CHAPTER - III
Review of Literature
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3.1 Introduction

Review of literature is the most important aspect in any research work. It is a measure, stating the recent output on a particular area of research and organized in a helpful sequence to strengthen the present research techniques. The main objective of the review of literature is to understand the research activities that have taken place in a particular discipline in general, and the area of research in particular. As the present study is aimed at measuring the QWL in public libraries of Andhra Pradesh, all the relevant literature available was reviewed here. The contribution of academicians, information scientists, research scholars and library professionals on this topic in various dimensions has yielded invaluable set of research output. The research publications with a bearing on the thesis of present study over a period of time are covered and reviewed. This review provided a finer perspective on the present area of research i.e., quality of work life in Public Libraries.

QWL has its deep roots in Marxian revolution in order to bridge the gap between the employer and employee, Marx claimed certain privileges for the worker based on humanistic approach. Much research has been done during 1930s by what is called human relations school of thought. Later during 1950s this approach manifested itself as socio-technical school of thought. The social condition of the worker in a technological environment was deeply perceived in these studies. Further studies during 1960s and early 70s laid emphasis to design techniques that would improve the job satisfaction of the worker and his
total involvement to achieve the organizational effectiveness. However, the concept of quality of work life concretized as a recognized idea and gained momentum during 1970s when significant efforts were made in order to improve the quality products in industrial sector in particular and later in service sector.

For the sake of convenience, the present review has been organized into three discrete components namely,

1. Studies relating to quality of work life
2. Studies relating to public Libraries
3. Convergent studies of quality of work life and Public Libraries

3.1. Studies relating to quality of work life

Richard Walton¹ (1974) had taken up extensive research on QWL. He can be considered as a major contributor to this concept. He devised eight point criteria to measure QWL. According to him "Quality of work life is a work culture that serves as the corner stone". He says that the work culture of an organization should be recognized and improved to enhance quality of work life of that organization.

De² (1975) writes that Quality of working life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuing growth of man leading to him to his development to the fullest stature.

According to Majumdar³ (1976) the quality of work life directly affects the output from an individual. He remarked that the worker spends about 8 hours at
the work place and 16 hours outside the work place that is at home. The environment outside his work place is also very important in his life. But this does not under rate the importance of the environment within the work place.

Sinha⁴ (1977) agrees with the idea that the quality of work life in India is to bridge the gap-economic as well as emotional-between the top and bottom ones of a working place and would prepare grounds for better communication and sharing leading to involved participation of all concerned.

Guest⁵ (1977), a noted behavioural scientist, talks about feelings of an employee about his work while defining QWL. He pointed out the effect of QWL on person's life. According to him QWL is a generic phrase that covers person's feelings about every dimension of work, including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships, and its intrinsic meaning in a person's life and "it is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives".

Manga and Maggu⁶ (1981) studied the influence of QWL on the individual and organizational health of members of public sector organizations. They concluded that the QWL in the Indian public sector is poor and there exists a significant gap between what the managers expect and what they have.

Martell⁷ (1981) examined techniques for the redesign of work in academic libraries. He traces the history of work system design and presents methods that
adhere to quality of working life (QWL) principles. Reviews the state of knowledge about QWL and application of these methods in academic libraries. By implementing these or similar advanced methods of organization and work system design, academic libraries should be able to respond more effectively to rapid changes in user demand and improve the QWL of an employee.

Sayeed and Prakash (1981) in their study on "the QWL in relation to job satisfaction and performance in two organizations" found the attitude and performance of the employees working in the organization to be high or poor depending on the perception of provision of QWL.

Though the concept of QWL was introduced in year 1972, it really gained momentum in the beginning of 1980s. Not much empirical work has been conducted in India. Bulk of articles on QWL are of theoretical nature. A recognition of the widening implications of quality of work life are reflected in the recommendations of the National Seminar on 'Improving QWL in India' held in 1982. This conference emphasized the linkage between quality of working life and quality of life.

