CHAPTER - I

INTRODUCTION

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1.1 INTRODUCTION

Manpower plays an important role in any organisation or institution to achieve its aims and objectives. Men, Money and Materials are the key elements for the proper functioning of the organisation. The organisation's main aim would be to achieve its goals. To achieve its desired goals, the organisation/management procures money and materials and recruits the people. It is the personnel who accomplish the work. Hence, they play an important role in successful and economic operation of any organisation. While discussing on management, Mamoria\(^1\) appropriately writes that of all the "Ms" in the management the most important is "M" for men or human resources. It is the most valuable asset of an organisation, not the money or physical equipment. Human resources are utilised to the maximum possible extent in order to achieve individual and organisational goals. An organisation's performance and resulting productivity are directly proportional to the quantity and quality of its human resources.

Several authors have stressed the significance and importance of job as a source of need satisfaction. While discussing on occupation, Roe\(^2\) says "occupations as a source
of need satisfaction are of extreme importance in our culture. It may be that occupations have become so important, in our culture, just because so many needs are so well satisfied by them." Hence, the work seems to constitute the central life interest of most people. The traditional notion of work is that it is only a means of earning money for living has been changed. Because something is there beyond the money which is associated with work. The work that the individual has been doing provides many other things to an individual such as a sense of well being, doing something worthwhile and having some purpose in life. It brings some status in the society. Levinson says "A man's work can be a major social device for his identification as a person. Much of his identity to himself as well as to others, is interwoven with how he earns his livelihood." Since the occupation/job/work of an individual is of such social significance, it is natural for social scientists to focus their attention on the problem of job satisfaction.

Organisations such as libraries are not an exemption in this respect. The main aim of the libraries is to procure the documents, to organise them properly, to store them for future use, and disseminate the information to the readers as and
when required. To accomplish these tasks, and also for its proper functioning, library depends on various factors such as finances, document resources and human resources. The personnel working in the library play a crucial role in planning and spending the finances judiciously; in organising the document resources properly; to retrieve the information easily, quickly and accurately; and to provide effective services to fulfill the user needs. The present day libraries are actively participating in the process of transmission of information from sources to the ultimate users. They are important nation building institutions that help in completely eradicating illiteracy and disseminating knowledge, and are close allies of education. The libraries have at the one end the information source and at the other end the user population. These two are to be brought into purposeful, pleasurable, and effective contact by way of providing some sort of services. These services will be rendered by the personnel working in the libraries. To provide effective service to the readers, the personnel working in the libraries are required to be moulded themselves to suit to the changing circumstances from time to time. These changes are in several forms. These forms are as given hereunder:
Knowledge is growing rapidly and all should know how to find out anything that is worth knowing. This exponential growth of knowledge is causing abundant increase of documents in various forms such as published and unpublished nature; book and non-book forms, in print and non-print media; and in several microform nature.

The increased demand for information by the users are necessitating the librarians to repackage the information from various sources to suit to the user's needs.

The increased research activity from single discipline to inter-disciplinary and multi-disciplinary; solo-research to group research and relay researches are making the people to depend more on the libraries and librarians in search of the information.

To use of modern technology in the libraries such as xerox machines, projectors, microfilm readers, printers, computers and other paraphernalia to meet the needs of the users and to maintain the speed, accuracy and reliability have a considerable impact on
librarians to know a variety of technical know-how to work on them and guide the users properly.

- The increased library techniques such as classification and cataloguing procedures; creation of library catalogue and indexes; compilation of bibliographies; providing access to various networks and on-line search, and other innovative forms are necessitating the librarians to update themselves and give proper training to the readers.

- The variety of approaches of readers such as everyday approach, current approach, and exhaustive approach are compelling the librarians to devise suitable services to meet the readers needs.

All these factors have a greater impact on the functioning of the professional staff working in the libraries to accomplish the aims and objectives of the organisation in providing effective and efficient services to the readers. The effectiveness and efficiency of library personnel in turn would crucially depend on their job satisfaction.
1.2 NEED FOR THE STUDY

The librarians have not attracted much attention of the social scientists. Studies on librarians job satisfaction are particularly scarce when compared with other professionals. Out of thousands of articles available on job satisfaction today, very few studies relate to librarians. Job satisfaction surveys in America in the seventies have shown that a fall in satisfaction levels has led to a fall in productivity also.\(^5\) The traditional notion about job satisfaction that a happy worker is a productive worker or a productive worker is a happy worker\(^6\) is proved to be true and valid in the present circumstances. Hence job satisfaction is an important aspect to be studied which determines the efficient functioning of the library in a significant way to provide better services to the clientele. It is in this context that the present study seems to explore the job satisfaction among the library professionals.

