CHAPTER II

REVIEW OF RELATED LITERATURE

The development of quality management in libraries can be traced back to the 1990’s which is implemented only in recent times by few libraries. The literatures in the area of TQM and quality assurance, control, management services and so on, is enormously exploding before us.

These reviews of literatures reflect searches in library and information science periodicals along with some recent reports in the library management literature. The reviews are classified into three categories namely:

- Total Quality Management
- Job satisfaction of Library professionals
- Availability/ Accessibility of Information Sources and Services

**Total Quality Management**

Aly and Akpovi\(^1\) investigated the extent of total quality management implementation in two California public higher education systems: the California (UC) systems. These two higher education systems included 32 statewide campuses with over half a million students and 27,000 faculty. The study revealed that more than half of the California public universities were implementing TQM in one form or another and the TQM implementation in the character of implementation was still limited to business-type operations in universities, such as business finance and administrative services.
Armstrong\(^2\) in his article describes the implementation of TQM in the library system. It is useful in providing guidance on setting the stage for TQM before actual implementation. Area studies included inputting of records into local catalogue and interlibrary lending.

Barnard\(^3\) presents a model for implementing TQM in a research library based on her work with the association of research libraries office of management services on bringing these concepts and training opportunities to research libraries. Includes a 10-step process (in four phases) and good references.

Begum\(^4\) explained that ISO 9000 has an internationally accepted certificate that accredits an organization for its quality management systems and procedures. ISO 9004-2:1992 has guidelines for services and was issued by ISO to establish and implement a quality system within a service organization such as an educational institution.

Bial\(^5\) studied the application of quality circle in Parkland College in Illinois in the early 1990s, and is an example of the success of the quality tools and quality circles in a smaller library setting. These circles had three objectives—(1) Brainstorm ideas for problems to be solved and select one by consensus to solve, (2) Identify the most effective solution to the problem, (3) implement the solution. The team’s effectiveness in communication and creativity was important and they followed the DOVE guide for brainstorming. The study includes the survey used.

Brockman\(^6\) examines the relationships between information management and total quality and how they have evolved from the
productivity oriented management philosophy of the past to the present customer driven philosophy. The quality awards offered world wide are noted with special focus on Malcom Baldrige National Quality Award through which he examines the role of information management in the Total Quality Organisation.

Brophy, Kate and Maxine\textsuperscript{7} cited definition of quality given by British standard as “the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs”. The approach taken by this university was based on what they considered a more reasonable approach.

Dash\textsuperscript{8} focused on the significance of total quality management in libraries and view that the circumstance which challenged in libraries of Total Quality Management are very much prevalent here. The survey indicates that the author clears that, if library managers are implementing the necessary changes to satisfy their clients. In the face of these challenges it is now time for libraries to exhibit that they are valuable to the sustained survival and provisions of their organizations.

It was mentioned in Dayton\textsuperscript{9} study that total quality management was deemed by many, a decade or so ago, to be a management movement. So significant that it was a paradigm change capable of completely reorienting corporate management responsibilities. It was the answer to the product quality challenge from Japan. It made quality “job number one”. TQM was to provide the interdepartmental connections and the sharing of information, goals, and the sharing of information, goal, and responsibilities that would
assure complete organizational realignment to customer needs. It sounded good and pragmatically made sense being just “too logical “not to work. So, where is it now?

Diggins\textsuperscript{10} offers assistance to the special laboratories in understanding how TQM Should be understood and applied, when adopted by the parent organization. He perceives TQM as the vehicle for librarians to increase their business. These intangibles include improved decision making, competitive advantage and infrastructure support.

The purposes of Dixit and Garg\textsuperscript{11} study was to analyze the various factors important for total quality management implementation in various manufacturing organizations and to assess their relevance for Indian manufacturing organizations. It was shown that customer focus must be the prime objective for various industries to achieve total quality management. All the factors must be used systematically to achieve total quality management (TQM) and it can be done efficiently by using a model having four phases to implement TQM.

