7.1 Introduction

The main objective of the study is to determine the size and structure of manpower in the university libraries of Kerala and by assessing the quantum of work involved in different sections of the libraries examine the manpower utilization pattern in them. It also aims to assess the extent of job satisfaction of the professionals working in the university libraries and evolve a method of forecasting the manpower requirements which can be used both at the manual and automated environments. These objectives have been fulfilled and the observations are presented in chapter 4, 5 and 6. This chapter contains the major findings of the study, suggestions made for the optimum utilization of manpower in the university libraries and possible topics of study in the related areas.

7.2 Major Findings

7.2.1 Organization of university libraries

1. The library system of each university consists of the central library, departmental libraries, study centre libraries and one Engineering College library each for the general universities like University of Kerala (KU), University of Calicut (CU) and M G University (MGU). Among the universities of special nature, the Cochin University of Science and Technology (CUSAT) has the central library, departmental libraries and an Engineering College library and the Kerala Agricultural University (KAU) has central library and constituent college libraries.

The University Librarian is responsible for the day to day management of the library. All the libraries have Library Committees which are advisory in nature. The Committee is expected to guide the University Librarian on policy matters related to the library. The structure and functions of the library committees of all universities are almost the same except the difference in the number of members.
The Committees of KUL and CUL are not functional now, but others meet at least once in a year.

All libraries follow the functional pattern of organization. The libraries do not have a written policy for collection development. The importance given to user education is less. But KAUL has an established mechanism to make the students information literate as part of the curriculum. There is no prescribed human resource management policy or manpower development policy for the five university libraries studied.

There is a gap of two to twenty six years between the establishment of the university and the respective libraries. This gap of twenty six years is in the case of KAU. There is not much disparity in the number of working days among the first four libraries which ranges from 340 – 345 except KAUL which remains open for an average of 280 days. On an average, CUL works for the maximum hours in a year followed by KUL.

### 7.2.2 Document resources

2. KUL, the oldest, has the largest collection of books, back volumes of journals and theses/dissertations. CUSAT Library (CUSATL) has the largest collection of patents, which no other library can boast of. CUSAT Library, M G University Library (MGUL) and KAUL are in the process of building up CD/DVD collections. No library was found to possess a report collection, in spite of its growing importance. No library possesses a manuscript collection. Only KAUL central library, the youngest of all, has audio and video collections.

### 7.2.3 Membership

3. The membership of KUL far exceeds the collective strength of all the other four libraries. The graduate students, staff, public and institutions account for 64.32 percent of the total membership of the KUL. There are no members from the category of the general public in the MGUL and KAUL.
7.2.4 Equipment

4. CUL has the highest number of computers, followed by MGUL. KAUL tops others in the number of printers, followed by CUSATL. While KUL possesses a microfilm reader-cum-printer, CUSATL has a microfilm reader only. CUSATL has a CD Tower while MGUL has a multifunction machine which is used extensively for copying purposes. KAUL is equipped with Fax and all audio-visual equipment like OHP, TV, DVD Player, CCTV and LCD Projector.

7.2.5 Budget allocation

5. In the seven years from 1998 – 99 to 2004 – 05, the expenditure on staff by KUL varies from 63 percent of the total budget in 2002-03 to nearly 84 percent in 2000-01. CUL shows the widest variation from 20.57 percent in 1999-00 to 74.96 percent in 2004-05. CUSATL registers a somewhat steady growth from 30.05 in 1999-00 to 48.4 percent in 2002-03. MGUL also records a fair balance of about 50 percent all through the years with occasional ups and downs. KAUL, on the other hand, has the highest share for salaries ranging from 64.25 percent of the total budget to 88.24 in 1999-00. It is quite paradoxical that KAUL, the youngest library, has got the maximum percentage allocation for salaries. CUSATL consistently spends the highest percentage of the budget for books, periodicals and equipment followed by MGUL. A marked increase in salaries is seen in 1999-00 and 2000-01 over the previous years in all the libraries except MGUL whereas 2001-02 saw a decline. A decline in the allocation for books, periodicals and equipment can be seen in 2004-05 in all libraries.

