Chapter 1

INTRODUCTION

Kerala, the ‘land of the cheras’, recorded even in Asoka’s rock inscriptions of third century B.C, is the most idyllic state of India. It has a distinctive charm of its own which makes it different from the rest of India in every respect. This change is immediately visible as one enters Kerala from the neighbouring states. The profuse monsoons and the inaccessibility of the state from the rest of the peninsular India have helped Kerala to develop its own culture. The cent percent literacy, high levels of education and better health care have given Kerala an enviable position among Indian states and the famous ‘Kerala Model’ of development is widely acclaimed even at the global level.

In spite of the appearance of the name Kerala in several ancient texts, the state as a physical entity came into existence only in 1956 by the amalgamation of the erstwhile principalities of Travancore, Kochi and the Malabar region which was part of the Madras Presidency. There are evidences that ancient rulers were keen on the establishment of educational institutions. During the age of the Cheras (800-1102 A.D.) more thrust was given to education. The educational institutions attached to the temples were known as Salais. The Salais at Kandalur, Parthivasekharapuram, Tiruvalla and Muzhikulam were well known. It is obvious from early inscriptions that while the Kandalur and Parthivasekharapuram were open only to the privileged few, the latter two admitted common students also and provided them with free boarding, lodging and tuition.

When the Salais declined, Sabha Mutts, again institutions attached to temples, sprang up, especially in the early medieval period. The Ezhuthupallis or village schools became prominent in later medieval period. The Kalaris also played a significant role in physical education. Then started the seminaries and schools attached to churches, mainly due to the initiative of missionaries.

The rulers of Travancore, Kochi and Malabar of the 19th and 20th centuries had given high priority to education and this paved the way for the establishment of
a number of schools and colleges in the region. The Christian missionaries also played a crucial role in providing education to masses. The net result of the consistent efforts towards education was the total literacy, low birth and death rates comparable even to the developed countries and improved health care facilities.

1.1 Institutions of Higher Education

The direct entry of the government in education began in 1817 when as per the rescript of Rani Gouri Parvati Bai vernacular primary schools were started in Travancore. On the initiative of Maharaja Swati Tirunal English education was also flourished. Inspired by the developments in Travancore, similar initiatives in the field of education were made in Cochin and Malabar. As English education at the school level progressed, the need for facilities in higher education was felt and in 1866, the Raja’s Free School, Trivandrum was converted into a Second Grade College by starting F.A. class. In 1877, this institution which came to be called as Maharaja's College was formally affiliated to Madras University. Subsequently a number of colleges came up in different parts of Travancore, Cochin and Malabar in the government and private sector. The Maharaja’s College, Ernakulam (1875), Victoria College, Palghat (1888), C M S College, Kottayam (1892), Scott Christian College, Nagercoil (1893), Maharajas College for Girls, Trivandrum (1897), Zamorin's College (1897), Malabar Christian College, Calicut (1909), Brennan College, Tellicherry (1919), Union Christian College, Alwaye (1921) and St. Berchman’s College, Changanacherry (1922) were the Arts and Science Colleges that came up within nearly half a century. In addition, a Sanskrit College (1889) and College for Teacher’s Training (1910) had also come up in Trivandrum.3

As a logical corollary of the expansion of higher education, the demand for a separate university arose, especially in Travancore. This led to a number of steps including the appointment of a University Committee under the chairmanship of L. C. Hodgson in 1917 and a second Committee in 1923 with Rao Bahadur K. A. Krishna Aiyangar as President. The Second Committee favoured a pan-Kerala University with the jurisdiction over Travancore, Cochin and Malabar. After a number of deliberations and consultations, the University of Travancore came into
being in 1937 by a promulgation of the Maharaja of Travancore, Sri Chitira Tirunal Balarama Varma as the sixteenth university to be set up in India. Soon after the formation of the University, the ten colleges, hitherto affiliated to the University of Madras, were shifted to the new University.