Fadaie and Atharinejad\textsuperscript{12} Conducted a study on a New approach Based on Total Quality Management (TQM) for Improving Academic Libraries Quality Service. This paper applied Total Quality Management (TQM) to identify service improvement techniques for an academic library. In order to reach the quality and making suitable changes, first reader needs and their importance, and satisfaction degrees were examined via questionnaires based on TQM methodology that is one of the important tools of improvement and management development. Second, the service improvement techniques
for satisfying the readers needs were developed by interviewing experts. Following, a framework was constructed to implement a unified method for improving quality service based on TQM. The current research is descriptive – deductive type – which is resulted from the theoretical framework and research, rules in an explanatory style and styles of library, articles, magazines and internet. Also the theory test and gathering data have been done as analytical. The empirical study specifies readers needs and service improvement techniques respectively, and some practical suggestions are raised for academic libraries.

Francoise Hebert\textsuperscript{13} uses SERVQUAL specifically for the investigation of inter library loan service quality in large public libraries in Canada. In her data analysis, she compares the libraries measures of inter library loan service quality to those of the responding customers. Her study concludes with the finding that there is a mismatch between library measures of interlibrary loan performance, based on fill rate and turn around time, and customer measures of quality, based on disconfirmation theory. First, it was necessary to understand the nature and determinants of customer expectations; understanding customers expectations is a prerequisite for delivering superior service.

Gottesman\textsuperscript{14} applies TQM in an environment where, it appears, he is the only librarian. He empowers his staff to do their best, take risks and provide optimal customer service. He also suggests specific solutions to user needs within the library setting.
Gupta\textsuperscript{15} makes an in-depth study of Ranganathan’s philosophy on TQM environment, considering five laws as the foundation for the quality service. Further, the user is the most important element in the trinity of users, librarians and the information sources; his/her need must be met on a continual basis through error-free processes and teamwork which needs empowerment for service providers and commitment to achieve the best from every individual, group and organization as a whole. There are key principles of Dr. S.R. Ranganathan’s approach to TQM.

Hseieh, Chang and Lu\textsuperscript{16} have made an attempt to study an “Quality management approaches in Libraries and Information services” The libraries are forced to improve the quality services so as to need the experiences of the users quality management concepts they have quality which is applied in libraries like in manufacturing industries. In libraries information services are given due attended to improve the standard on par with international level. It has been concluded that techniques must considered as an internal part of the total quality systems.

Irving\textsuperscript{17} conducted a study at Loughborough University to analyse the true, not cause of user problems in finding the information they seek and the effectiveness of using the services of the library. The approach was triangular in nature: tracing the problem from the students to the lecturer to the librarian. The librarian’s role being more accessible and approachable. Other examples lead to problem resolution.

Jha, Mishra and Sinha\textsuperscript{18} wrote an article “Application of ISO-9000 for library and information services.” The purpose of this study is to find out the
process of acquiring an ISO – 9000 Certification itself contributes to improving quality in the functioning of an organization. The objective of this study is the preparation of quality and procedure manuals and access to these making the functioning of the organization more transparent and enhances communication.

Khurshid\textsuperscript{19} published a paper in 1997 that discusses the possible application of various TQM tools in cataloguing operations. The paper focused on the methods of libraries have adopted to identify user needs and to improve services to meet user’s needs. The results showed that many of these methods are either based on the TQM philosophy or can be adapted to it.

Landrum et al\textsuperscript{20} explore the relationship between the relative importance allocated by the systems users to each of five SERVPERF dimension. Survey investigated the service quality perceptions of professional information system users.

Lawrence\textsuperscript{21} has attempted to study on “Quality management theory and practice: some observation of practices in Australian academic libraries”. The benefits of TQM for the library and its team members are more in correspondence to their participation and decision making by those who actually do the work. It has allowed the library thought the customer surveys to address real concerns of our users and since TQM emphasizes the ongoing use of performance standards, the library teams will be able to monitor the success of their recommendation. TQM does not offer a quick solution; it
has to be implemented by incremental changes leading to continuous improvement.

Li, Anderson and Harrison\textsuperscript{22} considered the role and practices of total quality management in China. After a brief overview of 428 northern Chinese companies representing different forms of ownership they found that the implementation of quality was highly variable. In general, joint venture companies scored highly in quality practices, in contrast, state owned enterprises scored poorly. Privately owned companies also scored well in some aspects of quality implementation.

