Abstract

A STUDY OF THE EFFECTS OF MANPOWER TRAINING AND JOB SATISFACTION OF THE LIBRARY PROFESSIONALS IN NORTH EAST INDIA

by

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Abstract

Due to changing scenario of university and special libraries by the application of Information communication Technology, dynamic role of library professionals to meet the varied needs of users, working personals needs to be aware and to change attitude for participation in the training programme and more job satisfaction. The north east library professional needs more facility to increase skill and quality development for effective library service.

INTRODUCTION

TRAINING:

Library and Information Science has always been concerned with the collection, organization, storage and retrieval of materials and information, in order to respond to user’s queries. It was also often been noted that new technologies for the generation, distribution, processing and storage of information have brought changes in the nature, volume, and format of that information. The demand for library and information professionals has also been increasing over the years. This increase in demand has been addressed by an increase in the number of schools that train library and information professionals throughout the world. Training of library and information professionals in developed countries such as the U.K., the U.S.A., Australia, Canada and other countries has also supported such demand. Training of library and information professionals in developed countries has been made important over a number of years by the good training infrastructure that exists in these countries (Natrajan, 2008).

Such training has enabled students to gain experience of libraries of developed countries. On the other hand, there have been problems of applying all the skills gained appropriately.
CONCEPT OF TRAINING

Training may be defined as systematized tailor-made performance to suit the needs of a particular organization for developing certain attitudes, action, skills and abilities in employees irrespective of their functional levels (Paul, 2002).

Training is a process of assisting a person in enhancing his efficiency and effectiveness at work by improving and up-grading his knowledge, developing skills relevant to his work and cultivating appropriate attitudes and behaviour towards work. Training could be existing capabilities of for preparing a person for still higher responsibilities which may call for new knowledge and skills.

Training is process of learning a sequence of programmed behaviour. It is the application of knowledge given people an awareness of rules and procedures to guide their behaviour. It helps in bringing positive change in the knowledge, skills and attitudes of employees. Thus, training is a process that tries to improve skills or add to the existing level of knowledge. Training is a continuous or never ending process. Even the existing employees need to be trained refresh them and enable them to keep up with the new methods and techniques of work. This type is known as ‘Refresher Training’ and the training given to new employees is known as ‘Induction Training’. This is basically given to new employees to help them get acquainted with the work environment and fellow colleagues. It is a very short informative training just after recruitment to or orients the employee with the organization’s rules, procedures, and policies (Chhabra).

AIMS AND OBJECTIVES OF TRAINING

Training helps the trainees in acquiring knowledge of the subject matter, bridging the gap between past and present, enhancing the capability of the trainees, developing knowledge according to the new environment and
brings out a change of attitude and behaviour to fulfil the needs of users. An understanding of the refinements is desirable for developing a training programme model that incorporates the fundamental changes ushered in by the information technology. The main objective of the training is to enhance competencies, upgrade the skills and improve the ability and efficiency of LIS professionals in use of modern information technology and its application in their respective libraries (Chand and Dheer, 2009).

**JOB SATISFACTION**

The term ‘Job Satisfaction’ is derived from the Latin words ‘satis’ and ‘facere’ meaning ‘enough’ and ‘to do’ respectively. Job satisfaction is an integral component of the organizational climate and an important element in management employees’ relationship. Job satisfaction may be described in terms of attitude toward the job like any other attitude it represents a complex assemblage of cognition, emotions, behaviours and tendencies.

Job satisfaction refers to the feelings and emotional aspects of individual’s experiences towards his job as different form intellectual or rational aspects. It refers to a person’s feelings of satisfaction on the job which act as a motivation to work. The experience of satisfaction or dissatisfaction with individual’s work is the consequence of the extent of his positive or negative job attitude.

**CONCEPT OF JOB SATISFACTION**

According to Locke (1976) job satisfaction a ‘pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience’. Blum and Naylor (1968) define job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics and group relations aspect from the work life. Kaya (1995)
defines “job satisfaction as the sum of all negative and positive aspects related to the individual’s salary, higher physical and emotional working conditions, the authority, the level of success he/she has maintained and the rewards given due to this success”. Dawis and Lofquist (1984) defined “job satisfaction as the result of the worker’s appraisal of the degree to which the work environment fulfils the individual’s needs”. R. Hoppock (1935) defined job satisfaction as “any combination of psychological, physiological and environmental circumstances that causes a person true and fully to say “I am satisfied with my job”. In this definition the underlying assumption is that it is possible for a worker to balance satisfaction against specific dissatisfactions and thus arrive at composite satisfaction with the job as whole. R.P. Bullock (1952) has defined job satisfaction as “an attitude which results from a balance and summation of many specific likes and dislikes experiences by an employee in connection with the performance of the job”. This attitude manifests itself in an evaluation of the job and of the employing organization. P.C. Smith (1969) proposes “job satisfaction a function of the perceived characteristics of a job in relation to an individual’s frame of reference”. Job satisfaction has been explained by Glimer (1966) as “a result of various attitudes the person holds towards his job, towards related factors and towards life in general”. V.H. Vroom (1964) defines, “job satisfaction has been conceived as the affective orientation of individual towards work role that they are presently occupying. Satisfaction represents and judgements of rewards that he has received”. E. A. Locke (1976) defines, “job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of job and job experience”. Edwin Locke’s (1976) classic definition of job satisfaction has been widely cited in the literature. Locke defines, “job satisfaction as a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences”.
IMPORTANCE OF JOB SATISFACTION

The most important evidence which indicates that the conditions of an organization got worsened is the low rate of job satisfaction. The job satisfaction is the condition of establishing a healthy organizational environment in an organization. Individuals want to maintain status, high ranks and authority by giving their capabilities such as knowledge, ability, education, etc. to their jobs for which they spend most of their time. The individual who cannot meet their expectations with regard to their jobs becomes dissatisfied. Thus, this dissatisfaction affects the organization for which he/she works. Job satisfaction is very important for a person’s motivation and contribution to production. Job satisfaction may diminish irregular attendance at work, replacement of workers within a cycle or even the rate of accidents (Kahn, 1973).

