CHAPTER V

RESEARCH DESIGN

After knowing the background theories about job satisfaction and stating the precise objectives based on what has not been done by the previous researchers, this chapter aims at giving the blueprint or plan of research to achieve the objectives. Such a plan is referred to as "Research Design", and it is an integral part of any Scientific Research.

Presenting of Research Design in a thesis adds reliability and validity to the findings. Anyone who is working on a similar problem can use the same design. Even for reviewing and updating any study, presentation of its research design is necessary. It will also help researchers to extend the scope and dimensions of the study, if necessary. In short, a research becomes scientific only on the strength of its research design.

A Scientific Method is a product of "observation, measurement and quantification." By 'Scientific' it is meant, a systematic or organized study. The method of research becomes scientific by

1. Encyclopaedia of Library and Information Science. g.v. "Research Methods"
unbiased observations, accurate measurements and quantifications based on right statistical methods. Any research design, generally, has the following components.

1. The Research Method
2. Sample
3. Data & Measurements
4. Tools of Data collection

Details about each of these components is given below.

5.1 The Research Method

The method of research is derived by the nature of objectives.

Looking to the objectives, it is clear that the information is to be gathered about professionals in the Karnataka Public Library Department. To this extent it is a Survey. However, since the aim is not to ask questions to the employees, but to employers, the respondents are small in number. Besides, they too are employees in a sense that, they follow certain rules, regulations and the Government Orders. Thus, facts have to be gathered from the records such as the Karnataka Public Library Act (1965), the
Government Orders issued from time to time, Annual Reports of the Department, Employment Advertisements, also from officials about Litigations, absenteeism and the tendency to leave the job. Since most of the information is gathered from printed documents, the method has an element of Content Analysis. Further, since it is going to be on just one state with its 3469 Libraries, it can be considered as a Case Study. Therefore, the method adopted is a blend of Survey, Content Analysis and Case Study Methods.

5.2 The Sample

The entire Karnataka Public Library System is the sample for this study. This particular sample was selected for the following two reasons:

1. Among all the Public Libraries Acts passed in India Karnataka Public Libraries Act is considered to be better than other state Acts in vogue. Hence, the Karnataka was selected.

2. The investigator of this study is more familiar with the Karnataka Public Library System. Hence, the investigator's insight, personal experience, chance to
observe closely would be the major assets. But, the same could be a source of subjectivity. Having recognised this problem, there is a deliberate and sincere effort to under-play subjectivity owing to over-familiarization.

Therefore, it can be said that the sample is purposive one. No random or stratified sample is possible in the type of problem attempted in this thesis. To understand the nature of the sample it is necessary to give a little outline about Karnataka state and its Public Library System.

5.2.1 Karnataka

Karnataka is one of the states in the Indian Union. After independence the Government constituted the States Reorganization Committee on 29 Dec 1953. On the recommendations of the Committee the States were reorganized on linguistic bases. On 1 Nov 1956, the Mysore State was formed with the following districts:

1. Bombay Karnataka Area: Belgaum, Bijapur, Dharwad, and North Kanara (Karwar)
2. Madras Karnataka Area: Bellary and South Kanara (Mangalore)
3. Hyderabad Karnataka Area: Bidar, Gulbarga and Raichur

4. Old Mysore Area: Bangalore, Chikkamangalore, Chitradurga, Hassan, Kolar, Mandya, Mysore, Shimoga and Tumkur

5. Coorg Princely State: Kodagu (Madikeri)

On 1st November 1973, the Mysore State was renamed as Karnataka.

Subsequently, Bangalore district was bifurcated into Bangalore and Bangalore Rural Districts. Thus, now Karnataka has 20 districts. These 20 districts have 175 Talukas under their jurisdiction. For administrative convenience, the twenty districts are grouped under the following four divisions.

- Bangalore Division
- Belgaum Division
- Gulbarga Division
- Mysore Division

The four divisions with their 20 districts consisting of 175 talukas is the size of the sample under consideration. But to get a clearer picture of the sample size, one must take a close look at the Karnataka Public Library System.
5.2.2 Karnataka Public Library System

Background of Library Movement in Karnataka is well documented in several works and need not be replicated here as it is not much relevant. However, an outline of the present condition is necessary.