Another national symposium (1983) on quality of working life was held in Hyderabad. Some case studies of QWL projects in Indian enterprises and public systems were represented and discussed. The delegates felt that presently there was a lull in the QWL movement in the country and concerted efforts were needed to revive and revitalise it. The delegates participating in the symposium
raised a number of issues related to QWL concepts including developing QWL programmes for non-industrial settings such as academic and research institutions, the service sector, government departments and agencies.

Bharadwaj\textsuperscript{11} (1983) argued that the quality of working life movement offers India a value frame leading to task effectiveness through utilization and unfolding of the human potential. Improved quality of working life is ultimately to be an instrument of betterment of our public quality of life: better enterprises, public systems, and institutions can inturn lead to the development of the country as a whole into a dynamic, evolving society, with serious potential for an honoured place in the comity of nations.

Buchanan and Boddy\textsuperscript{12} (1983) discussed that human force is more important than economic and market forces. It is therefore important that work be organized to develop the human skills and motivation for organizational effectiveness.

Productivity can be improved by improving the quality of work life. Katzell and Guzzo\textsuperscript{13} (1903) found that more favourable attitudes towards work often resulted from the productivity programmes, showing that productivity and QWL can be improved through the 'socio-technical' system design. Better quality of work life fosters more cohesiveness in work groups, which may result in higher productivity in organization.

Martell\textsuperscript{14} (1983) in his article 'QWL strategies' examined quality of work life issues. The goal of balancing the needs of employee with the needs of the
organization is discussed. He outlined the Z type organization developed by William Ouchi which stresses employee participation in decision making, especially with in the basic work unit, the sub-department level of libraries. The organization must build trust, use subtlety in inter-personal relations and create a sense of intimacy. Without these organizational qualities employees will not become involved and involvement is the key to increased productivity.

Martell and Untawale\textsuperscript{15} (1983) in their article on work enrichment for academic libraries defined QWL as the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. They explore the important QWL strategy of job redesign, discussing the techniques of job enlargement and job enrichment. They had shown how the introduction of automated systems in the university of California at Berkeley Library led to the restructuring and enrichment of jobs. They offered a number of suggestions to indicate potential directions for libraries in the QWL.

Singh\textsuperscript{16} (1983) reports on QWL experiments in India. Two studies were conducted on chemical and textile factories that were designed to improve the QWL by reorganizing the work and introducing participatory management. He also studied the managers from public sector. He found that QWL is perceived to be the poorest in the area of demonstration of work culture leading to a stage of mismatch between motivation and the existing QWL.
Decker (1985) in his study on QWL in academic and research libraries, discussed the quality of work life in libraries with particular reference to personnel management. He described QWL and the important factors that determine QWL. That concludes that as the patron has a right to quality service from the librarian, so the librarian has a right to quality of work life.

Bhooshan Lai (1986) conducted a study on the relationship between need fulfillment and job performance. The sample for the study was drawn from academic, special and public libraries in India. A questionnaire was administered to 400 library personnel out of which 79.5% responded. The study revealed that Indian Library system has been relatively successful in satisfying the security, social and esteem needs. In the Indian context security is an accepted fact to everybody who secured a job. The study concluded that libraries attempting to motivate increased productivity should be careful to relate to the needs of workers so that energy source of workers' behaviour is fully tapped.

Rao (1986) conducted a study to evaluate the difference between quality of working life of men and women employees doing comparable work and again to examine the effect of work on women. The result shows that a significantly higher composite quality of working life score for men than for woman employees. Men employees had significantly higher scores for opportunity to learn new skills, challenge in job and discretionary elements in work. Rao found no significant correlation between quality of working life and quality of life for women sample. She reported further that age and income had a positive impact
on perceived quality of working life for women. But there was no effect of education on quality of working life.

Shaw\textsuperscript{20} (1986) conducted a study on the attitude of staff towards automation at the Indiana University Library. Two surveys are conducted before automation and one year after automation. Reactions to automation were positive in both surveys. By the time second survey was conducted most of the respondents, expressed the view that automation expedites the various tasks in the library and would lead to over all improvement in the quality of library services.

Martell\textsuperscript{21} (1987) examined the nature of authority, professional structures with in an academic library context. Also the impact of authority between the organization and its environment was studied. Instead of traditional theories of management which limit employee participation in decision making, Martell recommended two alternative forms of decision making 1. Self–regulation 2. Formal participation.

