CHAPTER – V

FINDINGS AND SUGGESTIONS
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Section - A: FINDINGS

The Findings are drawn in accordance with the analysis of the questionnaires dealt in Chapter-IV. The following are the ‘findings’ which are identified through interpretation of the data from each table illustrated in the previous chapter.

5A.1 Questionnaire I

1) It is surprising to note that the majority of the university libraries (73.3%) are headed by incharge librarians. But most of them (63.7%) possess Ph.D., qualification and also professional experience for more than 15 years (86.7%). This clearly shows that inspite of possessing requisite qualifications they could not get higher positions (status) to head the libraries. This is the root cause of frustration among the senior professionals working in the university libraries.

2) All universities are having independent buildings constructed exclusively for libraries.

3) Budget allocation reveals that the central university libraries are in better position than the state university libraries. It is because that the Central Government always provides liberal grants to their universities.

4) Collection development reveals that the relevant growth is based on the age of the university library. In other words, the old university libraries possess good collection when compared to the young university libraries and the other special or the professional university libraries. Here also the central university libraries are always better in projecting the library collection as they receive continuous recurring book grant from the Central Government. The same trend is found with regard to journals subscription also.
5) Membership of university libraries always depend on the strength of faculty, scholars and students. Therefore, the traditional university libraries, where more number of courses offered, are having more members when compared to the universities which run limited number of courses.

6) The readers use of library reveals that the Osmania University Library, which is the oldest university library, reported highest usage whereas the Potti Sriramulu Telugu University Library which is the youngest university library showed the lowest use by the readers. So also, NTR University of Health Sciences Library recorded the lowest number of readers. Therefore it is found that where readers strength is high, the usage is also high.

7) The Human Resource Management pertaining to eleven variables covered under study reveals that there is no significant difference among the categories of the university libraries. About 80% of the response shows that the Human Resource Management prevailing in university libraries contributed to staff work efficiency, management support for the staff promotional activities, recognition of staff skills and staff participation in decision making.

8) In order to measure performance of quality, 'quality in collection development' is considered and variables such as acquisition of books based on recommendations, purchase of books to meet current interest and subscription to current periodicals required for research is included in questionnaire. Majority of the respondents (93.3%) reveal that collection development in the university libraries is based on the recommendation of the subject experts especially to meet the current needs of the users. Hence, it is found that there is no significant difference among the categories of universities in this regard.
9) To identify the facilities provided by the university libraries, the quality in physical facilities is studied and found that majority of the university libraries are providing good physical facilities such as chairs, tables, ventilation, lighting, drinking water etc whereas only a few libraries, about 30% are in a position to provide cafeteria, transport etc. On the whole, the quality in physical facilities available in the university libraries is quite satisfactory.

10) The university libraries under study revealed that the reliability service especially traditional information services are provided by all the university libraries, whereas only 66.7% of libraries do provide modern library services such as competitive examinations cell etc. Therefore quality in reliability service in all conventional services is quite satisfactory in all categories of universities. The study also reveals that modern services like automation and networking are being extended. The Reliability Service is more or less the same in all the university libraries under study.

11) To measure the conformance in the adoption of standards and specifications meant for libraries are studied through the questionnaire. The standards and specifications help to decide the quality in conformance. Majority of the university libraries have followed standards and specifications in constructing their library buildings, technical processing of the documents, INFLIBNET norms for library automation and networking etc. It is inevitable for the university libraries to follow certain standards and specifications which are in practice to maintain uniformity in all the university libraries in the country. Therefore, there is a conformance in maintaining quality through adopting standards and specifications.
12) Durability is another important dimension to measure the quality of service rendered by the university libraries. This is possible through updating the collection of the library, hence this point is included in this questionnaire. In order to measure the quality in durability aspects such as weeding out programme, updating the yearbooks, replacing old editions with new editions etc are identified as variables. It is observed from the study that majority of the university libraries especially the state managed libraries are not in a position to update the annuals, to replace the editions and other reference serials. The weeding out programme is not regularly organized due to scarcity of funds. The central university libraries are in a better position to provide current collection in the libraries. But, all the university libraries are interested to provide current information through the INTERNET without purchasing current documents. Therefore durability in service is more or less uniform in all the university libraries in view of Information Technology.

