CHAPTER VI

SUMMARY, CONCLUSIONS

AND

RECOMMENDATIONS
Summary:

Management of manpower is concerned with people at work and with the well-being of an individual worker and of working groups for their efficient and effective use for organizational goals.

University libraries are service-oriented institutions. In any service-oriented institution, the attitudes of employees toward their work and job are of vital importance. And the knowledge of job satisfaction is valuable for understanding organizational behaviour of the staff.

A large body of literature indicates that there were individual, group and occupational variations in job satisfaction. Researchers in western countries have carried out investigations regarding job satisfaction of librarians, who formed a distinct profession. The findings of these studies were helpful in understanding the problem. But, it was more relevant to investigate job satisfaction of librarians in the Indian milieu, for the need for job satisfaction varied from country to country. From this perspective, arose a need for the present investigation.
No research project was reported to have investigated job satisfaction differences between senior and junior professionals on the one hand and male and female professionals on the other. And the area was of interest and importance to understand needs of these groups and variations in levels of their job satisfaction, if any. Hence, this study addressed itself to the question: Do males and females on the one hand and seniors and juniors on the other hand working in university libraries in India, differ in their levels of job satisfaction? So, the two - sex and professional levels formed the independent variables and job attitudes or job satisfaction the dependent variable.

In the Indian university library organisational structure, there were three main groups viz., (a) senior professionals, (b) junior professionals and (c) non-professionals. The study excluded the last group, and concentrated on the professional personnel. Assistant Librarians and those holding positions above them were treated as seniors, while the holders of professional and semi-professional positions below the Assistant Librarians as juniors.
A questionnaire was designed to collect data from the professional manpower working in university libraries in India. A nation-wide survey was conducted by the investigator to collect the data. 23 University libraries, of various sizes, types, ages, controlled by the State and Union governments located from Kashmir in the north and Kerala in the south, Maharashtra in the west and Bengal in the east, participated in the study.

Profile of the Professional manpower under study:

1. The total number of participants covered in the sample is 353, out of which 217 are males and 136 females.

2. 154 (43.65%) are seniors and 199 (56.57%) juniors.

3. It is middle age oriented group. 58% are between 30 - 45 years.

4. A majority of them come from service or professional family background.

5. 75% are urbanites.

6. 80% are married.

7. Academically, the sample is well-qualified. 95% are graduates or higher degree holders.
8. 63.46% had done B.Lib.Sc., 24.64% M.Lib.Sc. and 1.13% Ph.D. of the.

9. A majority (61%) was working with the present employing university library for 10 or more years. Out of them, again 17% have worked two decades or more in the present employment.

10. One-fourth of the sample have spent two decades or more of their working life in the profession, while nearly another half, between 11 to 20 years.

11. 40% of the sample had improved their academic qualifications after joining the library/ profession.

12. 31% bettered their professional qualifications after joining the library/ profession.

13. The activity in the library which claimed the greatest number was processing, followed by circulation and acquisition.

The facts mentioned below hold a mirror to the professional activities and attitudes of the members in the sample.

1. 45% of the persons in the sample were members of professional associations.
2. A majority had chosen the profession actively or as the best profession.

3. But to the question: 'Has librarianship turned out as you imagined it would?' the responses in the affirmative and the negative were almost fifty fifty.

4. 65% wanted to work with the library in which they were employed till their retirement. Only 22% were anxious to leave the library as soon as they got another job.

Findings:

The Two way Analysis of variance F test was performed to know the differences in the levels of job satisfaction between the sexes and the professional levels. The results revealed that:

1. There was no significant difference in the over-all level of job satisfaction between the sexes, at the .05 level of confidence. Hence the first null hypothesis did not stand disproved.

2. There was significant difference in the over-all level of job satisfaction between the seniors and the juniors, at the .05 level of confidence. Hence
the second null hypothesis stands rejected and the alternative proved. Additionally the juniors scored lower than the seniors.

Next, the Two-Way Analysis of Variance was carried out for all the 10 dimensions mentioned below, to detect any dimensional differences among the groups.

