CHAPTER IV

SCOPE, OBJECTIVES AND HYPOTHESIS

As indicated at the end of the first chapter, the broad subject of the present thesis is "Manpower Management or more precisely, Job Satisfaction in Public Libraries". The second chapter surveyed the theoretical background about job satisfaction and the third chapter gave the overview of job satisfaction related studies in Librarianship. This process revealed the areas where not much research work has been done, viz. the professional aspirations and aspects of the people working in the Public Library System, in India. This, therefore, became the focus of the present research.

Research, as Charles Busha puts it, "...is a systematic quest for knowledge." The pursuit of knowledge becomes systematic when research problem has a clearly stated scope and objectives. Further, the problem has to be tackled with a carefully selected and suitable research method.

4.1 Scope of the Study

The term 'Manpower' in the title is considered to be a bridge between 'Professional' and 'Management'. This may give rise to a little ambiguity. For some, the term 'Professional' may sound like an adverb, i.e. "Manpower Management" in a professional manner, the way Management Science expects it to be. However, this is not intended. The term 'Professional' is intended to be an adjective of the noun 'Manpower'.

The present study "Professional Manpower Management in the Public Library system in Karnataka" deals exclusively about the professionals employed in the Department. Therefore, all the members of the staff who have one or two degrees or a diploma in librarianship from any University or Polytechnic or any other Institution recognised by the Department are covered by this study. This is the intended meaning by the phrase "Professional Manpower".

This "Professional Manpower" is considered to be the target or the recipient or the object of the action word "Management". Thus, it is "Management of Professional Manpower".
The connotation of the term "Management" is actually "Personnel Management" because it deals with the manpower. So, all the principles of Personnel Management have to be operational.

However, there is a little difference. Most of the principles of Personnel Management are based on Behavioural Sciences and are aimed at the profit making industries or organisations. But, in case of Public Libraries the gains or profits are intangible. It is not possible to measure these gains. Provision of Public Library service is a welfare activity. Therefore, maximising the material profit cannot be the driving force. The driving force has to be the provision of service. Thus, the principles of Personnel Management have to retain the contents of Behavioural Sciences, but may have to be reoriented towards Librarianship in general and towards the goals of Public Library System in particular. In this context, it is essential to have the conceptual outline of Public Libraries given in the first chapter as the basis or foundation.

The next and the most concrete part of the title is 'Department of Public Libraries in Karnataka'. Although the idea is to examine the concept of Job Satisfaction or
professional Manpower Management in the entire field of Public Libraries in India, such a massive exercise is not possible. As indicated in the First Chapter, the Department of Public Libraries come under the State list in the Constitution of India and hence governed by different Acts in different States. Therefore, one State, viz., Karnataka is selected as a sample to draw inferences.

It was shown in the Third Chapter that most of the studies relating to job satisfaction were done by measuring the attitude of the people working. It was felt that such attitudes may be influenced by various other factors. Even the Two Factor Theory can be viewed in a different manner. It is difficult to accept that the job itself can be isolated from the Hygiene Factors. For example, if the job content of a particular professional is less challenging or his skills are not entirely used then, naturally, the supervisor or the management is responsible for such a state. Thus, the problem of job satisfaction, it appears, has a bottle neck. In other words, providing job satisfaction has to be part of the management policy. Therefore, the management has to make a sincere effort to get the full potential of professional staff. This will
1. Management Studies.
2. Karnataka State Public Libraries.
ensure job satisfaction to a great extent. Such provisions have to be enshrined in the management policy and in the case of Public Libraries, in the Act itself.

It was, therefore, necessary to observe the provisions in the Act and the past practices under a microscope. Job satisfaction is viewed from this point of view in this study. Finally, what emerges should be the actual problems that are causing the present state of job satisfaction in the Karnataka Public Library System. In short, it is to find if the environment is responsible for the present level of job satisfaction. It will also, depending on these problems, suggest some probable solutions. In other words, it gives what to expect from the present situation. It tells if the prospect is gloomy or bright. These are the "Problems and Prospects" indicated by the subtitle of the thesis.

In the light of these functional connotations of the various terms in the title of the present thesis, it can be said that it aims at determining the state of job satisfaction among the professional staff working at the Department of Karnataka Public Libraries from the Management's point of view. The Venn Diagram on p. 55 gives the clear picture of
the scope of this thesis. This is done by subjecting the provisions in the Act and the past practices to scrutiny and not by measuring the attitude of the people working in the Department. Thus, the focus is on the Top Management. Since the job satisfaction itself being a complex phenomenon as "the degree of satisfaction appears to be related to many things besides financial return, e.g. promotional opportunities, greater personnel responsibility, higher level of discretion etc. Herzberg argues that satisfaction results primarily from the content of the job (including responsibility and advancement), whereas dissatisfaction results from the job context (including supervision, working conditions and salary). People whose needs are satisfied are less likely to leave the organization, but there appears not to be such a positive relationship between satisfaction and performance; the most satisfied workers are not necessarily the highest producers." Even this does not entirely indicate the complexity, for the needs of the employee differ as indicated by Maslow's Hierarchy of Needs. (see page 16, 17)

This is only a tip of the iceberg; there are other factors that complicate the measurement of Job Satisfaction.

Since Job Satisfaction is a complex and inter-dependent concept, after considering its various aspects the following objectives are set for the present study, leading to the core problem or the hypothesis.

4.2 Objectives and Hypothesis

1. To find out if the persons working in the Public Libraries in the Department are having the right jobs at the right levels.

2. To know if adequate number of people are working in the professional posts in the Department of Karnataka Public Libraries.

3. To know the prevalent promotional policies.

4. To list various training, continuing education facilities and policies regarding deputation for higher education etc.

5. To know if there is any proforma or method of performance appraisal and to identify any shortcomings in it.
6. To know the methods of communication up and down the hierarchy like circulars, meetings, memos, etc.

7. To know if there are any stipulated rules or method for transferring the staff and the extent to which these are observed.

8. To know the number and types of litigations against the Department.

These objectives are centered around the concept of job satisfaction i.e. Professional Manpower Management in the Department.

All these may be knit into the following hypothesis:

There is more job satisfaction, and less dissatisfaction in the Karnatakā Public Library System.

This thesis finds the extent to which the stated hypothesis can be accepted or rejected. The following chapter gives the details the Research Method adopted and its design to suit the present problem.