CHAPTER VI
FINDINGS, SUGGESTIONS
AND CONCLUSION
6.1 INTRODUCTION

This study has been undertaken with a view to find out the level of job satisfaction among the library professionals working in different types of libraries namely Academic, Public and Special libraries in Andhra Pradesh. Since the personnel being an important component in the Libraries, their job satisfaction will have an impact on the functioning of the libraries. Therefore, the job satisfaction of professionals working at different levels of management including semi-professionals, with different sex and caste groups have been taken into consideration and carried out the study.

The following five areas have been identified for the purpose of present study.

1. General
2. Social recognition
3. Monetary gratifications
4. Professional satisfaction
5. Motivation

Under each area of study, several relevant aspects were taken into account and assessed with different parameters like Types of libraries, Managerial levels, Sex, and Caste groups wherever necessary.
6.2 FINDINGS OF THE STUDY

The following findings have been made in each area of study.

General

1) Higher percentage of male (75.5%) and female (27.5%) respondents belong to academic libraries than public (69.7%, 30.3%) and special libraries (65.6%, 34.4%).

2) In all the libraries a relatively higher percentage of the respondents belong to 36-45 years of age group.

3) The distribution of the respondents length of the service shows that, persons with more than 20 years of service (49%) can be found in public libraries.

4) The professionals from very good educational background of the parents (59.6%) are working at top level and those with the poor educational (28.1%) background of the parents are working at lower level.

5) The people from higher income group are more (12.5%) in special libraries than public (10.5%) and academic libraries (8.8%).
6) Most of the Academic library (51.9%) and Public library (55.2%) personnel hail from rural background and Special library personnel hail from urban background.

Social Recognition

7 The satisfaction among the librarians towards Respect and Recognition is higher in special libraries when compared to Academic and Public and it is higher in top level management followed by middle, semi-professionals and lower in the lower managerial levels while there is no much difference in caste groups and sex groups.

8 As far as the satisfaction among the librarians towards Status is concerned, there is no difference in different types of libraries, castes and male and female. But there is a significant difference in managerial levels. It is higher in top level management followed by middle, lower and semi-professionals.

9 Though almost all the mean scores are negative towards Privileges, there is a significant difference among the professionals working in different types of libraries and at different levels of management. The satisfaction is relatively high in special libraries when compared to
others and low in academic libraries. As regards to managerial levels the top level people have higher satisfaction than the others and semi-professionals have a comparatively lower satisfaction.

Most of them expressed that they do not have Award system. There is not much significant difference in the satisfaction level of the librarians working in various types of libraries and at various levels of managements.

As far as Intra-personnel relationship with different factors is concerned, though, out of 10 factors 5 have significant difference, the personnel working in special libraries have relatively higher satisfaction with eight factors namely consultation, co-operation, decision-making, autonomy in planning, opinions putting into action, behaviour, trust and problem solving; and personnel in public libraries have relatively high in two factors i.e., autonomy in execution and involving in meetings; and surprisingly the personnel working in academic libraries have relatively lower satisfaction with several factors.
Regarding Intra-personnel relationship with different cadres the satisfaction towards maintenance of personnel relationship with Managers and Supervisors among all libraries have significant difference whereas towards Colleagues and Subordinates do not have significant difference. There is an evidence of comparative higher satisfactory relations in special libraries with Managers, Supervisors and Colleagues. And a comparative higher satisfaction relations is evident in public libraries with Subordinates.

Inter-personnel relationship with different factors reveals that out of five factors, two factors, that is, consultation and co-operation have significant difference and three factors, that is, problem solving, behaviour and trust have no significant difference of job satisfaction among different types of libraries. The personnel working in special libraries have relatively higher satisfaction towards consultation, co-operation, trust, and problem solving; and the personnel working in public libraries have comparatively higher satisfaction in behaviour.
In respect of Inter-personnel relationship with different people the satisfaction towards maintenance of personnel relationship with Users have significant difference and Vendors and Professionals do not have significant difference among all types of libraries. The personnel working in special libraries have relatively higher satisfaction when compared to others in maintaining the relationships with different people like Users, Vendors and Professionals.