Gupta and Khandelwal\textsuperscript{22} (1988) conducted a study and found a significant positive relationship between QWL and role efficacy. They also found that supervisory behaviour is the most important dimension of the quality of work life contributing to 21 percent of the variance in the emplyees role efficacy. Supervisory behaviour includes general satisfaction with superiors, day to day behaviour, extent of communication and appreciation of good work.
Dumant and Others\textsuperscript{23} (1989) dealt with human response to library automation. They explored role of attitudes towards technology as a determinant of careers. He used a questionnaire survey of 105 members of the Ohio Library Association. The hypothesis that the woman librarians are less interested in technology than men is not supported by the results of the study in the profession.

Martell\textsuperscript{24} (1989) discussed a set of critical human resource issues which may help to provide a platform from which to refocus personnel administration as it is currently practiced in U.S. libraries. These issues are motivation, job design, Quality of work life, organizational culture, high performance and excellence and renewal.

Merchant\textsuperscript{25} (1989) dealt with human response to library automation. Traditionally, libraries and businesses have been run by authoritarian managers with decisions made at the top and workers expected to follow directions. In the 1950s and 60s new patterns of participative `management began to be proposed. The principles of participative management are especially important in the current climate of technological change because they encourage innovation and creativity on the part of the staff which in turn are required for a library to survive and flourish.
Singh and Maggu\textsuperscript{26} (1990) in their study on QWL in Indian organizations operationalised QWL in terms of human growth, existing workplace, creativity and innovativeness, concern for people and democratization of workplace by presuming that organizational systems and processes characterized with these elements would lead to a higher socio-psycho need gratification. The study revealed that the quality of work life is considerably poor on all the chosen dimensions. Such a finding reflects that organizations are characterized with a high degree of centralization in decision making process, lack of sufficient autonomy and freedom for individual initiatives. The findings of the study further reveal that managerial experience, hierarchy and remuneration do not significantly influence the quality of work life.

Nawe\textsuperscript{27} (1992) brought out problems of training and personnel development in the context of inadequate training facilities, and inadequately defined skills resulting in failure on the part of the professional to meet the needs of users. Key attributes and attitudes required for the identification of skills in the context of African librarianship in general, and that of Tanzania in particular are covered. The author stressed the need for a concrete and appropriate training and personnel development programme.

Horenstein\textsuperscript{28} (1993) examined the job satisfaction of academic library staff as it related to faculty status and participation of librarians in library planning and decision making, university academic affairs, and professional library activities. A questionnaire survey was carried out, covering 300 U.S. academic libraries. The
study revealed that academic librarians with both faculty status and rank were more satisfied than the librarians without academic status.

Lambert\textsuperscript{29} (1994) stated the application of CD-ROMs and staff implications in Library and Information centers. The advantages of CD's and the related problems like financial sources, staff requirements, training and assistance to users were discussed. The article emphasized the need for the professional staff to attend administrative as well as technical functions. The need of staff training programmes from time to time was highlighted in this article.

Stilwell\textsuperscript{30} (1996) described a study based on an analysis of the perceptions of the formally qualified staff of the 4 former provincial library services in South Africa. In the eyes of the staff surveyed, the process of change had not been sufficient. Findings suggested that an area for particular attention was the building of capacity in the provincial library services through appropriate management of human resources, particularly a participative management approach.

Gupta\textsuperscript{31} (1997) stated that the library automation is one of the key activities in converting library service tools and practices to electronic based media. The information requirements of the users and its impact on libraries for using information technology are also discussed. The areas of automation in libraries are thoroughly studied. An attempt was made to state the financial requirements necessary for hardware and software. The importance of
information super highway, Inernet facilities, digital libraries and retrieval databases on tapes or CD's are also discussed.

Huber et al.,\textsuperscript{32} (1999) studied the impact of the Job enrichment on the quality of work life in Erskind Bio-medical library. He developed a career planning model for library assistants in tune with training programme.

