CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

In the previous chapter, detailed discussion on the analysis of data collected from the LIS professionals working in engineering institutions in and around Chennai under study regarding People Capability Maturity has been presented. In this chapter, the major findings, observations and suggestions based on the outcome of the Chapter 4 are highlighted to prove the hypotheses and fulfill the stated objectives in Chapter 1.

5.2 FINDINGS AND OBSERVATIONS

5.2.1 Sample

- The questionnaires were distributed to 364 LIS professionals working in 127 engineering institutions situated in and around Chennai and 318 questionnaires were responded. The response rate 87.36%.

- Out of 318 respondents, 205 (64.46%) are male, 113 (35.53%) are female professionals, 119 (37.42%) are librarians and 199 (62.56%) are assistant librarians, 36 (11.3%) professionals are U.G qualified, 124 (38.99%) are P.G, 146 (45.91%) are M.Phil and 12 (3.77%) professionals with Ph.D qualification, 92 (28.9%) professionals are having less than 5 years of experience, 124 (38.9%) professionals with 6 to 10 years, 73 (22.9%) professionals between 11 to 15 years, 15 (4.71%)
professionals with 16 to 20 years and 14 (4.40%) with more than 20 years of experience, 33 (10.4%) Professionals working in Government, 127 (39.9%) are working in Self Financing Minority and 158 (49.7%) are working in Self Financing Non-Minority institutions.

5.2.2 People Capability

- The People Capability Maturity were measured based on the four major levels such as Working Environment (level 2), Organisational Environment (level 3), Professional Environment (level 4) and Future Expectations (level 5) (Figure 4.1).
- Each category has number of variables. Reliability test for group of variables were identified and the reliability value is more than 0.7. Hence all the variables are acceptable (Table 4.3).

5.2.3 Work Environment

- In working environment there are 15 variables were taken up for the study and reliability test has administrated for these variables. Cronbach alpha value works out to 0.8790 (Table 4.3).
- Among the 15 variables, 88.1% of LIS professional’s either Agreed or Strongly Agreed that they have materials and equipments they need to do their job efficiently and 86.2% of LIS professionals indicate that they receive the information and communication they need to do their job. 84.3% of professionals indicated that people in their place are pleasant
and co-operative to work with them and 78.6% indicated that everyone encourages their development. The least preference of 46.5% of LIS professionals indicate that they regularly receive recognition or praise for doing good work. It is followed by opinions and ideas seem to matter (58.8%), superior cares and having confidence with the superior (68.6%) and they have confidence with their superior in their organisation (63.5%). There is no significant deviation on the opinion among the respondents since the standard deviation ranges between 0.84 and 1.18 (Table 4.5).

- Hierarchical Cluster Analysis has been employed. At 55% level there exist four clusters were formed (Figure 4.5).

- There exists no significant difference among gender, designation, experience and type of institutions on work environment (Table 4.6, 4.7, 4.8, 4.9 and 4.10). However, there is a deviation among the professionals who possess Ph.D. degree. This indicates that there is willingness among the professionals in assuming the responsibilities in their work environment.

### 5.2.4 Organisational Commitment

- There are fourteen variables were taken up for the study in Organisational commitment and the Cronbach alpha value works out to 0.8734 (Table 4.3).

- Out of which 97.2% of LIS professionals indicated that user oriented skills are a feature of managing change, 92.5% indicated that encouragement and rewards for the staff are important, 91.8% indicates that librarians are helped to
develop their leadership skills and 91.5% states leadership is seen as a most important management skill in our organization (Table 4.13).

- The least preferences of 73.2% indicated that organization commits adequate time and resources to prepare for change, 80.2% of LIS professionals states that few key people in the organisation are involved in organizational change processes and 80.5% feels that skills of the individuals are valued and used (Table 4.13).

- There is no significant difference on the preferences among gender, designation, qualification, experience and type of institutions. Chi-square test thus administrated also shows the same (Table 4.15, 4.16, 4.17, 4.18 and 4.19).