After the formation of the Kerala State in 1956, the University of Travancore was renamed as University of Kerala by the Kerala University Act, 1957 (Act 14 of 1957). The University with the entire state under its jurisdiction at that time had three campuses located in three different parts of the State at Trivandrum, Ernakulam and Calicut. In 1968, the university centre at Kozhikode became a full-fledged university covering the colleges and departments located in Kannur, Kozhikode, Palakkad and Thrissur districts of Kerala. Another university meant for Science and Technology namely, Cochin University of Science and Technology and a fourth one for Agriculture and related disciplines located at Kochi and Thrissur respectively also came up in 1971. Again in 1983, the Mahatma Gandhi University was established at Kottayam. Two more universities – the Sree Sankaracharya University of Sanskrit, Kaladi, the place of birth of Sree Sankara and the Kannur University, Kannur were established in 1993 and 1995 respectively. Thus, the number of universities, all of them of affiliating type, increased to seven in about quarter century. Apart from the full-fledged state universities, two institutions of national importance, viz. National Institute of Technology, Kozhikode and Sree Chitira Tirunal Institute of Medical Sciences and Technology, Thiruvananthapuram also came up in the state. In the meanwhile, the number of colleges, both Arts and Science and Professional, were also increasing year by year.

The Indian Universities Act, 1904 made it obligatory on the part of universities to establish well-equipped libraries as essential ingredients and since then started the practice of attaching libraries to universities in India. In conformity with this practice, the universities in Kerala also started their libraries. Thus, the University of Travancore set up its library in 1942 and others, except the Kerala Agricultural University, opened their libraries within a few years after their establishment. The university libraries are developing as big establishments in
terms of the 3 Ms – men, money and materials. This is especially true of universities established earlier. Of all these resources, as elsewhere, human resource is the most important in the university libraries of Kerala also.

The modern university library is not simply a warehouse for the storage of books. Its combination of collections, variety of services, staff and physical facilities makes it a complex instrument for the active promotion of teaching, research and extension. The efficiency and effectiveness of a university library can be measured in terms of the satisfaction of the user. This satisfaction, in turn, depends mainly on the quality of the services imparted by the library. The resources and staff, in fact, serve as the infrastructure or secondary input, the primary input being the finance, for the effective service. Because of this ramification, it is very difficult to isolate one factor from the other.

Of the two factors which contribute to the effectiveness of the service viz. resources and manpower, the latter has got a predominant role by virtue of its complexity. As Likert, the famous management expert, has pointed out, “All the activities of an enterprise are initiated and determined by the persons who make up that institution... Every aspect of its activities is determined by the competence, motivation and general effectiveness of its human organization.” A library is not an exception to this. Since most libraries spend more than half of their budgets on staff salaries, there is growing concern to get the maximum from them which is possible only through the optimum utilization of their abilities. Unfortunately, the present day utilization of human resource capacity in the government and corporate sector has not been encouraging. It is also important to analyze and evaluate existing jobs and staffing structures and modify them in relation to changing needs of the users and the changes in the work environment.

People are the most important assets of an organization. They, in fact, determine the success or failure of the organization. At the same time, managing human resources is one of the toughest challenges faced by the management. The management of staff and their optimum utilization do not take place in a vacuum. It requires a clear idea of what has to be done which calls for an understanding of the cyclical nature of effective management. The starting point is the objectives of
the library which, in turn, depend on the objectives of the parent body and the needs of the community it serves. The objectives of the universities and university libraries have been elaborately discussed by Radhakrishnan Commission and Kothari Commission. But the fact is that the external environment of the universities have changed drastically mainly due to the changes in education at all levels, in technology, in the political environment and in the economic environment with the resultant impacts on the internal environment. Naturally, this demands a role redefinition and restructuring of the university libraries, especially the library staff, to cope up with the times. This calls for changes in all aspects related to libraries including staff.