13) Serviceability is another important yard stick to measure the quality management. Therefore, the modern library services adopted in the university libraries are studied through the questionnaire. Today, the modern library services are centered around Information Technology. Therefore, services such as Internet, on-line browsing, off line information access, library automation and networking are included as variables under this dimension of quality. Half of the libraries (about 50%) understudy opined that they are on the way to introduce Information Technology based services in their university libraries. On the whole, implementation of Information Technology services is in progress, especially to overcome the financial crunch. Certainly all the
university libraries will rise to the occasion for serviceability through electronic information services.

14) Aesthetic value is another important quality dimension to measure quality management. For this purpose, aspects such as staff relationship with users, atmosphere of the library, neatness etc, are studied under this dimension, Majority of the libraries under study are providing congenial atmosphere through cleanliness and neatness maintained in their university libraries. Therefore, aesthetic atmosphere is created in the university libraries which in turn increases the quality and use of the services in the university libraries.

15) The perceived quality can be achieved by providing extension services in the libraries. The extension services include organizing user orientation programme, publishing library handbook, in service training programmes and activities to attract the users to the library. It is found that majority of the university libraries under study have not given importance for extension services. This is due to the restrictions imposed on the university libraries to serve only their clientele. However, very few universities are organizing orientation programmes for freshers in their respective universities.

16) In order to measure the quality in library management through Information Technology such as communication facilities, resource sharing to obtain right document to the right reader etc are studied and found that majority of the university libraries do agree to implement and maintain quality service through Information Technology in their university libraries. This is a healthy sign to achieve quality management in the university libraries.

17) To identify quality improvement in the university libraries, such as the teamwork approach, participative management, developing skills of the staff,
staff training in computer skills, recognizing professional skills etc. are collected from the respondents. More than 90% of respondents agreed to improve the quality of the library. Therefore all the university libraries favour participation in quality improvement programme. This inspiration is the stepping stone for successful application of the TQM in the university libraries.

18) The opinion on TQM initiatives at different levels of library management is collected from the respondents and found that majority of the university librarians and library professionals are willing to implement TQM concept in their university libraries. Indeed, this is a good sign for the adoption of TQM in the university libraries in near future.

19) Staff awareness about TQM application in the university libraries is also studied by collecting opinions of the heads of the university libraries. Regarding this, 85% of the respondents reveal that they are aware of TQM application and its use in service organizations, and they are willing to implement it in the university libraries.

5A.2 Questionnaire – II

20) It is found that half of the respondents from the LIS professionals constitute library assistants and the rest are other categories working in university libraries. Further, 52.5% of the respondents are from the age group of 42-55, 53.7% with experience in between 11-20 years and 29.6% with 21-30 years of experience. Also 50% of the responded professionals possess qualifications like M.A. with M.L.I.Sc. Since the respondents are with good qualifications and experience, they have offered fruitful and enlightened opinions. Therefore, their response will add quality to the findings and conclusions.
21) Regarding physical facilities, the satisfaction expressed by the professionals is quite encouraging (above 75%). At the same time, the professionals are unhappy regarding the non-availability of facilities like cafeteria, transport and public call office. On the whole, it indicates there is not much variation in the satisfaction levels of respondents with regard to physical facilities in different categories of universities.

22) Two thirds (66%) of the respondents strongly feel that they receive recognition and respect in their profession. This feeling is almost common in all categories of universities. The professionals also feel that their jobs enhance their status and prestige in social ladder. However, professionals working in the central university libraries are enjoying more satisfaction than those of the other categories of university libraries.

23) About 70% of the respondents from all categories of university libraries agree that their academic status will enhance their morale and efficiency in their profession. It is found that there is no difference among different categories of libraries regarding morale and status.