- In the factor analysis, 14 variables were grouped into four components and the components were named competency development, career development, participatory culture and workforce planning. The reliability values for these components were also calculated and alpha value ranges between 0.9254 and 1.000. The dendrogram and the components get synchronised (Table 4.14 and Figure 4.9).

5.2.5 Organisational Context

- Among the eight variables 85.9% of LIS professionals either agreed or strongly agreed that library professionals know what level of work performance is expected of their employees, 87.7% indicated that they have materials and equipment needed to do their job well, 84% of library professionals agreed that they receive the learning and development
required to do their job well and 72.6% indicates that they have clear target to achieve. The least preference 50% of library professionals only agreed that the professionals recruited through rigorous process (Table 4.22 and Figure 4.10).

- Both male and female professional library professionals agreed that they know what level of work performance is expected of their employees and materials and equipment needed to do their job well. Library professionals are recruited following a rigorous process and professionals are fairly rewarded ranked as least preference by both male and female professionals. There is no significant deviation among both male and female professionals. (Table 4.23).

- The librarians given top preference to they have clear targets to achieve and the assistant librarians to they know what level of work performance is expected of their employees. The least preference by both librarians and assistant librarians given to library professionals is recruited by following a rigorous process. It can be seen that there is no significant variation on the opinion on the variables (Table 4.24).

- The U.G, P.G and M.Phil qualified professionals indicated that library professionals know what level of work performance is expected of their employees as top preference where as Ph.D qualified professionals given top preference to professionals have clear targets to achieve. (Table 4.25).

- The professionals having 5 to 15 years of experience indicates that Library Professionals know what level of work performance is expected of their employees. However
professionals with 20 years of experience prefer that they receive the learning and development required to do their job well as top. Library professionals have materials and equipment needed to do their job well given top priority by the professionals with more than 20 years of experience (Table 4.26).

- The professionals working in Government institutions feel that the professionals have materials and equipment needed to do their job well. They indicated that they receive regular feedback on their performance as least preferred. However the professionals working in self-financing minority and non-minority institutions given top preference to library professionals know what level of work performance is expected of their employees and least preference to library professionals are recruited following a rigorous process (Table 4.27).

### 5.2.6 Professional Development

- Among nine variables 94.1% of library professionals indicate professional development increases job satisfaction, 91.1% of the professionals agreed that professional development programmes helps to deal with users more effectively and 84.3% preferred professional development reduces stress levels among the colleagues. 56.9% of LIS professionals considered professional development results in lower absenteeism, 57.6% indicate professional which helps to reduce employee grievances and 65.1% states that which reduces employee turnover (Table 4.30 and Figure 4.13).
- Male professionals given first preference to professional development increases job satisfaction where as female professionals consider professional development programmes help library professionals deal with users more effectively as top preference. The least preference given to number of employee grievances is reduced as a result of professional development by male and professional development it results in lower absenteeism rates by female professionals (Table 4.32).

- Professional development increases job satisfaction, professional development programmes help library professionals deal with users more effectively and professional development reduces stress levels among my colleagues are taken as first three preferences by both librarian and assistant librarians. Professional development results in lower absenteeism rates and it helps to reduce employee turnover are considered as least preference by librarians and assistant librarians (Table 4.33).

- The professionals with U.G to M.Phil qualification given first preference to professional development increases job satisfaction where as Ph.D qualified given top preference to professional development programmes help library professionals deal with users more effectively. All professionals except M.Phil qualified given least preference to professional development results in lower absenteeism rates where as they prefer number of employee grievances is reduced as a result of Professional Development (Table 4.34).
The professionals with less than five and more than 20 years of experience considered professional development programmes help library professionals deal with users more effectively as top preference where as 6 to 15 years experience professionals given top preference to the development programmes increases job satisfaction it results in higher productivity by 16 to 20 years of experience. The number of employee grievances is reduced as a result of professional development considered as least preference by the professionals with less than five years and more than 20 years experience. Professional development results in lower absenteeism rates by 6 to 15 years of experience and professional development helps to reduce employee turnover by professionals with 16 to 20 years of experience. There exist less deviation among the opinion by the LIS professionals based on their work experience (Table 4.35).

