CHAPTER-5

OBSERVATIONS AND CONCLUSIONS
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5.1 Introduction

Every human being has potential to do remarkable things. To enable every person to understand, develop and utilize his/her potential, organization / university should provide a development climate as well as opportunities. The ad hoc and fragmented approaches for developing human resources, hardly solve the problem. There is a pressing need for planned Human Resources Development at the university level and all the libraries must establish an infrastructure of HRD, then and then only libraries will successfully attain the challenges posed by fast changing environment and will develop an organizational culture in which superior subordinate relationship and manifoldness among sub units will be strong and contribute to professional well being.

5.2 Observations

The following are the observations of the present study.

1. Types of universities

University libraries under study are categorized in to six groups and these are Conventional (10), Agricultural (05), Women (01), Engineering and Technology (01), Medical (01) and Open (01) Universities.

2. Manpower in university libraries

a) From the survey it is observed that most of the university libraries are under staffed, specially Agricultural Universities, Subject Universities and recently established Conventional Universities. Further MUHS, Nashik is established in 1998 and till date no position in library has been created.

b) It is revealed from the survey that out of 19 universities the post of University Librarian has been filled only in 07 universities and remaining 12 universities are functioning without University Librarian or In-charge Librarian is conducting business.

c) Out of 19 Universities only in 08 universities post/s of Deputy Librarian is / are created and out of 11 sanctioned posts, 05 (45.5%) posts are yet vacant.
d) From the university-wise study of Assistant Librarians posts it is revealed that only UP, Pune possesses 06 Assistant Librarians whereas 05 universities having maximum four Assistant Librarians and in remaining 07 universities only 01 Assistant Librarian is there. Further the post of Assistant Librarian is not filled in remaining 05 universities.

3. Gender and position

The gender and position-wise study reveals that equal number of men and women are in the category of Librarian and Other professional and semiprofessional staff but in case of Deputy Librarian only 33.33 % women are holding the post whereas only 22.73 % women are holding the post of Assistant Librarian.

4. Age group of respondents

It is observed from the study that almost 50 % (47.24 %) library personnel are below 40 years of age and it is worth investing in these personnel for their development (i.e. in-service training) and ultimately for the development of university libraries.

5. Membership of professional bodies

a) It is observed from the study that out of total respondents only 33.85% personnel are members of professional bodies and as per gender-wise analysis, comparatively very few women i.e. 21 % are members of professional bodies.

b) Further it is interesting to note that majority of personnel are holding the posts of Assistant Librarian and above are members of professional bodies, which is ranging to the tune of 80.64%.

c) Qualification-wise study of membership to professional bodies revealed that qualification influenced the awareness to obtain membership of professional bodies. Out of 43 members of various professional bodies only 02 have Bachelor degree in Library and Information Science and others have Masters degree or Doctorate degree.

d) Further it is interesting to note that 48.84% professionals are members of regional professional bodies whereas 46.51% professionals are members of national professional bodies and remaining 4.65% are members of international professional bodies.
e) The researcher has tried to find out opinions of professionals about role of professional bodies in enhancing knowledge. From the study it is revealed that 44.88% respondents are of the opinion that these bodies play vital role in enhancing professional knowledge whereas 41% respondents differ in the opinion.

f) Qualification-wise study indicates that qualification influenced the opinion, the respondents possessing higher qualification have thought that these bodies play a vital role in enhancing knowledge whereas trend of this opinion decreases as per qualification.

6. **IT in curriculum**

   It is observed from the study that 53.55 % personnel have studied IT as a subject at the time of studying LIS course.

7. **Training in IT**

   a) It is observed that only 24.6 % library personnel have undergone specialized training in IT.

   b) University-wise study of completion of specialized training in IT shows personnel from 04 universities did not undergo such type of training whereas 07 personal from UP, Pune, 04 from UM, Mumbai and 03 from SRTMU, Nanded while in remaining universities 01 or 02 persons have undergone such type of training.

   c) Position-wise study of completion of IT training indicates that 17 (54.83%) personnel holding higher positions (Librarian, Deputy Librarian, Assistant Librarian) completed such training whereas only 14.6 % personnel are from lower cadre.

   d) From the study of number of courses completed by individual personnel, it is revealed that the 45.16 % professionals have undergone only one training programme whereas 32.5 % and 22.59% have undergone two and three courses respectively.

8. **Acquaintancy with journals**

   a) It is interesting to note that 33.85 % professionals make use of journals for enhancement of knowledge.
b) Position-wise study indicates that positions held by personnel influenced the acquaintancy. Decreasing trend of acquaintancy with journals observed from higher to lower positions.

c) Qualification-wise study revealed that qualification acquired by personnel influenced the tendency to solve the problems by reading journals. From the survey it is revealed that decreasing trend of acquaintancy with journal from Ph.D to C Lib qualification is observed.

d) The researcher also tried to find out whether these professionals really referred the journals and it is interesting to note that out of 43 who mentioned that they are familiar with the journals, 15 (34.88%) respondents have given incorrect titles of journals. This shows that though they have mentioned that they have been making use of journals for enhancing knowledge, the fact is otherwise.

