CHAPTER - I

Need and Methodology
CHAPTER – 1

1.1 Introduction

The principal component of an organization is its human resources or people at work. Human resources are of paramount importance in the success of any organization because most of the problems in organizational settings are human and social rather than physical, technical or economic. An organization is a collection of people whose activities have been planned and coordinated to fulfill individual, group and organizational goals.

Human resources, along with financial and material resources, contribute to the production of goods and services in an organization. It is through the combined and concerted efforts of people that monetary or material sources are harnessed to achieve organizational goals. But these efforts, attitudes and skills have to be sharpened from time to time to optimize the effectiveness of human resource and to enable them to meet greater challenges.

1.2 Objectives of Human resource management

People come to work with certain specific motives to earn money, to get employment, to have better prospects in future, to be treated as a human being while at the place of work. They sell their labour for reasonable wage / salary and other benefits. It is these people who provide the knowledge and much of the energy through which organizational objectives are accomplished.
The primary objective of Human resource management is to ensure the availability of competent and willing workforce to an organization. The objectives relevant to achieve this primary goal of an organization are:

1. Effective utilization of human resource in the achievement of organizational goals.
2. Establishment and maintenance of an adequate organizational structure and desirable working relationships among all members of organization.
3. Securing integration of an individual and informal groups within the organization, and thereby commitment, involvement and loyalty.
4. Recognition and satisfaction of individual needs and group goals.
5. Provision of maximum opportunities for individual development and advancement.
6. Maintenance of high morale of human organization.
7. Continuous strengthening and appreciation of human assets.\(^1\)

### 1.2.2 Significance of Human resource management (HRM)

Efficient human resource management practices help an organization in attracting and retaining the best people, in imposing self-commitment, in motivating the people in performing their jobs and in maximizing the human resource contribution for the achievement of its goals.

Several conceptual developments propounded by social scientists have transformed the personnel scene gradually. The different stages of this transformation are: the human behavior approach, social system approach,
socio-technical approach, contingency approach, mathematical approach, role approach, process approach and human approach.

Liberalization and globalization of economies, changing governmental requirements, increasing demands for a more skilled and better motivated workforce and intensifying domestic and foreign competition are some of the very important factors to have contributed to the growing importance of Human resource management in modern organizations. Human resources play a crucial role in the development process of modern economies. No other factor is more significant than efficient and committed manpower.

Our economy is gradually getting integrated with the global economy. Globalisation has considerable influence on human resource functions. Employee hiring, training, motivation, compensation and retaining are to be guided by the global perspective. By discharging these and other functions effectively and by helping the best qualified people execute the organization strategy on a global scale, the department can become a source of competitive advantage for the organization.

As every advanced nation is increasingly becoming globalized, skills and cumulative learning of its workforce become its competitive assets. All developed countries can design, produce and distribute goods and services with ease and speed. Every factor of production, other than workforce skills, can be duplicated anywhere in the world. Capital moves freely across national boundaries, seeking
the lowest costs. State-of-the-art factories can be erected anywhere. The latest technologies move from computers in one country, up to satellites parked in space, and back down to computers in another nation all at the speed of electronic impulses. Achieving resourceful human work force is not as easy as procuring technology and raw materials. A workforce that is knowledgeable and skilled at doing complex things keeps an organization vibrant and quite alive to the changing needs of society.

Human resources are solely responsible for making use of national resources and for the transformation of traditional economies into the modern and industrial economies. The shift from manufacturing to service and the increasing pace of technological change are making human resources the crucial ingredient to the national well-being and growth.

Human resource management (HRM) refers to the design, implementation, evaluation and administration of human resource programmes, rather than just managing employees. Human resource development (HRD) is a higher version of HRM, where emphasis is particularly on ‘development’. This includes performance analysis and development, training, executive development, career planning and development, organizational development.

In a market oriented environment, improvement in productivity, quality and information are essential for long-term success of an organization. Human resource contributes to the improvement in productivity, quality and information
directly by finding better and more efficient ways to meet their objectives and indirectly by improving the 'Quality of work life' for employees.

Efficient Human resource and their commitment is essential for effective management of any organization. It is people who constitute the core of the organization. The importance of the people in the form of employees is all the more important in service institutions like libraries, hospitals and banks. Since they deal in services rather than products, they tend to be labour-intensive and staff therefore account for a much higher proportion of expenditure than in the private sector. The public sector has less freedom than the private sector to use staff to maximum effect. In particular it can not hire and fire staff easily. It can not get rid of the staff who are no longer believed to be required and replace them by better staff. So, it must use and develop its existing staff to the utmost. Increasing the effectiveness of human performance in libraries and other information services is now vital due to the above reasons.