Professional development increases job satisfaction and which helps library professionals deal with users more effectively given as first two top preferences by all the professionals. The number of employee grievances is reduced as a result of professional development is least by both Government and Self financing minority professional development results in lower absenteeism rates by professionals working in self financing non-minority institutions. This indicates there is no significant deviation between the domains of the institutions (Table 4.36).
5.2.7 Professional Knowledge

- Among five variables taken for professional knowledge assessment 93.7% of the library professionals agreed that they have suitable work experience to fulfill their jobs, 87.1% indicate that they have the ability to understand and learn quickly and easily, 92.8% agreed that the key analytical skills enable them to analyse events perceive trends by anticipate changes and recognize opportunities (89.6%) and 87.7% agreed that they produce new and useful ideas and the knowledge required to do their jobs (Table 4.39 and Figure 4.14).

- Hierarchical Cluster Analysis has been employed for the factors and there exist two clusters at 50% level (Figure 4.15).

- Both male professionals given first preference to library professionals have suitable work experience to fulfill their jobs which is followed by understand and learn quickly, have key analytical skills that enable them to analyse events, perceive trends, anticipate changes and recognize opportunities. The least preference given to library professionals has the knowledge required to do their jobs. In case of female professionals the first and last two preferences are similar to male professionals. The second preference given to have key analytical skills that enable them to analyse events, perceive trends, anticipate changes and recognize opportunities which is followed by the professionals have the ability to understand and learn quickly and easily. In general, there is no significant deviation among their opinion (Table 4.40).
The librarians given first preference to they have suitable work experience to fulfill their jobs which is followed by they have the ability to understand and learn quickly and easily, produce new and useful ideas, have key analytical skills that enable them to analyse events, perceive trends, anticipate changes and recognize opportunities and have the knowledge required to do their jobs. Assistant librarians also given first preference to they have suitable work experience to fulfill their jobs which is followed they have key analytical skills that enable them to analyse events, perceive trends, anticipate changes and recognize opportunities, have the ability to understand and learn quickly and easily, have the knowledge required to do their jobs and they produce new and useful ideas. It is inferred that there is less deviation among their opinions (Table 4.41).

The professionals having U.G qualification given first preference to library Professionals produce new and useful ideas and the least priority to they have the knowledge required to do their jobs. In case of the professionals with P.G. Qualification, the first preference given to library professionals has suitable work experience to fulfill their jobs and the least preference to they have the knowledge required to do their jobs. However, the professionals with M.Phil. qualification given the first preference to library professionals have suitable work experience to fulfill their jobs and least preference to they have the knowledge required to do their jobs. But the Ph.D qualified professionals given the first preference to library professionals have the knowledge required to do their jobs which is followed by three variables
such as they have key analytical skills that enable them to analyse events, perceive trends, anticipate changes and recognize opportunities, have suitable work experience to fulfill their jobs and have the knowledge required to do their jobs (Table 4.42).

- The professionals having less than 5 year of experience given first preference to library professionals have suitable work experience to fulfill their jobs and least priority to they produce new and useful ideas. The first priority given to library professionals has suitable work experience to fulfill their jobs and the least priority to they have the knowledge required to do their jobs by the professionals with 6-10 years experience. The professionals with 11-15 years experience gave the first priority to library professionals have suitable work experience to fulfill their jobs and the least priority to they have the ability to understand and learn quickly and easily. However 16-20 years of experienced given first priority to library professionals have the ability to understand and learn quickly and easily and the least priority they have the knowledge required to do their jobs. But the professionals with above 20 years of experience given top priority to library professionals have the ability to understand and learn quickly and easily and least priority to they have the knowledge required to do their jobs (Table 4.43).