In KUL, the average salary almost doubles in 1999-00 which can be attributed to the increase in salary and payment of arrears consequent on the implementation the recommendations of the State Pay Commission. During that year the increase in average salary is seen in CUL, CUSATL also. A dramatic increase in salary can be seen in all libraries except MGUL in 2000-01. The average salary stabilizes in all libraries from 2001-02. While the average salary allocation doubled in CUSATL, the increase is only 32.2 percent in MGUL in seven years. The increase in KUL, CUL and KAUL range from 64.7 to 72.05.
7.2.6 Services

6. Services provided by all libraries are loan of books, photocopying, online search, CD-ROM search, and Internet search. No library issues either bound volumes or loose issues of periodicals. Translation service also is not attempted by any Library. While indexing service is provided by three libraries abstracting, in a limited sense, is done by only two. Only CUSAT library provides information consolidation service. CUSATL and MGUL render SDI service to a limited extent. While CUSATL offers 11 services, KUL provides 10 and CUL only 5. The thrust on documentation services is very less, in spite of the existence of separate sections for the purpose in two libraries.

7.2.7 Quantum of output in different sections

7. Kerala University Library is found to select, order and receive more books. While CUL selects a large number of books, the percentage of books received by them is comparatively less. In the case of annual addition also Kerala University occupies the first position followed by KAUL and CUL.

8. The average number of books classified and catalogued in the last five years is much more than the average addition in a year indicating an all out effort to clear the backlog in the case of CUL and KAUL. In KUL, CUSATL and MGUL the average number of documents processed is in conformity with the average annual addition.

9. As far as the Maintenance Section is concerned, the volume of output is very high in KUL, compared to others. The correlation with the total book collection, membership of the library with the volume of work in the Maintenance Section shows a positive correlation in KUL, CUL and CUSATL but this relation is disproportionately high in the MGUL, may be due to the integration of Maintenance and Reference Sections.

10. In the case of issue, return, renewal, reservation and all other routines in the Circulation Section, KUL is much ahead of other libraries. The daily issue of books is about six times that of CUL and MGUL and more than seven times that of CUSATL. This difference is visible in all routines of the Section.
11. All the libraries get periodicals both by subscription and gift. The fact is that all the subject journals are subscribed to while quite a number of popular periodicals, except the more established ones, are received gratis. There is no uniform practice of ordering periodicals in the library. Only CUSAT Library does all the subscriptions directly. All others resort to the dual methods i.e. directly as well as through agents.

The number of newspapers available in the university libraries range from 5 to 22 with KUL occupying the first position followed by CUL and MGUL with second and third positions. In the case of popular periodicals and Indian subject journals also KUL ranks first. But when it comes to foreign periodicals, MGUL tops, followed by CUSATL. It can also be seen that MGUL subscribes to 19 secondary periodicals and KUL has only 17. CUL lags behind as far as secondary journals are concerned. The number of issues of newspapers and periodicals received in a year varies from 12388 in the KUL to 4259 in the KAUL. Similarly the number of reminders sent in a year range from 450 to 200. Except KAUL, all others have access to e-journals, being members of the INFLIBNET e-journal consortium. But the journals have to be accessed through the IT Sections.

12. Kerala University Library has the biggest reference collection followed by CUSATL. In the MGUL there is no separate Reference Section, but the collection forms part of the Maintenance Section. In all the university libraries there are textbook collections also forming part of reference collection. KUL tops the list of libraries in terms of the ready reference queries attended, the volumes consulted, reshelving and other services.