CONCEPT OF ATTITUDE

An attitude is a favourable or unfavourable evaluation of something. Attitudes are generally positive or negative views of a persons, place, thing, or even this is often referred to as the attitude object. People can also be conflicted or ambivalent towards an object, measuring that they simultaneously possess both positive and negative attitudes towards the item in question. Attitudes are evaluative statements. They respond one’s feeling either favourable or unfavourably to persons, object and events. Attitude reflect how one feels about something. For example, Professor Philip Kotler says, “I like teaching” he is expressing his attitude about his work. Thurstone and Chane (1929) define, “attitude as a generalised reaction for or against a specific psychological object. The object may be a person or a group, a king or objects or living things, concepts or values, events or situation, institutions or systems”. According to Allpest (1967), “attitude is a mental or neural state of readiness, organised through experience, exerting a directive or
dynamic influence upon the individual’s response to all objects and situation with which it is related”.

New Comb (1952) views the individual’s attitude towards something as his pre-disposition to perform, precise, think and feel in relation to it. According to Drever (1956) attitudes is more or less stable set of disposition of opinion, interest or purpose, involving expectancy or a certain kind of experience and readiness with an appropriate response.

Kreck and Crutecfield defines attitude as “an educing organization of motivational, emotional, perceptual and cognitive process with respect to some aspect of the individual’s world.”

According to Munn, “attitudes are learned predispositions towards aspects of our environment. They be positively or negatively directed towards certain people, service or institutions.”

RELEVANCE OF THE STUDY

The role of academic libraries and special libraries, in the national intellectual development is well recognised. The library users especially researchers in the university libraries are in need of diverse and interdisciplinary resources.

The professional staff in library acts as link between the users and librarian in retrieving required information. The phenomena like information explosion and information pollution has aggravated the intensity of the problems in third world countries like India.

However, in the changing scenario of globalisation of knowledge, a fruitful manpower investment in any field warrants a proper manpower planning and induction. The creation and the investment of need based manpower in the required proportion are the basic objectives behind all manpower
planning. The library and information manager only in recent years have given right emphasis in this area.

A well equipped manpower with right attitude and aware of need of service can be immersed potential to serve the user community in general and research scholar in particular.

The present study have designed to search the gap between need and delivery of user services.

As evidence from existing literature survey there is lot of exhaustive studies on different aspects of LIS professionals but there is lack of professionals studies in the manpower training and level of job satisfaction of library professionals, in general in this country and in particular in north east India.

**STATEMENT OF PROBLEM**

In recent years, it has been seen that there is enormous explosion of knowledge and information revolution in the knowledge era. This has affected the entire gamut of information needs and information service system.

The existing skill and knowledge of library professionals do not serve the changing information needs and growth of library services. Lack of manpower training lagging behind the academic library professionals to cater the needs of changing demands of user community. Due to lack of proper manpower training, the library employees can not develop his attitude, skills, quality and knowledge with the accelerated technology and updated information to serve the user community.

The user community needs various types of information and to meet their need of a particular organisation for developing certain attitude, action,
skills, utilities in employees irrespective of their functional level can bring the desired changes.

The changing environment forced the government Institutions and library Organisations to focus the areas of manpower development through various initiatives like training sessions skill development and interaction advanced library organisation and using both inter country resources as well as international resources.

A successful training and skill development with the objectives to deliver right services to user community need improvement in awareness level, user community for which the library organization are meant for.

The study evaluated the significance of training and job satisfaction amongst the professionals.

**RATIONALE OF THE STUDY**

Increasing higher educational programme, intensive research activities, the rapid growth of literature and increased demands of reading community for varied library services have brought significance changes in the collection of academic and special libraries in India and staff working in them. In other words, the collections of libraries and the staff working in them increased considerably compared to what they were in the early 1940’s. It is a well known fact that both material and human resources became expensive and would be becoming more expensive in future. Providing maximum service at minimum cost is the primary objective of a service organization like libraries. The human resources are the most important convent financial and material resources into the desired services. Unless and until the management utilizes the human resources fully well, libraries cannot accomplish the objectives which they aim to achieve. Then, the question arises how to utilize these human resources
fully. One possible answer is by developing a positive attitude in the staff towards their jobs and by motivating them through a provision of training and encourage to participate conference, seminar, workshop etc.

The libraries are changing dynamically and the need of users are various types and modern equipment are utilized in the library for handling information centre to fulfil the five laws of library science and for this purpose, the library professionals are providing to attend various types of training courses organized by training centre in India and abroad. Awareness programmes are given for training programme organized by different institutions and professional organization for the working personal of the libraries. Information related to the training are disseminated through bulletin, website etc.

The need for thorough study effects of training of library professionals and their participation in different organization for enhancement of skill is almost important. Attending different workshop, conference and seminar and their change of attitude towards training is necessary.

On the other hand, need a understanding and a thorough investigation of the feeling of library staff about various aspects of job such as pay, promotions, supervision, etc. the differences in the feeling between the various groups of professional staff such as University and special library staff, men and women staff.

