CHAPTER VII

CONCLUSIONS AND SUGGESTIONS
Chapter Objectives

1. To summarize the whole work.

2. To highlight the conclusions along with implications of results in library management.

3. To identify the limitations of the study.

4. To make suggestions for future research.

5. To establish the identity of the investigations as original one.

This is the concluding chapter of the thesis. In this chapter an overview of the whole work has been presented very briefly. Our conclusion has two parts: specific conclusions and general conclusions. Although the study has some limitations, yet it is the maiden study particularly in the field of library management in the communication perspective. It promotes further scope for forthcoming research dispassionately.
7.1 AN OVERVIEW

Library exists since the dawn of civilization with its great collection and one man institution. Library system developed through ages but its rapid development started since the early years of 20th century. Now, it has assumed the complex shape of a multidimensional organisation unified into a single system. It has so many sub-systems to fulfil the goal and objectives. The chief functions of modern libraries are:

1) acquisition,
2) processing,
3) storage,
4) delivery of document, and
5) management.

Modern library has all the facilities of management activities including planning, organisation, command, coordination and control. It is no longer an one man business. It has at least three working groups of personnel, viz., management group, supervisory group and working group. Therefore, modern library administration needs knowledge of group interaction process and communication studies are naturally essential in this perspective for every growing library organisation.
The present investigation was planned to study the nature of communication in big libraries with a view to understand the process itself and its possible relationship with library management.

The statement of the present research problem includes the study relating to the process of transmission of information between various parts or members of the library organisation for the best achievement of the objectives of a library and to examine whether such transmission follows a definite model.

The present research is mainly divided into two parts, the theoretical formulation and the study proper. To highlight different pertinent problems of library communication along with several aspects of the present study the work is divided into seven chapters followed by appropriate bibliography, appendices and index at the end of the thesis.

At first, in the introductory chapters of the thesis, historical background of the library and its early management structure and style has been discussed. As related interest of the topic, it highlights on management in general: its relationship with group life and the role of communication in management.

At next stage, we have discussed the basic issues of communication. Commonsense, dictionary, and encyclopedic meaning of the term has been represented; communication has been classified along different dimensions and thoroughly analysed.
It also highlights the communication model in search of a suitable model for library organization after careful discussion about thirteen models of communication.

Functioning of libraries which is largely based on communication was discussed along with the details about communication, its types, dimensions, process, etc. Also it was discussed here how the dimensions of communication are employed in library organization and finally the actual study in the present research work focused.

At the next step decisions on methodological aspects were taken after a lengthy discussion of the possible methods. A comprehensive library communication model was proposed here. Objectives of the research study were stated as follows:

1) To study the direction of library communication which includes upward, downward and lateral communication and their proportion in different libraries.

2) To study the channel of library communication which includes formal and informal channels of communication and their proportion in different libraries.

3) To study the direction and channel of communication in the verbal, and written form combined as related to specific task-areas of the library and their proportion in different libraries.
4) To study the social interaction in library communication in different libraries.

It discusses methods of data collection and selects the questionnaire method for the collection of data. The mode of selecting libraries and library personnel for the present investigation was discussed with proper justification. What type of data were needed for the present study and also the procedure of data collection were discussed.

In order to translate the objectives into operational terms, hypotheses were formulated and selection of appropriate statistical test for testing the hypotheses were discussed.

The following hypotheses were formulated for testing:

1) Each and every library has its own communication network which may or may not differ from library to library.

2) There is significant difference in the line of communication, particularly the proportion of upward, downward and lateral communication.

3) There is significant difference from library to library in the proportion of informal (verbal) and informal (written) communication.

4) Social interaction pattern differs from library to library.

Then we had to study the communication channel librarywise. This study was primarily based on the available information received from the respondents through questionnaire. We tried to
set a formula to enumerate the ratio of rank to rank communication. Staff patterns of the three different libraries were analysed in the light of their organizational chart also. Sociometric analysis of rank to rank communication was made through sociogram.

In the concluding chapters results of data analysis were presented step by step and these were discussed independently. An attempt was made to integrate the results into the proposed model of library communication. The conclusions of the study are being presented in concise form in the section that follows.

7.2 CONCLUSIONS

On the basis of the results obtained through analysis of data a number of conclusions could be drawn which can be stated as :

7.2.1. Specific Conclusions, and
7.2.2. General Conclusions.

These conclusions are being presented one by one.