1. Career
2. Work
3. University library policies, practices, functioning etc.
4. Working conditions
5. Supervision and management
6. Communication
7. Salary
8. Promotion
9. User services/ Contact with users
10. Status

According to the F-ratios obtained, five dimensions viz. Career, Work, University Library policies, practices, Salary and Promotion emerged with significant differences. In the remaining five dimensions there were no significant differences among the groups.
In three dimensions viz., Career, Salary and Promotion, significant differences were found between seniors and juniors at the .001 level of confidence in each. Additionally, the juniors were less satisfied than the seniors in all these dimensions.

The dimension 'Work' its content and pattern showed significant difference between males and females at the .01 level of confidence. Additionally, females were less satisfied than the males.

The interaction between the two variables viz. sexes and the professional levels, produced significant difference in the dimension: University library planning, policies etc.

Correlation coefficient between individual dimensions and total job satisfaction, using Pearson's Correlation Coefficient was performed. All the dimensions showed positive relation with job satisfaction. And except salary, where \( r = 0.45 \), all the other dimensions scored 0.5 \( r \) and above, and therefore, were highly correlated to job satisfaction.

It is necessary to advise caution in attempting to particularise the results for individual libraries, for different
individual organizational profiles often result in different outcomes of employee satisfaction.

Major Conclusions:

1. It is striking, however, to observe that in all the dimensions but one, viz. University planning policies, practices etc. the juniors consistently scored below the seniors. The juniors are significantly less satisfied than the seniors in general and in three dimensions, viz. Salary, Promotion and Career which showed statistically significant differences, in particular.

2. Females were constantly less satisfied than the males in all except two dimensions viz. University library planning, policies etc. and supervision and management but the overall differences were not significant. Only in one dimension, viz. 'Work' - its content and pattern, females were significantly less satisfied than the males.

3. The evidence suggests that the professional/organizational level influenced the level of job satisfaction of professionals working in University libraries in India, whereas the sex did not affect significantly the level of job satisfaction, barring the 'library 'work' its content and pattern.
Additionally, the low satisfying dimensions were identified. The mean value of the dimension was the mark point for this purpose. If the mean value of the group was less than the mean value of the dimension, it became, low satisfying dimension for that group.

4. Promotion emerged as a common low satisfying dimension for all the four groups.

5. Salary was the next low satisfying dimension common for three groups under study, viz., juniors, males and females, as well as the total sample, but not for the seniors.

6. Working conditions was the third low satisfying dimension for the three groups: juniors, males and females. It was found a marginal candidate.

7. Communication was low satisfying for two groups: viz. females and juniors.

8. Additionally, the greatest amount of job satisfaction the librarians derived was from area which gave them an opportunity to serve users and come into contact with them (dimension). They are satisfied with this aspect for it provides them a chance to do things for others. Librarians
like teachers, tend to be a more human oriented people.

On the whole the attitude of professionals working in the university libraries in India seemed to be favourable to the content of work and the profession. But they were dissatisfied with some of the aspects of the context of the working, promotion, salary and working conditions. And over all, the sample appeared to be marginally satisfied.

Recommendations:

The effectiveness of an organisation depends on how it transforms the inputs into output. The process also affects and in return is affected by job satisfaction and work environment of the employees. As already stated in the introduction to this study, job satisfaction within an institutional set-up provides an important diagnostic assessment of the health of that set-up. This survey, gives an idea of the work, the job, its environment and the library profession from the point of view of the professional manpower working in Indian university libraries as seen by the library professionals themselves. The study as a whole throws a considerable light on ailments and problems faced by the professionals and identifies them. This was essential to know for making attempts
to induce directed changes in the institutional set up so as to improve the quality of work life and thereby effectiveness. Some of these changes need to be introduced at macro (organisation and society) and some at the micro (individual library) level, and some at both.

Promotions:

The dissatisfaction expressed by the professionals belonging to all the groups under study with advancement of opportunities has serious implications for managements and those associated with these libraries. Dissatisfaction usually creates conditions of flight or fight. As the employment conditions in the country are not favourable, due to various factors, job mobility is becoming difficult. And the chances of fight will be more there than that of flight. Stagnation will also have repercussions on the future inflow of manpower into the profession and the libraries. If we want to ensure that talented men and women are attracted to the profession, and also encourage the present manpower about their future, promotions and other incentives are to be provided. Promotion has been found strongly related to job satisfaction (Table No. 4.35). Therefore, this means that -

1. better and ample promotional opportunities for university
library professional manpower in general and juniors in particular have necessarily to be created.