1.2 Library Professionals – Changes and Challenges

Higher education is experiencing rapid changes under severe budgetary constraints. Student population profiles are changing. Universities and colleges are striving to achieve greater diversity in course curriculum, students, faculty and staff. More non-traditional students are taking part in the higher education process. Technology as applied to the educational process is changing the content and process of teaching and research. All of these factors affect the way libraries are planning and delivering programmes and services. Traditionally, university libraries have been perceived as the 'heart of the university' where scholarly resources are acquired, organized and preserved and where learning and research take place. These traditional library functions have not changed or diminished but the role of libraries has expanded to a large extent in the recent years to accommodate not only print collections but on-site services also. As a result, libraries are in the midst of refocusing their fundamental programmatic mission. Activities once regarded as fundamental to library operations are being replaced by new services and new ways of providing services to achieve greater efficiency. These changes make it obligatory on the part of library management to contemplate on changes in the quantity, qualification and skills and efficient and effective utilization of their staff.

The application of information technology (IT) has played a key role in focusing attention on manpower. Over the years, some people, especially
university administrators assumed that automation would reduce the overall cost of library operations but this has not been the case. Automation and the proliferation of IT as well as new technologies for accessing and acquiring information have produced significant changes in staffing patterns and job assignments. It will continue to be a major catalyst for more changes in the future. Implementation of automation systems has provided a strong incentive for libraries to embark on staffing studies at least to determine a more appropriate staff configuration based on objective data.

One aspect of the impact of technology on manpower planning is that new staffing structures are emerging which break down the traditional barriers between different sections of libraries such as readers services and technical services. In United Kingdom libraries are increasingly appointing 'systems librarians' to co-ordinate all applications of automation. In libraries where staffing structures are very hierarchical and each member of staff report to one boss, this is creating 'staff and line' problem. In India, The University Grants Commission (UGC) advocates the appointment of 'Information Scientist' in the grade of Assistant Librarian in the university libraries, mainly to look after IT applications and offer IT-based services to users.

In the new information environment, at least in the developed countries, a growing number of staff contribute specialized skills and talent to the work place, and instead of being in a subordinate or even in support role to librarians, have become partners with professional librarians in the information process. In many ways, their skills complement those of professionals. But at present the professional librarians outnumber the para-professionals.

Successful utilization of staff is possible only if they are motivated and contented. This calls for a study of the extent of job satisfaction of the staff members of the university libraries. As stated by Jordan, "Job satisfaction is derived from the interaction between the individuals own attitudes, the nature of the task and of the work group, the management styles and the influence of the outer environment – financial constraints, political policies, technological innovations". Blum and Naylor are of the view that job satisfaction is a general
attitude of the workers constituted by their approach towards the wages, working condition, control, promotion related with the job, social and some similar variables, personal characteristics and group relations apart from the work life. It is the perception that one's job fulfils or allows fulfilment of one's desires, expectations and needs. Job satisfaction of the librarians, who have a major role to play in the information society, would surely affect the quality of the services they render. Therefore, the question of how the material and the moral elements affect the job satisfaction of the librarians gains importance.

Manpower standards, very often referred to as performance standards or work standards, are used as a means of measuring the quantity of work produced by a person working at a normal pace under normal conditions. These standards made after careful studies are very useful in estimating the staff required for various services. They offer a factual basis upon which to balance work load and personnel. Many attempts have been made in different countries to develop objective criteria for the estimation of manpower in libraries. Association of College and Research Libraries (ACRL), a division of the American Library Association, is constantly engaged in the development of standards dealing with different aspects of libraries including staff. In India, in spite of several norms, the staff formula developed by S.R. Ranganathan for academic libraries has been approved by University Grants Commission and still remains unchallenged for a library which is not automated. Application of computers to information services is sure to lead to considerable reduction in manpower in libraries, especially because of the fact that much of the operations there are of a routine nature. All these factors lead to a re-examination of the way in which professionals are utilized in libraries.

1.3 Statement of the Research Problem

The number and utilization of university library manpower will be affected by such factors as the number of students, faculties and other clientele, the character and condition of library collections, the number of departmental libraries, the teaching method of the faculty, the number of working hours of the library etc. There are two fundamental problems relating to the staffing of the libraries. Firstly, how best to relate the library to the work of the academic and the research staff
and departments it serves. Secondly, there is the need to make the most efficient use of the staff which may not always be compatible with ensuring maximum job satisfaction for individuals.

