CHAPTER VI
Summary, Findings and Suggestions
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6.1. SUMMARY

The core of quality of work life (QWL) concept is the value of treating the worker as a human being and bring out improvements in physical and psychological work environment. Design and redesign of work practices develop a sense of active involvement of workers in decision making. Integrating technological development with Human resource development is the basis of quality of work life improvement.

The concept of quality of work life can be viewed in two ways. One way is from the employees' perceptions that they are safe and able to grow and develop as human beings. The second way is as implementing practices like job enrichment, democratic supervision, safe and healthy working conditions and employee involvement in decision making. In the present study the two views, are merged. The quality of work life is taken interms of employee's perception of their physical and mental well being at work. 14 point criteria has been taken to measure QWL in public libraries. The 14 points are selected based on a thorough study of works with a bearing on quality of work life. The Waltons eight point criteria takes a lion's share among these parameters. However, in the context of the study of public libraries, it was felt more reasonable to add a few more criteria culled out from the QWL studies conducted by eminent library scientists like Martell.
6.1.1. Universe of the Study

The following public libraries have been included for the study.

1. Study Central Library
2. Regional Libraries; and

6.1.2 Methodology and Sampling

In order to measure the QWL of employees of the public libraries, Walton's eight point criteria has been taken with a few additions warranted by the study. Both primary and secondary data is collected for this purpose. The primary data is collected through two questionnaires shown in the annexure. Secondary data is collected from text books, journals and periodicals relevant to the study.

While analysing the data, statistical techniques like weighted averages, standard deviation and chi-square test have been adopted. Percentages and averages are also used wherever necessary.

Opinions of respondents are assessed on a 5 point scale, widely known as Likert's Scale. This scale has been considered ideal for measuring the response of the employees in public libraries. The five point scale has been adopted uniformly even in other instruments used in the study.
The data have been collected from 210 employees chosen proportionately so that the sample represents the universe of the study. Further, data is also collected from 30 heads of libraries. Opinions collected from two groups are quantified based on the value 2 for most positive, 1 for positive response, 0 for neutral response, -1 for negative response and -2 for most negative response. The total value is arrived at by multiplying the value with the number of responses and after adding them. Weighted average value is arrived at by dividing the total value by the number of respondents of that category.

The study also has investigated into the background factors of the employees that may possibly influence QWL dimensions i.e. status, age, experience and salary and dependent variables i.e. various dimensions of the QWL. For this purpose, the numerical scale has been collapsed in two components i.e. high or moderate (4-5) and low (1-3). The respondents under each group are calculated and chi-square values are computed. The chi-square analysis enabled the researcher to examine whether the personal attributes reveal a significant relationship with the dimensions of QWL. In order to arrive at the relative position of the public libraries with regard to each of the components of the QWL, the average percentage of high or moderately satisfied respondents has been taken.
6.2 Major Findings

6.2.1 Economic aspects of Quality of Work Life

Economic aspects constitute the most important motivational factors for most of the employees. Walton in his criteria to measure QWL placed the economic aspects like pay and fringe benefits at the first place.

Pay scales of Professionals based on the perceptions of the Heads of libraries is moderate (5.2)

There is mixed opinion among professional staff with regard to pay and fringe benefits. 50 percent of the staff expressed satisfaction with remuneration in proportion to work output. The level of satisfaction is very poor with periodical revision of pay scales and rewards from the organization (table 5.3)

Grade I professionals expressed more satisfaction with regard to pay scales than the other two cadres (table 5.4)

Irrespective of the cadre, more than half of the respondents expressed the view that pay is the main motivating factor at work (table 5.6)

All sections of the respondents have very poor opinion about welfare measures and other allowances (5.8)

6.2.2 Working conditions

Working conditions constitute hygiene factor. They do not motivate the employees, but its absence causes grave dissatisfaction. Physical working conditions are drinking water facility, canteen facility and lighting. At the outset,
they may look negligible, but bad working conditions lead to dissatisfaction among employees. Employees spend lot of time in their work place. So they assume more importance in enhancing the QWL of employees.