9. Problems in application of IT

a) It is observed from the study that 50.4 % library personnel facing problems in the application of IT in libraries whereas 36.22 % did not have any problems.

b) Position-wise study revealed that persons from all positions faced problems in IT application. Further it is interesting to note that comparatively more personnel i.e. around 65% from higher positions reported that they are facing problems in this regard. In this connection researcher would like to give comment that majority of the professionals are not well versed in handling complex IT applications, so they are facing problems.

c) Qualification-wise study reveals that problems are faced by respondents irrespective of their qualification, it is not the problem of lower level qualification (CLib) or higher level qualification (Ph.D.)

10. Efforts to cope with technological changes.

a) It is observed from the study that guidance of experts is the most popular method to solve technological problems or IT related problems.

b) Position-wise study revealed that personnel from below Assistant Librarian grade prefer guidance of experts to solve problems whereas personnel from higher grade use all possible means such as reading, guidance from experts, attending training courses etc to solve problems.
c) From qualification-wise study, it is observed that personnel possessing BLISc, MLISc qualification prefer guidance from experts.

11. **Training and development**

A. **Academic qualification.**

It is observed from the study that almost 47% respondents are possessing post graduate degree and 48.32% graduate degree at the time of entry in service.

B. **Professional qualification (At the time of entry in service)**

a) It is observed from the study that 57.48% respondents possessing BLISc degree at the time of entry in service. It is interesting to note that not a single respondent possessed Ph.D., M.Phil, and Associateship qualification at the entry level into university library services.

b) It is interesting to mention here that in most of the university libraries, particularly which are established in recent years possess persons having master degree in LIS though entry qualification requirement is lower, further this is not observed in the university libraries which are established way back. It may be because at that time postgraduate courses were conducted only at UM, Mumbai, UP, Pune, SNDTWU, Mumbai.

C. **Professional qualification (Acquired in-service)**

a) It is observed from the survey that 63 library personnel have improved their qualification and it is certainly good progress in library profession.

b) Gender-wise study revealed that both men and women improved their qualification in-service but comparatively less number of women (42.1%) upgraded their qualification whereas 55.71% men respondents improved their qualification.

c) It is interesting to mention that 43 respondents acquired MLISc degree in-service and followed by 10 personnel completed Ph.D. degree.

d) University-wise analysis revealed that library personnel from 15 universities acquired higher qualifications whereas from 03 universities not a single person improved his qualification.

e) Position-wise analysis revealed that personnel from all the four categories acquired higher qualification. It is observed from the study that out of 06 Librarians 05 have acquired Ph.D. degree.
f) It is observed from the study that out of 63 respondents 38 (60.32 %) have acquired BLISc and MLISc degree from open universities, it indicates personnel are self motivated for upgrading their qualifications.

g) It is revealed from the study that only 44 (36.64%) library professional completed computer related degree / diploma / courses, majority of them i.e. 37 are personnel below the rank of Assistant Librarian. They have undergone MS-CIT course as State Government made the MS-CIT course mandatory for them. This shows that despite increasing application of IT in libraries there are a few library personnel who have a formal qualification / training in computer applications.

D. Job enrichment courses.

a) It is observed from the survey that library personnel may overlooked the importance of job enrichment courses or they might not have got opportunities to undergo such courses.

b) Gender-wise analysis shows that very few women professionals compared to men have participated in these courses.

c) From the University-wise study of participation in job enrichment courses it is found that almost from all the universities library personnel attended these courses, but the number of personnel are very few. Moreover the universities where the staff is more than five, out of these universities SRTMU, Nanded (80 %) SU, Kolhapur (66.66%) and UP, Pune (62.5 %) have good participation.

d) Position-wise study indicates participation in these courses is influenced by position, comparatively more library personnel from higher positions have undergone such courses.

e) It observed from the study that majority of respondents participated in one course whereas very few personnel have undergone more than one course.

f) It is revealed from the study that only 44 (34.64%) personnel participated in conferences/ workshops/ symposiums/ seminars. Moreover only 07.09 % library personnel participated International level conferences / workshops / symposiums / seminars. Hence it indicates that deputation policy may be rigid, which prohibits the professional development, apart from this the researcher feels that it is the duty of professionals to attend conferences/seminars etc and therefore it is
expected that even though the deputation privilege is restricted to limited number, the professionals should participate at their own cost as it helps them to keep abreast themselves with recent knowledge.

g) University-wise study of participation in conferences/seminars etc. reveals very sad picture. From 04 universities not a single personnel attended conferences/seminars etc. whereas from other 04 universities the percentage of participation is ranging from 40% to 60% and in most of the universities 10% to 25% personnel attended in conferences/seminars etc. Moreover participation from BATU, Lonere, KKSV, Ramtek, MAFSU, Nagpur, SU, Solapur is 100%, where only respondent of these universities attended conference/seminars etc.

h) Position-wise study of participation in conferences/seminars etc. revealed that almost all Librarians, Deputy Librarians participated in the conferences/seminars etc. whereas 45% Assistant Librarians participated in it, this indicates the apathy of professionals. Further participation from Other professional and semiprofessional staff is also very poor, almost 20% personnel attended to this.

i) It is observed from the experience-wise study of participation in conferences, seminars etc. that personnel having experience between 31-40 years have participated comparatively more than that of personnel from other experience groups.