The seven state universities in Kerala and their libraries present a heterogeneous picture. They differ from one another not only in age but in size of collection, services and number of staff. All the seven universities have central libraries. In spite of these differences, there are common problems. Though there may not be any clear cut division, generally speaking, there are only two tiers in the hierarchy of professional library staff in the university libraries. At the top are the academic–related grades which include the University Librarian, Deputy Librarians and Assistant Librarians. The lower grades are occupied by professional juniors like Junior Librarians/Reference Assistants and Professional Assistants/Library Assistants. Since the vacancies up to the position of Deputy Librarian is filled up based on seniority, the entry qualification still remains as degree in any subject with a bachelor's degree in Library and Information Science. In the absence of a third category of semi-professionals, as seen in libraries elsewhere where a three tier structure is followed, many of the routine duties are left to the professionally qualified junior staff.

An aspect which needs investigation is the question of numerical balance between professional staff and non–professional staff. The current thinking in UK and anywhere else is that three–fourths of all jobs in libraries require something less than graduation from a library school. The professional bodies in developed countries are constantly endeavouring to formulate staffing standards to suit the changing needs and bring out concrete formula for estimating manpower mainly based on the users and collection. They also pinpoint the need for employing para-professionals and the ratio to be maintained. It is worthwhile to examine the structure and position of manpower in our university libraries and how far it conforms to the standards available. In this context, a study about the staffing pattern and staff utilization becomes relevant. In addition to the excellent staff formula put forward by Dr. S.R. Ranganathan, which is widely accepted, some professional associations, conferences and even individuals have put forward
performance standards. It is a moot point whether any of these norms are followed in the planning of manpower in our university libraries.

Besides the traditional print media, several non-book materials like audio-visuals, audio and video discs, CD-ROMs, DVDs have also emerged as major information carriers. The new media in their wake facilitated the introduction of new services in libraries. Today computers are used for almost all library house keeping operations. Savings in library staff and time through automation have already been established in many places. One of the greatest benefits which the new communication technology brings to libraries is the ability to interconnect them functionally. As a result, the trend towards the establishment of nationwide networks of libraries is becoming stronger. All these factors are sure to affect the staff pattern and staff utilization in university libraries. In this context, a futuristic approximation becomes all the more necessary. Once the minimum staff required for each service is determined, it is possible to find out whether there is shortage of staff or excess staff that can be deployed for newer services.

The quality of the service rendered by the libraries has a direct bearing on the motivation of the employees. In order to be motivated, the employees should be satisfied with the nature of the job assigned to them and their proper utilization in rendering the services. Therefore, as a corollary of the utilization study it is appropriate to examine the job satisfaction level also of the professional staff.

1.4 Title of the Study

The title of the study is Manpower Utilization in the University Libraries of Kerala: An Evaluation.

1.5 Definition of Key Terms

Manpower: Manpower is power in terms of the number of workers or staff available or required for a particular task. For the purpose of this study, manpower is treated as the professional and non-professional staff that constitutes the workforce of the libraries. In the thesis, the terms staff, workforce and human resources are used as synonyms of manpower.
**Utilization**: Utilization is the act of using or the state of having made use of. It is the extent to which something is turned to practical use or account. Here, the word is used to denote the extent to which library staff is used to impart the services.

**University libraries**: University libraries are libraries attached to universities. It is the collective name applied to the libraries established, administered and funded by universities that serve the information, research and curriculum needs of the students, researchers, faculty, staff and members of the various academic bodies of the universities. University library system is used to refer to all the libraries including the central library, departmental libraries and other libraries that come under the administrative control of the particular university the staff of which are interchanged.

**Kerala**: Kerala stands for the southern most state of India which lies between north latitudes 8 04' and 12 44' and east longitudes 74 54' and 77 12'.