Libraries are service organizations where physical working conditions assume more importance as professionals have to deal with clientele with good cheer and reasoning. Comfortable furniture, good lighting and ventilation good accommodation, sufficient rest duration and rest rooms are all the factors which keep the employee in good spirit throughout the day. As such important components are chosen and level of satisfaction ascertained from the Heads of the libraries and professionals.

This study reveals that the physical facilities available are not adequate. This opinion is common among the heads of the libraries as well as professionals (5.10 & 5.11).

6.2.3 Social aspects of QWL

Social aspects play an important role in the life of any human being. Social system is a complex set of human relationships interacting in many ways. Social life and work life of an employee are very much related. Varying roles that a man plays in his social system influences his work life. Good quality of work life requires positive coordination and interaction of all these roles.

Social aspects influence QWL in many ways. One is social integration or interpersonal relations. Social relevance of the work, protection of human rights,
and employee welfare measures are other important social aspects of QWL. Following are the significant findings under this heading:

The Heads of the libraries (66.67%) opined that good interpersonal relations exist in the libraries. (5.12)

Though there is fairly good opinion about the interpersonal relations the professional staff expressed negative opinion about the organizational efforts to improve interpersonal relations (5.13). There is no significant difference in the opinions of staff with regard to interpersonal relations on the variables nature of job, age, experience and salary.

Social relevance of work and service orientation of public libraries are very much accepted norms by respondents (5.16).

Majority of the heads of the public libraries appreciated protection of human rights in the public libraries (5.19). However the professionals did not express same level of satisfaction as that of Heads in this regard (5.20).

There is very much dissatisfaction about employee welfare and Grievance handling in the public library system (5.22).

6.2.4 Human resource development aspects

Human resource is the total sum of knowledge, skills, creative abilities, talents, aptitudes, values and beliefs. Enhancement of utilization value of Human resource depends upon improvement of these aspects. After fulfilling basic monetary and physical needs, employees look forward to satisfy their
psychological needs and development needs. Improvement of creative abilities and knowledge of human resource is more important in service organizations where the very nature of functioning requires all these qualities of employees.

Chances for human resource development among professionals are measured in terms of opportunity to develop human capabilities, opportunity for growth and development, work and QWL, willingness for change over to library automation. The major findings under this heading are listed below:

There is fair environment prevalent among public libraries to learn new skills (5.24). But there is no encouragement to improve the creative ideas of staff through involvement (5.24). The degree of opportunity differs among various salaried groups (5.25). Also the encouragement given to participate in the management of the library significantly differs by nature of job (5.29).

The organizational structure is not flexible enough to provide scope for participative management. The organization does not motivate and involve the employees in decision making process. This is a major lacuna in the public library system of Andhra Pradesh (5.32).

On the whole, only 49.05 percent of professional staff expressed satisfaction with regard to structure of public libraries in providing scope for participative management (5.33). There is no significant difference in the views of staff with regard to participative management (5.34 & 5.35).
In the existing job environment of public library system (as in the case of most organisations). Job security is taken for granted once an employee enters into service. There is high degree of satisfaction among the staff towards job security (5.36).

Though the employees are given periodic training in the latest developments of library service more or less ritualistic and traditional. Only 50 percent of Heads of public libraries expressed satisfaction on training while still lower percent i.e. 40.48 percent of the professional staff expressed satisfaction over this aspect (5.37 & 5.38). There is no significant difference among the various strata of professionals over this aspect.

With regard to promotion and career development, the Heads of libraries are fairly satisfied (60% HMS) while professionals are miserably unhappy with promotional chances in the public library system (20.48% HMS) (Table 5.41 & 5.42).

Though the respondents agree with the fact that job rotation, job enrichment and job enlargement help for the growth of an employee (HMS = 80.48 percent), this is what is very much lacking in the system because of organizational rigidity (5.47).

70 percent of the Heads of libraries are prepared for a change over to automation (5.51). 81.90 percent of professional staff identified with the view that library activities improve the over all organizational effectiveness (5.52).
The professional staff are no way satisfied with the role of library associations in improving the quality of work life of the staff. This is clearly evident from table (5.57).