E. **Training by software company/ies.**

a) It is observed that 29.15% library personnel have undergone software training.

b) Position-wise study revealed that almost equal number of respondents from all categories acquired software training.

c) It is observed from university-wise study of software training that respondents from 14 universities have undergone such training but the number of participants from 08 universities was only one whereas as in other universities maximum 06 have undergone this training.

d) Out of those who have participated in software training, 72.97% felt that quality of software training was good.
12. **Job satisfaction with present job**
   a) It is observed from the study that 61.42% respondents satisfied with present job.
   b) Almost equal number of men (60%) and women (63.16 %) are satisfied with present job.
   c) From the university-wise study of satisfaction with present job it is observed that in all the universities percentage of satisfied personnel is more i.e. in all the universities maximum respondents satisfied with present job, except in one university where 01 (100%) respondent of that university reported dissatisfaction with current job.
   d) Job satisfaction study on the basis of professional qualification has shown majority of respondents from every qualification category satisfied with present job, except one MPhil degree possessing respondent dissatisfied with present job.
   e) Study reveals that no status, no incentives and bureaucratic system are the major reasons for dissatisfaction with present job.

13. **Motivation to work**
   a) Gender-wise study of motivation to work reveals that the user satisfaction motivates (45.71%) men respondents whereas recognition of work motivates (36.84%) women at work. Overall user satisfaction and recognition of work are the prime motivating factors in work environment.
   b) Position-wise study of motivating factor for work revealed that almost all Librarians are motivated to work due to the recognition of work whereas Deputy Librarians and Other professional and semiprofessional personnel are motivated to work by user satisfaction. Further almost equal number of Assistant Librarians are motivated due to user satisfaction and recognition of work.

14. **Appropriate job assignment**
   a) It is revealed from the study that 60.33% library personnel satisfied with the job assigned to them.
   b) Position-wise study reveals that majority of library personnel from each cadre are satisfied with assigned job to them.
   c) Professional Qualification-wise study indicates that satisfaction with assigned job is observed 100 % in respondents possessing PhD and CLib qualification whereas
it is comparatively low in MLISc degree holders (52.1%) and BLISc degree holders (60.5%). Further only one respondent possessing MPhil degree was dissatisfied with assigned job.

In this regard researcher observed the reason that personnel acquired MPhil, MLISc, BLISc qualifications but due to non availability of proportionate promotional channels, they work on position's in which basic qualification is below their existing qualification.

d) University-wise study of appropriate job assigned revealed that majority of respondents from almost all universities satisfied, except the respondents from SNDTWU, Mumbai and Dr. BATU, Lonere opined otherwise.

15. Incentives and Rewards
   a) Study revealed that majority of library personnel opined that in university libraries practice of motivating personnel by giving incentives and rewards is not followed.
   b) University-wise study of motivating personnel through incentives and rewards revealed that in 08 universities majority of respondents opined that they are motivated through these incentives and rewards whereas in 10 universities majority of personnel opined that the practice of incentives and rewards is not followed in their universities.
   c) Position-wise study indicates that practice of motivating personnel through these tools decrease by position.

16. Job rotation policy
   a) 81.89% library personnel stated that job rotation policy is there in their library.
   b) Gender-wise study revealed that 77.14 % men personnel and 87.72 % women personnel stated that job rotation policy is there in their library, further experience wise analysis also represent the same trend.
   c) Regarding job rotation policy, it has been observed that except in 03 university libraries, in remaining university libraries job rotation policy is there.

17. Job rotation (internal transfers)
   a) Regarding number of times the job is rotated, it is observed that (24.04%) library personnel were not transferred during their service.
b) From the university-wise study, of job rotation of individual library professional, it is observed that in 11 universities, job of library personnel were rotated whereas in remaining 07 universities job of not a single person has been rotated.

c) It is interesting to note that there is no relation found between number of times job rotated and experience. From the study it is observed that personnel having experience between 01 to 10 years has been transferred 04 times. This indicates that no fixed time bound policy is followed in relation to job rotation.

18. **Usual time period for job rotation**

a) It is noteworthy to state that (54.33%) respondents stated that there is no fixed time period or periodicity for job rotation.

b) University-wise study reveals that personnel from different university libraries mentioned different time period for job rotation in their library, however majority of respondents from 07 universities stated that there is no fixed time period for job rotation whereas majority of respondents from 05 universities did not respond to the question.

19. **Opinion on job rotation**

a) It is observed that 69.29 % library personnel have thought that job rotation is favourable for them to develop professional competencies.

b) Gender-wise study reveals that 64.29 % men and 75.44 % women are of the opinion that it is favourable for personal development.

c) University-wise study reveals that majority of respondents from all universities thought that job rotation is good for professional development of personnel, except in two universities where personnel expressed negative opinion.

20. **Modification in job rotation policy**

a) 52. 75% library personnel thought that there is a need of modification in job rotation policy whereas 34.65% were not in favour of modification in it.

b) From the university-wise study regarding modification in job rotation policy, it is revealed that maximum library personnel from 12 universities are in favour of modification whereas in 06 universities maximum personnel satisfied with existing job rotation policy.
c) In regards to job rotation policy some professionals have given their suggestions as below

- Job rotation should be time bound programme.
- Authority should take willingness from the person for job rotation.