Moreover, the libraries are not profit-oriented or productive-oriented organisations like industries. They are only service oriented organisations. The service oriented organisations have to provide maximum service at minimum costs. For this purpose the optimum utilization of available
staff is only an alternative to serve the clientele properly. Hence, it is required to boost up the morale of the personnel and it is also essential to develop a positive attitude among them to gratify their needs. The job itself is a potential source for all types of need gratification. Hence, there is need to understand and examine the various aspects relating to the needs of professionals working in the libraries. These needs may be monetary or non-monetary such as social, professional and psychological.

There are three important types of libraries, viz., Academic, Public and Special. The organisational structure, staff structure, pay scales, service conditions, collection, clientele and services vary between them. There may be differences in feelings among the staff working in each type of library.

In any organisation, we find the hierarchical arrangement of jobs. This system divides the people working in an organisation into three broad groups.

(1) Managers, (2) Supervisors and (3) Workers.

Managers occupy the top position (top management); Supervisors middle position (middle management) and the workers, lower
position (lower management). The workers may be skilled or semi-skilled.

Financial remuneration differs at different occupational levels. The people at higher level of occupational hierarchy will be paid more than the lower levels. Thus, the managers are paid more than others in the organization. Besides this, Srivastava⁷ says "managerial jobs require a high degree of intelligence, higher education, initiative, drive and ability to command and co-ordinate activities of hundreds of workers in such a manner that targets set for the organization are achieved.

The supervisory position is a lonely occupation. The management treats a Supervisor as an operative and workers view him as a representative of management. He is on the fringe of both management and employee groups, impelling less than full acceptance by both.⁸ Therefore, the Supervisors are forced to perform a 'tight rope walk' in their daily life. To walk a fine line and to gain acceptance from both management and employees, A Supervisor should possess good conceptual and good inter-personal skills.⁹ He should pay adequate attention to employee need, appreciate the importance of fulfilling these needs while realizing the organisational goals. To
elicit effective performance from employees, it is also necessary to listen to their grievances and provide a satisfactory work climate. He is linking factor between management and employees, he must use resources well, maintain good personal relations, allow employees to use their capacities fully and more importantly meet the deadlines and show good performance.

Workers perform all the duties allotted to them. They are real functionaries in the organisation. There may be variety of workers such as professional or skilled; semi-professional or semi-skilled; and non-professional or unskilled. For our study purpose we have taken into consideration the professionals and semi-professionals workers at lower level management.

Hence, a comparative study of personnel job satisfaction in different types of libraries at different managerial levels is of paramount necessity.

1.3 OBJECTIVES OF THE STUDY

The main objectives of the study are:

1) To assess the level of job satisfaction of librarians among the Academic, Public and Special libraries;
2) To assess the level of job satisfaction of library professionals and semi-professionals;
3) To assess the sexwise differences of job satisfaction;
4) To ascertain the job satisfaction at different levels of management (Managers at top level, Supervisors at middle level and Workers at lower level including semi-professionals).
5) To find out social recognition of the librarians within and outside their organisational structure;
6) To study job satisfaction in relation to monetary gratifications (financial rewards like pay scales, salary, career advancement, increments, provident fund, leave and other incentives;
7) To make an assessment of job satisfaction with regard to professional aspects such as relevance of professional education/knowledge and training, skills required, job environment, welfare measures, facilities provided by the management, recruitments, promotions and flexitime arrangements;
8) To find out the job satisfaction with regard to motivational factors;
9) To recommend measures to raise the levels of job satisfaction of librarians on the basis of the findings that emanate from this study.

1.4 HYPOTHESIS

Normally scientific investigations starts with the statement of a problem followed by a tentative generalisation in the form of a proposition which is called Hypothesis. Therefore keeping in view the need for the study and the objectives of the study, the following main hypotheses were formulated.

1) The satisfaction with regard to 'Respect and Recognition' will be equal among all types of libraries, managerial levels, sex and caste groups.

2) The satisfaction in respect of 'Status' will be equal in all types of libraries, managerial levels, sex and caste groups.

3) The satisfaction in respect of 'Privileges' will be equal among all types of libraries and at all managerial levels.

4) The satisfaction with regard to 'Awards' will be equal among all types of libraries and at each managerial level.
5) The Intra-personnel relationship with different categories of personnel that is Management, Supervisors, Colleagues and Subordinates will be same in all types of libraries.

6) The Intra-personnel relationship among all types of libraries will be same with different factors like Consultation, Co-operation, Decision-making, Autonomy in planning, Autonomy in execution, Opinions putting into action, Involving in meetings, Behaviour, Trust and Problem solving.

7) The Inter-personnel relationship with different people such as Users, Vendors and Professionals will be same among all types of libraries.

8) The Inter-personnel relationship with different factors like Consultation, Co-operation, Behaviour, Trust and Problem solving will be same in all types of libraries.