- The professionals working in Government institutions and Self Financing minority institutions given first preference to library professionals have suitable work experience to fulfill their jobs as first preference and least preference to they have the ability to understand and learn quickly and easily. But the
professional working in non-minority institutions given top preference to library professionals have the ability to understand and learn quickly and easily and least preference to they produce new and useful ideas. There is no significant deviation between the domains of the institutions (Table 4.44).

5.2.8 Professional Skills

- Among fourteen variables 90% of library professionals agreed that they are effective communicators and 95.3% are able to create collaborative behaviour within a team 92.4% have ability to persuade others and 89.6% take careful decisions backed by evidence. The least preference 62.9% of LIS professionals indicate that they are well connected outside the organization which is followed by 80.8% the Professionals exhibit consideration and sensitivity in dealing with people and avoid giving offence and 84.2% for the professionals exhibit consideration and sensitivity in dealing with people and avoid giving offence. It is inferred that there is no significant deviation among the opinions (Table 4.47 and Figure 4.16).

- Both male and female professionals invariably given first priority to library professionals are effective communicators which is followed by they are able to create collaborative behaviour within a team and they have ability to persuade others. The least preference to library professionals are well connected outside the organization by both male and female (Table 4.49).
- The library professionals with designation as librarian given first preferences given they are able to create collaborative behaviour within a team. The assistant librarians given priority to the professionals are effective communicators. The least preference given to they are well connected outside the organization by both librarians and assistant librarians (Table 4.50).

- U.G professionals given top preference to library professionals take careful decisions backed by evidence and by P.G professionals they are effective communicators, they are able to create collaborative behaviour within a team by M.Phil and Ph.D qualified professionals. All the professionals given least preference given to library professionals are well connected outside the organization (Table 4.51).

- The library professionals take careful decisions backed by evidence given top preference by less than 5 years, they are effective communicators by 6-20 years and they are able to create collaborative behaviour within a team by the professionals with more than 20 years of experience. The least preference given to library professionals is well connected outside the organisation by less than 5 to 20 years of experience and they are well connected within the organization by more than 20 years of experience (Table 4.52).

- It is seen from the above that the library professionals are effective communicators given as top by professionals form government and self financing minority institutions and they able to create collaborative behaviour within a team by
professionals from non-minority institutions. However library professionals are well connected outside the organization are given as least by all professionals. The mean value ranges from 3.70 to 4.21 for Government institutions, 3.57 to 4.21 for self financing minority and 3.63 to 4.32 for self financing non-minority institutions. This indicates all the variables are either agreed or strongly agreed. This indicates that there is no significant deviation between the domains of the institutions (Table 4.53).

5.2.9 Future Professionals

- Among the five variables 94% of professionals agreed that they learn from what they do which is followed by be creative (89%), develop confidence in their ability (91.8%), 88.7% indicate that the professionals use competencies and 88.7% demonstrative initiative. The mean value of the variables ranges from 4.11 to 4.30 which indicated that all the variables between agree and strongly agree. The standard deviation ranges from 0.57 to 0.85 which indicates the values are less than one. It is inferred that there is no significant deviation among their opinion (Table 4.55 and Figure 4.17).

- Cluster analysis was employed for these factors and the dendrogram shows that there are two clusters were formed. The first cluster comprises of the variables namely be creative, use competencies and demonstrate initiative. The cluster II comprises of two variables namely professionals learn from know what they do and they can develop confidence in their ability (Figure 4.18).
- The male professionals given top preferences to be creative, learn from what they do, use competencies, develop confidence in their ability and demonstrative initiative. In case of female professionals the preferences given to develop confidence in their ability learn from what they do, be creative, demonstrative initiative and use competencies (Table 4.56).