OBJECTIVES OF THE STUDY

The main objectives of the present study are given below:

1. To find out the awareness level of library personnel in context of changing scenario of libraries.

2. To find out the attitude of the professional staff for in-service training.
3. To find out the nature and Scope of in-service training by the library professional staff.

4. To find out the job satisfaction of the library employees.

DELIMITATION

The study have confined within the library professionals in Assam University Library, Silchar. National Institute of Technology Library, Silchar, NEHU, Library, Shillong and Gauhati University Library, (KKHLibrary), Guwahati.

LITERATURE REVIEW

A review of related research is an essential aspect of a research study. It is very helpful for planning the study properly. Through such review in variably time consuming. It is necessary to review the important literature related to the study in order to obtain pertinent information. A systematic review and analysis of the previous research work that has been completed and of writing of authorities in the area under study, provides a background for the development in the present study. It strengthens justification of the study and gives directions to its progress. In the words of Walters, the literature in any field forms the foundation upon which all future works will be built. The further observed that, if we fail by the review of literature, our work is likely to be shallow and vain and will often duplicate work that has already been done better by someone else. The review of the literature promotes a greater understanding. It also provides comparative data on the basis of which to evaluate and interpret the significance of one’s findings. It also helps the investigator to acquire better knowledge of the methodology and procedure followed and creates confidence in carrying out his/ her research. The Studies conducted in India and abroad.
RESEARCH METHODOLOGY

Tools and techniques used for Data Collection:

One of the most prerequisite of the research process is tool. Scientifically prepared tool can ensure desired result with its proper validity and reliability.

For the present study the researcher has prepared a questionnaire to know--

- Nature, Scope and Provisions of training for LIS professionals
- The attitude of library professionals toward training
- The awareness about training.
- Job Satisfaction of Library Professionals.

At the outset 19 (Nineteen) items (Questions) were for Nature, Scope and Provisions of training for LIS professionals and 10 (ten) items (Questions) were for the awareness about training. Each statement was followed by two responses such as ‘Yes ‘ and ‘No’. The respondent was to put a tick (✔) mark on any one option as per his/ her willingness.

On the other hand, 10 (Ten) items (questions) were for the attitude of library professionals toward training and 40 (forty) item questions Job Satisfaction of Library Professionals. Each statement was followed by five responses such as SA, A, U, D and SD for attitude and HS, S, A, D, HD for Job satisfaction. The respondent was to put a tick (✓) mark on any one option as per his/ her willingness. The meaning of SA, A, U, D and SD are given as under:

SA = Strongly Agree, A = Agree, U = Undecided, DA = Disagree, SD = Strongly disagree.

HS = Highly Satisfied, S = Satisfied, A = Average, D = Dissatisfied, HD = Highly Dissatisfied.
DATA COLLECTION PROCEDURE

As the generalisations and the conclusions would be acceptable and valid only when the data are collected methodically. So the researcher needs to be careful enough in this regard. Here the needed data for the study have been collected through a comprehensive questionnaire administered on the sample units. The filled up questionnaire were collected both by post and personal visits.

INTERVIEW SCHEDULE

1. Questionnaire Method
2. Attitude Scale
3. Job Satisfaction Scale

SAMPLING

Universe: Assam University Library, National Institute of Technology Library, Silchar, North-Eastern Hill University (NEHU) Library Shillong and Gauhati University. Library, Guwahati

Sample: Professional staff of University library and special library

Population: Total population of Library Professionals is 92 (ninety) and response from respondents is 72 (Seventy two).

Procedure for data Analysis: Analysis of data is the most important and decisive step in any research from which the result can be reached. The concept of data analysis refer to the study on tabulated facts and figures in order to determine the inherent meaning and reaching to the solution of the problem.

The research plan reflects the description of statistical technique(s) to be used for the analysis and interpretation of the data. In the present study, the
researcher analyzed the data by using quantitative technique. This included t-test, Chi-square ($x^2$), ANOVA test, percentage Calculations. The pictorial presentation of the results were done by graphically and tabulation.

MAJOR FINDINGS, SUGGESTION AND CONCLUSION

General Background:--

As per age groups of respondents, 41.7% respondent is belongs to the age group of 30-40, 27.8% respondent belongs to the age group of 40-50, 23.6% respondents belongs to the age group of 20-30 and only 6.9% respondents belongs to the age group of 50-60. Majority of the respondents belongs to the age group of 30-40

Education of the respondent is 2.5% completed CLISc, 2.8% completed DLISc, 6.9% completed BLISc, 45.8% completed MLISc, 9.7% completed M.Phil, 4.2% completed Ph.D, 14% PGDLAN, 4.2% other qualification. It is revealed that majority of the respondents have completed MLISc course.

Marital Status of respondents is 46% belongs to married group, 26% belongs to unmarried category. So, majority of the respondents are married.

It is seen that 44.4% respondents belongs to male category and 55.6% respondents belongs to female category. Female respondents are more in numbers than male one.

Length of service of respondents is 52.8% below 5 years, 12.5% respondents is more than 5 years. 18.1% is more than 15 years and 16.7% respondents is more than 10 years. Majority of respondents are belongs to less than 5 years of length of service.

It is found that 47.2% respondents have no any experience prior to joining the service and 52.8% respondents having experience. Majority have experience before joining the present service.
AWARENESS ABOUT TRAINING PROGRAMME:

It is found that 79.2% respondents are aware and 20.8% are unaware for self-development. Majority are aware for self development.