21. Promotions

a) It is observed that only 23.62% library personnel got promotions in their service, this may be because of positions of Assistant Librarian and above are not promotional.

b) Gender-wise study shows that more men personnel (2:1 ratio) got promotions than women.

c) It is revealed from the university-wise analysis, that in 10 universities not a single person got promotion, it may be because most of these universities have been established in the recent years. Further in remaining 08 universities also percentage is very meger, except in two universities where 85.71% and 70% library personnel got promotions.

d) From the experience-wise study for promotions it is found that there is relation between experience in service and promotion, not a single respondent got promotion having experience below 10 years, on the other hand out of total promotees 66.67% are from 21-30 years experience group.

e) It is observed from the study that 27 professionals got single promotion whereas 02 personnel got 02 promotions and 01 person got 03 promotions in service.

f) It is observed that there is no relation between professional qualification and number of promotions.

The study reveals that though almost 33% positions are shown vacant in these universities and professionals are fulfilling the educational qualifications for higher posts, because of government policies the process of promotion has been hampered which has resulted frustration among the library professionals.

22. Rational and unbiased promotion policy

a) From the study it is found that 40.94% personnel stated that existing promotion policy is rational and unbiased whereas 46.48% thought negative.
b) University-wise study revealed that maximum personnel from 06 universities stated that it is rational and unbiased whereas personnel from maximum universities i.e. 10 expressed that it is biased, irrational and equal number of personnel from 02 universities expressed positive and negative opinions.

23. Modification in promotion policy

a) It is observed that 74.01% library personnel thought that there should be modification in promotion policy.

b) Experience-wise study of opinions on modification in promotion policy revealed that majority of library professionals from all categories are in favour of modification.

c) University-wise study of modification in promotion policy revealed the same opinion i.e. majority of personnel from all universities are in favour of modifications except in one university.

d) On the basis of professional's opinion, promotions should be based on i) seniority ii) talent iii) qualification iv) sincerity v) good working record.

24. Team spirit /Team work

A) Congenial work environment

a) It is observed from the study that 50.39% library personnel stated that work environment in their library is congenial whereas large number of personnel i.e. 35.43% did not express any opinion on work environment in library. In this regard researcher feels that personnel did not want to disclose such a sensitive matter to the researcher. Hence at most 50% respondents did not feel that work environment is up to the mark.

b) University-wise study revealed that maximum library personnel from 12 universities opined that work environment is congenial whereas in 01 universities according maximum library personnel work environment was not congenial and in 03 universities maximum respondents did not express any opinion on this matter.

c) Age-wise study of library personnel revealed that maximum personnel from all age group opined that work environment in their
library is congenial except the maximum personnel from 31-40 age group did not express any opinion.

B) Involvement in organization of extension activities.
   a) It is observed from the survey that 55.12 % library personnel involved in organization of extension activities in library whereas 25.2 % involved occasionally. Hence it reflects that majority of library personnel involved in organization of extension activities regularly or occasionally and it is good for developing relationship among library personnel.
   b) University-wise study of involvement in organization of extension activities reflects that in all universities majority of personnel involved in it. Further the libraries having 05 or more than five staff out of these universities SRTMU, Nanded and SNDTWU, Mumbai shows encouraging involvement of library personnel, where 100 % library personnel (regularly or occasionally) involved in organization of extension activities.

C) Inter-personnel relations.
   a) It is observed from the study that inter-personnel relations among library personnel in university libraries of Maharashtra are up to the average. It reveals that inter-personnel relations in these university libraries is just average which requires vigorous efforts to improve it. In fact this factor is very important in the library administration but it seems to be very poor.
   b) It is revealed from the study that score of respondents on providing "Guidance on career opportunities by seniors" is comparatively low to other indicators of inter-personnel relations.

   This may be due to the reasons that (42.03%) positions of University Librarians, Deputy Librarians and Assistant Librarian remain vacant, therefore the professionals do not get guidance from their seniors to their satisfaction.
c) From the university-wise study it is observed that in 09 universities the inter-personnel relations are average whereas in other 09 universities it is good and in remaining 01 university not a single position in library is created (when the study is conducted).

Further the study reveals that out of 09 universities where inter-personnel relations are good, majority of libraries are having 01 or 02 personnel in professional and semiprofessional category, while in the libraries where inter-personnel relations observed as average having comparatively more library personnel.

Hence the study reveals that in the universities where there is more staff inter-personnel relations seem to be average whereas the universities having a few staff, inter-personnel relations among the staff is comparatively good.

25. Performance appraisal
a) Self assessment form and remarks of the reviewing/reporting officer on it, is the mechanism followed for performance appraisal. This uniform system has been followed in all universities in the state.