- The librarians given top preferences to learn from what they do which is followed by be creative, develop confidence in their ability, demonstrative initiative and use competencies. In case of assistant librarians the order of preferences is to be creative, learn from what they do, develop confidence in their ability, use competencies and demonstrative initiative (Table 4.57).

- The U.G professionals given first preference to learn from what they do followed by the professionals to be creative, develop confidence in their ability, demonstrate initiative and use competencies. In case of professionals with P.G qualification, the top preference given to the professionals learn from what they do which is followed by develop confidence in their ability, to be creative, use competencies and demonstrate initiative. M.Phil qualified professionals given the order or preferences to be creative, learn from what they do, develop confidence in their ability, demonstrate initiative and use competencies. The professionals with Ph.D qualification given the top preference to be creative, use competencies, learn from what they do, demonstrate initiative and develop confidence in their ability (Table 4.58).
• The library professionals having less 5 years and 11-15 years of experience given top preference to the library professionals are should be creative, 6-10 years and more than 20 years of experience given top preference to develop confidence in their ability but those with 16-20 years experience given top priority to demonstrative initiative. The least preference was given to demonstrate initiative by less than 5 years and 11-15 years of experience. But, to use competencies considered as least preference by 6-10 years and 16 to more than 20 years of experience (Table 4.59).

• The professionals working in government institutions considered they develop confidence in their ability as top preference. The professional working in self financing minority institutions given top preference to be creative and those from non-minority institutions considered be creative as top. All the professionals given least preference to the variable demonstrative initiative. There is no significant deviation between the domains of the institutions (Table 4.60).

5.2.10 Professional Challenges

5.2.10.1 Professional challenges – Today

• Among nine variables 77.3% of LIS professionals consider talent management is highly preferred challenge for today environment which is followed by training and development (66.1%), creativity and innovation (70.4%) and 67.3% for managing changes. Employee engagement (60.6%) and performance measurement and benchmarking (64.1%) are considered as least important. All the variables mean value
lies between 3.67 and 3.99 which indicates that variables are somewhat important to important (Table 4.62 and Figure 4.19).

- The talent management, managing changes and training and development are considered as first three challenges by male professionals where as training and development, creativity and innovation and talent management are considered as first three challenges by female professionals. Employee engagement in least preferred by both male and female. The preference of Leadership development and performance measurement and benchmarking has interchange between male and female in the case of male response (Table 4.63).

- The librarians consider talent management, managing changes, creativity and innovation as top three challenges for today. Employee engagement and leadership development considered as least challenges. The assistant librarians consider talent management, training and development and organizational development as top challenges for today’s environment and employee engagement, performance measurement and benchmarking as least challenges (Table 4.64).

- The professionals having U.G qualification consider creativity and innovation, training and development and talent management as top preference and managing changes, performance measurement and benchmarking as least preference. The professionals with P.G. qualification consider talent management, training and development and creativity
and innovation as top preference and employee engagement is considered as least preference (Table 4.65).

- The professionals with less than five years of experience given top preference to performance measurement and benchmarking and least preference to managing changes. The professionals with 6 to 10 years of experience opinions are controversial to the previous one. The professionals with 11-15 years experience given first talent management and least preference to performance measurement and benchmarking. Creativity and innovation as first and managing changes as least by 16-20 years experience and organizational development are considered as top and managing changes are the least preference for the professionals with more than 20 years of experience (Table 4.66).

- The professionals working in government institution faces the following challenges such as managing changes, organisational development and leadership development as top three and employee engagement, performance measurement and benchmarking as least preferences. But the professionals working both self financing minority and non minority institutions consider talent management, creativity and innovation and training and development as top three preferences. Employee engagement, leadership development and performance measurement and benchmarking are considered as least three challenges faced in today’s environment (Table 4.67).
5.2.10.2 Professional challenges – After three years

- Out of nine variables organizational development considered as most important challenge by 87.1% of LIS professionals, employee engagement (89.6%) and creativity and innovation (92.2%), 89.9% for organizational performance. The least preference given to managing changes by 71.1% professionals and talent management by 82.7% of professionals (Table 4.69 and Figure 4.21).