13. Only KUL and MGUL are having separate Documentation sections. Of these two, only KUL does the routine indexing work, mainly to bring out the quarterly indexing periodical Kerala Index. But CUSATL attempts e-mail alerts, though at a limited scale. The major work of the Documentation Section of MGUL is building up of a reprint collection – a collection of reprints requested by the users at an average rate of about 1200 items per year. No library offers CAS or SDI service on a regular basis.
14. As is the practice in the country, university libraries in Kerala also have separate IT/Computer Sections. But MGUL has a combined Documentation and Information Technology Section. All the libraries offer Internet search facility, online search facility, Infonet service, print out service, file copying facility etc. All libraries except CUL provide CD-ROM search facility also. The use of Internet search, online search and Infonet is very high in the CUSATL and MGUL when compared to KUL and CUL which are more traditional in nature. In terms of the number of pages of print outs and files copied MGUL is much ahead of CUSATL and others, though there is no separate IT Section.

15. KUL has three sections which are unique to it. They are Kerala Studies, Research and U. N. and World Bank Publications Sections. Kerala Studies is an area collection which functions like a separate Reference Section on documents related to Kerala. Research section looks after the administrative work of about 250 full time and 150 part time research scholars of the University of Kerala. UN & World Bank Collection is used by about 7000 readers in a year. The Union Catalogue Section of MGUL is charged with the responsibility of compiling a union catalogue of all documents available in the entire library system. The work is being carried out by outsourcing.

7.2.8 Manpower in the university libraries

16. In the university libraries of Kerala, there are four grades of professional staff such as University Librarian, Deputy Librarian, Assistant Librarian and the Professional Assistants. The category of semi-professionals or para-professionals is conspicuous by its absence. In addition to the administrative staff, there is the class IV category. The five universities follow the same pattern as far as staff grades are concerned, though there is slight difference in the designations at the junior level. Even for those who belong to the UGC category, UGC stipulations are applicable only for placements and state/university rules are followed for other service conditions like retirement age, pension etc.

17. Though there is considerable difference in the volume of procurement of documents, the number of professionals in the Acquisition Section is the same in both KUL and CUL. While KUL, CUL, CUSATL and MGUL have only permanent
staff among professionals, KAUCL has one apprentice also in the Section. One noteworthy feature is that the professional staff in the KAUCL in the Acquisition has to attend to the work of the Technical Section also. Only CUL has a permanent non-professional staff.

18. As far as Technical Section is concerned, KUL has the biggest contingent of professional staff, followed by CUL. Only CUSATL has non-professional staff. Even though physical processing, a routine job, is done in the Technical Section KUL, CUL and MGUL do not have non-professionals.

19. In the Maintenance Section, KUL has 8 professionals and 2 non-professionals, followed by CUL with 4 professionals and 2 non-professionals. MGUL has 5 professionals alone both for Maintenance Section and reference work in the absence of a separate Reference Section.

20. The Circulation Section of all the libraries, except KAUL, work in two shifts and therefore the working time of the charging counter is more, compared to other sections. KUL leads with a total professional staff of 7 and 3 non-professionals. CUL manages the Section without a single non-professional though there is considerable non-professional work.

21. In all the libraries, except KAUL, the Periodicals Section works in two shifts. KUL with the largest periodicals collection has 5 professional staff and 1 non-professional. MGUL with the second biggest collection has 3 professionals and CUL with less than half the number of periodicals of MGUL also has 3 professionals. The number of periodicals subscribed to in the library does not have any relation with the size of the staff in the university libraries.

22. KUL with the biggest reference and text book collection has fewer professionals in the Reference Section compared to the volume of work. There is no direct relationship with the volume of work in the Reference Section and the staff members.
23. CUL, MGUL and KAUCL have no separate Documentation Section. While CUL and KAUCL do not attempt any documentation work, MGUL builds up a reprint collection which is quite unique among university libraries.

24. The IT Sections in libraries have gained importance in terms of the number of staff in them. KUL and CUL have 6 professionals each in the Section. Only CUSATL has two i.e. the Information Scientist and a temporary staff. There are 7 professionals in the MGUL mainly because it combines in itself the activities of the Documentation Section also. KAUL has no separate staff for the purpose.