But from the university-wise study it is revealed that different personnel from same university reported different methods (self assessment form or remarks of reviewing/reporting officer) for this purpose. It indicates that library personnel are not conversant with the performance appraisal activity or they are unaware of importance of performance appraisal.

b) It is observed from the study that feedback of performance appraisal was not given to every library personnel. According to Government Resolutions only adverse or outstanding remarks shall be communicated to the personnel, because of this restricted feedback the performance appraisal procedure has resulted into a routine administrative work.

c) It is revealed from the study that almost equal number of professionals expressed satisfaction and dissatisfaction with existing system of performance appraisal.

d) From the university-wise study of satisfaction with existing system of performance appraisal it is revealed that, maximum library personnel from 10 universities are satisfied with existing system whereas in 07 universities maximum personnel are not satisfied with it. Further in one university equal number of personnel
expressed satisfaction and dissatisfaction with existing system of performance appraisal.

e) Position-wise study of satisfaction with existing system revealed that equal number of (50%) Librarians are grouped under satisfied and dissatisfied categories whereas around 65 % Deputy and Assistant Librarians are satisfied with existing system. Further maximum i.e. 52.08 % Other professional and semiprofessionals are dissatisfied with it.

26. Delegation of powers

a) Unless a person gets freedom to act and implement innovative ideas the real HRD is impossible. This helps to gain confidence and also to grow individually. In view of the above, the study conducted by researcher, reveals that the practice of delegation of powers to subordinates seems to be average in university libraries of Maharashtra.

b) From the university-wise study of delegation of powers it is observed that out of 19 universities in 11 universities delegation of power has been recorded as average whereas in 06 universities it is comparatively better and in 01 university it is observed adverse.

Further in relation to those universities where delegation of powers is good out of these 06 universities in 04 universities, respondents are holding the post of Librarian or Assistant Librarian.

c) Study also reveals that library personnel are willing to take up the responsibility and accountability if powers are delegated.

27. Career planning and development

a) The study of career planning and development reveals that library personnel are moderately satisfied with their development.

b) University-wise study of career planning and development reveals that out of 19 universities, library personnel in 07 universities are satisfied with career development programmes whereas in 07 universities they are moderately satisfied and in 04 universities dissatisfaction regarding this has been observed.
28. **Satisfaction levels on deputation policies**

a) It is revealed from the study that library personnel are dissatisfied with deputation to job-enrichment courses.

b) University-wise study of deputation to job-enrichment courses reveals that library personnel from majority of universities i.e. 12 are dissatisfied whereas in 05 universities it is observed moderately satisfactory and in 01 university satisfactory.

c) Position-wise study of satisfaction with deputation to job enrichment courses reveals that library personnel holding higher positions are satisfied with deputation.

5.3 **Conclusions**

1) **Inadequate manpower**

It is revealed from the study that university libraries in Maharashtra are facing the problem of inadequate manpower, specially Agricultural, Specialized and recently established Conventional Universities are understaffed. In Majority (12) of universities post of University Librarian is not created yet or the post is vacant, it adversely affects the overall development of university libraries.

2) **Gender biased**

From the gender-wise study it can be concluded that men personnel are preferred in comparison to women, further from the position-wise study it is observed that only 25.81% women hold the higher positions i.e. Assistant Librarian and above. It also indicates that there is a bias against women.

3) **Knowledge and skills of IT applications**

In respect of updating the knowledge of professionals in IT application, there is an ample scope to train them. It is revealed that 36.22% library personnel have capability to handle IT applications in library, only 24.6% professionals undergone specialized training in IT, 33.85% are acquainted with journals, these facts support the conclusion drawn over.

Reading is a vital source of updating knowledge, specially referring to journals of concerned subjects but from the study it can be concluded that majority of library professionals do not refer journals.
Consulting experts is the most popular method of solving IT related problems, but in case of professionals holding higher positions it is different, they solve their problems by their own efforts i.e. they read, attend training courses, consult experts and use other all possible means to solve IT related problems.

4) **Role of professional bodies**

Library professionals are unaware about role of professional bodies in continuous education and enhancement of knowledge, majority of library professionals are not members of these bodies / associations.

5) **Training and development**

In-service training and enhancement of qualification is essential to keep abreast with the new developments in concern area of specialization. It is identified that satisfactory number (50%) of library personnel enhanced their qualification, but on the front of in-service training, it is observed that comparatively less number of (29.13%) personnel have undergone various training programmes, only 34.64% library professionals participated in conferences / workshops etc.

In respect of upgradation of qualifications, though almost 50% professionals have upgraded their qualification but majority of them i.e. 38(60.32%) have completed their qualification from open universities. Hence it indicates that, professionals upgrade their qualification on their own. Hence majority of them have not been provided the facility of deputation.

From the study it is concluded that there is an ample scope to revamp the deputation policy for deputing professionals to various training courses.

6) **Job satisfaction**

Library personnel working in university libraries are satisfied with present job, but percentage of satisfied personnel (around 60%) indicates that there is a scope to apply different techniques such as improving work culture, applying motivational techniques to improve the status of job satisfaction.

It is observed from the study that recognition of work and user satisfaction are prime motivational factors for work among university library personnel.

Study reveals that having no status, no incentives and bureaucratic system are major reasons behind dissatisfaction of library professionals. However form the
study it is also observed that majority of library personnel are frustrated due to
government policies regarding promotions. In-spite of number of posts laying vacant,
authorities are not taking any decisions about filling up these post by promotions.