7.2.1. Specific Conclusions

It includes all the differences that were found to be significant in the analysis of data related to three libraries and that can be shown in the following tabular format in which Column 1 indicates the broad area studied. Column 2 indicates highly significant results \( (P < .001) \), Column 3 indicates moderately significant results \( (P < .01) \) and Column 4 indicates significant results \( (P < .05) \).
Table 7.1: Level of significant differences that are found in different areas studied in respect of three libraries

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<tr>
<th>Broad area studied</th>
<th>Highly significant (P &lt; .001)</th>
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<td>I. Job involvement in seven categories of work</td>
<td>1) Public contact and loan, 2) Stock selection (including non-book)</td>
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<td>II. Line of communication in two channels</td>
<td>1) Written 2) Verbal</td>
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<td>III. Line of communication on four occasions</td>
<td>1) On behalf of the duty 2) Own initiative</td>
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<td>IV. Line of communication in 44 task-areas</td>
<td>1) Goal and objective library loan education 2) Planning and development overdue readers service 3) Policy making correspondence and 4) Budget ordering and receiving 5) Annual and other reports ordering and receiving free binders 6) Purchase maintenance 7) Recruitment of financial records 8) Evaluation (library programme)</td>
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Table 7.1 (Contd.)

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9) Management by objective
10) Leave
11) Registration of borrowers
12) Charging, discharging and reservation
13) Stock-Selection
14) Accession
15) Cataloguing
16) Classification
17) Supervision/checking of cataloguing and classification Work
18) Shelf list
19) Filing and guiding Catalogue
20) Maintenance of Catalogue
21) Registering Periodicals
22) Reminder for non-received periodicals
23) Preservation
24) Stock verification supervision and report writing
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25) Sorting damaged and mutilated documents
26) Overdue bills and records

7.2.3. General Conclusions

Communication enacts the significant facilitator of managerial functions. Terry (1977) comments on this topic by saying that communication enables the manager to acquire data for decision-making, to help in diagnosing problems and to understand what actions are required and acts as the lubricant for the smooth functioning of the organisation. According to him, feedback indicates as to whether the communication is effective or not.

We have already discussed, communication flows along three directions, upward, downward and laterally in any organisation including library organisation also. Now, the question may naturally arise what direction of communication flow is suitable for smooth functioning of organisation. Dwivedi (1988) has pointed out on this topic in the following words which may be applicable to any library organisation.

"There is need to provide direction from the superior position and relevant information to be accomplished at the appropriate decision-making level from the bottom. This necessitates downward direction and upward information flow."
In the downward system bulk of the information flows from the top level of management to bottom level of operatives. It merely provides directives regarding job instructions and organisational procedure and ignores information about job performance, ideological type information and information regarding the rationales of the job. The downward system suffers qualitatively and lacks accuracy. The upward system is non-directive and necessitates a participative supervisory approach. The upward system provides personal information and technical feedback information which are of great help in modern organisations". (p 354)

After studying the proportions of communication in upward, downward and lateral lines in the three libraries, viz., Burdwan University Library, National Library and Visva-Bharati University Library, it is evident that there exists an adequate proportion of upward, downward and lateral communication in National Library. This justifies our presupposition to claim the National Library as 'Criterion Library'. Communication is predominantly upward and as it has been said by Dwivedi (1986), it ensures good functioning of the Library.

In comparison to the National Library it may be concluded that the communication pattern in Visva-Bharati University Library is relatively better than in Burdwan University Library. The proportion of upward, downward and lateral communication in Visva-
Bharati University Library is slightly closer to the criterion library, but in Burdwan University Library the communication pattern is somewhat opposite to the National Library. In Burdwan University Library, at least, in case of 22 task-areas there are no lateral communication and in 5 instances upward communication was lacking. Downward communication is maximum here and upward communication is too low which means staff participation, in the task-areas, are not spontaneous and the people in the higher rank do not seek any feedback from the people in the lower rank.

Although, the communication pattern varies in respect of different job areas, there is an overall general pattern of communication in a particular library. Speaking in a more specific terms National Library tends to have higher proportion of upward communication while the two university libraries have higher proportion of downward communication.