Sangam and Byadagi\textsuperscript{33} (1999) studied the impact of information technology on library services and products in which a reference was made regarding development of the professional skills. The importance of Information technology in library and information centers was thoroughly discussed while discussing the requirements of the IT. They emphasized the need for manpower development and motivation of man power. The morale of the library staff will be increased, if the facilities of IT are applied in library and information centers. They observed that most of the libraries would react negatively to any new system, particularly library automation. Therefore, the attitudes in the library staff should be re-examined and suitable measures should be taken to attract the library staff towards automation.

Varalakshi\textsuperscript{34} (1999) listed the new changes occuring in profession such as new categories of users, changes in information, changes in management and influence of information technology. The role of professional on these lines was discussed. The staff should provide the information needed by user which requires specialised knowledge and professional skills. The importance of
communication was highlighted. Since the automation and application of Information technology are inevitable in libraries, the staff should develop an attitude to learn the latest developments taking place in library automation and information technology, which are necessary to improve the quality of information products and services.

Lichtenstein\textsuperscript{35} (2000) made a critical study on the participatory management model of decision making. The role of this model in sound decision making was explained in this article. The unique set of difficulties in its implementation were also pointed out.

Substantial investment is accelerating the provision of public access to the internet in U.K. Public libraries. Monitoring and evaluation will be essential to inform policies, developments and justify the new services. Turner and Kendall\textsuperscript{36} (2000) reported on quantitative and qualitative research into the use being made of the internet facilities at Chester library between Aug 1998 and May 1999. A questionnaire survey of 178 users revealed substantial use by non-library members, mostly aged between 16 and 35, the most popular application was electronic mail.

Rama Reddy\textsuperscript{37} (2003) emphasised manpower is an essential component in the growth and development of any organization. Manpower development includes the areas of formal training, skill acquisition and constant up-gradation of skills. He stressed the need for upgradation of professional skills with practical
work. Professionals should keep in touch with the latest developments and acquire the new skills required for the job. Knowledge about CD-ROM resources, E-publishing tools, database creation and maintenance is essential for professionals.

3.2 Studies relating to public libraries

Vijayakumar38 (1979) in his study of the recommendations of Ekbote Committee on A. P. Public Library Act (1960) briefed the beginning of the library movement and the present structure of the public library system in Andhra Pradesh. The author gave a brief account of the recommendations of the Review Committee along with observations on the various aspects of the public library system in the state. The defects and drawbacks in the working of the Act and the Public library system of the State were dealt at length. The committee highlighted the need for good library buildings and adequate library training courses in the state.

Nayeem39 (1981) traced in brief the history of library legislation in India. He gave a growth rate of libraries, books, readers, staff, revenue and expenditure for the states like Tamil Nadu, Andhra Pradesh, Karnataka and Maharashtra where the public library Acts are in force. He briefly traced the history of public library legislation in United Kingdom, United States of America, Japan, Canada, Brazil, Burma, Cuba and African countries. He mentioned the position of public libraries in India, U.K. and U.S.A. The author suggested for

i) Union public library council
ii) The State Library council and

iii) The local Library council in the context of Library Legislation in India.

Bavakutty\textsuperscript{40} (1982) traced the history and development of Public Libraries in Kerala. He identified certain deficiencies in public library system in Kerala. While pleading for qualitative improvement in book collection and services, the author expressed the need for developed and integrated systematic Public Library System.

Mangla\textsuperscript{41} (1983) reviewed the literature on public libraries for the last three decades to observe the need and importance given by the international agencies like UNESCO and IFLA. The reports and recommendations of many committees seminars and conferences at the national and regional levels in the country for the enactment of Public Library Law were studied. The author discussed issues such as the viability and types of Local Library authorities, responsibilities of State Librarian and the Director of Public Libraries. He also discussed at length the provision of library finance in a public library law. The author suggested for a wide tax base and matching grant from the State Government with adequate financial support from the Central Government. The author suggested measures for the development of public library services in the country.