Alertness of 93.1% respondents and 6.9% are not alert about service conditions, duties, responsibilities of the organization. Majorities are aware about their duties responsibilities of the organization..

Training facility provides to LIS professionals from north eastern region by INFLIBNET centre, only 76.4% respondents are aware and 23.6% respondents are not aware about attachment training programme. Majorities are conscious about training programme conducted by INFLIBNET centre and less number are not conscious..

It is observed that 84.7% respondents are aware and 25.3% are unaware of effects of training and retraining to overcome the inefficiency in work. Majorities are conscious about the effects of training and retraining and less number are conscious..

NISCAIR conducts information Technology related short term courses whole the year for enhancing skills only, 80.6% respondents are aware and 19.4 are not conscious. Majorities are alert for conducting training by NISCAIR about Information related short term courses whole the year.

NISSAT conducts skill development programme such as CDS/ISIS, WINISIS, TQM which is aware by 79.2% respondents and 20.8% are not aware. Majorities are conscious about skill development programme conducted by NISSAT.

INFLIBNET conducts SOUL 2.0 version training programme regularly for LIS professionals and 83.3% respondents are aware and 16.7% are not aware. Majorities are aware about SOUL 2.0 version training programme and less number are unaware.
DESIDOC and NASSDOC conducts different short term training programme and 80.6% respondents are conscious and 19.4% are not conscious. Majorities are conscious for conducting short term training programme by DESIDOC and NASSDOC.

UGC conducted refresher and orientation course for enhancement of updated skills of working library professionals and 91.7% respondents are conscious and 8.3% are unaware. Majorities are conscious.

The major role that are playing by NISCAIR, INFLIBNET, DRTC, IIM, IASLIC, ILA, school of library science, Professional Associations, for conducting seminar, conference, workshop and 97% respondents are aware and 8.3% are unaware about training programme. Majorities are conscious for playing role by different Association for the training programme.

ATTITUDE OF LIBRARY PROFESSIONALS TOWARDS TRAINING:

Orientation programme attended by respondents is 83.3% and 16.7% respondents have not attended. Majority of the respondents have attended orientation programme.

69.4% responded are provided special opportunity for in-service training and 30.6% respondents opined that they have no opportunity for in service training. Majority of the respondents have attended the special opportunity of in-service training.

Only 73.6% respondents have deputed to attend training programme and 26.4% have not provided. Majority have attended training programme on deputation basis.

The percentage of respondents who have benefited by attending training programme is 88.9% and 11.1% opined that they have not benefited by the training programme. Majority have benefited.
55.6% respondents have a positive response to implement knowledge in the library after return from training programme and 44.4% respondents opined that they have no opportunity. Majority of respondents have opportunity to implement the knowledge of training.

In One time only, 61.1% respondents have attended in-service training programme, 33.3% twice, 5.6% thrice only. Majority attended one time only and less number attended three times only.

Expressed by 37.5% respondents that they have career advancement schemes for promotion and 62.5% have no scope. Majority of respondents have no scope of getting Career advancement Scheme for promotion.

No any increment for 76.4% respondents after attending refresher course and 23.6% respondents have increment. Majority have no increment.

Study leave have no provision for 63.9% respondents and 36.1% have provision of study leave. Majority have no study leave provision.

Positive response of feelings of change by 86.1% respondents after attending training programme and 13.9% have negative feeling of change. Majority have positive feelings of change.

Attachment training programme have not attended by 65.3% respondents and 34.7% have attended. Majority have not attended attachment training programme.

Agreed by 93.1% respondents that training motivates the staff for better performance of work and 6.9% opined negative response. Majority have positive response for motivation by training for better performance.

Attended training programme at NISSAT by 6.9% respondents, 1.4% at DRTC, 88.9% from INFLIBNET, 2.7% from NISCAIR. Majority from INFLIBNET and few from DRTC.
UGC sponsored National Seminar attended by 50% respondents and 50% have not attended. So, equal numbers of respondents opine their participation.

Conference at CALIBER attended by 6.9% respondents, 88.9% at PLANNER, 4.2% at NAACLIN. Majority attended conference at PLANNER and few attended at NAACLIN.

Special training on KOHA attended by 29.2% respondents, 29.2% on LIBSYS, 38.9% on SOUL 2.0 and 2.7% on CDS/ISIS. Majority have taken special training on SOUL 2.0 and few on CDS/ISIS.

ICT application in libraries by 59.7% respondents have attended special training and 40.3% have not attended. Majority have attended special training programme of ICT application in libraries.

It is observed that 76.4% respondents have taken short term training, 13.9% on orientation course, 4.2% refresher course, 4.1% attended attachment training programme and 1.4% on long term courses. Majority have participate short term training programme and less number participate long term courses.

Duty leave allowed to attend seminar/conference/workshop etc by 94.4% respondents. 5.6% have not allowed duty leave. Majority allowed duty leave to attend seminar/conference/workshop etc.

To find out the attitude of the professional staff for in-service training, 10 different questions are asked to the selected respondents in the study. For each of the question, the respondents answer is recorded through questionnaire using Likert scale technique, where 5 indicates the strongly agree and 1 indicates strongly disagree.
Thereafter, we added information of 10 questions to get total attitude scores for every respondents. The average total attitude scores is 44.3, which is calculated by total attitude scores of each respondent. Then based on these average total attitude scores, we classify average total attitude scores, we classify the 72 respondents into two different categories.

If a respondents total scores is above average (i.e., greater than or equal to 44.3) Then his attitude towards in-service training is considered as positive attitude. If not, then a respondents is considered as not positive attitude towards in-service training. Finally, the number of respondents in each category is identified through frequency table.