25. In the KUL an Assistant Registrar is charge of the Administrative Section, whereas all other libraries have Section Officers. While KUL has 3 Assistants, all others have 2 each. There is no uniformity in the number of typists. In the case of Class IV staff, Kerala University takes the lead with 5 including library cleaners and sweepers. Other categories include Security Officer and Guards, Artist and Photostat Operator.

26. Kerala Studies, one of the prestigious Sections of KUL has 3 professionals, of which one is in the grade of the Assistant Librarian who serves as the Head of the Section. Research Section of KUL has one Head of the Section in the grade of Assistant Librarian and one Professional Assistant. UN & World Bank Section, another unique feature of KUL, is manned by one Assistant Librarian and a temporary professional. Union Catalogue Section of MGUL, concerned with the development of a machine-readable catalogue of documents, has one Assistant Librarian as Section Head and one Library Assistant.

27. As far as Supervisory staff is concerned, only two libraries, CUL and CUSATL, are having university librarians and the other three are headed by the Senior-most Deputy Librarian/Assistant Librarian at the time of study. Kerala University is functioning without a university librarian right from 1990 and is looked after by the Deputy Librarian—in-charge. KAUL also is controlled by the Senior-most Assistant Librarian.

28. The analysis of the total professional staff in the libraries shows that KUL, naturally, has the largest contingent of professionals because of its sheer
size followed by CUL. If professionals in the grade of Assistant Librarians and above are treated as professional seniors, the percentage of professional juniors is slightly bigger than that of professional seniors in all libraries except CUSATL. This general trend is visible when the total number of professional staff in all libraries is taken together.

Both KUL and CUSATL have more than one third of the posts lying vacant. While KAUL has one fourth of the posts vacant, the corresponding figure for MGUL is one fifth. In total, more than one fourth of the total positions (26.8%) are lying vacant.

The absence of non-professionals is more glaring in the KUL where more than 70 percent of the posts are lying vacant. While there is gap in the CUSATL (35.71%) and MGUL (38.46%), there is no non-professional at all in the KAUL. CUL is the only library with all the posts filled up.

29. While KUL and KAUL have not made any fresh posting of professionals during the period 2000 – 05, CUL, CUSATL and MGUL have made appointments in the range of 10 –12 persons. But fresh posting or allocation of non-professionals has not been made except by CUSATL.

7.2.9 Output analysis using staff formula of the UGC Committee

30. The estimate of professionals based on Staff formula indicated that only 1 professional staff is required in the Acquisition Section of KUL in the place of the present 3. CUL, CUSATL, MGUL, and KAUL also need one each instead of the 3, 2, 2 and 0.5 incumbents. Only KAUL is found to have less staff than required.

31. Based on the study, the technical sections of the university libraries have 6, 4, 2, 2, 0.5 persons in the place of 2,1,1,1 and 1 respectively. The gap is wider in CUL with a percentage difference of 300. KUL comes next in terms of the gap with 200 % more staff. Only KAUL has less staff than required.
32. All libraries seem to have excess professional staff in the Maintenance Section, the percentage difference ranging from 33.33 in the KUL to 250 in the CUL. The number of professionals seems to be more because of the present practice of employing professionals full time in the two shifts, though the most of the work in the section is of non-professional nature.

33. As far as Circulation Section is concerned KUL has 7 staff members - largest number among the libraries -- including the Section head. While the Section head and other Assistant Librarians work from 10 a.m. to 5 p.m., others work in two shifts. This library has 133.33 percent more staff than the estimate arrived at using the staff formula. Only CUSATL has the optimum number of staff as required according to the formula while KAUCL needs more.

34. As per the estimate, no university library needs more than one staff in the Periodicals Section. KUL with 5 staff members has the highest percentage difference of 400 followed by CUL and MGUL. Only KAUL has the optimum number of staff as required. As far as Kerala and Calicut University libraries are concerned, there is historical reason for more staff. During 1970s, KUL and CUL had more than 1000 and 700 journals respectively. Though the subscriptions have come down drastically owing to the spiralling cost of periodicals, the number of staff remains the same.