Lidia, Derfert-Wolf, Gorski, Mark and Marcinek\textsuperscript{23} have made a study on “Quality of academic libraries: funding bodies libraries and users perspective”. The University libraries focusing for standing quality services on the customer and readers in the academic libraries are duly equipped with modernized technology which is useful for libraries. The quality of academic libraries is connected with services, product as well as staff, facilities and space. They states, “High quality staff can transform even the poorest library into an operation offering excellent service”. Because libraries are service organization, the quality in the context of a library is often treated as the quality of service. Many libraries maintain that only they the professionals have the expertise to access the quality of libraries services.

An article written by Lynch\textsuperscript{24} entitled “Research as a basis of the development of standards for libraries” has been found useful to understand the three methods used in developing standards in various countries.
Nana\textsuperscript{25} has attempted a study on “Building a culture of quality assurance in the libraries of the university of Ljubljana”. The university libraries focusing quality infrastructure referring international standard organizations in developing building and services to all the teaching staff and students modification for the reading activities. It has been concluded that Ljubljana university libraries have highly qualified staff and infrastructure and so many users are benefited from that libraries.

An article written by Pao-Nuan Hseih, Pao – Long Chang and Kuen – Horng Lu\textsuperscript{26} entitled “Quality management approaches in libraries and information services” was very helpful for researchers to know about the increasing expectations of users that has challenged libraries to improve their quality of services.

Porter and Parker\textsuperscript{27} showed that although nearly two-thirds had introduced quality programs, only 8 percent of firms rated them as totally successful; this leaves a larger number that were claimed to be moderately successful, but the results are not impressive. Perhaps too much was expected too soon; perhaps some of the numerous critical success factors were neglected.

Raina\textsuperscript{28} published a article on TQM in library and information services. The concept of total quality management (TQM) is now a management technique used in most disciplines and libraries and information centers are no exception. Its application in service sectors like library and information services (LISs) started in the late 1980s and is an American response aiming at customer satisfaction by way of meeting the requirements and expectations
of customers. This concept has become more relevant in the current technological era, especially due to the emergence of application of information technology in libraries and changes in information consciousness among users.

Sankara Reddy\textsuperscript{29} wrote an article entitled “Standardization in library organization and method” has been found helpful to understand the standardization effort of Telugu University library in the areas of book acquisition, union catalogue preparation, inter library lending and circulation of documents.

Riggs\textsuperscript{30} provides general overview of implementing TQM in the library setting including same detail on his perspectives on training Identifying and selecting areas for that all processes should be scrutinized for possible improvement. He also believes that training is not necessary for all staff during the initial or TQM implementation.

Rowley, Jennifer\textsuperscript{31} has conducted a study on "Making sense of the quality maze: perspectives for public and academic libraries". The libraries deliver any type of information to staffs and public very quickly. The quality performance management and impact assessment regions that affect public and academic libraries in the UK.

An article written by Rowley, Jennifer\textsuperscript{32} entitled “Implementing TQM for Library Services: the issues” has been found useful for the proposed study. This article has explored some of the issues associated with implementation of TQM in a library and information service environment and gives the main elements of TQM such as Quality is customer defined, Internal and external
customers, employee statement, error free processes, performance measurement and continuous improvement. It also throw lights on the implementation of TQM in the library and information service environment posing interesting challenges on the road to potentially significant benefits.

Satpathy\textsuperscript{33} explained that qualities of educational institutions are judged by the quality of information provided by their information center & departments. For providing quality information the quality of the system, behaviour of management needs continuous improvement, which can be achieved by application of TQM technique in libraries & information centres. IT revolution in the past few years has come to the rescue of management in improving the system quality. Hence the application of TQM technique will not only help the institute to go to greater heights but also provide the information in a cost-effective manner.

An article written by Sanjay Sharma, Ashok Kumar and Sharma\textsuperscript{34} entitled “continuous professional Development (CPD) and Total Quality Management (TQM) for sustainable librarianship” has been found useful for emphasizing the need for Team management for improving library services and various aspects of TQM with special reference to its implementation in library and information services.