- Gender wise comparison table shows that, the professionals consider organizational development, creativity and innovation and employee engagement are the most important challenges for the next three years by both male and female professionals. Managing changes are considered as least preferred challenge by both the group. The mean value ranges between 3.89 to 4.41 for male professionals and 4.18 to 4.56 for female professionals. The value lies between important and most important. There is no significant deviation among their opinion (Table 4.70).

- The opinion from the librarians differs from the assistant librarians. Employee engagement is given top preference which is followed by organisational development. But the assistant librarians consider organisational development and training and development as top preference. Both librarians and assistant librarians given least preference to managing changes. It is inferred that there is no significant deviation among their opinion, since the standard deviation values ranges from 0.93 to 1.41 for librarians and 0.80 to 1.24 for assistant librarians (Table 4.71).
The professionals with U.G, P.G qualification indicates that organization development is the most important challenges for the next three years which is followed by employee engagement. M.Phil qualified professionals consider creativity and innovation as most important challenge. The professionals with Ph.D qualified states that performance measurement and benchmarking as most important challenge. All the professionals prefer managing changes as he least preferred challenge for next three years (Table 4.72).

The professionals with less than 5 to 10 years of experience organisation development is most important challenge for the next three years which is followed by employee engagement and training and development (Table 4.73).

Organizational development is considered as most important challenge for all the professionals and however managing changes as least preference all professionals from different types of institutions. The mean value ranges from 3.85 to 4.42 for Government institutions, 4.15 to 4.52 for self financing minority and 3.89 to 4.43 for self financing non-minority institutions. This indicates that most of the variables are either important or most important. The standard deviation ranges from 0.86 to 1.50 for Government institutions and 0.86 to 1.22 for self financing minority and 0.85 to 1.34 for self financing non-minority institutions. This indicates there is no significant deviation between the domains of the institutions (Table 4.74).
5.3 FINDINGS IN RELATION TO HYPOTHESES

The following are the findings in relation to hypotheses.

1. There exists willingness in assuming the responsibility among LIS professionals in their working environment.

2. There exists adaptability to the work environment among LIS Professionals.

3. LIS Professionals has a clear vision and values in their work environment.

4. There exists ensured learning among LIS Professionals.

5. There exists visualisation on career development among LIS professionals.

6. There exists deviation in capabilities among the professionals.

7. There is no significant change on competencies in meeting the challenges among the professionals.

The hypotheses thus taken up for the study have been proved.

5.4 SUGGESTIONS

From the analysis and interpretation of the data, the resulting findings and observations have contributed to the formulation of suggestions as outlined below for the LIS professionals in regard to People Capability maturity.
5.4.1 Nurturing a Positive Work Environment

A positive work environment will not only lift sagging spirits but also improve the energy, motivation, trust and satisfaction levels of employees. Stress, absenteeism and retention problems will become things of the past. Positive work environment directly reflects in enhanced productivity and performance levels as well.

It is a workplace where people enjoy their work, are proud of what they do and look forward to being there. They also enjoy working for the company along with their colleagues as they trust the organisation. Sounds like a tall order, but all it takes is simple day-to-day efforts to create a positive perception of the workplace. The following are some tips:

5.4.2 Few Qualities of LIS professionals

Few expected qualities of LIS professionals are

1. Team skills, including collaborative, active learning;
2. Communication skills;
3. Leadership;
4. A systems perspective;
5. An understanding and appreciation of the diversity of students, faculty and staff;
6. An appreciation of different cultures and business practices and the understanding that the practice of engineering is now global;
7. Integration of knowledge throughout the curriculum;
8. A multi-disciplinary perspectives;