35. The total number of visitors to the Reference Section indicated by the libraries includes all those who come to the Section for making use of the textbook facilities also. From this angle, KUL has less staff than required to the extent of -20 percent. CUL has the optimum number of staff, but CUSATL has double the number. No Section was found to conduct user education program.

36. Taking into consideration the average annual output, the present staff strength of the Documentation and Information Section of KUL appears to be 50 percent more than the estimation. KUL had brought out many bibliographies which were highly appreciated but has not published any in the last 5 years. Had such bibliographies been brought out, the number of items indexed or abstracted would have justified the present strength of manpower in the Section. CUSATL carries
out SDI service to a limited extent and that is the reason why the 1 staff member available at present is justified. MGUL does the indexing of reprint collection and therefore justifies a post of a professional. But since Documentation Section and IT Section are clubbed together, the manpower available is considered as part of the Information Technology Section.

37. The staff formula is silent on the manpower for the IT since IT applications were not there at the time of its formulation. In the absence of a standard for manpower estimation, it is presumed that at least 1 professional is required to guide users in information search in each shift of the Library. At this rate, KUL and MGUL have 133.33 percent more staff than required. While CUL has 33.33 percent more staff, CUSATL has 33.33 percent less.

38. As far as other sections are concerned, Kerala Studies of KUL which works for two shifts at present has 3 professionals. This is quite justified because the services of at least one professional are required in each shift, in addition to the Head of the Section who works from 10 am to 5 pm.

The Research Section which works from 10 am to 5 pm has two staff members at present including the Head. Considering the fact that this section involves much administrative work concerned with the research scholars and the services to be provided to the users in the use of theses and back volumes of periodicals, two staff members including the Head of the Section is a must. But one professional with a non-professional can handle the work considering the clerical nature of the work.

The UN & World Bank Section which offers the services for seven hours needs the services of only one full time professional. Since the publications need proper arrangement and physical processing, the services of one skilled staff or an apprentice or a trainee would also be required.

Union Catalogue Section of MGUL needs the services of only two professionals to supervise the activities of the catalogue preparation taking place at different locations of the component libraries since the entire work is outsourced.
39. A generalization that can be drawn from the analysis of manpower is that in the case of all university libraries while there is more manpower in the Sections concerned with behind the screen operations like Acquisition, Technical Processing, Documentation, Periodicals and of late IT Section too, the staff provided in service points, especially Reference Section is less strongly suggesting a redeployment.

40. The norms followed for the estimation of staff in the Administration Section are those followed in the Administrative Office of the University. It is obvious that there is no standard pattern for deciding the number of staff in the Administration Section. Also there is no policy in the deployment of unskilled staff. Correlation of the number of non-professionals based on the formula of the UGC Committee with the existing staff of the same category shows that there is a shortage of unskilled staff in all the libraries. The gap is more in KUL and less in CUL. Even if all the vacant posts of unskilled staff are filled up, the gap between the estimated number and the total number would persist. In the absence of unskilled staff, libraries have started outsourcing the routine jobs like cleaning. The practice of getting the job done by people on daily wages is also catching up.

7.2.10 Activity Time Schedule Manpower Model

41. An Activity Time Schedule Manpower (ATSM) Model was developed as part of the study to estimate the professional and non-professional manpower in the manual and computerized environments. The Staff formula approved by the UGC Committee is applicable to certain Sections alone and is incapable of estimating the manpower in a computerized environment. Since the ASTM Model is based on the average time for each routine, it can be applied in any environment which emerges.