The purpose of Sayeda, Rajendran and Lokachari\textsuperscript{35} study was to explore the adoption of quality management practice in engineering educational institutions in India from management perspective. The finding highlight twenty seven critical factors/dimensions of quality management, which analyzed the relationship between TQM dimensions and institution
performance, which had been formulated using five dimensions. Positive and significant relationship among the TQM dimension and institution performance had been observed.

Sherikar and Jange\textsuperscript{36} showed that none of the respondents were fully satisfied with the work culture in their library. However, the majority of professional staff were highly satisfied with the librarian's leadership quality, creating and maintaining cordial relationships amongst library professionals. A key observation was that in services there was a direct interaction between a customer and the library staff and fulfilling their requirements through the service delivery process is both challenge and an opportunity. A university library adopting total quality management in its activities and services needs to emphasize the importance of quality management to services.

Shoeb and Ahmed\textsuperscript{37} in their studies on private university library system in Bangladesh and investigated quality assessment of users. A survey was conducted among IUBL users using modified version of SERVQUAL instrument. The study shows the users responses for minimum, expected, and perceived services were calculated by gender and status and find out gap scores between perceived and minimum services and perceived and expected services by different groups were computed, the gap scores of gender and status groups were compared statistically.

Siegelman\textsuperscript{38} based on his long experience as a practitioner of TQM principles and philosophies offers a different applying TQM principles to library services. The author uses four imperatives (customer orientation, human resource excellence, product/ process leadership and management
leadership) and provides a list of questions that libraries should consider on the road to total quality. The answers to the questions are the beginning of a TQM programme.

Sivankalai and Thulasi conducted a study on “Total Quality Management in Academic Libraries: A Study”. This study aims at analyses and evaluate the TQM in Academic Libraries with a view of examining the exposure of library professionals. Besides, it aims to highlight the problems encountered by the professionals and suggests some measures for its improvements. The authors investigated the professionals through a survey based on structured questionnaire. Various statistical methods have been used for data analysis. The study confirmed that professionals are aware of attending various types of conferences, seminars, workshops and programmes and they feel colleges should conduct some library events and programmes.

Sohail and Raza conducted a study on "Measuring Service Quality in Dr. Zakir Husain Library, J.M.I, New Delhi: a survey. The aim of this study is to measure the perceptions of the Dr. Zakir Husain Library users as they relate to quality service and to determine how far the Dr. Zakir Husain Library has succeeded in delivering such service to its users. The research was carried out among the students of the Jamia Millia Islamia, New Delhi. A questionnaire was used as the data gathering instrument. The instruments for data collection consisted of structured questions. All the closed ended questions were designed to elicit responses on a five point Likert scale to measure both respondent satisfaction and perception of service quality. The
results would appear to indicate that the Dr. Zakir Husain Library is not lacking in quality of service. Studies of both theoretical principles and experimental implementations demonstrate its distinctiveness. This article includes description of the planning, implementation and maintenance of the quality management system by the library, along with continual improvement efforts to provide quality service to the library clientele. This paper will be helpful to libraries planning to implement a quality management system to improve its quality service and increase customer satisfaction.

The purpose of Tari's study was to identify the components of total quality management, in order to make them known to managers and thus facilitate successful quality management implementation, and to show the situation of ISO 9000 certified firms concerning these components. The results reflect that certified firms must develop their people orientation and use techniques and tools to a higher extent in order to progress towards total quality.

Thapisa and Gaminii discusses that quality can also be seen as relating to the fitness of a service or product to its intended purpose or use, subject to the expectations of the customer or user. Quality, therefore, must be in conformity with the customer's requirements or needs. This means that the quality of a service can be a definition of the customer's perception of what is good or bad, acceptable or not acceptable service. Therefore, quality is an ongoing process where the user is a key determinant.

The purpose of Thakkar,Deshmuck and Shesree's study was to explore the potential for adoption of TQM in self financed technical institution
in the light new demands and challenges posed by customer/student and society. The findings identified technical and student requirement for the modern education set-up. It provided information about the severity of various technical requirements of competitive education and recognized the need for continuous improvement, cultural change and effective use of financial resources to improved the value addition at each level.