Human resources form an important component of Library and Information centers. Rubin\(^2\) rightly says “People run libraries. They provide the essential services, process the materials, prepare the budgets and establish the policies and practices that shape the institution. This is not always recognized by the public that often perceives the library as a place for collection of books. Certainly, an important aspect of any library is an array of objects that contribute to library service: the media, physical facilities and electronic technologies. But a human being is responsible for combining these elements into effective library service
and failures in library service are often failures to deal appropriately with human issues.

According to Dutton, the Quality of library service is closely linked with the attitudes of the serving staff. It is not possible to reveal a faulty service in the way faulty material can be detected. Dutton also emphasizes the need for proper utilization of human resources because, "the cost of labour is likely to continue rising at a greater rate than that of the manager's other tools, machinery and materials."

Libraries are service institutions and hence the major scope for improvement in their efficiency and effectiveness must come through proper Human resource management.

Human resource management consists of many sub-systems like training and development, compensation and industrial relations. It takes care of inducting suitable human resource into the organization. Many new sub-systems are being added to human resource management with the changing needs of employees, their culture, expectations and work environment. One such new area is 'Quality of work life'.

1.3 Quality of work life (QWL) : Meaning and Definition

The concept of quality of work life is gaining increasing attention in the area of Human resource management. Quality of Working Life encompasses the sum total of healthy experiences that individuals experience in the various facets
of work life or life at work. The reaction of employees to work depends upon three factors.

1. The personality traits and individual characteristics such as need pattern, tolerance for ambiguity, locus of control, work ethic values, abilities, and skills of the employees.

2. Characteristics of the job, such as the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job, and the like, and

3. Facilities offered by the organization at the workplace such as reward systems and training facilities. If these three aspects are fulfilled, the employees will experience job involvement, job satisfaction and a sense of competence. Organization will find itself having low absenteeism and high productivity. When we say that the Quality of Working Life in an organization is high, what we mean is that the benefits mentioned above accrue to the individuals and to the organization.

Quality of Work Life can be defined as "the degree to which members of the work organization are able to satisfy important personal needs through their experience in the organizations".4

In the area of Librarianship, Charles Martell and his associates contributed several articles and case studies on quality of working life programmes in the academic libraries with special reference to USA. Martell5 recommends six
important characteristics that should be included in the employee's work in order to achieve optimum Quality of Working Life. They are 1. Autonomy 2. Challenge 3. Expression of creativity 4. Opportunity of learning 5. Participation in decision making 6. Use of variety skills and abilities. Quality of working life is an indicator of the effectiveness of employees, organization and the community. This can be conveniently measured mainly from the perspective of the employees of the organization.


Review of literature on Quality of Work Life in general and Quality of Work Life with special reference to libraries convinced the researcher that the criteria of Walton is the comprehensive measure to study Quality of Working Life of public libraries. This criteria of Walton includes all categories recommended by Martell and his associates and other studies made in the field of Quality of Working Life. However opinions on few other items such as organizational structure, library automation and library associations have been collected for the purpose of study.

1.4. Need for the study of QWL in the public libraries
Library is a service institution for dissemination of knowledge and information. It caters to literature and information needs of library clientele. Libraries in our country, however, pay greater attention to technical content. Classification, cataloguing and other technical aspects are laid more thrust. However, an impression looms large around the fact that the public libraries are not paying due attention to personnel management problems. The crucial fact that human resources are the cornerstone for healthy and effective library services has been drastically neglected. This is indeed the cause for under development of public libraries in our country.

User satisfaction is very much linked with the job satisfaction of the staff. Unless the library staff enjoys good quality of work life, user satisfaction cannot be achieved. In the industrial sector organizational development and welfare measures bestowed upon the employees has yielded good results. Following these measures, the service sectors particularly, banking and insurance have improved their effectiveness through implementation of QWL programmes.

It is high time that the public library management has to ensure provision of necessary inputs to enable the library to function efficiently. Positive and patronizing approach to the library staff is desirable on the part of the management. We have a large stock of qualified professionals to manage the public libraries. What is lacking is the initiative and drive on the part of the entire managerial system to pay adequate attention to the personal needs and
motivational factors of the employees. Libraries are suffering due to lack of physical facilities, inadequate budgets and insufficient library staff.

The existing skills of the library professionals are not at all in tune with the emerging trends of the library profession. The training measures are not coextensive with the required skills at the workplace. There is need for greater emphasis on computer application, modernization, and information service. The library authorities should divert their attention to improve the quality of work life of employees.