Using this model the study comes to the conclusion that KUL, CUL, CUSATL, MGUL and KAUL require total manpower strength of 56, 23, 23, 31 and 16 respectively. The ratio of professional and non-professional staff is found to be 1:1. The non-professional staff includes both skilled and unskilled staff envisaged by the UGC Committee. The number of non-professionals excludes the
supervisory, clerical, Class IV and security staff who form part of the Administration Section, the strength of whom is determined by the norms of the parent university.

In the computerized environment, the number of professional staff arrived at through the ATSM Model is in the order of 45, 22, 22, 27 and 15 in KUL, CUL, CUSATL, MGUL and KAUL respectively. The reduction in staff due to automation is to the tune of 11 in the KUL and 4 in MGUL, but there is a variation of only one each in CUL, CUSATL and KUCL. This finding shows that in an automated environment substantial reduction is experienced in the number of staff, only if the volume of routine work is high. Thus, the premise that IT applications would lead to the reduction of professional manpower is not found to be true. The change takes place mostly in the case of non-professionals. The comparison of the number of professionals obtained through the Staff Formula of the UGC Committee with those arrived at through the ATSM Model shows that the latter is marginally higher in KUL and MGUL but less in CUL, CUSATL and KAUL.

The comparison of the number of non-professionals – semi-professionals and unskilled as envisaged by the UGC Committee – arrived at through the formula and the ATSM Model shows sizeable difference in all libraries. The estimation according to the staff formula is high in all cases. It is observed in the analysis of routines that the unskilled are more needed in the maintenance, circulation and periodicals sections. All other sections need only semi-professionals. In the context of outsourcing the routine and repetitive jobs like cleaning of shelves and overall cleaning of the library, the figures arrived at through the ATSM Model is more realistic.

The application of the UGC Committee Formula and the ATSM Model for the estimation of professional showed that there is more professional staff in all the universities than presently required. At the same time, there is shortage of semi-professionals or para-professionals who are capable of carrying out skilled jobs like ordering documents, accessioning, bill passing, issue and return of documents, ordering periodicals, recording the receipt of periodicals etc. In their absence, even the routine jobs are carried out by the professionals resulting in the underutilization of their skills. The presence of more professionals in the Sections
of the five libraries is mainly due to this anomaly. This makes it imperative to employ more skilled manpower as is being practised in western countries so that the valuable time of professionals can be utilized for more creative information services which are in great demand.

7.2.11 Job Satisfaction of the professionals

7.2.11.1 Index of attitude to the employer

42. The opinion about the leadership and vision of the university authorities and the career prospects with the same employer varies from university to university. The value given by the professionals of MGUL, where the staff is also young, for the leadership and visionary role is less compared to their counterparts in other libraries. While the staff of CUSATL has a higher perception about the leadership role of the university, those in the Calicut University give a comparatively low value to this role. The highest average value for the three factors combined is recorded by the KAUL staff and lowest value by those in the MG University. The average index of attitude shows that the variation among the universities is statistically significant.

43. The analysis on the basis of designation shows that the mean value obtained range from 0.6362 for Technical Assistant/Professional Assistant Gr.2 category to 0.7617 for University Librarians. The total mean value is 0. 6546 indicating a positive attitude to the employer among professionals of all designations.

44. In the case of the UGC category, the mean value in all the three aspects – opinion about leadership, vision and career does not vary from that of the non-UGC category as is evident from the fact that the mean value range from 0.6340 to 0.7083, indicating the positive response. Contrary to expectation, the mean value of the non-UGC category is slightly higher than the other group.

45. The mean values of the indexes for males and females indicate more or less the same trend showing that there is no appreciable difference in the job satisfaction level of males and females.
46. The average index of attitude of all age groups is above 0.6 which is on the positive side. The younger people have a relatively high opinion of the vision of the university authorities, but they are not so confident about their career prospects with the same employer. However, the aggregate mean score of 0.6546 indicates a positive disposition. The average index of attitude is not statistically significant among different age groups.

47. The average indexes of the BLiSc degree holders and those who possess higher qualifications are not much different. The comparison of the values shows that those who possess BLiSc have a slightly more positive approach than the other group, which contradicts some earlier studies. The difference is not statistically significant in the case of all the three variables taken.