The organisational chart of the National Library indicates that the structure of the library being more compartmentalised with independent sub-section being looked after by an Assistant Librarian and with Senior and Junior Technical Personnel attached to the concerned section, and thus, steady flow of information from lower to the upper rank ensures higher proportion of upward communication. But in case of other two University libraries, there are some anomaly in the rank to which a person belongs and the actual type of assignment, supervisory or working, undertaken by him. In these two university libraries some of the independent sub-sections are looked after by the Senior or Junior Technical personnel lonely and thus,
flow of information from lower to upper rank ensures less proportion
of upward communication.

The principle of distancing according to the number of personnel in different ranks, as it was hypothetically discussed in section 5.2.4.1., Chapter V, finds a support in the results discussed above. Due to the type of staff pattern people of lower rank are in a difficult position to communicate frequently with the superiors and thus a distance is created. The overwhelming proportion of downward communication reflects this fact. This claim is indirectly supported by Graicuna's theory. Rudrabasavaraj (1984) in his work discussed Graicuna's theory thus:

"This great French mathematician propounded a theory which stated that as the subordinate executives are increased arithmetically, the resulting relationships among them tend to increase geometrically.... More the number of levels and relationships, more complicated will be the problem of communication, particularly oral communication is likely to present a great many issues". (P.231-232)

A series of investigation were made linking communication, information and performance (O'Reilly, 1977; O'Reilly & Roberts, 1977a; O'Reilly & Roberts, 1977b). These investigations suggest that the ability to obtain information is directly related to individual and group performance. Investigations linking
communication and decision making were done by Roberts & O'Reilly (1979); Connolly (1977); Porat & Haas (1969). These investigations suggest that isolation or participation that may affect information availability should be related to individual performance. Individual who are relatively isolate in communication networks are expected to perform less.

Generally, centralized communication network seem to be most effective when the problems are simple and decentralized or all channel communication network are more efficient for complex problem solving task-areas. The all channel network allows two-way communication which extends the group's ability (supervisory or working group), to adopt to the new task-area requirements.

On the basis of the above discussion, our general conclusions are as follows:

1) The communication channels of the Burdwan University Library and Visva-Bharati University Library should be reviewed and regulated.

2) The proportion of upward communication should be increased in case of Burdwan University Library and Visva-Bharati University Library.

3) The proportion of lateral communication should be increased in case of Burdwan University Library regarding 22 task-areas.

7.2.3. Implications of the Results

The result of the analysis finally implied firmly the communication model, as we have suggested (Fig.4,1) and also the
library management.

7.3.3.1. Implications of the results : Communication Model

The results are implied sharply into our communication model. From the sociograms of three different libraries it is evidently found that the suggested model of library communication is workable as the model corroborates the sociograms. From sociogram one can see that communication generates from each rank of personnel and ends to each rank of personnel which identifies sender and receiver of communication and also the feed-back of communication. Sociograms also identifies the line of communication vis., upward, downward, lateral, formal and informal.

From the analysis of data, it is evident in general that the three lines of communication, vis., upward, downward and lateral are distinctly identified in the case of library communication. Also the different forms of the channel of communication, particularly the channel of communication in the verbal and written form, being distinctly identifiable in the library, it appears that the encoder and decoder process also involves the three lines and therefore the model of communication as suggested earlier, may be accepted as a comprehensive model of library communication.

7.2.3.2. Implication of the results : Library Management

Library is basically service organization. Evaluation of library programme is essential at a regular interval regarding the effectiveness of the library services. To improve library services, its functioning and operations, library administrators
must pay attention to staff communication channel for better co-ordination of different groups of library personnel to eliminate any conflict in day-to-day working task-areas by giving adequate instruction and receiving the supply of information from the subordinates.

This research study helps to find out the present position of communication channel of Surinam University Library, Visva-Bharati University Library and also to find out the way how to improve this communication channel in comparison with National Library, Calcutta, the criterion library.

The study identifies communication deficiencies of the two university libraries in the particular task-areas and results highlight the library management group taking appropriate measures for the better management of the two university libraries in comparison to the effective and good management style adopted in the National Library.

7.3. LIMITATIONS OF THE STUDY

Despite the whole-hearted efforts and engrossing attention, this research study did not remain completely free from shortcomings. We may mention here some of the limitations of this research study.