Monetary Gains

Top level management personnel are more satisfied with regard to Proper Rewards when compared to others, and at middle level it is comparatively very low than all. There is no significant difference between male and female, caste and types of libraries.

The top level people are relatively more satisfied and the semi-professionals are less satisfied than others with regard to Salary Benefits. Though there is no significant difference among male and female, the males are relatively satisfied more. Among the different castes, OCs are highly satisfied and SCs are less
satisfied and in different types of libraries the personnel working in Public libraries are relatively more satisfied than the others.

17 The librarians working at top level are more satisfied than the others with regard to Leave Benefits. Regarding types of libraries, it is found that the personnel working in public libraries are more satisfied than their counterparts working in other libraries. Among sex groups, the males are more satisfied than females and in caste groups, the SCs are more satisfied than the others.

18 The professionals working in special libraries are highly satisfied than their counterparts working in other libraries with regard to Retirement Benefits. People working at the top level are more satisfied than the others. Males are more satisfied than females and OCs are more satisfied than the others.

19 Though all the results are negative for Career Advancement benefits, the satisfaction among top managerial levels, public libraries in types of libraries, females in sex group and BCs in Caste group are relatively more satisfied than their counterparts with this aspect.
The correlation and coefficient of different variables of monetary gratifications that is Proper rewards, Salary benefits, Retirement benefits, Leave benefits, Career advancement benefits, Bonus have been examined in the study. The results show that the Retirement benefits have better values for its correlation with respect to other variables.

Professional Satisfaction

As far as relevance of Education and Training is concerned the people working at middle level are more satisfied than the other and the people working in special libraries are more satisfied than the others. Among the sex groups, the males are more satisfied and as far as the caste groups are concerned, the BCs are more satisfied than the other castes.

Excepting the top level, all the categories in all the groups have responded negatively towards Skills Required. Though almost all have negatively responded in this regard, the special among the libraries, top among the managerial levels, males in sex groups and OCs in caste groups have relatively higher satisfaction than their counter parts.
In case of Facilities for Career development also all of them have negatively responded which shows that they do not have sufficient facilities for career development. The personnel working in special libraries are relatively more satisfied than public and academic. Among the menagerial levels, top level people have relatively more satisfaction than the others, female have higher satisfaction than male. OCs have comparatively higher satisfaction than BCs, SCs and ST.

Though all of them negatively responded in all the parameters regarding Welfare Programmes, the level of satisfaction among the different types of libraries is significant. Of the three types of libraries the librarians working in special libraries have relatively more satisfaction than the other two. The sex factor also showed some marginal significance in which male have comparatively higher satisfaction than the females. Among the managerial levels the people working at top level have more satisfaction when compared to others. In the caste group, SCs have relatively greater satisfaction than the others.
The level of satisfaction with regard to Job Environment in the types of libraries is significant whereas the managerial levels and sex groups are not significant. The personnel working in special libraries have relatively very high satisfaction than the other libraries. The people working at top level are highly satisfied when compared to others. The females are more satisfied than the males, and OCs have relatively higher satisfaction than BCs and SCs.

The correlation and coefficient of different variables of professional satisfaction that is Relevance of Education and Training, Skills required, Facilities for Career development, Welfare programmes and Job environment have been examined in the study. The results show that the Facilities for career development has better values for its correlation with all variables than any other variable chosen for analysis.

Motivation

The librarians working in academic libraries have higher satisfaction than their counterparts in other libraries with regard to Monetary Gains.
28 The librarians working in public libraries have more satisfaction than the others in respect of Job Security.

29 As far as the Working Conditions are concerned, the personnel working in academic libraries are more satisfied than the others.

30 People working in special libraries have higher satisfaction than their counterparts working in other two types of libraries with regard to Hours of Work.

31 The professional working in public libraries have higher satisfaction than the other working in special and academic libraries with regard to their Supervisors.

32 The personnel working in special libraries have higher satisfaction than the academic and public towards Personal Growth.

33 The staff working in special libraries have higher satisfaction than the others with regard to Recognition.

34 With regard to Self-esteem, the people working in special libraries have higher satisfaction than their counterparts working in academic and public libraries.
As far as the Independence of Ideas and Action is concerned the personnel working in special libraries have higher satisfaction than the others.