48. No increasing or decreasing trend with age is visible. A remarkable feature is that those above 30 years assign a higher value to all the three variables, all above 0.7. No particular group has a very high opinion on any of the three variables. The lowest mean value is assigned to leadership and highest to career. There is no statistically significant variation in any of the three variables – leadership, vision and career – analyzed.

7.2.11.2 Factors related to job satisfaction

49. Analysis on the basis of university shows that out of the four factors considered – salary and security, professional recognition, interpersonal relations and work environment – the values given for the first three are higher than 0.5 indicating a positive attitude. The mean index value for security and salary is highest in KAUL followed by CUSATL. As far as professional recognition is concerned, the highest index value is registered by KAUL and the lowest by CUL. These two libraries show the same trend in interpersonal relations and work environment also. CUL registers the lowest mean value in all variables except job security and salary and KAUL tops in all. Of the four factors, only interpersonal relations in CUL gets a value less than 0.5 which is definitely on the negative side indicating the need for adopting measures to improve the same by the management. The mean index is highest in job security and salary in all libraries.
The rank order for aggregate job satisfaction is KAUL, CUSATL, MGUL, KUL and CUL which shows that job satisfaction is more in Kerala Agricultural University and less in Calicut University. The difference among the five universities is statistically significant in all the four variables studied. The aggregate job satisfaction index also shows the significant variation.

50. As far as security and salary is concerned, the index value shows a decreasing trend from university librarian to Professional Assistant Grade 1, with the exception of the junior librarian. This shows that those who are at the top are more satisfied with the security and salary. The aggregate job satisfaction index also shows a declining trend as one moves down the hierarchy with the exception of Assistant Librarians. A positive disposition is visible among all the different designations in all the factors studied. In spite of this, the differences among various designations are not found to be statistically significant in the four variables analyzed.

51. Contrary to the preliminary assumption, there is no appreciable difference between the indexes relating to the four factors between the UGC and non-UGC categories of professionals. There is only slight difference between the aggregate job satisfaction indexes also. The highest difference is in index of interpersonal relations. The professionals in the UGC stream seem to have more satisfaction with respect to interpersonal relations. Statistically also, the difference between the two groups is not significant.

52. The gender wise indexes relating to the four variables are more or less same indicating that there is not much difference in the job satisfaction between the two genders.

53. The aggregate job satisfaction index shows an upward trend up to the age group 40-45 after which it declines indicating that job satisfaction increases up to the middle of forties, but declines afterwards. Statistical testing indicates that the variation among different groups is significant only in the case of work environment.
54. The attempt to correlate salary and job satisfaction shows that the index values related to all the four factors suddenly increase as the basic pay rises above Rs. 11000 and the trend continues for the next slab of Rs. 13000-15000. But then the index values come down in the next two slabs except in the case of security and salary. The finding is that the satisfaction with salary is average at the lower level, then increases from the slab of Rs.11000 and declines after a certain stage. This fact clearly substantiates the view of Herzberg that while hygiene factors like pay, supervision, working conditions etc. will lead to elimination of dissatisfaction, in the absence of motivating factors, the same group may develop dissatisfaction. But the variation is not statistically significant among the groups with respect to the four factors.

55. The mean values with respect to all the four factors are less for those who possess MLISc and higher degrees indicating that the professionals with higher qualifications are not as satisfied as their counterparts with lesser qualification. However the difference in values is not substantial.

56. The analysis on the basis of experience shows that aggregate job satisfaction index does not vary much among the different groups with varying experience. One significant finding is the higher values given by those who have less than 5 years experience and more than 30 years. But since the number of respondents in each group is less, it cannot be taken as very much representative.