Study has shown that majority of library professionals are satisfied with
assigned job, However qualification wise study indicates that almost 50% and 40% professionals possessing MLISc and BLISc degree respectively are not satisfied with assigned job. Hence there is a scope for proper utilization of available potential in existing manpower.

7) Incentives and Rewards

Practice of incentives and rewards is not a common practice in university libraries. Further system of incentives and rewarding employees is not scientifically developed in university libraries.

8) Job rotation

Doing particular job for long develops tardiness and hampers work progress.
Job rotation is beneficial to library personnel to acquire competencies of different job
or work at any section in library.

From the study it is revealed that inter departmental transfers / job rotations in
university libraries are to the tune of 62.2%. It is further revealed that a sizable number
of professionals are away from job rotation or transfer. Hence it can be concluded that
job rotation policy is not methodically implemented.

From the study it is also observed that no fixed time bound programme has
been followed for job rotation. The reasons may be that due to administrative
constraint such as suitable person for specific job, professional capabilities, etc.

However library professionals are in favour of job rotations and they
suggested that, job rotation should be followed periodically after every three years.

9) Promotion

From the study it is observed that 23.62% professionals have been promoted
to higher positions, the rest of the library staff did not have promotional opportunities,
this leads to dissatisfaction and apathy towards the job. Hence the existing promotion
policy should be revamped.
Further it is suggested by majority (74.01%) of library professionals that promotion should be based on criteria such as i) seniority ii) talent iii) qualification iv) sincerity v) good working record.

10) **Team work / Team spirit**

It is revealed from the study that 50.39% professionals expressed that the work environment in university libraries is congenial. Further 35.80% professionals did not respond whereas 13.81% stated work environment is not congenial. Hence it can be concluded that there is a need to improve work environment in libraries.

Involvement in organization of extension activities and various functions, is a tool for developing team spirit among library professionals. From the study it is concluded that it is properly utilized by library managers.

In respect of inter-personnel relations it is concluded that it is average among library professionals, however, the university libraries where few professionals are there, in these libraries inter-personnel relations are good among them.

11) **Performance appraisal**

From the study it is concluded that performance appraisal activity is an administrative routine work in university libraries, from the study it is observed that majority of library personnel are not conversant with performance appraisal activity.

12) **Feedback and counselling**

According to the procedure laid down by government about performance measurement system regarding feedback given to the person, when his confidential record is outstanding or adverse it is conveyed to the person. But when it is good it is not mandatory to convey it to the concerned person. Therefore the study reveals that 63.78% professionals stated that no feedback was given to them. Hence it indicates the status of feedback and counselling in university libraries.

13) **Delegation of powers**

From the study it is revealed that library personnel are moderately satisfied with the powers delegated to them. Hence there is a scope to improve practice of delegation of powers to subordinates. Study also shows that library professionals are willing to use delegated powers and apply their innovative idea in their routine job.
14) Career planning and development
Satisfaction level of personnel on career planning and development is observed moderately satisfied. Hence it can be concluded that in respect of career planning and development university libraries have to improve a great deal.

15) Deputation to job enrichment courses
In respect of deputation to job enrichment courses, majority of library personnel are dissatisfied with deputation to various training programmes, conferences, workshops etc.

5.4 Validation of Hypotheses

Hypothesis -I
"University libraries in Maharashtra are facing the problem of inadequate manpower"

The development of university libraries to fulfill their objective is contingent upon the adequate manpower.

The results of the study shows that 53.33% posts of University Librarians, 45.45% posts of Deputy Librarians, 37.21% posts of Assistant Librarians and 29.49% posts of Other professional and semiprofessional staff are vacant. Overall 93. (32.52%) sanctioned posts of library staff in professional and semiprofessional category remain vacant yet. Thus the hypothesis is proved valid.

Hypothesis –II
"The current knowledge and skills of university library personnel (of IT) is not sufficient to cope with the IT revolution".

Application of IT and Communication Technology revolutionized the day to day work of libraries and to cope with these applications, library personnel must be proficient in handling (operating) these technologies.

There is a distinct co-relation between the IT based subject studying in LIS course, attendance to training courses, conferences, referring journals to acquaint with latest developments in subject areas and knowledge and skills of IT.
The study reveals that 53.55% library professionals studied IT based subject at the time of doing LIS course. 24.6% professionals have undergone specialized training in IT, 33.85% are referring journals. 50.4% library personnel faced problems in application of IT and 34.64% have attended conferences, seminars etc. Hence these facts validate the hypothesis.

Hypothesis-III

"HRD mechanisms are not truly implemented in university libraries of Maharashtra".

The results of the study indicated that the mechanisms of HRD viz, Training and Development, Motivation, Incentives and Rewards, Job Rotation, Promotion, Team Work, Performance Appraisal, Feedback and Counselling, Delegation of Powers and Career Planning and Development are practiced in university libraries but there is an enough scope for improvement in this. From the study it is observed that most of the mechanisms are applied as an administrative part and not deliberately for the development of available human resources. Thus the hypothesis is proved valid.