The purposes of the study of Toremen, Karakus and Yasan\textsuperscript{44} were to determine the extent of total quality management (TQM) practices in primary schools based on teachers perceptions and how their perception were related to different variables. The problems with the indicators of TQM practices is especially on the dimension of changing management. There were significant differences among teachers’ perceptions on TQM practices depending upon the variables of branch, level of education and tenure, while there were no meaningful differences according to the gender variable.

An article written by Trazan Herman, Nada and Kianta\textsuperscript{45} conducted a study on “The organizational map: an important aspect of achieving total quality management in a pharmaceutical and medical library: Slovenian Case” has been found useful to understand the organizational map of elements of quality system referring to quality of information from the end user point of view where results are important.

Verma\textsuperscript{46} has written an article entitled “Measuring quality management level with reference to ISO-9000 and TQM for special libraries in India” which was found to be very useful for the proposed study to understand the proper performance measurement of LIS sector via TQM oriented instrument.
Williamson and Exon\textsuperscript{47} has studied about “The quality movement in Australian University libraries-includes”. A wave of TQM accept across Australian corporate life university libraries can be noticed in implementing the concepts in their management style. The government of Australia audits the quality of the university libraries. Audit gave their performance indicators or library/client congruence (or satisfaction) or document delivery quality and availability. The council of Australian university libraries had reported the survey sought information about the university librarians role in the quality audit process, their personal training background in quality methodologies is quality initiatives in their libraries, the structures used to manage the quality process, the quality training background of their staff, their access to the quality funds rued to rewards universities try the quality audit process, and their attitudes towards both the process and quality in general. The survey shows a growing tendency for university librarians to have had training and education in quality management, and many cases to be overtly or otherwise implementing such practices within their own libraries. Although they are beset by a difficult and absorbingly turbulent external environment, they are responding to this environment in innovative and positive ways. There are many gaps and problems acting as barriers to wholesale and comprehensive adoption of quality management processes.

Wilson and Town\textsuperscript{48} have attempted to study on "Benchmarking and library quality maturity". Benchmarking has been applied in academic libraries in the UK since 1995, with successful examples documented in the literature. He concluded benchmarking should be viewed as a tool organization at a high
level of quality systems. It can have ready long term improvement in academic libraries if applying in benchmarking.

The purpose of yapa\textsuperscript{49} study was to report the results of an investigation on the use of total quality management (TQM) tools, techniques and concepts among Sri Lankan service organizations. The study revealed that there was an enthusiasm among managers in implementing TQM in their organizations. According to the respondents, 41 per cent of the organizations had already implemented TQM. However, deeper analysis of data revealed that there was a lack in understanding of TQM philosophies and techniques among the managers.

Zeithaml, Parasuraman and Berry\textsuperscript{50} suggest that there are three levels of customer expectations: desired service (which reflects what customers want); adequate service (the standard customers are willing to accept); and predicted service (the level of service customers believe is likely to occur). Their research also supports the theory that customers generally use five factors, or dimensions, as their criteria for judging service quality.

**JOB SATISFACTION**

Anantharaman and Kaliappan\textsuperscript{51} attempted to find out the relationship between age, income, tenure, anxiety and job involvement, 46 nurses were interviewed. It was concluded that age is significantly associated with job involvement. Length of service was also found to be positively related to job-involvement, but there was no relationship reported between income and job involvement.
Bii and Wanyama\textsuperscript{52} examined the impact of automation on the job satisfaction among library staff of Margaret Thatcher Library, MOI University. After training librarians should be offered an opportunity to practice what they have learned. Academicians treat librarians in good esteem for their valuable services to them.

Burd\textsuperscript{53} found that librarians in organizations that support participatory management, open communication, opportunities for achievement and relationships built on honesty and trust are more satisfied and committed and less likely to leave.