Patnaik\textsuperscript{42} (1983) in his article "Library Legislation in India: an assessment" studied about the success in passing the library acts for states like Tamilnadu, Andhra, Karnataka and Maharashtra and failure in this regard in certain states
like Madhya Pradesh, Punjab, Uttar Pradesh and Gujarat. He concluded that paucity of finance, lack of coordination among library personnel, lack of efforts by leaders and lack of positive attitude of the government towards library legislation are some of the factors which delayed Library legislation. He suggested that uniform library legislation should be adopted throughout the country.

Mittal (1985) gave a perspective plan for the development of Public Libraries in India during 7th Five year Plan. He explained the need for establishing a good infrastructure for public libraries in India. According to the plan, National Libraries, Village Libraries and mobile libraries should be started in India. In order to ensure good future for public library system in India, the author stressed the need for improvement in training facilities and financial allocation.

Raju (1985) stressed the role of public libraries in Andhra Pradesh. He said that public libraries should help in promoting education, culture, research and industry. He concluded that there was a need to have a separate history collection and gave suggestions on areas like acquisition and processing and a scheme for classifying the local history collection also given by the author.

Raju (1990) made an evaluative study of the working of Andhra Pradesh Public Libraries Act 1960 and its contribution towards the development of public library services in the State. He observed that the achievement of the Act had been much below the expectations and the State Public Library system suffered
from severe financial and administrative constraints inhibiting its further growth. The author argued that the Act had largely failed to provide an effective public library service. The author suggested the need for immediate implementation of recommendations of Ekbote Committee (1976) and Vavilala Gopala Krishnayya Committee (1978) to redeem the situation.

Jayaraj46 (1990) in his thesis Public Library System in Kamarajar district, Tamilnadu-A case study, found that the libraries in the state are not having sufficient staff. He suggested that the Government should take steps to improve the situation.

Venkatappaiah47 (1991) made a comparative study of the Public Library Acts of the States in India. The author examined the preamble of the various state Public Library Acts in India and found that these Acts have more or less the same preamble. It was generally accepted that there should be a state Library Authority with the Minister for libraries as its head and a state Library Committee to advice the Authority on all matters pertaining to Libraries. He suggested that a qualified and experienced library professional should be made as the Head of the Directorate / Department of Public Libraries.

The author pointed out the need to treat all cadres of the library staff as government servants. The author has made an attempt to specifically point out the unique features of the Kerala Public Libraries Act with regard to every
provision of the public library legislation discussed throughout this comparative study.

Raman Nair\textsuperscript{48} (1993) evaluated the Model Library Act\textsuperscript{(1930)}, Model State Public Library Bills and plans, and Union Library Bill drafted by Ranganathan. He studied the impact of Draft Bills and extensive writing of Ranganathan on Public Library Legislation in the country.

Singh\textsuperscript{49} (1994) described the administrative structure, staffing pattern, financial resources and book collection development during 1984-85 and 1988-89 in the Manipur Public Library System. The various public library services and training facilities assistance received from the Raja Ram Mohun Roy Library Foundation (RRRLF), and gaps and deficiencies in the development of Public libraries were also discussed.

Jensen\textsuperscript{50} (1996) investigated the extent of user influence in the form of library councils. The results covered number of aspects: The extensiveness of library councils, length of establishment, status and responsibility, composition, procedural aspects and the range of their activities. Alternative forms of user influence are also considered.

Liverpool public Library, New York, USA has been offering Public access to computers since early 80s. Following good rapport from users, its computer laboratory facilities have expanded. Today users can test educational software, use word processors and data bases, and access the Internet. Software is also
lent for home use. The Cullings\textsuperscript{51} (1996) described how the computer use is organized and also discussed the plans to expand the services offered through computer support and training.

Yadagiri Reddy\textsuperscript{52} (1997) studied the career development of personnel in the public library system of Andhra Pradesh. Questionnaire method is followed to collect primary data. He emphasized the importance of human resource development in public Library System. He pointed out about poor career planning for the employees in the system. The organizational efforts for career planning are not at all satisfactory. The important findings of the study were the employees have no satisfaction about the promotional opportunities. Some of the professionals expressed that they have no chance to get promotion even though they have put up 20 years of service. He stressed need for effective service training programmes, better pay scales on par with the professionals working in academic libraries and career planning system in public libraries.