7.3.1. Dimensions of Communication Uncovered

All the dimensions of communication could not be covered in this research study. We have included upward, downward, lateral communications; formal and informal communications; and written and verbal communications in respect of our investigation,
7.3.3. Man-to-Man Sociometric Studies Avoided

In this study we were forced to avoid man-to-man sociometric studies only because not to receive back responses from all the respondents. Therefore, sociometric study was done rank to rank only.

7.3.3. Limitation in Coverage of Library Staff

In this study, we have included only five ranks of library professionals. Although there may have some favourable strong reasons in case of selection of personnel mentioned in the previous section 4.2.4 in Chapter IV, yet it is true that it would not be possible to involve all the library staff or personnel in this study.

7.3.4. Limitation in Coverage of Five Ranks of Library Professionals

The intention was to include all the personnel of five ranks of library professionals into our study but it would not be possible to include all the personnel due to the following reasons: (1) busy position e.g., Librarian, National Library, (2) vacant post e.g., Librarian, Visva-Bharati University Library, where Deputy Librarian is the incharge of the Library; and (3) long absentee. If these personnel were included into our study the communication proportion might differ at least to a minimum extent.

7.3.5. Content of Communication Ignored

We have only counted frequencies of communication of the respondents which were used with some weightage. But the content of communication was ignored, though it is a vital factor in
case of communication, because one can perform well his/her duties by receiving a sentence of verbal/written words or another person perform the same job after receiving fifty sentences of verbal/written messages with three reminders. Therefore, contents of communication which could not be considered in this study is a limitation.

7.6 SUGGESTIONS FOR FUTURE RESEARCH

It is always true that no research is complete in itself. Every research makes sufficient room for further research. Our investigation also has left sufficient room for further research. Further researches may include the following area of library communication:

(1) Future research may be done by involving all the dimensions of library communication.
(2) It may involve with large numbers of libraries belonging to same group.
(3) It may be included all the library personnel in further researches.
(4) Content of library communication may be included into future investigations.

7.9 ORIGINALITY OF THE STUDY

Though there are some limitations of the present study and that are mentioned in the previous section, yet it may be claimed as a pioneer work in the field of organizational communication particularly in library management in India. Most humbly, it also claims some originality, which are mentioned
as follows:

7.3.1. Replies Against Search for Information from Person of Repute & Journals

For gathering information about our topic of interest, letters were addressed to some leading researchers, research personnel, associated with some reputed Universities and Research Institutes in India. Queries regarding information were also sent to leading Journals via, Communication Research, Library Personnel News, and Journal of Communication published from England and United States.

Some of the replies may be quoted here against our inquiry in favour of demanding this research study as a pioneer work in this particular field.

Dr. A.K. Sinha, Assistant Professor of Psychology, Indian Institute of Technology, Kanpur, remarks in his letter (Appendix-II)

"... In connection with your inquiry, I have to inform you that to the best of my knowledge there has been no major work done in the area of organizational communication...."

Judy Chen, Assistant to the editor Communication Research (Appendix-III) a leading journal in the field of Communication writes in reply to my queries

"... During the current editor's tenure, we have not published any papers in your area of interest...."
7.5.2. Search for Literature in Different Libraries

The library catalogue of four big libraries in our country viz., National Library, Calcutta, Indian Institute of Management, Calcutta, Burdwan University Library, Burdwan and Visva-Bharati University Library, Santiniketan were consulted, but no materials were found in our working area, except only one: Emery (1973), Staff Communications in libraries, and this work is to some extent related to my present study.

Also a letter was sent to National Social Science Documentation Center, New Delhi, with the request to send the bibliography related to the topic of interest period covering 1975 onwards. They (NSSDOC) sent the bibliography of the articles concerning the topic mass communication only.

Therefore, on the basis of literature searching it can be claimed that this is a pioneer work in the field of library management.

7.5.3. Preparation of Questionnaire

None of the questionnaires was found suitable for our study. We had to prepare the questionnaire for our own. The speciality of our questionnaire is that we have included all the possible task-areas regarding day-to-day functioning of any library and library professionals total job involvement, which none of the previous studies included so extensively.

7.5.4. Model for Library Communication

This investigation has proposed and empirically justified a model for library communication for the first time. We sketched one communication model and that appears to be acceptable as a comprehensive model of library communication.