9. A commitment to quality, timeliness and continuous improvement

10. Undergraduate research and engineering work experiences;

11. Understanding of the societal, economic and environmental impacts of engineering decisions; and

12. Professional Ethics.

5.4.3 Enhancing the People Capability

- **Reverse Mentoring** - With rapid advancements in technology social networking, media and mobile applications, the youth bring to the table the knowledge, skills and ideas of these fresh changes. This knowledge is not just related to technology but a new way and style of thinking. This concept of reverse mentoring is now gathering steam as a combination of fresh ideas and new thinking combined with experience and wisdom is beneficial for the growth and balance of a healthy organisation. Organisation are adopting this concept is more collaborative effort of bringing the generation gap among the workforce. However adopting this ideas is not smooth sailing because of the typical resistance of the older employees combined with the flippant ‘know-it-all’ attributer of the younger mentors. So organisations need to travel softly and implement this concept in stages with the right interventions.

- Reverse mentoring helps the younger generation get comfortable with the company and promotes loyalty and trust. Barriers of status, power and position can be broken when
relationship the young and the old improve. The older employees also become flexible as they realize that there are many innovative areas of learning. They become more flexible to the change being brought into the organisation. An environment of openness is created and maintained. The seniors not only learn the technology but also the likes and dislikes of the present day youth. This helps them to handle the customers better. It also keeps the mentors alert and on their toes as they are required to learn more to meet the queries and challenges of the mentees. They are also exposed to the experience of the mentees which enhances personal growth.

- **Reverse mentoring** is still in the infancy as companies face ego clashes, attrition and attitude issues. Implementing anything new is not easy. However, bringing about this change in a smooth way will involve developing a flat hierarchical structure, equal treatment of all employees and respecting the experience and contribution of the senior employees. To sum up, reverse mentoring is here to stay and is now elevating the pattern of thinking and taking it to new levels in the corporate world.

- **One-on-one** - Initially, it can be introduced on a one-on-one basis, where a senior employee is paired with a young mentor. This helps in the flow of ideas, sharing of knowledge with mutual respect thus enhancing the working relationships. This method will help to avoid ego clashes and develop easy relationship of give and take.
• **Set goals** - The organisation can implement policies where everyone is expected to bring in new skill sets to the organisation. The aim would then be to make each one effective in the environment. For instance, a young person with MS Office skills can train his older peers while a senior employee can help the new entrants with skills needed in report writing. By setting goals, there will be no discrimination and the environment becomes conducive to learning.

• **Avoid stereotyping** - No two individuals are the same and therefore assuming that all newcomers will be tech savvy would be getting into pitfalls with the older employees. The skills set of each individual need to be analyses before implementing reverse mentoring.

• **Knowledge sharing** - Conducting internal seminars or workshops on a regular basis helps in knowledge sharing. This also helps employees develop and learn new skill sets beneficial to the organisation and also for personal growth.

• **Communicating as a leader** - Leadership is the capacity to lead a team of people to accomplish a task. As a leader, we will need to understand, persuade, guide, direct, motivate or inspire others. A key competency required to accomplish all these tasks in the ability to communicate effectively. Effective communication, which consists of much more than being able to speak fluently, creates the right kind of environments for our team. Without good communication skills a leader achieves little. Becoming proficient in the following aspects of communication can make us an effective leader.
• **Get plugged in** - Use formal and informal channels to learn about our company, its structures, its capabilities and what is going on. Our words will be more effective when we are well informed. Join industry forums and other professional bodies to stay abreast of what is happening in our field. Connect with people across functions to learn about our client, their business, culture and lore. Our credibility with our clients will increase directly with our knowledge of current trends and practices.

• **Be clear, candid and concise** - Understand our audience’s expectations and speak plainly without using jargon to be better understood. Use simple words and our team will not wonder where we stand on important issues. Remember that brevity is a virtue. People will tune us out if they suspect we are in love with our own voice. When we communicate with lucidity and candour, we also promote a culture of openness and trust. Subordinates will take the cue and encouraged to abstain from blame-shifting and speculation. Note that it is important for a leader to be selectively candid – we should be able to separate the information our team needs to function effectively from what will distract them from their work.