Anki Reddy\textsuperscript{53} (1998) studied the 'organization and Management of Public Libraries in Andhra Pradesh'. He adopted questionnaire method to study the problem. The important finding of his study was that the public libraries failed to create reading and learning consciousness among the public. He stated that the staff working in the public libraries is totally inadequate to provide efficient and effective library services to the public. He pointed out that the professionals are not happy with regard to pay scales, working conditions service conditions promotional avenues, transfer policies and welfare of measures of the
department of public libraries. He stressed the need for advanced training to activate and dynamise the personnel element in public libraries. He concluded that the Government should constitute a committee to take up the task of framing of suitable personnel system with proper rules and regulations.

Kumbar and Biradar\textsuperscript{54} (1998) conducted a survey to assess the use of mass media and also public library in Singanamana Rural area of Shimoga district in Karnataka. Based on the study, the authors underlined the need for extension of working hours and stressed the need for creating awareness of public library through user training programmes. The authors also recommended for the integration of public library services with mass media to improve the quality of library services.

Inspite of over five decades of independence, the rural scenario in India has not changed much and 75 percent of rural people are either manual labourers or artisans. In view of a variety of structural disadvantages (illiteracy, malnutrition and social complications of caste in Indian society) there is a need to redesign the traditional Public library and its services to deal with the information needs of rural areas. In this connection, the NIRD\textsuperscript{55} (National Institute of Rural Development) (2000) conducted a variety of studies and has come up with an action research project aimed at establishing Public Information Centers (PICs). The objective of these centers will be to provide Information on rural development programmes, agricultural extension and utilities as well as social development information (health, education, finance, legal) The issues involved
as well as the location of PICs, databases, training, service and the sustenance of PICs were discussed.

Heitzman and Asundi56 (2000) described the development of the public library system in the state of Karnataka, India. The article deals with exercises conducted in its evaluation during the mid-1990s and the current direction of its planning. After outlining the system in the rural district of Chikmagalur, they dealt with the system in Bangalore. Quantitative and Qualitative survey data portrayed the demographics of library users, their information needs, their rating of library materials and facilities. Analysis focused on issues of age and the gender trajectories of career development and future rural-urban divide in determining the planning of the system.

Malleswar57 (2003) described the Regional Libraries as a feature of Public Library System. The author made a survey to examine the working of Regional Libraries in Andhra Pradesh. The survey revealed that the regional libraries are not functioning to the expected level. They are not able to realize the aims and objectives because of lack of adequate staff, lack of trained professionals, poor accommodation and inadequate book stock. The author stressed the need for comprehensive legislation and suggested a plan for Andhra Pradesh Public Library Network.

Begum and Goswami58 (2003) stated the concept and objectives of public libraries and their establishment, maintenance and development in Indian
context. The authors also discussed the importance of library legislation and its
development in India. This article puts forth the Public library scenario of Assam
and efforts made to enact library legislation in the state. The latest attempts
made to enact the proposed library bill as library law is also mentioned.

Ramesh Babu and Govinda Reddy\textsuperscript{69} (2003) studied public library system
in Tamilnadu with reference to circle libraries. Observation and Interview
methods were adopted to collect data for the research. The study revealed that
the circle libraries in Chennai occupy a significant position in Chennai in
particular. The findings revealed that the staff members are interested in
improving their professional quality and not interested in knowing the current
developments and almost all librarians are optimistic in automating the library.

Ramesh Babu\textsuperscript{60} (2003) studied the state of art of the public library in the
light of IT and examined the feasibility and application of IT in public libraries in
India and focused on the nature and type of service to be provided by the public
library system in the information age. The resolutions and recommendations
based on the papers presented in the seminar are:

1. National Policy for IT – based public Libraries should be formulated to
facilitate access to documents and information.

2. Public libraries should develop their own web sites.

3. Organizations like RRRLF and government of Tamilnadu should
strengthen circle libraries.
4. The Public Library Act should be redrafted to meet factors like resource sharing and net working and right to information.

Ashok Kumar\textsuperscript{61} (2004) studied the impact of IT on legislation. The 'IT era' brings various changes in all sectors of development since information is the base for all developmental activities. He stressed that it is necessary to revise the library legislation on certain areas like collection development management and services.