**Evaluation**: Evaluation is the process of finding out or deciding the amount or value of something. Here, the term is used in the sense of investigating the strength and extent of utilization of library manpower. It also covers the level of job satisfaction of the professional librarians.

### 1.6 Significance of the Study

A sound manpower management policy envisages the use of job analysis, job description, job evaluation, job classification, personnel specification, appropriate recruitment and selection policies, induction and training and employee appraisal. These steps also need refinement to suit the changing environment – both internal and external.

Several factors make the study of manpower utilization an essential component of library management. Declining budgets, increasing allocation for staff, decreasing outlay for materials and services, constant changes in the external and internal environment, competition from other agencies concerned with information storage and dissemination, the need for continuous innovation and a more client-focused approach to library services are a few of them. In addition,
organizational restructuring, application of information and communication technology, job reassignments and resultant training and staff development needs also necessitate such utilization studies.

Dr. S.R. Ranganathan had evolved a job standard suitable for university libraries half a century ago, but it is doubtful whether the universities follow this in the planning of human resources. The present study tries to investigate the problem at a deeper level to see the rhyme or reason, if any, which is followed in manpower planning in the university libraries of Kerala. The study would also examine the qualifications and skills possessed by the professionals and how far they are suitable to the changing information scenario.

As a result of the application of IT gadgets, many jobs previously attended to by the professionals could be carried out by non-professional skilled staff. A demarcation of such jobs would go a long way in the effective utilization of professional staff for a variety of novel services that are possible.

The output analysis of the employees would reveal the adequacy or inadequacy of staff in the libraries, as a result of which ways and means of redeployment of staff could be suggested.

Apart from a few studies about the assessment of work of staff members in individual libraries, so far no similar study has been conducted in India covering all the university libraries in a state. The suggestions formulated on the basis of the study would point towards better utilization of staff. This can serve as a guideline for other university libraries in the country.

1.7 Objectives

The major objectives of the study are:

i. To determine the size and structure/ pattern of library manpower in each of the university libraries in Kerala.

ii. To ascertain the qualification and skills of the library staff in the university libraries.
iii. To assess the quantum of work involved in the different sections of the chosen libraries for the study.

iv. To compare the extent of utilization of the existing manpower in the university libraries in terms of the quantum of output and by analysis against staff formula of the U G C Committee.

v. To assess the degree of job satisfaction of the library professionals.

vi. To suggest measures towards better utilization of manpower in the libraries.

1.8 Scope and Coverage

As stated earlier, there are seven universities in the state. They are:

i. University of Kerala, Thiruvananthapuram (1937)

ii. University of Calicut, Tenhipalam, Malappuram (1968)

iii. Cochin University of Science and Technology, Kochi (1971)

iv. Kerala Agricultural University, Vellanikkara, Thrissur (1971)

v. Mahatma Gandhi University, Kottayam (1983)

vi. Sree Sankaracharya University of Sanskrit, Kalady (1993)

vii. Kannur University, Kannur (1995)

Of these seven, the first five have got full-fledged university libraries, whereas the libraries of the last two universities are at the fledgling stage with skeletal staff. The first five university libraries have very strong central libraries and separate departmental libraries/constituent college libraries. Therefore, in order to study the utilization of manpower, only these five universities are taken.

The Kerala University Library system comprises the Central Library at Palayam, the Campus Library at Kariavattom, the departmental libraries attached to the teaching and research departments located at the city and Kariavattom campuses, the University Engineering College Library again at Kariavattom and the study centre libraries functioning at three locations within the area of
jurisdiction of the university. University of Calicut and Mahatma Gandhi University also have central libraries, departmental libraries and study centre libraries and engineering college libraries. Cochin University of Science and Technology has got a central library, departmental libraries and Engineering College Library. Kerala Agricultural University has a central library and separate libraries for all the ten constituent colleges located at different parts of Kerala.