As far as Recruitments are concerned most of the personnel are in favour of Direct Recruitment than Internal and as far as promotions are concerned most of them are in favour of Seniority than Merit or both.

The level of satisfaction with regard to Recruitments are concerned the public libraries among different libraries; semi-professionals among managerial levels; male in sex group and SCs in caste group are relatively more satisfied than others.

The level of satisfaction with regard to Promotions are concerned, relatively more satisfaction is observed in public libraries, top level management, female and BCs than their counter parts.

As far as Flexitime Arrangements are concerned the findings show that it is a factor that increases the Efficiency, decreases the Absenteesim and it is an Improved Facility for users.
6.3 SUGGESTIONS

1) The study findings reveal that most of the librarians have not satisfied with the welfare measures and facilities provided by the organizations. Hence certain welfare measures such as transportation, housing, education and health facilities may be taken up to improve the satisfaction.

2) Every individual will aspire a growth in his career so that he will be satisfied with his job. Hence, there is a need to provide certain facilities like leave facility for education, programmes like FIP for doing research, training to update the skills, deputation to attend the conferences/seminars, which not only help in updating and improving their knowledge but also helps in career development.

3) The status of the librarians may be equated by giving faculty status in academic institutions, scientists status in special libraries in respect of pay scales, leaves, retirement benefits and involving them in policy formulations etc.
4) The award system may be introduced as a token of recognition of their innovative or outstanding services to improve their job satisfaction.

5) As far as the leave benefits are concerned only Earning of leaves is uniform in all types of libraries. But, the leave encashment and compensatory leave policy is varying from organisation to organisation with which many individuals have expressed their unhappyness. Hence measures may be undertaken to adopt it uniformly in all libraries.

6) Further, there is an uniform complaint by the individuals working in Academic and some Special libraries that some benefits like LTC, Medical Reimbursement, Educational concessions which are enjoyed by the Government Employees are not extended to them. Hence the organizations should take steps to implement these benefits to all so that the disparity among the libraries be removed and satisfaction level can be increased.

7) There is also a general complaint particularly from public libraries that the staff in not increasing in proportionate to the work which is leading to general dissatisfaction among employees and ultimately it will have effect on the services to be provided to the
readers. Hence the organisation can think of various alterations to ease out the burden of the existing staff and improve the services. They are:

- to recruit the personnel
- to hire the services of personnel where there is surplus
- to engage part-timers on daily wage basis are hourly basis are piece rate basis
- to hire the services of the students on hourly basis which reduces the burden on libraries and provides financial support to the students to earn while learning

8) It is generally observed that most of the librarians are getting health problems due to working with the books. Hence some measures may be taken up to maintain hygiene conditions and incentives be provided to the staff.

6.4 FUTURE RESEARCH

1) Using of modern technology like computers in the Libraries have a considerable impact on the Librarians to know a variety of things such as technical know-how, networking, automation, etc., to work on them, to guide the users and to share the resources. Hence further studies can be undertaken on the similar pattern to find
out the job satisfaction of librarians on the impact of automation/computerisation of libraries.

2) The present study concentrated only on urban areas. Hence the similar studies can also be carried out on the staff working in Rural libraries in general and particularly in Andhra Pradesh in view of the recent expansion of libraries at Mandal levels.

3) Future research can also be undertaken concentrating exclusively on women working in the libraries, since the library profession is one of the best suitable jobs for women and a considerable number of women are working in the libraries.

4) The present study has been concentrated only on the professionals and semi-professionals and did not cover the non-professionals. Hence the future research on the same lines can also be undertaken on non-professionals since they also form part of library staff.

5) Further studies can also be undertaken on the performance of the librarians from the Management side even after taking up the measures/programmes to improve their job satisfaction.
6.5 CONCLUSION

The findings of this investigation, it is hoped, will be suitable to Public, Special and University Library managers to know the areas of feelings of satisfaction and dissatisfaction among professionals, semi-professionals of both sexes. Information and knowledge about these areas will yield a better understanding of the problems of Manpower management and will help managers and policy makers, in future, in arriving at suitable decisions about effective manapower.