24) It is found that the administrative status such as participation in management bodies, professionals' associations, in service training refresher courses are not satisfactory in almost all categories of university libraries. Hence, it is clear that the professional staff in university libraries are lacking administrative status.

25) Status associated with extra curricular activities is found very low in almost all the university libraries. It shows that there is no encouragement for the professional staff to participate in extra curricular activities of the universities. This lacuna is causing inferiority complex among the library professionals.
26) On an average, 66% of the respondents feel that their jobs are challenging and enriching. But, majority of the respondents feel that job rotation, internal transfers are effecting regular work in the library. It is interesting to note that the professionals from the young university libraries and the central university libraries are prepared to shoulder more responsibility in their jobs without any supervision from the seniors.

27) The professionals working in the university libraries are unable to offer their opinions regarding the criteria followed for recruitment and internal promotion in their administration.

28) The welfare programmes implemented through Government policy are satisfactory to majority of the library professionals (nearly 75%). Since the other welfare benefits required for the staff are not uniformly implemented, the satisfaction among professionals in this regard is very low.

29) Two thirds of the professionals are of the opinion that the training programme will improve their job skills. But, they feel that their organisations are not encouraging career development programmes for quality improvement. It is found that there is a lot of difference among various categories of university libraries in quality development programmes offered by the university library administration.

30) Majority of the professionals have expressed their dissatisfaction regarding lack of incentives and promotional opportunities for improving work efficiency.

31) Two thirds of the professionals feel that their present positions are in no way an impediment to their academic growth, whereas half of the respondents feel that their skills and abilities are under-utilized in their present positions.
32) It is found that about 67% of the respondents from the professional university libraries and the special university libraries have undergone computer training along with their professional courses, whereas majority of the respondents are willing to undergo computer training feeling that computer training will improve their professional performance in the library. Therefore, the professionals strongly believe that computer applications will enhance the quality of work in the library services. All the professionals working in different categories of universities are having common opinion in this regard.

33) About 70% of the respondents feel that their relationship with the ‘heads of the libraries’ and ‘section-in-charges’ is quite satisfactory especially regarding delegation of authority and also guidance through interaction with the professionals and senior subordinate relationship. 80% of the respondents agree that they allow the readers to represent their information needs so as to increase the quality of service. Satisfying the needs of the users will improve quality collection, and also provide quality information to the users.

34) Majority of the professionals support the day-to-day performance for delivering quality service, in respect of their relationship with readers, subordinates as well as superiors and maintaining decency and decorum and confidence among the professionals to provide reliable and up-to-date information. The professionals feel that they are dedicated to the cause of quality service in their libraries.

35) About two third of the professionals under study are of the opinion that motivation and morale of the professionals are satisfactory as they receive proper encouragement and cooperation in their jobs.
36) Two third of the professionals are interested and willing to improve their qualifications especially to get promotion, to achieve academic status and job satisfaction and increase in their salaries.

37) It is found from this study that the professionals do not have faith in motivational factors for increasing efficiency in their work. This is perhaps due to lack of awareness of motivational factors.

38) On an average, 50% of the professionals feel that their heads of libraries maintain cordial relationship with them, especially in recognizing their work and giving encouragement. In this regard there is no significant difference among different categories of libraries under study.

39) About 60% of the respondents feel that their relationship with colleagues (peers) is quite satisfactory especially in exchanging professional views, accepting challenging assignments etc.

40) More than three fourth (85%) believe that they are maintaining good relationship with their subordinates especially in offering suggestions, shouldering the responsibility and appreciating a good job.

41) This study reveals that the relationship between readers and professional staff is more friendly and cordial especially in considering the requirements of the users regarding new publications, current information needs etc.