• **Queen Bee Syndrome** - Although several womens leadership studies globally have identified a number of issues that women grapple with in their upward mobility in building a career, including gender differences as these relates to styles of leadership, and the behaviour of senior women toward other women in organisations, there has however not been a South African study documenting the existence of the Queen
Bee syndrome within Multi-National Corporate, as a barrier to professional women’s career growth.

- The queen bee syndrome is a term that has been used to describe women managers who find themselves within a predominantly male environment and have alienated other women by their behaviour, and are therefore perceived to be a barrier to the advancement of other women coming through the ranks. These women fail to assist other women in their aspirations to advance and do not work towards the advancement and empowerment of other women within the corporate sector. The queen bees are normally very protective of their powerbase and attempt to surround themselves with men. They do not believe in female solidarity behaviour and do not actively seek to mentor or coach other women.

5.4.4 General Tips in managing Library and Information Centre

Few general suggestions are given below

- Library should be visible, accessible, friendly and approachable

- An open-door policy will convey that Library professionals can approach the top level authorities.

- Encourage open, two-way communication-offer feedback, guidance and support and encourage library professionals to air their problems, ideas and suggestions

- Inculcate true transparency where employees know what to expect and what is expected of them
• Top level managerial people should supervise effectively and be willing to coach and mentor employees

• Conduct fair performance evaluations with a combination of deserved praise and constructive criticism. Positive reinforcement will earn respect, trust and confidence.

• Follow an equitable and impartial policy, free of discrimination based on age, gender or race - be it for hiring, evaluation or promotion. This promotes positive work relationships

• Nothing peps up employees like performing work that is meaningful and worthwhile

• Efficiently designed job roles connected to the big picture and an inspiring vision will go a long way in reinforcing an effective work atmosphere.

• Do not micro-manage staff and empower them to solve problems and make decisions

• Ensuring that responsibility and authority go hand-in-hand will encourage professionals. Library professionals will unhesitatingly rise to the occasion and willingly assume responsibility as and when needed.

• Consistent acknowledgement, recognition and praise for employee achievements are imperative. The trick is to concentrate on ‘catch them doing right’ and constantly encourage them to do their best.

• A simple “Thank You” can help the spirit soar even when someone is otherwise feeling down in the dumps
• Befitting opportunities for training, development and career growth are imperative for setting a positive tone.

• Offer fair pay, access to timely information, work/life balance and opportunities to contribute to the society.

• Physically too, the workplace should be clean, warm, cheerful and welcoming with sufficient lighting and space so as to create a positive atmosphere.

• Inculcate an element of fun with light-hearted humour and celebrate birthdays, achievements, milestones etc.

5.5 DIRECTIONS FOR FURTHER RESEARCH

The following are the directions for further research.

1. The indepth study may be extended to the particular domains of the institutions

2. The study may be extended to other professionals

3. The study may be extended to Research and Development institutions

4. The study on People Capability Maturity Assessment may be extended to national and international institutions.

5.6 CONCLUSION

Based on the reviews and analysis of data enabled to design a prototype model for the library in implementing PCMM. A model namely LPCMM which indicates Library People Capability Maturity Model is depicted in Figure 5.1.
Figure 5.1 LPCM Model

LPCM model has five levels such as Initial Level, Work Environment, Organisation Environment, Professional Environment and Future Expectation and each level has number of processes. Initial stage has all the process pertaining to traditional library activities.

Work environment level comprises of four processes such as atmosphere, involvement, motivation and expectations. Organisational environment comprises of six processes competency development, career development, participatory culture, workforce planning, reality context and assumed context. Professional environment comprises of three processes such as professional development, professional knowledge and professional skills. Future expectation level comprises of four processes such as innovative, self sustained, professional challenges and anticipated professional challenges.