The scope of the study is confined to library manpower. The manpower utilization part of the study covers only the central libraries of the five universities. The department libraries are left out since most of them have only one professional staff member. But the job satisfaction study which forms the second part, on the other hand, covers all the professional staff of the five university library systems. The professional staff members of the department libraries and study centre libraries are also included for job satisfaction study since they form an integral part of the library system and are interchangeable.

1.9 Hypotheses

The study proceeds with the following hypotheses.

i. The existing staff size and structure in the university libraries in Kerala do not conform to any approved manpower standards.

ii. The library professionals in university libraries are under-utilized.

iii. The level of job satisfaction is very low among professionals of university libraries.

iv. Job satisfaction of the staff is influenced by the university, designation or position in the hierarchy, category, gender, age, salary, qualification and experience.

1.10 Methodology

The study is carried out in two parts – the first part is manpower utilization in the university libraries of Kerala and the second part is the job satisfaction study of the library professionals.
1.10.1 Manpower utilization

This part of the study covers the central libraries of the five universities. The university libraries covered are:

i. Kerala University Library, Palayam

ii. C H M K Library of University of Calicut, Tenhipalam

iii. CUSAT Central Library, Thrikkakara

iv. M G University Library, Kottayam

v. Kerala Agricultural University Central Library, Vellanikkara

The major tools used for this part are the following.

i. Data sheet

The main tool used is a comprehensive datasheet meant for collecting details like documentary resources, membership, equipment, budget allocation, services offered, annual output of work in each and every section and manpower (both professional and non-professional). The datasheet is intended mainly to collect details of manpower and the output of staff members. It was administered to the librarians of the central libraries (Appendix 1).

ii. Interview

Of the five university libraries, only two are having university librarians. All others are headed by senior-most Deputy Librarian or Assistant Librarian. All the heads of libraries and Deputy Librarians and heads of sections were interviewed with the help of an interview schedule (Appendix 2). The idea was to collect information about the mission of the library, policies on collection building, functioning of the library committees, new services introduced, human resource management policy, in-house training programmes, continuing education programmes, and to obtain suggestions for the improvement of human resource management including proper utilization of staff members. Altogether 22 professionals were interviewed for the purpose and information thus obtained was incorporated at appropriate sections of the thesis.
iii. Observation

With a view to get first hand information about the quantum of work in each section and thereby to get an idea about the utilization of manpower, the investigator spent a few days in each central library of the universities. In order to develop a standard for manpower estimation based on the time involved in each routine in the manual method and in the automated environment, the routines/activities in each section of the Kerala University Library were keenly observed as a case study. Discussions with professionals at the service points also formed part of this method. This university provided an opportunity to study the time required in both manual and computerized modes since both methods are resorted to – simultaneously in some services like circulation – since the library is still in the process of computerizing the services.

iv. Verification of records

Various records in the central libraries, departmental libraries/college libraries of the universities like gate register, accession register(s), budget allocation register, accessions list, binding register, serials control register etc. either in the register form or electronic format were examined for factual data and to clarify doubts.

1.10.2 Job satisfaction of professionals

The main tool used for this study was the questionnaire.

i. Questionnaire

To study the job satisfaction of the professionals a structured questionnaire containing closed and open-ended questions was used (Appendix 3). The closed ended questions used a five point Likert Scale to measure their attitude to the employer and the level of satisfaction. The first set of questions were aimed at finding out their attitude to the university in general – position of the university in the information scenario, university policies to the staff, the caring or parental attitude of the authorities and so on. The level of job satisfaction is measured taking into consideration 24 factors which are grouped under four headings namely
(1) Security and Salary, (2) Professional Recognition for the Work Done, (3) Inter­personal Relations and (4) Work Environment.

The questionnaire was administered to the entire professional staff of the five library systems. The details of the libraries covered are given in Table 1.1.