6.3 Hypotheses of the study

The Hypotheses stated in Chapter-I, namely:

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.

The hypotheses have been tested and the results as are follows:
6.3.1 Hypotheses Testing

1. Based on the perceptions of heads of libraries the first hypothesis is partially proved. But the hypothesis has been proved when opinions of Grade-I professionals relating to salary and other allowances are taken into consideration.

2. The second hypothesis had been disproved in most of the factors of safe and healthy working conditions.

3. Though fair environment prevails to learn new skills, equal encouragement to participate in the management is not given to all sections of the professional staff. Moreover, there is no flexible organizational structure. From this study, it can be inferred that training facilities are inadequate. Promotion and career development opportunities are bleak. Hence, we can say that the third hypothesis cannot be proved by most of the facets of human resource development.

4. The fourth hypothesis can be conveniently broken into two parts. The first part: Employees have job security. This part of the hypothesis was proved beyond doubt. The second part: Employees are provided welfare measures. This notion met with strong disapproval. However, regarding protection of Human rights there is strong approval from majority of the respondents. Hence, it is concluded that this hypothesis has been partially proved.
5. This fifth hypothesis has been disproved because as per the present study the authorities do not show any concern for the career planning and growth of the profession.

6. The sixth hypothesis is partially proved because though there is quantitative improvement in training facilities, qualitatively the skills imparted are not up to date.

7. The staff are very much satisfied about the service orientation and recognition got through by virtue of work. Hence, the hypothesis that the profession derives social recognition by virtue of work is proved.

8. The participation of the staff in the areas which affect their work is satisfactory. This hypothesis is partially proved because the top management is more prevelized than the lower management in participation in the areas which affect their work.

9. The ninth hypothesis is proved beyond doubt because the professional staff of the public libraries are positively inclined towards automation.

10. The last hypothesis has been disproved because library associations are not at all playing any significant role in improving the quality of work life of the employees of the public libraries.

6.4 SUGGESTIONS

In order to improve the quality of work life in the Andhra Pradesh Public Library System the following suggestions are made based on the present study.
1. The library authorities should overcome the present laxity in enhancing the pay and fringe benefits to the public library employees on par with government employees.

2. The physical infrastructure prevalent in the public libraries should be ameliorated to motivate the staff and to satisfy the user community.

3. The authorities should involve the personnel at the lower rung of the ladder and frequently conduct brainstorming sessions to develop a sense of involvement and to improve the morale of the staff.

4. The technology oriented aspects must be given priority over traditional and outmoded subjects while conducting training programmes.

5. The state government must regularly and effectively implement all the welfare programmes eg: medical reimbursement, maternity leave, educational loans for children and housing loans.

6. The library associations should strive hard to improve the QWL of employees by conducting seminars, workshops and conferences.

7. The library authorities should properly counsel the employees and guide them in their career advancement. In this context State Institute of Library Education Research and Training (SILERT) should be strengthened to offer effective periodical and up to date training programmes.

8. In order to overcome the digital divide among the various strata of users there is immediate need to automate and network the public libraries in the state.
9. The government of Andhra Pradesh should take immediate steps to implement the recommendations of Ekbote committee report in letter and spirit.

10. The authorities should review the manpower needs of the public libraries and fill up the vacant positions for smooth running of libraries in the state.

6.5 Areas of Further Research
The study has paved the way to conduct further research on the following areas

1. Quality of work life in public libraries in different states of India.

2. Quality of work life in academic libraries with reference to college libraries in Andhra Pradesh.


6.6 CONCLUSION
The ground reality of the public library system indicates that the improvement in QWL of the employees is essential and unavoidable not only for its survival but also for facing the major changes and challenges being faced by the LIS profession. The introduction of new wage system, involvement of working professionals, improvement of human resource development programmes will certainly make the system more qualitative. The Directorate of public libraries various organs in the top management like Grandhalaya Parishad should work with more synergy to develop the quality of work life in public libraries, and strive for the socio-economic development of the society.