5.5 Suggestions for HRD in University Libraries

5.5.1 Respondent's suggestions

Summarized suggestions of respondents on HRD are as follows

i) More workshops and training programs be organized for Librarian and section incharge to use more management techniques in library operations.

ii) Establishment of separate HRD cell in university system which will maintain profile or information about every person working in university system. On the basis of the collected information, HRD cell can scientifically apply various mechanism, which can improve the overall output of university library.

iii) Proper motivational channel is the backbone of HRD, satisfied library personnel work to achieve institutions objectives. Hence the system of motivation and rewards/incentives should be developed to encourage library personnel.

iv) Working environment in the library should be healthy. Librarian should communicate with staff regularly and directly.

v) The work of library professionals should be appreciated to motivate better work.
vi) Modification in promotion policy to get more opportunities of promotions to library professionals.

vii) Performance appraisal mechanism should be modified. It is not a routine administrative work, it should be truly implemented in such a way that system can point out potential, lacuna, drawbacks of the library professionals. It should be use to give new responsibility to professional having potential and to depute for training programmes, those having drawbacks, lacunae.

viii) Staff as per the norms and standards be provided to the university library.

ix) Powers should be delegated to concerned person so he can apply his innovative idea for the better output.

x) Orientation programmes should be arrange for library professionals for accepting changes.

5.5.2 Researcher’s suggestions

Suggestions were invited from the respondents and there was overwhelming responses from them, these suggestions have been recorded in the preceding part of this section. However the researcher would like to give his suggestions on the basis of findings of the study for Human Resources Development.

01. Development of HRD climate.

A HRD climate or culture is essential for developing human resources therefore the researcher would like to recommend, following suggestions to develop HRD climate in university library system.

a) Openness or freedom to express one’s idea and opinions.

b) Collaborative attitude or team spirit

c) Trust and confidence

d) Authenticity or co-relation between words and action.

e) Encourage some degree of initiative and risk taking by personnel.

f) Autonomy or certain degree of freedom of action for each individual.

02. HRD cell establishment

As a part of to develop human resources and to better use of available human resources HRD cell should be established in every university with a objectives of
a) To promote innovative policies and practices for creating a culture of involvement/participation, team spirit and self discipline.
b) To provide opportunity for personnel development through on-the-job and off-the-job training.
c) To establish the necessary linkages and contribute to effective manpower planning and training.
d) For effective dissemination of HRD messages.

The above objectives were sought to be achieved by HRD cell by creating mechanism which can foster employee development, training and involvement.

03. Training the trainees

It is widely recognized that maximum development takes place on the job and the immediate in-charge is the biggest influence on their subordinates. Hence the abilities to develop talents, work culture among subordinates should be inculcated in the in-charge.

04. Training

Training, being the most vital tool of HRD, naturally forms the major part of the present HRD activities. In respect of libraries it is observed that library services and functioning are influenced by technological changes, as there is a rapid advancement in the technology. Hence it implies that the staff must be proficient in basic IT skills if they are to perform the tasks for which they are employed.

Therefore the researcher would like to recommend that

a) Periodic on-the-job and off-the-job training be provided to all professionals of these libraries.
b) Induction training i.e. training for newly recruited library personnel should be provided which include introduction with the
   i) The job  ii) Aims and objectives of the library and its services iii) Section heads and colleagues  (iv) Nature of work

c) Further on the basis of findings it is recommended that University Librarian’s should take initiative to organize training programmes for library personnel of
all levels. From the study it is observed that very few job enrichment courses were organized for the professionals below the rank of Assistant Librarian.

05. **Job satisfaction**

From the study it is revealed that user satisfaction and recognition of work are the prime motivating factor for work and from the study it is also observed that 61.42% library personnel are satisfied with present job. Hence in this respect researcher would like to suggest that

a) In addition to the existing rewarding and incentive procedure to the staff, a mechanism of rewarding to library personnel should be developed, which can be based on services to users and recognition of work, e.g. Best employee of the year, Letter of appreciation etc.

b) The existing procedure of the government for one/two advance increment incentive procedure be popularized among the staff to motivate them.

c) Job assigning to library personnel should be on the basis of talent and capacity of person;

d) If a person is empowered to take decisions, it helps to make him more dynamic and innovative therefore the university library system should take necessary steps to empowered library personnel to take decisions on the matter related to their jurisdiction.

e) No status and bureaucratic system are the major reasons behind dissatisfaction with job, therefore the university library being the service organization, bureaucratic approach should be overruled and user friendly atmosphere be developed in these libraries.

06. **Job rotation**

Knowledge and skills of library personnel can be increased by rotating the job or systematically changing responsibilities and on the basis of findings the researcher recommend that

A uniform policy of job rotation be followed in all the university libraries to increase the efficiency of library personnel for all operations and to acquaint them with activities and work carried out in different sections.
Promotion

Promotions motivate personnel to give optimum output, to acquire competencies to perform job. From the study it is observed that only 23.62% library personnel got promotions in service, it indicates that very few promotional opportunities are available in present system.

