor in understanding quality and timeliness of services, people and their motivation levels and future of organizations besides other things with respect to special libraries under study. The professionals not only work for their respective organizations but also for the overall social development of the nation. They are really elite groups of society which help building nation through dissemination of knowledge through the libraries. An experienced and motivated library professional can do wonders in the academics by helping not only faculty members but students to a large extent.

The purpose to this study was to judge the overall work culture prevailing in the special libraries of Delhi NCR. The library professionals are facing some of the challenges like – increasing workloads due to shortage of staff, reluctance to embrace technology by the aged staff, lack of job satisfaction, strict working hours, pressure to perform, interpersonal conflict, relationship with seniors etc.

The study concludes that the majority of library professionals of the Special Libraries were on the verge of retirement and the proportion of young professionals is very less. Apart from this, the top management posts are vacant for years in many special libraries under study.

The study also revealed that the time spent per day on job related activity is close to four and half hours per day. This is a negative trend and may be a reason for average level of job involvement. It shows lethargic attitude towards job. The overall level of discipline among the library professionals is also not very promising. They report late for duty and leave early without feeling uncomfortable. During the office hours also they frequently make telephone calls or visit friends. Therefore, as far as job involvement is concerned the study indicated that the level is average to negative.

The study shows that the library professionals are satisfied with their jobs with regard to cooperation among staff, autonomy and nature of work. However, the salary, working conditions and chances for professional/personal development made them unanimous to rate the job satisfaction level from average to negative.

The job clarity as well as organisational climate aspects of work culture has been rated higher by the higher management than the professionals of the lower ranks. The levels are rated from average to positive. The factors leading to this difference are – education, higher salary and responsibility.

The library professionals have shown affinity to some facets of the work culture, however, overall work culture experienced by them is rated from average to positive. Hence, it is not very promising.

SUGGESTIONS

After a thorough study of the findings and conclusion the following are the recommendation for consideration:

- i) Strong job involvement does not seem to be generating from inside but it seems to be thrusting upon from outside. In fact the measured job involvement is towards negative side. Efforts should be made to involve library professionals in routine functioning, prestige & pride of their individual special library and decision making process in order to motivate them.
- ii) As the present study reveals people come late to office, involve in gossiping during work hour and leave early. It has also been observed

that not all special libraries under study have implemented computerized/ biometric attendance system in place. To curtail the lethargic attitude of library professionals, attendance through biometric system should be made compulsory in all special libraries of Delhi NCR.

- iii) Ensuring discipline related to punch-in & punch-out time is not sufficient. Once inside the office, the professional must be engaged in his/her specific duty. Proper work distribution and monitoring by superiors is important for that. One of the major findings of this study is the fact that most of the library professionals do not know, what the expectations of the institution from them are. Therefore, goals and targets must be set in consultation with the staff and afterwards, proper monitoring and reward/punishment system should be in place.
- iv) Most of the special libraries are functioning without Librarian or Director due to absence of recruitments/promotions on higher positions for so many years. This should be immediately looked into.
- v) The infrastructure and machinery should be improved and managed properly. We found some of the special libraries are in shabby position.
- vi) It has been observed in our study that majority of library professionals are 50+ years of age. The reason is the absence of any recruitment in the past many years. This situation should be changed by instilling more young professionals into service.
- vii) To motivate the library professionals, leadership courses, on job trainings, behavioural trainings etc. should be organized regularly or the professional staff should be sent to such trainings and courses.
- viii) In order to update the knowledge of the library professionals, special awareness programmes should be arranged from time to time which will be of great use to the staff.
- ix) As the majority population under study is quite aged, they are not very computer friendly. And it is evident that computer literacy for using Information Communication Technology is the prime need of the modern libraries, therefore, computer literacy programme related with the library should be arranged.

SUGGESTIONS FOR FUTURE RESEARCH

The results which were obtained in this study, and keeping in mind the limitations of this research, some possible suggestions which may be offered for future research are the following:

1. The same type of research may be taken up with other types of libraries such as college libraries, university libraries and public libraries etc.
2. The study may be extended for respondents belonging to other hierarchical levels not included in this study.
3. The present study has investigated the variables like time management, job involvement, job clarity, job satisfaction, organizational climate and value based analysis in relation to the work culture. Work culture is a dependent variable and its outcome is certainly dependent on more variables than covered in this study like more demographical and technological details etc., which have not been considered in this research. Hence, there is ample scope of conducting further research including the said variables.