2. Application of the personal merit-cum-seniority promotion scheme for library professional staff becomes urgent and imperative. The University Grants Commission should accept this scheme for library professional manpower working in the Indian universities, as it has done in the case of the teaching staff of the universities.

More senior posts:

Most of the library work deals with information. In the university library, professionals are concerned in some way or the other with the acquisition, processing, handling, and dissemination of information as also instructional, advisory and educational activities. Professional library manpower interacts with the documents rather than just shuffles them around for this purpose.

The University library personnel also deals with people, with the academic community, in a stimulating and demanding environment. The academic community comes to the library in pursuit of information and knowledge, both of which are dynamic. Therefore, library work is full of dynamism and does not provide rest for 'tired' or 'retired' or for handi-capped persons as it is erroneously supposed to. It is, an
'outfront' 'in the thick of service-oriented' profession.

Interaction with information on the one hand, and the academic community - the scholars, the researchers, the faculty, the students on the other - both require a sound academic and professional background, so that library staff can act as catalytic agents. 95% of the sample were graduates or higher degree holders and 90% had second graduation or higher degree in the profession. 52% of the junior graded staff shared the same post-graduate qualifications as those in the senior grade. And 67.34% shared the first professional degree (B.Lib.Sc.), and 14.57% master's degree (M.Lib.Sc) with the seniors. Those of the juniors, who had requisite qualifications, and were performing the professional duties, efficiently, naturally felt under-paid when compared with the inputs they brought to their job, vis-a-vis the nature of the work they had to perform.

Library professional work, like any other professional work, requires a high degree of autonomy and not close supervision.

In view of these facts, the work justifies the creation and availability of more senior posts. Therefore,
this study recommends that:

3. More senior posts need to be created in university libraries.

Staff structure:

The professional structure recommended by the Ranganathan Committee created posts of Professional Assistants as equivalent to Assistant Lecturers, as already mentioned in Chapter I. The University Grants Commission upgraded the posts of Assistant Lecturers to that of Lecturers, and abolished the posts of Assistant Lecturers. But unfortunately, the posts of Professional Assistants were not similarly upgraded. In the light of this, as well as the facts mentioned for creating more senior posts (See recommendation No.3) the investigation recommends that:

4. The University Grants Commission should upgrade posts of Professional Assistants to that of Assistant Librarians/Professional Juniors.

It will not be out of place to mention here, that in the Punjab State, the posts of Professional Assistants, who had the requisite qualifications, for the higher posts, had been upgraded. Grades of Professional Assistants are now at par with Professional Juniors or Lecturers.
Working conditions:

This investigation found that three groups viz. juniors, males, and females, were not happy with the working conditions. Working conditions were found highly related to job satisfaction, as the Correlation Coefficient table No. 4.35 indicates. This study, therefore, recommends:

5. Better working conditions to improve the quality of work life in the Indian university libraries, including adequate and appropriate staff to provide proper services, provision of essential equipments required for service oriented organization and better facilities such as transport, housing, canteen, be created.

It may be added here, that many more questions have to be answered, before an over all assessment of the working conditions as they affect the library professionals could be made. Hence, a deeper study of this dimension is needed.

Communication:

Communication within an organisation is vital for its sustenance and efficient performance. The closed communication system makes manpower to rely on grapevine.
Communication and job satisfaction are highly related (see table No. 4.35 - Correlation Coefficient between the dimensions and job satisfaction). It is a problem related to the micro level. And it is for the leaders of the university libraries to see and ensure proper flow of information from top to bottom and vice versa. The study therefore, recommends that:

6. Improvements in the communication system of the university libraries be undertaken so that the staff is well-informed to effectively perform their jobs. It must be ensured that the staff gets general information about the library and also that it is consulted whenever necessary. There should also be a system by which the management at various levels gets feedback from the employees.

Possible reasons for communication failure can be numerous. In some libraries, the managements may simply be not communication-conscious. Or they may be aware of the needs to communicate with their staff or they feel that they have little time or meagre resources to provide information to staff. There may be personal obstacles also. The communication system will also be affected by the size and geography of the university libraries. Therefore,
a detailed study on this subject is imperative to assess the various aspects of this problem and how it affects employees' attitude, and for making specific recommendations in the area.