Due to the efforts of S. R. Ranganathan and several other veterans in social, political and educational fields, the Mysore Public Libraries Bill was passed into the Mysore Public Library Act on 22 April 1965. That was a very significant moment in the history of Public Library Movement in India, because this act was hailed as the best among several acts then existed. Further, it is considered as a model for several Acts which came afterwards.

In 1973, when the name of the State was officially changed, the act also was renamed the Karnataka Public Libraries Act (KPLA) (1965).


The Act created an independent Department of Public Libraries in the State Government with a provision to meet salaries and other expenditure on staff coming under this Department out of the Consolidated Fund of the State. The Act provides for the establishment, maintenance and development of the Public Libraries. It also provides for the organisation of a comprehensive rural and urban library services in the State.

5.2.2.1 Structure of Library System

Karnataka Public Libraries Act provides for the appointment of professionally qualified person as the Director with power to direct, supervise and control the entire Public Library System in the State.

At present the State consists of 3,469 library service units. (See p. 66 for detailed structure of Karnataka Public Library System.). The following paragraphs give a brief account of functioning of the Service Units.

1. State Central Reference Library (SCRL)

With the implementation of the Karnataka Public Libraries Act, the public library, Bangalore at Cubban Park was renamed as the State Central Library. It
At present the State consists of the following library service units:

1. State Central Reference Library (SCRL) 1
2. Public Technical Library 1
3. City Central Libraries (CCLs) 11
4. District Central Libraries (DCLs) 20
5. Branch Libraries 585
6. Libraries at Mandal Panchayat Level 451
7. Book Delivery Centres/Service Stations 487
8. Mobile Library Services 8
9. Raja Ram Mohan Roy Library Foundation Centre (RRRLF) 1905

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3469
provides reading materials for consultation and lending facilities against a deposit, now this library is thrown open to the public only for consultation within the premises of the library. The Government, accordingly decided to designate this library as the State Central Reference Library in 1985.

2. Public Technical Library

Bangalore City has many industrial establishments both in the public and private sectors. While some of the bigger public sector industries have their own technical information services for their personnel. Numerous smaller units did not have any such facilities.

Therefore, the Department of Public Libraries started a Public Technical Library at Peenya, a suburb of Bangalore on 28th June 1986. Peenya is full of both small and big industrial establishments and is the largest industrial estate in the whole of Asia.

This again is a unique feature of the Department. This Library can be taken as an important landmark in the public library movement in India.
3. City Central Libraries (CCLs)

Consequent upon implementation of the Act, the City Central Libraries were established in cities having a population of one lakh and above. At present, 11 such City Central Libraries have been established in the State.

4. District Central Libraries (DCLs):

As per the sections 16(1)(b) of the Act, 20 District Central Libraries have been established in all the District headquarters. However, in the District places where City Central Libraries are functioning, the District Central Libraries act as administrative offices and do not provide services to the readers in the respective urban areas. Among these, ten DCLs are functioning both as administrative offices as well as providing services to readers. In the remaining 10 District headquarters, DCLs are functioning only as administrative offices.

5. Branch Libraries

All the City Central Libraries are serving the clientele in the cities through branch libraries established at
different parts of cities. For every 25,000 population there is one such branch library.

The District Libraries on the other hand have their network of branch libraries under the directive given by the Department to open a branch library wherever the population of a locality is 5,000 and above.

Now 585 branch libraries are providing library services in different districts.

6. Libraries at Mandal Panchayat Level

Inspite of rapid urbanisation, Karnataka still abounds in villages. Their total number is 27,028. The rural population is 2,63,32,348 (1991 Census). In order to provide library services in rural areas, the Government of Karnataka made special provision for the starting of rural libraries at all Mandal Panchayat Centres from the financial year 1987-88, in a phased manner. Due to this efforts, so far 451 Mandal Panchayat Libraries have been established.

7. Book Delivery Centres / Service Stations

Under this category, there are 487 book delivery centres working in the State. This system was introduced in
1985 and the aim is to strengthen the existing RRRLF Centres and provide library service to rural people. To overcome the difficulty of staff and funds, the Department thought of utilising the services of school teachers or secretary of the Village Panchayats to look after such centres on an honorarium.