<table>
<thead>
<tr>
<th>Library System</th>
<th>No. of Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerala University Library System</td>
<td></td>
</tr>
<tr>
<td>Central Library, Palayam</td>
<td>1</td>
</tr>
<tr>
<td>Campus Library, Kariavattom</td>
<td>1</td>
</tr>
<tr>
<td>Department Libraries</td>
<td>40</td>
</tr>
<tr>
<td>Study Centre Libraries</td>
<td>3</td>
</tr>
<tr>
<td>University College of Engineering</td>
<td>1</td>
</tr>
<tr>
<td>Calicut University Library System</td>
<td></td>
</tr>
<tr>
<td>CHMK Library, Tenhipalam</td>
<td>1</td>
</tr>
<tr>
<td>Department Libraries</td>
<td>29</td>
</tr>
<tr>
<td>Study Centre Libraries</td>
<td>1</td>
</tr>
<tr>
<td>Institute of Engineering and Technology</td>
<td>1</td>
</tr>
<tr>
<td>Cochin University of Science &amp; Technology Library System</td>
<td></td>
</tr>
<tr>
<td>Central Library</td>
<td>1</td>
</tr>
<tr>
<td>Department/School Libraries</td>
<td>26</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>1</td>
</tr>
<tr>
<td>Mahatma Gandhi University Library System</td>
<td></td>
</tr>
<tr>
<td>Central Library</td>
<td>1</td>
</tr>
<tr>
<td>Department Libraries</td>
<td>20</td>
</tr>
<tr>
<td>Study Centre Libraries</td>
<td>4</td>
</tr>
<tr>
<td>University College of Engineering</td>
<td>1</td>
</tr>
<tr>
<td>Kerala Agricultural Library system</td>
<td></td>
</tr>
<tr>
<td>Central Library, Vellanikkara</td>
<td>1</td>
</tr>
<tr>
<td>Constituent College Libraries</td>
<td>10</td>
</tr>
</tbody>
</table>
The current total population of professionals was found to be 245, excluding those on contract appointment and apprentices. The questionnaire was distributed to 233 professionals either in person or by post. Though the aim was to give the questionnaire to all professionals, it could not be achieved because 12 persons were either on long leave for taking up assignments elsewhere or out of station. Out of the 233 questionnaires, 208 were received registering a response rate of 89.27 percent. The details of questionnaires distributed and returned after completion are shown in Table 1.2.

Table 1.2
Rate of response of questionnaires

<table>
<thead>
<tr>
<th>Library System</th>
<th>Total no. of staff</th>
<th>No. distributed</th>
<th>No. returned</th>
<th>% of response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerala University Library System</td>
<td>91</td>
<td>85</td>
<td>82</td>
<td>96.47</td>
</tr>
<tr>
<td>Calicut University Library System</td>
<td>50</td>
<td>46</td>
<td>42</td>
<td>91.30</td>
</tr>
<tr>
<td>Cochin University Library System</td>
<td>44</td>
<td>41</td>
<td>34</td>
<td>82.92</td>
</tr>
<tr>
<td>M.G. University Library System</td>
<td>47</td>
<td>45</td>
<td>37</td>
<td>82.22</td>
</tr>
<tr>
<td>Kerala Agric. Univ. Library System</td>
<td>17</td>
<td>16</td>
<td>13</td>
<td>81.25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>245</strong></td>
<td><strong>233</strong></td>
<td><strong>208</strong></td>
<td><strong>89.27</strong></td>
</tr>
</tbody>
</table>

1.10.3 Analysis

The data collected through the data sheet were subjected to various types of analysis and inferences were drawn. The questions related to the study of job satisfaction were divided into two groups -- those meant for measuring the attitude to the parent body and those dealing with factors related to job satisfaction.

The attitude towards the employer was measured by taking the mean of the values of the answers to the questions aimed at eliciting the view of the professionals about the leadership role of the employer, the vision of the employer and thirdly, the career prospects with the library. These three aspects are grouped under three headings viz. 'index of leadership' (question no. 8.1 – 8.7), 'index of
vision' (question no. 8.8 – 8.10) and 'index of career' (question no. 8.11 – 8.14). In the five point scale, each option was assigned a value. The mean values obtained are analyzed on the basis of university affiliation, designation, category, gender, age, salary, qualification, and experience wherever necessary.