Information is considered as a commodity, hence library services are considered essential services as that of medical, water supply etc. Library services are never suspended therefore the researcher would like to recommend that

a) The government should consider this special feature of university library services and allow to university system to fill the vacant posts by way of promotions.

b) Regular promotions of library personnel be made as and when higher posts fall vacant.

c) Positions in university libraries be created as per the staffing pattern recommended by UGC and other authorities

Team work/Team spirit

Providing effective library services is a team work and therefore the researcher would like to recommend that

a) Librarian as a leader should inculcate the concept of teamwork amongst the subordinates in following manner.

i) Positive response towards employee needs, aspirations and expectations.

ii) Treating personnel with understanding and dignity.

iii) Welcoming suggestions and constructive criticism from the subordinates.

b) There should be periodic meeting of all library personnel to discuss about problems in day to day working and to find out solutions to overcome the problems.

c) Library management must create conducive environment to improve quality of work and work culture. This is possible only by openness, trust, collaboration and Total Quality Management.
09. **Performance appraisal.**

Performance appraisal is not a routine administrative activity, the objective of it is to identify the drawbacks, potential of the individuals and on the basis of the assessment, formulate the policy how to eliminate drawbacks, lacunae of individual as well as how to use the potential of personnel for the development of institution. Performance appraisal also presupposes feedback of it to concerned person. Keeping this in mind the performance appraisal process should be initiated in university libraries, in this regard researcher suggest:

a) Acquaint personnel with importance of performance appraisal.

b) There should be a reward based objective staff performance appraisal system, where the excellent performers can be rewarded and the poor performers can be developed to their optimum potential.

c) A concrete feedback should be provided to each staff member about their performance. feedback should be as

i. Give critical and supporting feedback.

ii. Discuss with the employee the difference between his self assessment and the assessment by the immediate superior.

iii. Discuss the steps the employee can take for improvement.

iv. Provide support.

10. **Delegation of powers**

a) Decentralization of powers strengthen speedy action, therefore the researcher would like to recommend that on the basis of policy guidelines the powers should be delegated to subordinates so that they will act more responsibly and will by accountable to their work.

b) Involvement of subordinates in institution building/ decision making at appropriate levels and management should give them encouragement to find creative solutions to the problems.

11. **Deputation to courses / Up-gradation of qualification**

a) Liberal policy be followed in respect of deputation to short term/long term courses, conferences and other training programmes as well as for up-gradation of qualification as it ultimately help to improve the library services.
Regarding job enrichment courses the researcher would like to mention that usually these training programmes are meant for the professional staff in the cadre of Assistant Librarian and above and there are very few examples where subordinate staff was deputed for such courses. Further researcher would like to recommend that to update the knowledge of supporting staff regular training to them should be made available, moreover deputation facilities should be made available to the subordinate staff of university libraries, unless deputation is provided there will be least initiative to undergo such training at the own cost.

12. Career planning and development

Make aware new recruit about the how higher positions can be acquired i.e. by promotion or by nomination and opportunities available elsewhere in Library and Information Science profession, so that they will work hard and try to achieve them and also improve their own professional competencies.

5.6 Implication of the Study

Human resources in the libraries are one of the most important constituent of library system, therefore the researcher has conducted in-depth study of HRD. The researcher has also recorded the findings of the study and given the suggestions for HRD in university libraries of Maharashtra.

The researcher has studied the number of mechanisms of HRD which are being popularly used in industrial organizations and these mechanisms can also be implemented in practice in library environment for developing library professionals. Further the researcher is of the opinion that HRD will revolutionized the attitude of the Library and Information Science personnel and ultimately it will help to improve the efficiency of these personnel.

Further this study might contribute to the improvement of university libraries and other libraries in the following way:

1) The HRD model developed by researcher laid down the steps for applying the mechanisms of HRD for developing human resources.
2) The finding of the research regarding the status of IT skills possessed by existing staff will give the directions to the university librarians to take appropriate actions for training the staff.

3) The finding of the study indicates that recognition of work and user satisfaction are the techniques for motivating the staff.

4) The existing method followed by the university libraries in Maharashtra for performance appraisal of the staff has been laid down by the government as per the government resolutions. However the findings of the study reveals that the majority of the staff of these university is not fully aware about the appraisal method therefore there is a need for counseling them. This will ultimately help to improve the efficiency of staff.

5) The findings of the study reveals that majority of LIS professionals feel that job rotation is one of the tool of continuous learning therefore the researcher recommend that time bound job rotation programme can be implemented in these university libraries.

6) The findings of the study regarding deputation to training / job enrichment courses indicates, there are very few opportunities available for LIS personnel, therefore
   a) Liberal deputation policy to training programmes be implemented.
   b) Additional in house training facilities be provided particularly to subordinate staff.

5.7 Directions for Future Research

Research has its own limitations, but under wider connotation of HRD there is a wide scope for further research in this area. Research avenues as identified by the researcher are as follows

1) Human resource development of library personnel in the perspective of Information Technology of other states and union territories of India.

2) Human resource development in special libraries and information centers.

3) Comparative study of HRD practices in university libraries and special libraries and information centers.
4) Critical study of outcomes of HRD practices in university libraries and other libraries.

5) The concept of HRD has wider scope, further study can be carried out by breaking down HRD mechanisms in smaller areas and detailed study of each mechanism is possible.

5.8 By-Products of the Study

As a result of this study two by-products have been generated a) A model plan for implementing HRD mechanisms in libraries and information centers and b) List of training programmes organized by various national institutions and associations for LIS professionals in India. These by-products are enclosed as appendices B and C respectively.