It is clearly observed that 37.5% respondents have positive attitude towards in-service training.

**Job Satisfaction of library professionals:**

To find out the job satisfaction of the library professional, 40 questions are asked to the selected respondents in the study. For each of the question, the respondents answer is recorded through questionnaire using Likert scale technique, where 5 indicates the highly satisfied and 1 indicates highly dissatisfied. Thereafter we add information of 40 questions to get total satisfaction scores for every respondent. The average total satisfaction scores is 162.22, which is calculated by total satisfaction scores of each respondent divided by the total number of respondent. Then based on these average total satisfaction scores, we classify the 72 respondents into two different categories. If a respondents total satisfaction scores in above average (i.e, greater than or equal to 162.22) then he is satisfied with the job. If not then a respondent is considered as not satisfied with his job. Finally, the number of respondents in each category is identified through following frequency table.
It is found that 45.8% respondents are satisfied in their job on the basis of different job dimensions like work, pay, promotion, supervision, co-work, opportunity for professional development, job security, reading community, working condition, job challenge, job autonomy, instincts motivation, job involvement, supervisory support scale, attitude towards profession, recognition for work done, willingness to learn the organization and 54.2% are not satisfied. Majority of the respondents are not satisfied in their job and less number are satisfied.

Effects of age on attitude of the respondents among the age group of 20-30 is 6 respondents have negative attitude and 11 respondents have positive attitude, group 30-40, 21 have negative attitude and 9 have positive attitude, group 40-50, 15 respondents have negative attitude and 5 respondents have positive attitude, age group 50-60, 45 respondents have negative attitude and 27 have positive attitude. It revealed that the p-value 0.059 (i.e., greater than 0.05) confirm that there is no age effect on attitude of the respondents.

Age effect on respondent’s satisfaction. Out of total 72 respondents, 20-30 age group, 11 respondents are satisfied and 6 respondents are not satisfied, 30-40 age group, 12 number of respondents are satisfied and 18 are not satisfied, age group 40-50, 5 respondents are satisfied and 15 respondents are not satisfied, age group 50-60, 33 respondents are satisfied and 39 respondents are not satisfied. The p-value 0.007 (i.e., less than 0.05) confirms that there is a significant age effect on satisfaction level of the respondents.

It is observed that relation between marital status and attitude of the respondents, out of 72 respondents, the 34 married respondents have negative attitude and 12 respondents have positive attitude. Among unmarried respondents, 11 have negative attitude and 15 have positive
attitude. It is revealed that the p-value corresponding to chi-square test is 0.008, which is less than 0.05. It is concluded that there is no significant relationship between marital status and attitude of the respondents.

Relation between marital status and satisfaction of the respondents, out of 72 respondents, 16 married respondents are satisfied and 30 (thirty) married respondents are not satisfied. The unmarried respondents are 17 satisfied and 9 are not satisfied. The p-value corresponding to chi-square test is 0.012, which is less than 0.05. It can be concluded that there is a significant relationship between marital status and satisfaction level of the respondent.

The p-value corresponding to chi-square test is 0.625, which is greater than 0.05. There is no significant relationship between gender and respondents is attitude.

Chi-square test to find out whenever there is any relationship between gender and satisfaction level of the respondent.

The p-value corresponding to chi-square test is 0.751, which is greater than 0.05. There is no significant relationship between gender and satisfaction level of the respondent.

The p-value corresponding to t-test is 0.530, which is greater than 0.05. There is no significant difference between male and female regarding job satisfaction.

The p-value corresponding to t-test is 0.219, which is greater than 0.05. There is no significant difference between male and female regarding attitude towards training.

The p-value corresponding to t-test is 0.173, which is greater than 0.05. There is no significant difference between married and unmarried respondents regarding attitude towards training.
The p-value corresponding to t-test is 0.383, which is greater than 0.05. There is no significant difference between married and unmarried respondents regarding job satisfaction.

The p-value corresponding F statistics (0.807) is 0.494, which is greater than 0.05. There is no significant difference regarding job satisfaction among the different age groups.

The p-value corresponding F statistics (0.423) is 0.737, which is greater than 0.05. There is no significant difference regarding respondents attitude towards training among the different age groups.

The P-value corresponding F statistics (1.077) is 0.0365, which is greater than 0.05. There is no significance difference regarding respondents attitude towards training among the different service length.

The p-value corresponding F statistics (1.301) is 0.281, which is greater than 0.05. There is no significant difference regarding job satisfaction among the different service length.

Correlation between attitude and job satisfaction is 0.363 (i.e. positive) and its corresponding p-value is 0.002 (i.e., less than 0.005) which is significant at 0.01 level of Significance. If job satisfaction increase, then attitude towards training is also increases.

It is revealed that there is relation between gender and respondent’s attitude. Out of 72 respondents, 21(twenty one) male respondents have negative attitude and 11 (eleven) male respondents have positive attitude. 24 female respondents have negative attitude and 16 respondents have positive attitude.
The p-value corresponding to chi-square test is 0.625, which is greater than 0.05. It may be concluded that there is no significant relationship between gender and respondent's attitude.

Relation between gender and satisfaction level of the respondents by chi-square test, out of 72 respondents, 14 male respondents are satisfied and 18 are not satisfied. 19 female respondents are satisfied and 21 are not satisfied.

It has clearly seen that the p-value corresponding to chi-square test is 0.751, which is greater than 0.05. It may be concluded that there is no significant relationship between gender and satisfaction level of the respondents.

