CHAPTER V

FINDINGS AND SUGGESTIONS
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The following are the problems indentified and being faced by the personnel working in the university and post graduate centre libraries under survey.

In regards to physical facilities the problems are (i) Telephone/intercom; (ii) Quarter; (iii) Canteen; (iv) Transport and (v) Water.

The problems faced by the librarians are adjustment of professionals when the number of staff falls short and transfer of non-professionals from library without their consent.

Lack of proper routine job rotation for the professionals.

Lack of promotional avenues or prospects of the professional staff is another problem of professionals.

Lack of in service training facilities in library profession for the non-professionals is also another major problem being faced by the staff.

Insufficient space is also another problem being faced by majority of the libraries. The other problems which are being faced by the personnel in addition to the above problems are water facilities, working hour facilities and lighting facilities pertaining to physical facilities. Secondly the status of the professionals and less recognition of service
of non-professionals affect the job satisfaction of the staff. Thirdly the development of inter-personnel relationship and inter-group-personnel relationship is felt lacking.

The professionals or non-professionals are on the look out of profitable jobs outside where they are capable of getting. Such mobility affects the library service as a whole.

**SUGGESTIONS:**

1. In order to give facilities to the employees working in libraries and readers who may like to read seriously till late hours and go to their respective pick-up points, adequate transport facilities are to be provided as per library working days and timings throughout the year. The physical facilities are also incentive factors for creation of willingness to work for the staff members.

2. Communication is the life blood of any organisation in maintaining the rhythm of its work. In order to maintain the rhythm inside or outside the library, proper intercom/telephone facilities should be provided in the university as well as in the post graduate centre libraries. Secondly providing intercom facility in the library, it will save the time of any category of staff. Mostly intercom facilities are not available in the university and post graduate libraries of this region. Hence priority must be given in
installation of such facility if not available, in all university and post graduate centre libraries.

3. Particularly in this region, opening of a canteen adjacent to the library throughout the day with all lunch facilities on all library working days is necessary. It is because the inhabitants of this region used to come to office with hasty meals without any lunch packet. The canteen facilities if made available it will satisfy readers and staff. Therefore it is suggested to provide the facility of a cafeteria within the premises of the library.

4. Inadequacy of stationery in these libraries is also a problem faced by the libraries under survey. Because of the nature of work and service, library consumes a load of stationery costing thousands of Rupees. Again if there is derth of stationery, the library will automatically experience the discontinuence of many of its services. Therefore proper precautionary measures must be taken so that the library can bring out its publication etc. in time.

5. To-day University and Post Graduate Centre libraries are opened till very late hours sometimes upto 10 p.m. or even upto 12 mid night. To facilitate the library staff and to provide reading facility till late night, proper quarter be provided. The library staff members who are coming from a distant place may stay in the quarters.
6. The Librarians face problems when the number of professional staff falls short due to many factors such as long leave or resignation etc. At such times adjustment of the work load is necessary among the remaining professional staff. Secondly the non-professional staff members are transferred very often without obtaining any consent from the librarians. The librarian has to train the non-professionals who are transferred to the library. To cope with such difficulties, a regular policy is required to establish indicating rules and regulations for granting study leave, deputation, in service short course training etc. and appointment/arrangement of substitutes there of.

In granting long and short in service training the university should not overlook the non-professionals also.

7. No correct indication of job description is prevailing in these libraries. It is therefore suggested to prepare a job description/specification or staff manual irrespective of categories. Due regard should be given to the essential qualifications required for the particular job while preparing the job manual. The standard norm like the U.G.C. one should be stipulated rigidly.
8. In order to create a good job environment among all categories of staff regular inter-group meeting is required to make idealise the nature of the library service to the staff and also to get the optimal response of the staff to the job in hand and compensate the degree of responsibility thrust on them.

To break the monotomy of the job work, the staff members may be rotated to the other works according to the convenience of the service.

9. In all kinds of meetings except high level meetings, the non-professional staff members should be co-opted so that this group of staff may not feel themselves as non-professionals while working in the library. This also will help in having good job environment among this group.

10. In the report of the 4th Pay Commission it is clearly mentioned that one should get a promotion at least once during a service span of 10 years, if not one should be given a chance of selection grade if he has completed 14 years of regular service in the same grade and 3/4 of the span of the scale. Particularly for the senior professionals there is a clear promotional avenue if they follow the U.G.C. Pay structure. But only four universities and two P.G. Centres follow the U.G.C. Pay structure, in the N.E. Region.
The difference of salaries and other fringe benefits between senior positions and next junior positions should be narrowed as far as possible.

There is lack of promotional avenue in these universities. Due to lack of promotional avenue, a high percentage of professional staff members are willing to switchover to other similar posts when they get chance. In such cases, a person trained for one type of job, goes to the other job; the person may not have the job satisfaction though he will be in good monetary position. To cope with such problems a permanent policy of promotional avenue for all lower categories of posts should be made. For the non-professional staff members also they should be included in the feather post of professional group if they posses the professional qualities.

Status is also a prime factor for creation of job satisfaction. Library is a very important service point of the university and P.G.Centre. Motivation of the professional staff is very difficult unless we motivate through its enviornment. One's career and status should not remain static. Even if no provision is available advance increments or post graduate allowance etc should be granted to the incumbents according to their professional skills as well as general qualifications.
11. It is observed personally that all the university and Post graduate Centre Libraries except three Assam state university libraries are facing space problem. In these university and P.G. Centre libraries, the work space, reading space, as well as space for stacking of books and other reading materials are not sufficient at all.

Unless we provide reasonable space for reading and working, the incentive for creation of willingness to work and read will be spoiled on the part of readers as well as staff.

Secondly library is just like a growing organism. It expands in all respects. If provision is not made for expansion in near future it will not be possible to create good atmosphere and environment at all in the library. Therefore it is suggested that proper planning for expansion and extension of the library building should be made.

12. Non-involvement of the staff in the management and decision making is another problem identified in all the university and post graduate centre libraries. If the professionals and non-professionals are involved in library management, sense of responsibility and creativity will be generated among the staff members. If they are involved in taking decision the employees will extend co-operation in implementation of the policies and programmes authoritatively.
It is therefore suggested that staff Association should be formed from which one or two representatives should be involved in the management by rotation.

13. Lack of good inter-group-personnel relationship is observed. A good personnel relation is the best guide and companion. A special care should be taken to create a good team spirit among the library personnel. The response should be reciprocal and spontaneous.

14. In order to derive all possible services from staff members the librarian should:

1. Be a correct and true professional (Active member of professional association);

2. Create willingness of all staff to work with proper instruction. Avoid shifting of unpopular or tough tasks to some particular staff only;

3. Regard each member of library staff as a colleague;

4. Realise the difficulty of staff and record the good piece of work done with appreciation;

5. Inject the sense of belongingness, love of service and responsibility among the library staff;

6. Pick up, right man for the right place; and

7. Communicate timely to the staff members about the job that they had to carry on and plan out daily what should be done that day and get all staff members listened to him how his plan is to be implemented.