3.3. Convergent studies of quality of work life and Public Libraries

Mac Naughtan and Baker\textsuperscript{62} (1986) described a study which has its origins in a staff exchange between Wellington public library, Newzealand and the public library of Eugene, Oregon, USA. The study made a comparison between two libraries and discussed one major area where the US library differed from its Newzealand counterpart in participative management. The study outlined some of Eugene library's different approaches to involvement. It also examined ways in which staff participate in the management of Eugene library, and how public participation is achieved – the role of community in developing the Eugene library's policy and public profile.

Mittermeyer compared two different types of organizational settings for public libraries in order to determine whether Board administration or municipal integration provided more professional input into the decision making process. The variables studied were levels of centralization, complexity and professional
attitude. Mittermeyer63 (1989) investigated relationships among these three variables within each setting.

Merchant and England64 (1989) also conducted a study towards managing public libraries in the twenty-first century. They argued for changes in public library administration that will help libraries improve their performance and ensure their survival in the post-industrial society. Major changes which include—planning, participative management, creative applications of technology and facilitating innovation were discussed in their article.

Gopinath65 (1990) identified that the human beings are one of the important factors in library management. The problems faced by librarians are more or less the same in all types of libraries. Increased access to knowledge is one of the issues that made the librarians learn or improve their skills particularly, information technology. The library professionals should act as a link between knowledge sources and knowledge seekers. To make the libraries user oriented to satisfy potential users, to adopt with electronic media, the library professionals should have training in traditional librarianship and I.T. oriented librarianship. The author noticed the developments in library profession such as generation of information in variety of forms, computer and communication technology, exchange of information and manipulation of information. He suggested the following skills for professionals:

1. Knowledge of specialized reference sources
2. Specialized analytical skills and techniques
3. Collection development and
4. Library automation.

Malinconico\textsuperscript{66} (1991) opined that the libraries and librarianship is rapidly influenced qualitatively and quantitatively by modern electronic technologies. The author mentioned a variety of computer readable information sources, which require training for the library professionals to use them properly. Further, the developments in information technology that are influencing access to information and its management were mentioned. The author also suggested suitable training programmes for the professionals.

Haravu\textsuperscript{67} (1993) explained the library automation in India during the last ten years in which he discussed about the database development and information retrieval services in research libraries. A comparison was made on application of automation in academic, public and research libraries. He opined that the automation in academic libraries is far from satisfaction and the situation in public libraries in India is still low.

Sangam and Konnur\textsuperscript{68} (1993) discussed the importance of public relation activities in public library management. They proposed a scheme which consists of publicity, multimedia, educational activities. They concluded that proper training for public library staff was necessary to enable them to communicate the essence of library to the users.
Lubelski (1996) studied on staff development day in public libraries. He observed that 87 public libraries provided a staff development day and covered areas like attendance, meeting, planning and budgeting and perceived benefits to staff. Staff development days in Ohio appeared to be an effective, well utilized technique in the overall training and the development of Public library staff.

Venkata Ramana and Vinod Kumar (1996) studied the influence of technology on libraries and network environment. Many changes are appearing in libraries due to the reasons like rising cost of materials and changing needs of users. They emphasised on library cooperation, through which the financial problems can be minimized. At this juncture, the use of Information technology has become mandatory among participating libraries. So, the professionals in these libraries should be trained in library networks and communication technology.

Coles (1998) explored the results of Interviews with 301 public library users regarding attitudes to IT and levels of IT literacy. 47 percent of respondents are positive, 30 percent negative, and 23 percent neutral towards information technology. Other views concerned with the impact of technology on work and quality of life. Library users displayed varying levels of IT literacy. The author concluded that it is essential to understand how public library users perceive IT if electronic sources are to be successfully implemented in public libraries.
Rajarathnam Chetty\textsuperscript{72} (1998) studied the Quality of work life in university libraries in A.P. He adopted questionnaire method to collect data. He made a comparative study among the university libraries. His study revealed that the central universities are in a good position in providing good quality of work life in all its dimensions. The physical facilities provided to the staff in other universities are not satisfactory. The employment and service conditions are fairly good in these libraries. But the universities do not show much concern in the developmental activities of the professional staff. It is observed from the study that there are no much promotional avenues for professionals. However, good interpersonal relations exist in universities. He emphasized the need for immediate measures by the university library authorities and librarians.