SUGGESTION:

The librarians and library professionals should be provided with opportunities for continuing education and facilities to attend library conferences, short term courses, and workshops, library study tours or undergo in service training courses organized by national or state library associations, universities and department of library and information science and national Institutes.

The university authorities should give emphasis on the development of the library personal and encourage them to participate in different training programmes. The authorities should provide library professional travel funds for attending conferences, visiting other libraries to study innovation and participating in workshops. The authorities should put equal interest to library unit like other units.

There should be monthly meetings in which professionals problems may be discussed and read on topics of interest to the profession.

The UGC should provide sufficient funds for continuing education programmes, in service training etc. to various universities.
The library professionals in university library should keep himself abreast of latest professional development and at the same time gain recognition by contributing something useful to the library science and library services.

There should be the co-ordination between the computers experts and the library professional of the locality to give and take information internationally operated computer. Such co-ordination plan for trained personal has to be worked out to meet the including demands.

For participating in the conference (Library) duty leaves with T.A./D.A. may be sanctioned.

When paper is accepted for seminars/conferences, deputation should be provided as required.

When working library professionals are admitted in the course they may be allowed to attend the course as and when the study leave is admitted.

Library management and department are to separate things.

Study leaves for completing Ph.D. and higher studies may be granted as per standard code and UGC rules.

Library professionals should be motivated to work more and to take training conducted by professional institution in India for updating knowledge.

Library professionals should be given training about conflict management.

The university should extend training programme conducted by different institution for staff development.

The authority should give more facility for in service training for staff development.

The library professional may be provided financial help for training.
Motivation is the process of creating organizational and environmental conditions including employees to make their maximum endeavour towards the attainment of organizational goals, the professionals should be aware of the application of IT in libraries.

The organization like UGC, the professionals association such as ILA (India Library Association), IASLIC (Indian Association of Special Library and Information Centre) should pay careful and urgent attention to solve some of the problems of library personal.

The library professional should be given to attend refresher course and orientation programme.

Academic staff college of Gauhati University should organize practical training course on IT application in libraries in order to trained up in existing library personnel and it should be continued.

Training facility should be extended to the non professional staff working in the libraries who are equally important on creation of atmosphere in Library.

At least certificate course should be started for the matriculate / intermediate employees working in the libraries.

Besides these, each national government should formulate a policy for manpower training in LIS in the country; such policy is necessary for setting up goal and direction for the information manpower development programme, for guiding education and training in LIS etc.

Library service should be regarded as essential and qualified librarian must be appointed in universities and institutions.

The concept of conflict management and total quality management should be given to the professional staff to overcome conflict among senior
professionals and junior professionals and work together as a team for the goal of the organization.

LIS link which is largest social network that can be searched through internet which makes aware about different training programme that conduct in India and Library Professionals should search this LIS link.

The website such as Info librarian where latest information about training, conferences, seminars, workshops are available.

The library personnel should be web awareness such as www, web browsers (e.g. Internet, Explorer, Firefox, etc.), HTML, SGML, XML, use of OPAC / Web OPAC / OPAC 2.0, Video Conferencing, subject gateways ed.

The library professionals should be aware of the training programme conducted by different organizations in India through different source of information.

Regular attention of library professionals should be given for latest information regarding new method, technique, software package, etc. for knowledge to disseminate to user community.

Awareness programme should be given to library professionals about different institutions that conduct training courses.

The library professionals should have knowledge of computer software and hardware for operation of library activity.

INFLIBNET conducts awareness programme of e-resources and training for library professionals.

The library professionals should study regularly the professionals journals and bulletin, newsletter and information related library training programme and conferences and seminars, workshops etc.
The searching of internet helps the library professionals to be aware about training programme like national, international, regional and conferences.

The library professionals should be given opportunity to implement knowledge after returned from the training centre.

The Library personnel should be aware of the benefits of training and its effects.

Effects of training have positive role on library professionals and they should be aware of the results of training.

Study leave provision should be implemented for most of the University and special library for higher study from BLISC to Ph.D. in Library Science to encourage and develop skill of the library personnel.

The library staff should be aware about attachment training programme conducted by INFLIBNET centre for North East Region Library professionals specially with free of cost and they should attend for updating of knowledge about computerization of library.

Library working personnel should be aware about different organization that conducts training courses for human resource development such as NISSAT, DRTC, INFLIBNET, NISCAIR, ILA, IASLIC, IFLA etc.

The working staff of library should attend regularly UGC sponsored National Seminar organized by different Institute.

Conference conducted by CALIBER, PLANNER, NAACLIN should be attended by the library professionals for presentation and publication of paper for increasing skill as well as career development.

Special training should be provided for operation of software such as KOHA, LIBSYS, SOUL 2.0, CDS/ ISIS etc.
Special training to LIS professionals may be given about ICT application in libraries.

For professional development of library personnel authority of the organization should be given opportunity for completing short-term courses, orientation course, refresher course, attachment training courses, long term course, Associateship in information Science and encourage them by motivating with facility.

University and special library authority may be allowed duty leave to attend seminars, conferences, workshops for library professionals.

Senior professionals should create positive attitude to junior professionals about training programme and its benefits.

Continue education programme create positive attitude and it should be inculcated among the professionals.

Negative attitude library staff should be provided special facility to make their attitude positive for participation in the conferences, seminars, workshops etc.

Experienced library staff require retraining and they should be encouraged to participate in the training programme to overcome the obsolescence of already gained knowledge and to make them a fresh for motivation in the work.

The attitudes of professional staff will change if they are provided special facility with knowledge of benefits of training programme.