Dr. S.R. Ranganathan, venerated as Father of Library Science in India propounded as early as 1931 the famous 'Five Laws of Library Science'. The meaning and significance of these laws with reference to quality in library service are as fresh and relevant today as when they were enunciated in 1930s. These laws have been interpreted, evaluated, examined and tested in India and abroad by many library scientists. Even in today's context where the library profession is very much influenced by information technology, it is essential to rediscover the significance of these laws to improve the quality of library services. The crucial problems faced by the public libraries in Andhra Pradesh are inadequate funds, inelastic budgets and improper implementation of measures to improve the service conditions of the library staff. Unless the library staff are motivated, well paid and their working conditions are improved, it is not possible to set right the entire public library system. The researcher has deeply felt the need to diagnose the existing quality of Work life condition of the library staff and come out with
solutions to improve the situation and suggest remedial measures. Hence the research into the quality of work life of the public library staff in Andhra Pradesh has been embarked upon.

1.5. Objectives of the Study

The main objective of the study is to investigate the Quality of Working Life of the library professional staff working in the public libraries of Andhra Pradesh in India. For the convenience of the study the following specific objectives are formulated from the major objective.

1. To assess the economic aspects of Quality of Working Life in the public libraries of Andhra Pradesh.
2. To know the physical facilities of various public libraries in the State which are a major contribution to the Quality of Working Life.
3. To study the Human Resource Development component, one of the factors of Quality of Working Life, in the Public Libraries of Andhra Pradesh.
4. To study the job security, employee welfare, and human rights factors in the public libraries of Andhra Pradesh.
5. To identify the measures taken for career planning and growth in the profession.
6. To estimate the training facilities available in the public library system under study.
7. To study the Quality of Work Life in terms of social aspects.
8. To estimate the extent of participation of the staff in decision making and also to study the impact of work on Quality of Life.

9. To investigate the attitude of the staff towards automation.

10. Finally, to trace the role of library associations in improving the Quality of Work Life of the employees of the public libraries in the State.

1.6. Hypotheses of the Study

The following hypotheses are framed for the study:

1. The salary and other allowances to library professionals are quite fair and adequate.

2. Good physical facilities prevail in the public libraries.

3. Human resource development is given importance in the public libraries of Andhra Pradesh.

4. Employees have job security and are provided welfare measures and human rights while on work.

5. The authorities show concern for the career planning and growth of the profession.

6. Training facilities available for the staff to improve and to update their skills at work are adequate.

7. The profession derives social recognition by virtue of work.

8. The participation of the staff in the areas which affect their work is satisfactory.

9. The professional staff of the public libraries are positively inclined towards automation.
10. Library Associations play a positive role in improving the Quality of Work Life of employees of the public libraries.

1.7. Scope of the Study

Andhra Pradesh (South India) is conspicuous in the public library movement of India. The Andhra Pradesh Public Libraries Act 1960 paved the way for the allround development of public libraries. The total area of Andhra Pradesh is divided into three distinct regions comprising of 23 districts. There is one State Central library, 6 Regional libraries, 23 District central libraries, and other branch libraries affiliated to district central libraries.

The study is confined to personnel from Grade III Librarian to the Gazetted Librarian Cadre working in State Central Library, Regional libraries and libraries under Zilla Grandhalaya Samsthas.

1.8. Limitations

1. This study has been limited to public libraries in Andhra Pradesh.

2. Although there are a vast array of various strata of public libraries, only a representative sample has been covered in view of financial and time constraints.

3. Aided libraries, libraries under private management, libraries under cooperative societies where part time workers on contract basis are appointed were not included in this study.
1.9. Utility of the Study

The study throws light on the Quality of Work Life prevalent in the public libraries of Andhra Pradesh. It also enables the authorities to be aware of the steps to be taken to humanize the work place and improve the effectiveness of the services of public libraries.

1.10. METHODOLOGY

1.10.1 Data Collection

The investigator has adopted the following methods in the data collection:

Step 1: Review of Literature

The literature on quality of work life has been studied and reviewed which facilitated the preparation of Questionnaire.

Step 2: Questionnaire for Professional Staff

Based on the review of literature, a structured Questionnaire has been designed to collect data from the professional staff drawn from various public libraries in Andhra Pradesh. The Questionnaire covers information on different factors of quality of work life as detailed below:

Part I: General Information about the Respondents

Elicits information about age, sex, designation, qualifications, and length of service.