Etuk\textsuperscript{54} has made an attempt to study on “Job attitudes of junior staff in Nigerian university library –calabar”. He has examined factors which have influenced the work attitudes of the junior staff in the university library and how many factors influence their interpersonal relationship with their colleagues, the readers, their supervisory staff and their overall job performance. The results of the investigation clearly indicated that, the attitudes of staff were influenced by their needs from their job. The investigation has further showed that a majority of them were satisfied with their boss, opportunity to study work, fairness of the boss, the important people’s attachment to their job, the respect they get from their peers, and the recognition and praise they get from their bosses and the readers. Most of them were not satisfied with their pay, working conditions, the opportunity they get for decision making, and to improve upon their talents.

Fleck and Bawden\textsuperscript{55} made a study designed to provide information on the perception of the library and information professionals. Results show that
LIS was highly regarded by its users but seen as fulfilling very much a service oriented and reactive function rather than a dynamic or proactive function. LIS professionals are regarded as being efficient, intelligent and helpful, possessing specialized knowledge, and undertaking a range of tasks beyond the routine and traditional.

Ghosh and Deb\textsuperscript{56} studied 120 Post Graduate teachers of secondary and higher secondary institutions. Rosenberg self-esteem scale and a job-involvement scales were used to investigate the influence of tenure of service and self-esteem on participants job involvement. Results indicate that self-esteem and tenure had a significant influence on Ss’ job involvement. However, it was also found that job involvement decreased with the increase in tenure for both high self-esteem and low self-esteem respondents.

Graddick and Farr\textsuperscript{57} examined sex differences in job involvement and organizational commitment along with issues pertaining to role conflicts, treatment. On the job and involvement in professional activities, the mean age of women was 39.8 years, the mean age for males was 43.8 years. No significant differences were observed between men and women on the job involvement and professional activities scales.

Hanlon\textsuperscript{58} investigated the relationship between age and commitment to work and the job, using a multivariate analysis of data from the 1977 quality of employment survey. Items measured were job involvement, work role involvement, non-economic orientation toward work, and work effort.
Findings show that within a multivariate framework, age had little independent effect on work commitment.

Horenstein, Bonnie\textsuperscript{59} has studied on “Job satisfaction of Academic Librarians: An Examination of the Relationship between satisfaction, Faculty status, and participation” she has focused 638 Respondents from different universities of United States. Perception of participation in library planning and decision making was identified as the key factor in her study. Librarians were satisfied in terms of involvement, consultation and more in control.

Hovekamp\textsuperscript{60} has attempted to analyse on “Unionisation and satisfaction among professional library employees in academics research institutions”. It reveals that union presence is a negative predictor of overall satisfaction among the professionals. It has also stated that participation in union do never affect them to get satisfaction on their jobs. Salary and part time employment status are found to be more significant among the respondents.

Kaur\textsuperscript{61} said that there is a need for contented and “well satisfied librarians to make libraries more service oriented to their clientele and the main organizational determinants influencing worker’s job satisfaction”. And establish sensible organizational structures, delegating authority, promoting teamwork practice, developing job descriptions and evaluation systems, “allowing employees’ freedom of choice to perform job duties, providing employees with training opportunities and motivations.

Khandelwal\textsuperscript{62} studied that relationship between job involvement and age on the job among 300 supervisors and managers from 4 industries in
Jaipur, India. The findings show that job involvement is positively correlated with age.

Kreitz, Patricia and Annagret Ogden have taken a sample of 326 professional librarians and 513 library assistants belong to the university of California library system for a study. Their main aim was to compare the roles and responsibilities of the two target groups and to identify the factors affecting job satisfaction. Most of them were satisfied in certain factors and both of the two groups were dissatisfied with their salaries and career advancements, discrepancies in reward and recognition.

Lahiri in his study, “The Human side of the library: A study of theory and literature” has analysed the workers satisfaction and dissatisfaction, liking and disliking, desires and needs, ideas, experiences and dreams. The significant results on his study that, the employees were not satisfied with the status given, Scale of pay, decision making powers, working environment. The study also revealed that, the librarians and information scientists in the higher earning bracket were satisfied with their jobs.