Ashok Babu\textsuperscript{73} (1999) made an attempt to stress the need for use of computers in public libraries and the advantages coming out of their use. Software packages available were discussed in the paper and relevant criteria for selecting the suitable software have been specified. Priorities in automating different library services have been discussed keeping in view the requirement of the public library system. He pointed out the constraints in automating services in public libraries. The author presented an overview of some of the library networks operating in the country for the information of the public librarian.

Losinski\textsuperscript{74} (2000) made a study on the changing role of para professionals in the special reference to Colorado libraries. He discussed the major trends for
para professionals in public libraries and offered tips for their career advancement. He indicated that para professionals will have an increasingly important role in the organizational structure of public libraries, as shrinking budgets mean that libraries will use technicians to perform some librarian duties. He suggested various ways in which para professionals can improve their chances of career advancement.

Since the change in the political dispensation in 1994, public libraries in South Africa experienced mounting pressure to play a leading role in respect of education and youth development, to support adult education and to engage positively in community development projects. In such circumstances, human resources have to be utilized in accordance with their expertise and abilities. Terblanche and Grobler75 (2000) described an empirical study that was done to identify the factors which influence the utilization of human resources in public libraries in South Africa. Four factors were identified, namely, general attitude of the employee to the profession of public librarianship, training and development, information technology and career management.

Usherwood and others76 (2000) conducted postal survey of UK public library authorities regarding staff recruitment and retention they observed a large variation in attitudes and practices. Their major finding was that some authorities that have career development initiatives are twice as likely to be recruiting candidates, and statistically significant relationship between the length of stay of new professionals and ongoing career development. They noted in their study a
specific trend in recruitment which emphasizes candidates qualifications, skills and abilities.

Sharif and Mohamood (2001) made a survey of alumni of the Pakistan Library Association's Computer Training center in Lahore to determine the impact of the certificate in Library Automation (CLA) on librarianship in Pakistan. The survey provided information on the profile of respondents, their participation in computer training, impact of their training on their success in job seeking, their access to and use of computers, their participation in library automation projects and other automation related activities were discussed in this article.

Proctor (2001) reported on the public library work force project, a two year U.K study funded by the library and Information commission which looked at employer's needs and the Department of Library and Information studies curriculum, career choices for newly qualified and qualifying librarians, recruitment and selection issues and the retention of professional staff. It also covered training and development. The survey achieved 84 percent response from public library authorities. The results that recruitment, development and leadership issues in particular need to be urgently addressed in this sector.

3.4 Inferences

From the foregoing review the following inferences could be drawn.

1. The concept of QWL is a managerial aspect and deals mainly with the performance evaluation of manpower in any organization.
2. The literature on QWL has been grouped under three broad headings such as:
   1. Studies relating to quality of work life
   2. Studies relating to public libraries
   3. Convergent studies of quality of work life and public libraries

3. Studies relating to QWL are drawn mostly from the productive, manufacturing and service institutions.

4. The studies have highlighted the importance of employee and employer relationship, job satisfaction, motivational aspects, personnel management and impact of technology on work culture.

5. The review also covers the role of public libraries in the development of personnel. Further the studies also covered the state of public library system in India with more emphasis on Andhra Pradesh: Legislation, impact of IT on public libraries and the career development of personnel in public library system.

6. There are studies covering QWL in relation to public libraries.

7. Most of the studies covered in the review chapter are drawn from the recent decades literature.

3.5 Conclusion

The review of literature enables us to understand that the Quality of work life of employees in the public libraries has not been so far investigated. Libraries have to meet the social, educational and psychological needs of the clientele. Libraries can efficiently work only when its personnel understand their duties and
responsibilities and extend support and cooperation to the library management. It is in this context that the present study gains importance.
REFERENCES


10. Ibid, p.32.