5A3 Questionnaire – III

42) In users' perception, the overall functioning of the university libraries is fairly satisfactory. A cross section of respondents have shared their views in this regard. Opinions were elicited from 60% of the students, 23% of research scholars and 17% of the faculty members. The ratio of male, female respondents is 68:32.
43) Regarding the adequacy of library collection, this study revealed that the users of the central university libraries followed by the old libraries are far more satisfied than their counterparts in other categories of the university libraries. The study also shows that there is significant variation in the satisfaction of users among different categories of university libraries.

44) The user satisfaction with regard to general services such as budget for books and periodicals, processing time, charging system, shelf arrangement etc., is only 50% on an average. Here also, user satisfaction turns towards the libraries of central and professional universities indicating significant variation in user satisfaction among different categories of the university libraries.

45) Regarding library automation and electronic information services the user's perception shows that the central and the professional university libraries stand in good position compared to other categories of university libraries.

46) Even in services like orientation programmes, photocopying service, the users of the central and the professional university libraries feel that their needs are adequately met. However, the users of all the university libraries feel happy with the library timings and behavior of the staff.

47) Majority of the users of all the university libraries feel contented with regard to physical facilities though they are not happy with the facilities such as cafeteria, transport, rest-room etc.

48) On the whole, users problems are less in all categories of university libraries. However, the users of the professional and the special university libraries are more dissatisfied.
Section – B: Suggestions

TQM insists quality in every aspect of organization. In the context of a library it refers to all employees, all functions and all services of the library. Therefore it is suggested that the following are important points to maintain quality in the performance of the employees in a library system.

5B1 Quality in Employee Performance:

1) To maintain quality in staff performance, it requires proper skills for the employees especially professionals who are employed in the library. Hence, it is suggested that the minimum professional qualification must be M.L.I.Sc. with an additional training in Information Technology / Computer Applications.

2) Uniform recruitment policy is essential for all types of the university libraries in the country.

3) Time bound promotion or Career Advancement Scheme must be adopted specially for professional staff at all levels/positions so as to avoid frustration among the employees of the library.

4) A well defined policy for university libraries throughout the country for providing opportunities to professionals to participate in seminars/workshops at least once in two years by deputation irrespective of seniority is the need of the hour.

5) There should be a clear policy on deputation to attend in-service training programmes or refresher courses to update their professional skills and techniques pertaining to library profession.

6) State Government must permit and provide funds to organize refresher courses by the old university libraries so as to organize these courses every year during summer vacation to the library professionals to update their professional skills.

7) The ‘Schools of the Library and Information Science’ must incorporate latest techniques and technologies in the curriculum with suitable laboratory facilities so
as to provide up-to-date and useful skills to handle libraries and information centers in the country.

8) The State and the Central Governments should formulate a National Policy to review and create new professional positions based on quantum of workload, quality services introduced, strength of the users at least once in five years so as to save the university libraries from the deficiency of preferred staff.

9) The State and the Central Governments should have a standing policy to fill in the vacant positions caused due to retirement/resignation from time to time without keeping the vacancies unfilled forever.

10) The State Government should also incorporate ‘Best Library Professional Award’ to the library professionals working in the universities as that of ‘Best Lecturer Award’ to increase morale among them.

11) Library Authority should also formulate a policy for delegating authority from the librarian downwards to other professionals so as to avoid whims and fancies of the librarian in the allocation of work. The authority should flow from top to bottom so as to provide facility to each individual professional to perform his or her duties effectively in the library.

5B2 Quality in Operations (Functions):

1. The university library should perform all functions by dividing them into different sections or operations as being suggested by the UGC. This division of work should be done taking into consideration the latest technological developments such as the automation, networking etc. Generally, in the modern times, the university library should have the following divisions:

   i) acquisition section (acquisition control)

   ii) periodicals section (serials control)
iii) technical section (database creation / technical processing)
iv) circulation section (circulation control)
v) maintenance section (information retrieval system)
vi) reference section (CAS & SDI services)
vii) Documentation section (library automation and networking - INFLIBNET programme)
viii) Administrative section (establishment and accounts)
ix) Public relations