9) The satisfaction in respect of 'Proper Rewards' will be same in all types of libraries, managerial levels and sex groups and castes.

10) The satisfaction with regard to 'Salary Benefits' will be equal among all types of libraries, managerial levels, sex groups and castes.
11) The satisfaction towards 'Leave benefits' are same in all types of libraries, managerial levels, sex groups and castes.

12) The satisfaction towards 'Retirement benefits' will be same in all types of libraries, managerial levels, sex groups and castes.

13) The satisfaction towards 'Career advancement benefits' will be same in all types of libraries, managerial levels, sex groups and castes.

14) The satisfaction towards 'Relevance of education and training to job' will be same among all types of libraries, managerial levels, sex groups and castes.

15) The satisfaction in respect of 'Skills required' will be same in different types of libraries, managerial levels, sex groups and castes.

16) The satisfaction with regard to 'Facilities for career development and efficiency' will be same in different types of libraries, managerial levels, sex groups and castes.

17) The satisfaction in respect of 'Welfare Programmes' will be equivalent in different types of libraries, managerial levels, sex groups and castes.
18) The satisfaction towards 'Job environment' will be same in different types of libraries, managerial levels, sex and caste groups.

19) The satisfaction towards 'Recruitment' will be same in different types of libraries, managerial levels, sex and caste groups.

20) The satisfaction towards 'Promotions' will be same in different types of libraries, managerial levels, sex and caste groups.

21) The 'Flexitime Arrangements' with regard to Absenteeism, Efficiency and User facility will be same in different types of libraries, managerial levels, sex and caste groups.

22) The satisfaction and ranking of Motivational factors like Monetary gains, Job security, Hours of work, Working conditions, Good Supervisors, Personal-growth, Recognition, Self-esteem, Independence will not have any change in their expectations before entry into the job and one enjoys after joining the profession.

1.5 SCOPE AND LIMITATIONS OF THE STUDY

Job satisfaction of an individual functionary depends on many factors. In this study these factors are broadly
categorised into four groups viz., Social recognition, Monetary gratifications, Professional satisfaction and Motivation. The study seeks to explore all the above factors in arriving at a picture of the job satisfaction of librarians.

The state of Andhra Pradesh has 17 University Libraries of various types (Central, Open, Conventional, Affiliating, Unitary) and a good number of Special and Public Libraries. These libraries employ various categories of personnel who may be broadly classified into professionals, semi-professionals and non-professionals. The professionals being the main human resource of the library, the study focuses on them along with semi-professionals. The study covers major libraries which are providing varied services and consisting of a hierarchy of staff structure.

1.6 METHODOLOGY

Collection and analysis of the data forms an important component of a research process. Studies made earlier have followed fairly adequate number of methods and techniques. Hence, a number of documentary sources and subject experts were consulted before launching on to the programme. After this, a questionnaire is designed, sample is decided,
appropriate scaling techniques and statistical methods were adopted for collection and analysis of the data.

The published sources in all its varieties have been thoroughly examined for the collection of data on the topic. The literature reviewed is an indicative of the various documents consulted for the study. In addition, data bases of national and international were also searched for getting comprehensive account on the topic of study.

The topic of the research necessarily demands practical experience of the experts in the field. Hence, the librarians and library science experts were interrogated in order to obtain their practical experience to manipulate and interpret the data. As well the topic is mainly concerned to the domain of psychology and therefore the psychological test scales and application of them wherever necessary is made with the proper discussion with the psychology experts. Further, the interpretation, analysis and testing including inference is made by blending the methods of statistics appropriately. In addition to this, the study of job satisfaction calls for an organised and scientific management approach. For this purpose management experts are also consulted so as to obtain the actual and needed solutions to the problem under study.
The crux of the problem lies with the understanding of live situation concerned to the topic of the study. Therefore, a sincere attempt is made to obtain the actual reality concerned with the job satisfaction in different environments.

1.6.1 Sample:

The libraries situated within Andhra Pradesh state and the Librarians working in them constituted the universe of present study. Andhra Pradesh state is a seat of learning since ancient days it has a number of libraries of various types viz., academic, public and special libraries. The state is a composition of three geographical parts viz., Telangana, Rayalaseema and Andhra regions. Hence, some selected samples from each type of library and from each part of the state have been taken. Each type of library consists of a hierarchical management of staff structure i.e. Managers at the top level, Supervisors at the middle level and workers at lower level. At the lower level there will be professionals and semi-professionals and non-professionals. The study concentrates only on professionals and semi-professionals at this level, since the non-professionals do not have any professional education/background. As such samples from each level has been taken.
Though there are a number of academic libraries such as school, college and university libraries in the state, and public libraries at each mandal and district headquarters and special libraries attached to various types S & T, Social Science organisations, the study concentrates on the libraries where the hierarchical structure is available. This structure in public libraries is available at District Central Libraries, Regional Libraries, State Central Library and Central Library. In Academic libraries, the University Libraries consists of this structure. There are affiliating and unitary universities, deemed universities, central and state universities etc. Several special libraries organised by international, national agencies like ICRISAT, CSIR, ICMR, ICAR, ICSSR, NIRD etc. and state agencies concentrating on subjects like science and technology, social sciences, and literature are available in the state. Only a few of them have hierarchical staff structure.