The library staff should change their attitude to accept the environment created in the digital environment and to provide information through electronic media.

The attitude of traditional library professionals should be changed with the changing modern library and work in new environment using modern equipment to provide quality services to the users’ community as per their demands.
There are different sources of information and participation in different organization which changes the attitude of library staff.

Female library staff may be motivated by providing special facility to change their attitude to participate in the training programme and make them updated with the latest information technology handling.

The administration of the organization should make policies and roles to motivate the library staff and change their attitude to accept the latest development of ITC in libraries and provide speedy, comfortable service to the user community.

The library staff might have knowledge about the enough scope for self-development of library professionals.

Awareness about service conditions, duties, responsibilities of the organization to the library profession is indispensable which will help him / her to participate in different training programme.

Awareness programmes are conducted by the INFLIBNET Centre regarding e-resources and SOUL training programme to the library working professionals regularly and they must participate to it.

The library professionals should be aware about the training programme conducted by different professional bodies, associations etc.

The library staff should consult the bulletin, newsletter, info librarian websites for getting information related to library.

The library professionals should be given opportunity to implement knowledge after returned from the training centre

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Effects of training have positive role on library professionals and they should be aware of the results of training.
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The working staff of library should attend regularly UGC sponsored National Seminars organized by different Institutes.

Special training should be provided for operation of software such as KOHA, LIBSYS, SOUL 2.0, CDS/ISIS etc.

Special training to LIS professionals may be given about ICT application in libraries.

Authority of the organization should be given opportunity for completing short-term courses, orientation course, refresher course, attachment training courses, long term course, Associateship in information Science etc for the professional development of the library personals and encourage them by motivating with facility.

University and special library authority may allow duty leave to attend seminar / conference / workshops.

Senior professionals should create positive attitude to junior professionals about training programme and its benefits advantages.

Continue education programme create positive attitude and it should be inculcate among the professionals.
There are different sources of information and participation in different organization which changes the attitude of library staff.

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The library professionals should be aware about the training programme conducted by different professional bodies, association etc.

Motivation to attend is most important for participation in the seminars, conferences and workshops etc. which encourages library professionals.

The senior library professionals should motivate the junior ones to increase knowledge and career development.

To motivate the library staff, a discussion group may be held periodically by the expert persons about the benefit and participation in the training programme.
The library professionals may be motivated to aware and participate international conference and paper presentation to increase depth knowledge.

To satisfy the workers, the allocation of work should be as per their choice of interest to involve more in the work.

The pay package, pay scale, should be as per satisfactory level of the workers to motivate to the work.

There should be promotion policy of the organization but most of the University library have no promotion policy and recruitment rule.

The vacant post should be filled up, if any on the basis of promotion policy and recruitment rule and internal candidate should be given preference if eligible.

Relationships among colleague and senior with junior may be maintained and co-operative so that one can overcome the complexity if any.

The supervisor looks after the subordinate work and to solve their problems. His behaviour, attitude and cooperation with the junior must be satisfactory.

To increase the efficiency of co-worker, more motivation and awareness about the participation in the training programme is necessary and depute to visit other libraries for outlook.

To increase the relationship of the co-worker, more meeting and discussion forum should be held periodically.

Staff meeting must be organized to solve the problem of the library professionals and library as a whole and noticed it to the authority or management for further action.
For security of the job, pension scheme and new pension scheme must be available for the library employees.

The library committee meeting must be held to discuss the present problem of the library and to find out the solution for future development of the library.

The Infrastructure of the library and equipment used to provide services must be modernized and new technology may be introduced for quality services of the library.

The physical facilities and other facilities provided to the library professionals which satisfy the job.

Decentralization of work may be maintained.

The authority’s recognition increases the confidence of the worker and reward for good work must be introduced.

**Positive work environment** - Encouraging one another, avoiding micromanagement, giving positive feedback and ensuring criticism in constructions are always to keep the environment a place when employees can do more than survive.

**Workforce engagement** - Employees that don’t find their work interesting must give opportunity to make work interesting providing proper facility.

**Develop skill** - Employees have more potential than their current level of functionality and unused of it may lead to stagnation and also dissatisfaction. Encouraging employees to fulfill that potential will increase engagement and satisfaction. Whenever it is training, external training, encourage staff to always be improving their skills.
Recognitions and rewards - Encourage supervisors and managers to acknowledge employees deeds on a daily basis. Healthy competition boosts morale, encourage their work and increase satisfaction and retention.

Special attention should be given to mere frustrated and dissatisfied Library professionals to overcome their dissatisfaction.

Encouragement of Library professionals is necessary to participate in the work and feel that he/ she is a most important part of the organization.

Female workers need more attention to express their valuable suggestion and improvement, seek feedback from them for further improvement.

Job rotation changes the monotony of work and encourages to work new ones.

The library professionals working in the University library who is designated as Professional Assistant have no scope for promotion to the next post Assistant Librarian as per promotion policy rule until and unless they are NET qualified and Ph.D. holders. So, they may provide a facility for further prospects, otherwise they will be frustrated and dissatisfied.

SUGGESTIONS FOR FURTHER RESEARCH:

Due to certain limitations of the present investigation, the obtained results might not fully explain all the areas of library professionals in general and library personnel in particular.

Some further researches were therefore, necessary which could be generalized over a large population. Hence, some valuable recommendations for the further researches were recommended for future researches in this field. Some of them were appended below for the further studies.
In the present study attempt have been made to find out the awareness level and attitude of library professionals of university libraries and special library but a good number of library professionals are working in different types of libraries such as special library, college library in India may also be considered for further research.