2. Application of IT is a must for all functions of the university library
3. Library automation and networking following INFLIBNET norms is inevitable to every university library in India so as to produce uniform databases for online access.
4. Local Area Network (LAN) linking all departments with the central library in the campus is very essential and it is one of the important operations of the university library.
5. Development of digital library by procuring digital documents especially important reference works and subscribing to e-journals is one of the qualitative functions in the university library.
6. All in-house operations must be computerized. It is also essential to have the university intra library network for its affiliated colleges.
7. Every university library must be equipped with VSAT connection so as to take internet connectivity.
8. The circulation system should provide quick, accurate and pin-pointed information so as to achieve the optimum use of the collection.
9. Improvement of physical layout of the library with modern outlook is also essential.
10. Maintenance of staff manual and authority file so as to avoid inconsistency in work has to be ensured.

11. Every individual employee must remember (aware) his/her responsibility for quality development in the library system.

5B3 Quality in Information Services:

1) The primary need for quality information service is quality information collection. Hence, all reference sections must be updated on regular basis with latest editions.

2) Curriculum based collection is most important and top priority must be given to it by replacing old editions with new editions.

3) On-line databases are to be provided with appropriate websites for the purpose of on-line access. Subscription to e-journals is most important to provide current information to the researchers to develop quality research output.

4) It is essential to adopt weeding out practices to keep the collection live and up to date from time to time in the stock of the library.

5) Good public relations and goodwill with users have to be maintained.

6) Periodical user orientation programmes to train them with latest techniques and equipment in the library for maximum use of the documents is necessary.

7) Suggestions, comments from the users to rectify lapses on the part of the university library should be invited.

8) It is necessary to provide specialized information services such as internet access and web browsing on consistent and regular basis so as to keep the users well informed about the information services provided by the university library.

9) Provision of value added service can be assured by applying standards and specifications for information processing so as to provide right information to the right reader at the right time.

10) It is important that the university libraries should prepare and provide monthly additions of new books, lists of the latest arrivals of printed documents and
electronic documents so as to keep the readers abreast with the current status in
the collection development.

11) There should be more opportunities for user interaction and feed back.

12) Finally, the university libraries have to ensure quality in every aspect of their
work and services at a minimum cost.

5B4 TQM Model Suggested for the University Libraries:

The TQM model for university libraries consists of three levels of management
namely the Top Management, the Middle Management and the TQM foundation. These
are discussed hereunder and diagrammatically shown in the following figure.

TQM is a continuous process. It is a journey but not a destination. Continuous
improvement in the various processes, employee involvement, training constitute the
TQM foundation. These should guide all activities in all sections of the library. At the
top of the structure is leadership qualities planning through technologies, management
commitment etc.

This model insists the involvement of top management, namely, the University
Authority (syndicate / Executive council), the Vice-Chancellor, the Registrar and the
University Librarian to prepare quality planning for University Library to adopt new
technologies from time to time so as to meet the new challenges of information society.
It means the policies and principles laid down for library management must be on modern
lines so as to achieve quality at all stages of library administration.

The second level of library management rests on execution of planning by library
staff, especially, section heads and professionals. At this level any University Library
should divide the total system into various sections depending on work load adopting
new technologies. This level deals with all functions and services of the university
library. Hence the staff should maintain quality at work and attain quality work life.

The third level / stage of the model shows the continuous improvement, employee
involvement at all stages of functions of the library and quality work in every aspect of
library function. This quality involvement will ensure quality service. To continue total quality management the staff should undergo training in new technologies so as to build and achieve TQM in library administration. Thus this model of TQM will be more suitable for university libraries in the present age of Information Technology.

TQM Model for University Libraries

1. Top Management
   (E.C/V.C/Registrar/Librarian)

2. Middle Management
   (Section Heads / Section Incharges / Professionals)

3. TQM Foundation

   Continuous improvement
   Employee involvement
   Quality work
   Quality service
   Training and Development