Stratified random sampling has been adopted for choosing the sample. By taking into consideration of all these factors such as organisations, types, staff structure, regions, the sample collection has been made carefully to represent all these parameters/dimensions.
The factors like age, education, sex, managerial levels, caste, service etc. have also been taken into consideration and the samples covering these variables have also been collected.

1.6.2 Method of data collection

A structured questionnaire was used for collection of data. In the first phase it was thought to post the questionnaire to the library professionals and ask them to return back after filling the questionnaire or collect it personally to save time, money and labour since the area to be travelled is very wide. But in the beginning itself several problems were encountered by the researcher such as missing of questionnaires, leaving it somewhere, forgetting to fill it up and some people were afraid of providing data and so on. A number of questionnaires were not returned by the individuals. Hence, it was decided to collect the data by personally administering the questionnaire and getting it back. Though it was expensive and time consuming this method of collecting data has been helped in the following ways.

- assured return of the questionnaire
- personal contact was helped in choosing the appropriate samples
- to clear of their doubts regarding furnishing of information
- to collect the information about the institution.

Even then, some people have not provided the information. Some of them afraid of their higher authorities, some of them shown disinterest, and some of them in frustration hence they were not inclined to give any information. In spite of all these constraints the researcher could get 242 filled in questionnaires out of 300 distributed.

1.6.3 Tools used for data collection

A structured questionnaire was prepared to ascertain the data from the selected samples. It contains different items and a scaling pattern. The questionnaire is divided into two parts. First part consists of individuals particulars i.e., demographic and background information of personnel. The second part consists of different aspects of job satisfaction.

First part is prepared with a few structured items on various aspects of staff such as work place, age, service, education, marital status, social background, previous, experience, salary etc.
The second part is divided into four broad groups of job satisfaction. They are Social recognition, Monetary gratification, Professional satisfaction and Motivation. Each group consists of several variables relating to that aspect. Social recognition includes the variables such as respect, status, privileges on par with other employees, awards, inter and intra personnel relationships etc. Monetary gratifications includes the variables like Proper rewards, Salary benefits, Leave benefits, Career advancement benefits, Retirement benefits, Bonus etc. Professional satisfaction includes Relevance of education and training, Skills required, Facilities for career development, Recruitment and promotion, Flexitime arrangements etc. Motivation includes the variables pertaining to motivational factors such as Monetary gains, Job security, Hours of work, Working conditions, Good supervisors, Personal-growth, Recognition, Self-esteem, Independence of ideas etc.

1.6.4 Statistical Methods and Scaling technique:

Realising the vital role of statistical methods and techniques in processing vast data collected for the purpose suitable statistical methods and techniques were made use of in the places of their necessity.
In analysing the data, statistical methods such as correlation analysis, analysis of variance (ANOVA), 'F', 'P', 'Z' tests and Wilcoxon tests are used to test the hypothesis. Further, as far as scaling techniques are concerned, Likert's five-point scale is used for assessing the attributes of the employees such as their social recognition, monetary gratification, professional satisfaction and motivation.

1.7 CHAPTERIZATION:

It is the endeavour of the researcher to organise the total study in 6 chapters. They represent the enumeration of analysis and interpretation of data collected for the explicit purpose of this study. Chapter-I on Introduction furnishes the introductory background for the study including the statement of the problem and need for the study. Further, it deals with the methods and materials (Methodology) used in the process of collection, organisation and interpretation of the data. In Chapter-II an attempt is made to present the State-of-the-Art Report of the different types of libraries in Andhra Pradesh and their staff structure. Chapter-III presents the job satisfaction concept and theories. Chapter-IV contains a well organised review of the related literature. Chapter-V is in five parts, provides, a detailed and
systematic analysis of the findings from data collected through a stratified random sample. Part-A deals with the general information of the personnel from whom the data was collected. Part-B on Social recognition of Librarians, Part-C is on Monetary gratifications. Part-D covers Professional satisfaction. And in Part-E the findings related to Motivation are presented. Chapter VI is a culmination of the findings and insights generated from the analysis of individual components of job satisfaction, wherein efforts are made to identify the future avenues of research and also suggest some feasible as well as practical measures. The appendix contains the questionnaire designed for the purpose of collection of data.
REFERENCES