The present study was confined with effects of manpower training and job satisfaction of library professionals in university and special library but further study of administrative staff is needed.

The present work was confined to study of job satisfaction in the areas of pay, working conditions, work load, professional development, career development, promotion, job security and recognition only.

The study may be extended to the areas like psychological condition, family expectations, anxiety, personality traits etc.

The study had considered the three university libraries and one special library only but there are further scope to conduct such study on other universities, special library, district library, college library etc. of North East India.

The researcher also suggests that a competitive study of job satisfaction level between university libraries and special libraries of North East India.

The researcher also suggests that a comparative study of job satisfaction between male and female library professionals working in the different libraries of north east India may also be conducted.

The further study may be designed over wider population including library professionals working in all types of libraries in India in this field.

The future research may be conducted about attitude and in-service training of library professionals of university library of India.
Further studies can also be carried out on the same pattern on semi-professional staff working in different type of libraries.

Further studies may be undertaken in the same pattern choosing different regions and different types of libraries for making valid generalizations.

The investigator also suggest for study among library professionals on different categories of age and their job satisfaction.

The investigator also suggest to study those working in libraries belongs to the category of Para professionals staff.

Further studies may be conducted on library working personals of public library in India.

The investigator suggests to study of attitude of library professionals of college libraries in India.

CHAPTER ISATI

Chapter 1 - Introduction

The first chapter entitled ‘Introduction’ covers meaning of manpower training and job satisfaction of library professionals, rationale of study, statement of problem, scope of study, objectives and the limitations of the present study, operational definition.

Chapter 2 - Review of Literature

The second chapter entitled ‘Review of Literature’ covers the development of the concept as found in the literature in the field of library and information science. The reports and research papers on the topic ‘Effects of manpower training and job satisfaction of LIS professionals’ are critically reviewed.

Chapter 3 - Methodology
Research methodology, the universe of study, study design, population of study, method of data collection, treatment to data.

Chapter 4 - Theoretical framework of the study

The third chapter elaborates on the conceptual framework of manpower and effects of training, attitude of LIS professionals towards training and their job satisfaction. Motivation of LIS professionals and awareness. University and special library, profile under study and briefly elaborate about north east at a glance.

Chapter 5 - Data Analysis and Interpretation

The data analysis and graphical presentation as surveyed is summarized in fifth chapter.

Chapter 6 - Findings, Suggestions and Recommendations

Research findings, suggestions, recommendations and conclusions are described in detail in this chapter. Direction for further research is also mentioned in this chapter.

CONCLUSION:

From the present study it is concluded that manpower training and job satisfaction which is indispensable for the effectiveness and quality services of the organizations. The working personnel of the libraries need to change their attitude towards training for quality development and updating themselves with the new knowledge, ideas, skills etc. For this purpose, awareness for training programme, conference, seminars, workshops, in-service training, refresher course, orientation course etc. is utmost important for participation by the library professionals.

Most of the library professionals working in University and special libraries of North East India are traditional in nature and due to lack of motivation
and proper facility provided, they are facing problem to face to the challenges of libraries in modern times.

Professional awareness and change of attitudes to participate for the training programmes and attending seminars, conferences, workshops etc. are necessary which helps for quality development and to meet the challenges faced by the professionals with the dynamic needs of the user community.

There are different source of information which makes aware about the training programme conducted by different organizations and motivate the library professionals to participate for the training programme.

Organizational effectiveness is largely determined by the quality of the employees and how the organization develops them. It is natural that high performing organizations try to recruit and retain the right people and provide them with training and professional development opportunities.

However, abilities, skills, personality and organizational support alone might not lead to individual job performance that contributes to overall organizational effectiveness if people are not motivated.

The library professionals working in University libraries and special library needs to make more aware and to change attitude for attending seminars, conferences, workshop etc. for the quality development and effective performance of the organization to fulfil the goals of the organizations. In this case, more opportunity and facilities may be provided to motivate them for the quality development and updating them with modern equipment handling technology.

North East India is far away from rest of the country on communication point of view. More attention should be given for the Library professionals for the manpower development through in-service training and proper
facility such as duty leave, TA/ DA and promotional scope for future career development.

On the other hand, job satisfaction is related to the satisfaction of the employees with the facility provided, environmental factor and future prospects. It is seen that most of the of library professionals are not satisfied with their job because of lack of proper facility and promotional scope. There are different factors on which job satisfaction depends such as pay package, opportunity for future prospects etc.

Senior one has made job satisfaction than junior ones and educational qualification enhances more job satisfaction. Due to lack of proper promotion policy, there are less scope for the promotion and ultimately job-dissatisfaction occurs.

To increase the job satisfaction, more in-service training and facility to increase quality through education and attending conferences, seminars, workshops may be given. A frustrated employee is dangerous to the organization and play negative role and ultimately create problem for the development of the organizations.

So, for quality development through in-service training and more job satisfaction, the Library Professionals working in University Libraries and special libraries may be provided more opportunity and to take internal and external training and to aware the about training programme through different sources and to change attitude to accept the modern technology.

Effects of training have positive role for the skill development and job satisfaction of library professionals of North East India. Performance of professionals depends on training and continue education programme. Course curriculum should be updated and new technology may be included in the syllabus.
So, the library professionals need more interest to take part in the training programme and quality development for effective quality service to the user community along with career development.

Most of the library professionals are not aware about the latest source of information and ultimately remains unaware about the training programme. There are many scope for the north east people that provided by INFLIBNET centre for attachment training programme and library professionals may attend the programme with free of cost.

REFERENCES