8. Mobile Library Services

As the cities grow it may not be possible for the Department to provide library facility to those living on the out-skirts. Hence, the Department thought of providing library services through mobile vans.

The mobile service has been started in urban areas like Bangalore, Belgaum, Gulbarga, Hubli-Dharwad, Mangalore, Mysore, while Karwar and Madikeri serve the rural areas as well.

9. Raja Ram Mohun Roy Library Foundation Centre (RRRLF)

This scheme promotes the cause of public library movement in India. Under this scheme, there are 1905 Centres in Karnataka. Again the Government of Karnataka has already planned to strengthen these centres by opening Book Delivery Stations in a phased manner.
5.2.2.2 Services Provided by the Libraries

Besides providing services to the reading public, the Department organises the following extension activities like,

1. Seminars
2. Book Exhibitions
3. Quiz Programmes
4. Essay Writing, Spot Picture Drawing
5. Debates
6. Film Shows and
7. Lectures by experts

5.2.2.3 Finance

Continuous supply of money should be ensured to run the library services smoothly, effectively and responsively. Finance plays a crucial role in the development and effective public library services. Public libraries appear to be revenue spending institutions, because the profit gained cannot be gauged in terms of money; it is measured against the benefit derived by the community. Thus, the returns are intangible.
The following are some of the resources of the Department of Public Libraries as per the provisions in the Karnataka Public Libraries Act, 1965.

1. In the form of Library cess and land revenue collections and Government Grant as stipulated under sections 30 and 31 of the Act.


3. Special grants by the State and the Central Governments and other agencies, and donations from philanthropists.

At present, the financial position of the Department has suffered a serious setback due to various reasons such as the abolition of octroi, dwindling nature of the land revenue on account of various concessions extended by the Government to the farmer and poor financial condition of the local bodies. In view of these, the Department has already proposed to Government to implement the following provisions in the Act:

1. To levy 3% cess on Vehicle Tax and
2. To increase the rate of library cess from 3% to 5%.
5.2.2.4 Staff

Efficient working of library depends on the professionally skilled workers. There are 1070 people (both professionals and non-professionals) working in this Department.

Among these, 575 are professionally qualified and the rest are non-professionals. The present assay is concerned with these professionals spread over the 20 districts of Karnataka, which forms the actual size of the sample.

These 575 professionals are placed as indicated below:

<table>
<thead>
<tr>
<th>Group</th>
<th>Designation</th>
<th>No. of Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>Deputy Librarian/Chief Librarians</td>
<td>33</td>
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<tr>
<td>C</td>
<td>Librarians</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>Assistant Librarians</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Library Assistants</td>
<td>435</td>
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<tr>
<td>Total</td>
<td></td>
<td>575</td>
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</tbody>
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The following section gives the details of what information is gathered about these professionals.
5.3 Data and Measurement.

The main feature of this dissertation is to enquire into the provision of Job Satisfaction and not the experience of Job Satisfaction.

Consider, if a man loves to work in the reference section, he is skilled and efficient in every respect to perform his duties. And then, if such a person is asked to work as a cataloguer, he may not perform effectively and efficiently. Thus, the work suffers not only in cataloguing because he is not interested, but also in the reference unit.

Either way it is the Library and its users who will be put to inconvenience. Here lies the technique of efficient Manpower Management. However, the real problem surfaces when every one among staff wishes to take up the same department or one wants to work in a particular unit, for some other attraction other than the work itself. There are people who like cataloguing because they are introverts. There are also people who want reference section, not for the love of the work, but for the opportunity it gives to meet people. Not all can be satisfied. There are limitations.
Considering a host of such problems, critically looking at the Minnesota Job Description Index (JDI), Schemes used for Sheffield Manpower Project, and Ms. Navalani's questionnaire, certain elements where employment setting - in the present context, the provisions in the Karnataka Public Libraries Act - can exercise its authority in providing job satisfaction were identified. A Check List of such elements is given on p. 76 - 81.

5.4 Tools of Data Collection

All the particulars referred in the checklist were collected with respect to each level of professional work based on the following tools:

1. Employment Advertisements
2. Circulars
3. Government Orders
4. Departmental Records and
5. Interviews with the authorities in the Department.