The factors or variables related to job satisfaction were grouped into four – 'security and salary' (question no. 9.1 – 9.5), 'professional recognition' (question no. 9.6 – 9.12), 'interpersonal relations' (question no. 9.13 – 9.17) and 'work environment' (9.18 – 9.24). Here also the same values assigned above were given for the options and mean values were calculated. These factors are analyzed from the point of view of the university, designation, category, gender, age, salary, professional qualification and experience. In the analysis of factors related to attitudinal analysis and job satisfaction, the mean index values are taken instead of the mean scores. Though both the methods represent the result in two ways, the index value method was adopted since this practice is gaining currency.

In addition to taking the aggregate index of job satisfaction derived out of the scores given to the factors, a separate direct question on the level of job satisfaction was also included. This was just to see whether there is any difference between the views expressed through the factors related to job satisfaction and direct perception about it.

The data collected through the verification of records and information gathered through interviews are included at the appropriate places. Through participant observation and discussion with professionals at service points the average time required for each routine in the sections was estimated. Based on this, an Average Time Schedule Manpower (ATSM) Model was developed as an alternate method for estimating manpower in university libraries. The estimated average time for the routine operations in sections in both manual and computerized environments is given as Appendix 4.

1.11 Limitations

The study, though tried to be comprehensive, has certain limitations.
They are:

i. Though there are seven universities and two institutions of national importance with deemed university status, five universities which have well-equipped university library systems alone have been selected for the study.

ii. The manpower utilization study is mainly confined to the central libraries of the five universities excluding the departmental libraries most of which are managed by a single staff member.

iii. The job satisfaction study covers only the permanent professional staff of the libraries and excludes temporary staff.

iv. Since the quality aspect of the services has not been dealt with, the customer satisfaction survey has been left out from the study.

1.12 Organization of the Thesis

The thesis is organized under seven chapters.

Chapter 1. Introduction

This chapter serves as an introduction to the study and covers the background of the establishment of universities in Kerala, importance of manpower in libraries, statement of the problem, topic of the study, definition of key terms, significance, objectives, scope and coverage, methodology used, hypotheses and limitations.

Chapter 2. Review of Literature

Studies related to manpower planning in the university libraries, manpower utilization, impact of information technology on library staff and job satisfaction of library professionals are reviewed and reported here.

Chapter 3. University Library Manpower

While Chapter 2 deals mostly with case studies, the third chapter surveys the theoretical studies to serve as a background of the research work. The major developments that have taken place in the restructuring of manpower in the
university libraries, the attempts towards manpower forecasting, the standards prescribed by various authorities in India and elsewhere and an overview of the factors that lead to the job satisfaction of the library staff are discussed here.

Chapter 4. University Library Set Up in Kerala

This chapter gives a bird's-eye view of the development of university libraries in India and proceeds to the background and organizational set up, details of the management, working time, document resources, membership, equipment, budget allocation and services of the university libraries selected for the study.

Chapter 5. Manpower of the University Libraries: A Comparative Analysis

The workload of the different sections of the university libraries, the size and structure of the professional and non-professional manpower in libraries and a correlation of the number of existing staff with the estimation based on the Staff Formula of the UGC Library Committee are dealt with in this chapter. It also gives details of an Average Time Schedule Manpower (ATSM) Model developed for the estimation of manpower in the manual and computerized environments.

Chapter 6. Job Satisfaction of Library Professionals

The results of the survey made amongst the university library professionals on their job satisfaction is presented in this chapter.

Chapter 7. Conspectus

This chapter contains the summary of the major findings, suggestions for the optimum utilization of professional and non-professional manpower in the university libraries and probable topics of research in related areas of the study.

Appendix 1 Data Sheet for the University Libraries

Appendix 2 Interview Schedule for Chief Librarians

Appendix 3 Job Satisfaction Questionnaire for Library Professionals

Appendix 4 Time Schedule for Routines in University Libraries

Bibliography
References


3. Ibid.: 16-17