Part II: Pay and Fringe Benefits

Seeks information about pay scales, retirement benefits, rewards and other additional benefits.
Part III: Safe and Healthy Conditions

Identifies physical facilities prevalent in public libraries

Part IV: Opportunity to Develop Human Capabilities

Deals with the opportunity to learn new skills, use of the employees' existing skills, involvement in decision making, encouraging participatory management, giving weight to independent ideas.

Part V: Job security

Addresses the factors like motivational force, stress management and morale which add to job security.

Part VI: Promotion and Career Development

This part emphasizes the promotion policies followed by the system and the career development methods adopted by the library authorities.

Part VII: Employee Welfare and Grievance Handling System

This part is associated with employee welfare and the grievance handling system prevalent in public libraries.

Part VIII: Training facilities available / offered

Part VIII is devoted for eliciting the attitude of the staff on the training facilities available in their place of work.

Part IX: Social Integration

The style of leadership, state of interpersonal relations, the role of the organization in promoting good interpersonal relations among the staff – these are the factors included under this part ie social integration.
Part X: **Social Relevance of Work**

In its use of information technology, in its motivational ability, and in its multifaceted role in rural education, adult education and woman empowerment the social relevance of the work is clearly discernible and this is studied in this part.

Part XI: **Human Rights**

Non-interference in personal matters, adherence to rules and regulations, and recognition of individual merit are some of the factors that define human rights. This part seeks the opinion of respondents about human rights.

Part XII: **Participative Management**

To what extent the organizational structure, hierarchy, policy and procedures provide scope for participative management is gathered through a set of questions under this part.

Part XIII: **Work and Quality Life (Total life space)**

The symbiosis between work and quality of life is dealt with through a set of questions relating to total life space.

Part XIV: **Resistance to Change (Attitude towards Automation)**

How far the staff would accept the change towards automation is investigated in this part. Information relating to barriers in automation, the impact of automation in personal relations, the attitude of the staff towards computerization are some of the issues dealt with under this part.
Part XV: Library Associations

This part aims at eliciting responses about the role of Library Associations in dealing with QWL factors like salary, working conditions, career planning, and growth.

Step 3: Questionnaire for Secretaries of Zilla Grandhalaya Samsthas/ Librarians of the Regional Libraries

Another structured questionnaire has been circulated to Heads of public libraries to elicit their response to (1) Adequate and Fair Salary (2) Safe and Healthy Working Conditions (3) Opportunity to develop Human Capacities (4) Promotion and Career Development (5) Welfare Measures (6) Training (7) Social Integration (8) Human Rights (9) Work and Quality of Work Life (10) Library Automation. The data so gathered is found to be very useful for ascertaining the realities of the situation under study.

The data is also collected from different secondary sources. The important secondary sources are annual administrative reports from the Directorate of Public Libraries, Hyderabad, and annual reports and different records maintained by Zilla Grandhalaya Samsthas at the district level.

Step 4: Pilot Study

A Pilot study has been conducted with a sample of 50 respondents. Based on the study, the questionnaire was further modified and developed to suit the stated objectives. Accordingly, the revised version of the questionnaire was finally developed.
Step 5: Administration of the Questionnaire

The revised questionnaire was administered among a sample of 280 professionals. A total of 210 have responded and the response rate is 75 percent. A separate questionnaire has been administered among 30 heads of public libraries. They include the librarians of State Central Library, Regional Libraries and secretaries of Zilla Grandhalaya Samsthas in the State and the response was cent percent.

1.11. Data Analysis

Simple statistical techniques like chi-square test of independence, standard deviation and weighted average have been used to analyse the data. Percentages and averages are also used wherever necessary. A five point scale was used to measure the opinions of respondents on each factor of the Quality of Work Life.

1.12. Organization of the Thesis

The present study is divided into 6 chapters. Chapter-I introduces the topic of the study, concept, need for the study, objectives, hypotheses, scope and limitations, methodology adopted. Chapter-II brings out the theoretical framework of QWL. Chapter-III deals with the review literature. The Chapter-IV is devoted to examine the origin and development of Public Libraries in India with special reference to Andhra Pradesh. It also presents the structure of the public library system in the State and Staff pattern and growth in the public libraries. Chapter-IV is devoted to the analysis of the study. The responses obtained
through questionnaires have been analysed and inferences drawn to verify the veracity of the hypotheses. In Chapter V findings of the study are examined in relation to the objectives of the study and suitable conclusions are drawn and a few suggestions are made to improve the Quality of Work Life in the public libraries under study.

REFERENCES