Juniors:

This investigation found that the attitude of the juniors was less favourable in comparison with the seniors. The over-all job satisfaction revealed significant differences between the seniors and the juniors. Further, the three dimensions, viz. - salary, promotion and career, also showed statistically significant differences between these two groups. The Library managers cannot afford to leave their library professionals at the junior level to remain chronically dissatisfied with some of the dimensions of their work context. Job satisfaction is affected by organisation and affects it. In any service-oriented organisation, it is the people who matter. Therefore, this study recommends:

7. Better deal for the juniors by providing them grades commensurate with their qualifications and experience and more avenues for advancement based on the principle of equity and justice. Their grades and designations
should be uniform throughout the country. Time-bound promotions should be introduced for them.

Work in the Library:

One of the dimensions which revealed statistically significant difference in the job satisfaction of males and females was: 'work, its content and pattern in the university libraries'. In this area the females were at a disadvantage. The study therefore, recommends:

8. Better deal for females in general and senior females in particular. The latter group should be more associated and involved in library management.

Contact with users:

All the groups have shown the highest satisfaction with the user services/contact with users. This seems to suggest, that like teachers, librarians are human oriented and believe in social and human service. This motivator of job satisfaction needs to be reinforced. It is, therefore, recommended that:

9. Jobs in university libraries should be redesigned in such a way that they are clientele centred and not
function-centred as is the case in most of the Indian university libraries, at the present.

In such a system, each member of the work group would perform multiple functions: reference service, collection development, classification and cataloguing, instruction in the use of the library information and guidance to the patrons etc. These multiple functions' roles should be made more meaningful satisfying and challenging than those in the single function design. In this model, there would be better utilisation of subject and professional experience. The increased interaction between library manpower and the users would make the library manpower more sensitive to the users' needs. The whole mechanism would be based on feedback system that would act as a monitoring device for determining the effectiveness and success of the university library. Thus ultimately, the system would be highly satisfying to the users, for, their needs would be actively looked after. For the staff, the work would provide chances for the better employment of their experience and energies for purposeful building up of the library image and for effectively serving the users. In the service oriented organisation such as the library, the user is the pivot and gets the priority. However, the redesigning of library work on clientele centered needs further organizational
and work analysis. Martell\(^1\) and Booz, Allen and Hamilton\(^2\) studies conducted in U.S.A. also suggested changes in the structure of university libraries which would lead to significant improvements in the work roles of library staff.

To sum up, these recommendations have been made to eliminate those features which have a negative effect on job satisfaction, and also to foster and build into jobs the features which contribute positively to job satisfaction.

Areas for further research:

1. This investigation has identified the dimensions which indicated significant differences in the level of job satisfaction of either seniors and juniors or males and females. These dimensions are:

   1. Career
   2. Work
   3. Salary
   4. Promotion

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Further research is needed to isolate probable causal factors and determine the effects of possible remedies.

2. This investigation has revealed the low satisfaction dimensions viz. promotion, salary, working conditions and communication.

In-depth and detailed studies are required to find out and assess the variables causing the disfavourable attitudes, so as to suggest a systematic programme for elimination or reducing the probable causal factors of such attitudes.

3. This investigation analysed the effects of two variables viz. sex and professional level on job satisfaction. There could be many other such variables, which could have possible effect on job satisfaction.

A detailed analysis of the function of demographic variables, such as age, education, experience, and organisational variables such as leadership, participative management, their correlation and effect on the level of job satisfaction, is a desideratum.

4. This investigation addressed itself to the levels of job
satisfaction of the seniors and juniors in university libraries. What should be the work of a senior or a junior? Or which work requires a senior person and which work is for a junior?

Further research is needed to analyse the tasks and jobs to be performed by these two groups.

5. This research has touched only the tip of the iceberg. Library manpower is employed in other types of libraries such as public, college, school, special libraries etc. Managements of these libraries also need feedback in the form of job satisfaction levels in those libraries.

Studies of job satisfaction in the other types of libraries need to be carried out in India. A few should attempt comparative studies of levels of job satisfaction in these libraries.

6. Job satisfaction studies provide diagnostic assessment of the health of the organisation. It is a valuable feedback to managements. Job satisfaction is also crucial in a sense to the society, for organisations depend on people and people depend on organisations for their way of life. Hence upon these organisations rests the success and health of the society and
of all those, who depend on them.

Hence, periodic job satisfaction studies should be carried out at micro level and macro level to know the climate of libraries and organisational behaviour of the people who serve these libraries.