Patchen used various types of job motivation indicies to view a general devotion of energy to job tasks. One of these indicies are general interests in the job is quite similar to the concept of job involvement as identification. He considered the construction of job involvement as a convenient label summarizing several Characteristics that make the more important and potentially more satisfying to the individual. The job involved person is highly motivated and feels a sense of pride in his work.
Sinha D and Nair \textsuperscript{66} have made an attempt on “A Study is related to 1) certain type of workers behaviour like production, attendance and adjustment and 2) various back ground factors like age, skill, and marital status and like on basis of the basis of the findings obtained, it was found that a satisfied worker is usually more skilled. He is either fresh to the organisation or has put many years in it and has a few dependent to support. Worker is very regular in his attendance and is perceived to be more productive and generally adjusted by his supervisor. The readers concluded that the impact of the workers satisfaction on his behaviour is undeniable.

Sinha and sharma \textsuperscript{67} in their study titled, Union Attitude and job satisfaction in Indian workers have attempted to find out the relationship between attitudes towards union and job satisfaction. A random sample of hundred workers from alight engineering factory was studied. The factory has a good reputation when its employers have progressive attitudes. Two questionnaires were used, specially constructed for his purpose. The scores were skewed showing that workers generally have unfavourable attitude towards union and a fairly high level of satisfaction. Those below 35 years of age rather than above, unmarried rather than married and those with less than 8 years of union membership, were found to be more satisfied than others.

Somvir, Sudha Kaushik \textsuperscript{68} conducted a study on Job Satisfaction among Library Professionals in Haryana State. The objective of this study is to examine those factors which are related in a high manner to job satisfaction among library workers. Data were collected from a sample of 100 library
professionals from private engineering and management colleges in Haryana state. The data analyses indicated that job satisfaction among library professionals is not related to their sex, the type of library in which they worked and their vocational needs, but it is related to the characteristics of their job environments. The supervisory climate and the essential characteristics of the job itself are the two most important determinants of job satisfaction. Interpretation of the data suggests that a supervisory climate which permits a librarian to exercise initiative and professional judgment in the performance of the job is conducive to job satisfaction. This study contributes to the LIS literature and practice in the following two ways: first, this study provides new knowledge concerning the job satisfaction factors of library professionals. Second, the new knowledge may help library and information managers to develop effective managerial approaches.

Sornam and Sudha\textsuperscript{69} said that library profession is a people oriented profession which cannot escape from the clutches of conflicts and “frustrations and age, mental status and years of experience have an impact on occupational role stress”.

Srivastava and Srivastava\textsuperscript{70} said that satisfaction about nature of job can be increased through job environment, training on IT and good monetary gains. “Librarians of the colleges and other educational institutions should be provided training about the advanced information technology”. Libraries are often challenged to offer the kinds of work environments that these new professionals prefer.
Thapisa\textsuperscript{71} has conducted a survey on “Job satisfaction of library assistants in university libraries of England”. He has included 132 library assistants with qualifications from library assistants certificate to Post Graduate in library and information studies. It indicates that 59% of the respondents were satisfied with their job due to personal interest. It is concluded that most of the jobs in libraries do not require any high academic qualifications but intelligent people can be engaged.

Wiener and Gechman\textsuperscript{72} conducted a behavioural approach to the study of job involvement. They stressed that when individuals are committed to a cause, person, activity or institution, they must express it by an over public act and commitment behaviours which are taken as socially accepted behaviours that exceed formal and or normative expectations relevant to be object of commitment. They have developed a behaviourally oriented ‘commitment scale’ to measure job involvement.

**Availability/ Accessibility of Information Sources and Services**

Aina\textsuperscript{73} writes on access to scientific and technological information in Nigeria, revealing that of the 7,014 scientific papers published between 1900 and 1975, 5,607 (79%) are journal articles and 1,116 or (20%) of these journal articles were not indexed or abstracted, making them inaccessible. Further analysis shows that 77% of the papers not covered by any indexing or abstracting services were published in Nigeria. He recommends the establishment of a National Science Information Centre to acquire, organize, and disseminate scientific information sources in Nigeria and other places.
Ajayi and Akinniyi\textsuperscript{74} found frustration among information seekers due to the non-availability of sources. They analyzed the availability of periodical titles used in Nigerian libraries, finding that only 67 (11.5\%) of the 578 periodical titles studied were not available in any of the major libraries, and confirming a high availability rate.