Then a consolidated rating of observation as neutral, favourable, balanced and unfavourable was arrived at.

The next chapter deals with the Analysis of Data collected by employing the above referred procedure.
CHECK LIST

Observation

N  HDS  DS  B  S  HS

A. The Work It self

i. Work Allocation
   (Routine/monotonous job challenging & variety in the job etc.)

ii. Responsibility
   (For doing good work & for failures-are they penalised for loss of book etc.)

iii. Using Professional Skills

iv. Contact with the users

v. Secretarial Assistance
   (Typists, Photocopy operators, Driver, Projector Operators, Attenders etc.)

vi. Freedom to use judgement
   (Giving a book, Reserving a book, Getting a document from other library, Giving free photocopy to a VIP, Allowing someone to use telephone, Purchasing a book, Waving overdue changes, Possibility of using a new idea or a new method.)

-----------------------------------------------------------------------------------------------------------------

(N - Not Applicable or Neutral,   B - Balanced,  
DS - Dissatisfying,               HDS - Highly Dissatisfying,  
S - Satisfying,                   HS - Highly Satisfying.)
CHECK LIST (Contd.)

Observation

<table>
<thead>
<tr>
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<th>B</th>
<th>S</th>
<th>HS</th>
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B. Provision for Career Advancement

1. Training
   - In service/special Purpose
   - Choice of Candidates
   - Facilities

2. Higher Education.
   - Chances for
   - leave
   - fees/subsidy
   - with pay/without pay
   - Choice of Candidate etc.

3. Conference, Seminars, Writing papers
   - Choice of candidate
   - TA/DA etc.

v. Recruitments

vi. Promotion Criteria
   - Qualification/Exceptions
   - Experience/Exceptions
   - Higher posts advertised
     or
   - internal by interview

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C. Communication

1. Operational Manual
   Uniform Information for doing a job
   (Ambiguity, Misunderstanding, chances of going wrong,
   Consistency Adhering to Professional Standards,
   Avoiding Cross Purpose Working)

2. Meetings
   - Purpose to tell or to ask
   - Frequency
   - Decision making/Participation

3. Feedback
   - Problems, info about
   - Probable solutions
   - Suggestions for improvement
   - Incentives for suggestions
   - Appreciation/Depreciation from boss

4. Does everyone know policies & programmes of the library
   - Meeting
   - Notice boards
   - Newsletter
   - Circulars

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### CHECK LIST (Contd.)

#### Observation

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v. Diaries, recording & Reports  
Confidential Reports  
- How it is written  
- who writes  
- is the direct supervisor consulted?

#### D. Facilities

i. Working conditions  
- Retirement Age  
- P.F.  
- Gratuity

ii. Fringe Benefits  
- Medical Facility  
- Loan  
- Loan for housing  
- LTC  
- Vacation/leave  
- Group Insurance.

iii. Chance to communicate with Authorities  
- in Meetings  
- Discussions  
- Visitors/senior professionals  
  Ministers, IAS officers

iv. Salary  
- level-Experience/Edn.  
- Comparison with  
  - University employees  
  - Special Libraries  
  - Contact Libraries

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v. Incentives
- Advance Increments
- Additional Increments
- Special Perks
- Acting Allowance

E. Problems & Solutions

i. Adequacy of staff
(Overload of work)

ii. Working Alone/in Group
with/without hierarchy

iii. Interruptions
- Frequent calls from Boss
- Telephone Calls
- Too many Visitors
- too much of overspending

iv. Working Hours
- Odd Shifts,
- Sundays etc.

v. Compensation
- OT
- Offs

vi. Physical Problems
- standing,
- Weight Lifting
- Climbing,
- Reading small print
- Dust allergy

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vii. Disputes
- with Supervisors
  - leave
  - punctuality
  - Quality of Work

- with Top Management
  - Promotion
  - Opportunity for advancement

viii. Litigations

ix. Delegating Power
- for essential work
  (Signing gate passes
   Receiving register letter
   Messages)

x. Voluntary Retirement
- Is it there?
- How often do people take the advantage

xi. Quitting Job before 30 years of Age.

xii. Absenteeism

xiii. Transfers,
- When are they done,
- What is the Criteria.

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