Buckland\textsuperscript{75} analyzes frustrations felt by users who fail to find the information sources they want in the library. He outlines four relationships between the user and availability or resources, which are:

1. The greater, the popularity, the lower the immediate availability.
2. The longer the loan period, the lower the immediate availability, the shorter the loan period, the higher the immediate availability.
3. The greater the popularity, the shorter the loan period has to be and the less the popularity, the longer the loan period can be.
4. Increasing the number of copies available, like shortening the length of loan periods, increases the immediate availability.

Dike\textsuperscript{76} conducted research on the scarcity of books in Nigeria and the threat to academic excellence. She was able to establish that non-availability of information sources has led faculty and students not to use library services.

Iyoro\textsuperscript{77} examines the impact of serial publications in the promotion of educational excellence among information professionals receiving further training at the University of Ibadan. The study looks at the perception of how serial accessibility has contributed to students' learning process. Serials were found to play a significant role in the acquisition of knowledge, because the serial collection was easily and conveniently accessible.
Masjid and Tan\textsuperscript{78} investigated the information needs and information seeking behaviour of computer engineering undergraduate students at Nanyang Technological University (NTU), Singapore. The purpose was to investigate the types of information sources used by the students, the information formats they preferred, the importance of and reasons for using certain information sources and the use of various electronic information sources. A questionnaire was distributed to 200 randomly selected students and 102 completed questionnaires were returned. The study found that printed materials were the most preferred information format among the students. The top five most preferred information sources, in the order of importance were books, lecturers, the Internet, friends and manuals. Unexpectedly, the use of databases and electronic journals were quite low among the computer engineering students. The study recommends a promotional campaign for introducing electronic information sources to the library users.

A study by Marama and Ogunrombi\textsuperscript{79} confirms high unavailability of library and information science (LIS) collections in most Nigerian university libraries, which had a negative effect on the use of information sources in the libraries studied. The librarians cannot conduct quality research and get published, and library students cannot even use library services. The authors recommended that at least 5 percent of the book budget be set aside for LIS information sources. The study, though limited to LIS, can be generalized to other subject areas.
Olowu identifies natural and artificial barriers to free access to information. The library's poor reputation was attributed to lack of accessibility of information sources.

Oyediran-Tidings studied information needs of library users at the Yaba College of Technology, Lagos, and observed low use of the library by the students, which was "attributed to the expressed unavailability of desired information resources." The paper suggests seeking user input for the acquisition process and policy.

Reneker investigated the information seeking activities of 31 members of the Stanford University academic community. The investigation was done over a two-week period during the 1990-91 academic year. She adopted the naturalistic approach and employed qualitative techniques for the data collection using mainly personal interviews. Informants’ perception of their information environment is expressed in positive terms, and there is a close relationship between knowledge of the information environment and the sources used. Information seeking is embedded in their day-to-day activities and relationships of the participants and is triggered both by the articulation of need and availability of information. A large number of needs are satisfied by sources the informants created or organized themselves and by interpersonal information sources. The findings of the study indicated that the action of information seeking originated from a wide variety of needs like personal, professional, entertainment, etc.

Shokeen and Kushik studied the information seeking behaviour of social scientists working in the universities located in Haryana. They reported
that most of the social scientists visit the library daily. The first preferred method of searching for required information by the social scientists is through indexing and abstracting periodicals, and citations in articles respectively. The social scientists use current journals that are followed by books.

Suriya, Sangeetha and Nambi\textsuperscript{84} carried out a research work on "Information seeking behaviour of Faculty Members from Government Arts Colleges in Cuddalore District." The purpose of their study was to investigate, how faculty members seek information from the library. It is mentioned that most of the respondents visited the library several times a week to meet their information needs. Regarding the type of search made by the respondents the majority of the respondents made subject search.

Unomah\textsuperscript{85} conducted a study at the former Bendel State University to determine the unavailability rate in the library and to find out its causes. The survey revealed an unavailability rate of 34 percent. One effect on the use of library service was that 300 users (71.4\%) gave up and went away frustrated. On acquisition performance, the survey showed that the library acquired only a little more than half the items requested.

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