7.2.12 Overall rating of job satisfaction

57. As far as overall rating of job satisfaction is concerned, there is variation in the response rate of the professionals from different universities. While more than half from KUL considered the job satisfaction as good, only one third from CUL subscribed to this view. CUSATL records the highest satisfaction level. More than two third of the staff consider the satisfaction as either good or excellent. This finding corroborates the earlier observation that among the universities, the job satisfaction is low in CUL. In spite of this difference in rating, there is an amazing regularity in the percentage of personnel among universities who consider the job satisfaction as either average or good when they are taken together indicating a medium level of satisfaction for the majority.
58. While no senior professional in the post of University Librarian or Deputy Librarian consider the level of job satisfaction as poor or fair, the percentage of people with this opinion increases, though marginally, as they go down in the hierarchy. But excluding the Library Assistants/Professional Assistants Grade 2, more than half of all other groups consider the satisfaction as good or excellent. The total also shows that about 54 percent consider the overall ranking as either good or excellent.

59. There is nobody who considers the job satisfaction as poor or fair among the UGC category and the percentage of those who treat the satisfaction as either good or excellent is 51.3. On the other hand, though about 12 percent of the non-UGC category gives the rating either as poor or fair, 54.5 percent rate it as either good or excellent. In fact, the share of those who rate the job satisfaction in the positive side is more among non-UGC category which is contrary to the earlier premise.

60. While the percentage of males who consider the satisfaction as either good or excellent is 49, the corresponding figure among females is 58.5 showing that more females are satisfied than males. Similarly, the percentage of females who give the overall rating as poor or fair also is less, compared to males.

61. The overall satisfaction rate is found to increase with age. More than 50 percent of professionals in the age of above 35 consider the level of satisfaction as either good or excellent. The average of the total also shows that those who rate the job satisfaction either as good or excellent are above 54 percent.

62. As the qualification goes up, the overall satisfaction level is found to come down showing an inverse relationship between the two. Similarly, the percentage of professionals who consider the satisfaction level as poor increases as the qualification goes up.

63. It is found that the percent of people who consider the satisfaction as poor or fair comes down and the percent of those who consider it as average or good goes up as experience increases. Half of the people belonging to the age group treat it as excellent. In other words, experience definitely makes a change in
the outlook of professionals but the difference in percentages of the two groups is very narrow.

7.2.13 Desire to stay with the library

64. There is only a minority with 'no desire' or 'weak desire' to continue in the libraries where they work. This is true of all the five libraries. While professionals with 'no desire' or 'weak desire' constitute only about 12 percent in CUL, there is nobody in KAUL with this opinion. All people in the KAUL have 'moderate' or 'strong desire' to stay back. This is followed by M G University. On an average, more than 85 percent have moderate to strong desire to continue to work in the same library.

65. The desire to continue to work in the library increases as one moves up in the hierarchy. The average of the total also shows that more than 85 percent have a 'moderate' to 'strong desire' to stay back.

66. Compared to the UGC category, there is only a slight increase in the percentages of the non-UGC professionals who have 'no desire' or 'weak desire' to work in the same library. But, the percentage of non-UGC category that has 'moderate' or 'strong desire' to stay back is slightly more than the UGC category. This indicates that there is not much of difference between the two categories in this respect.

67. Contrary to the opinion regarding overall job satisfaction, more males (86.2 %) prefer to stay back in the place of 84 percent of females. However, the percentage of females with a 'strong desire' to work in the same library is more than males.

68. The percentage of professionals who have 'moderate' or 'strong desire', taken together, is almost the same among all age groups starting from 35 – 40.

69. There is virtually no difference in the desire to continue in the library between BLISc and MLISc degree holders. But the MPhil and Ph D holders seem to think slightly differently because among them the percentage of those who have
'no' or 'weak desire' is more and those with a 'strong desire' to remain is lower, compared to the other groups.

70. As experience increases, the percentage of professionals with 'no' or 'moderate desire' decreases. Similarly, the percentage of people with 'moderate' or 'strong desire' increases with experience thus indicating a direct relationship between the experience and desire to stay back.

71. The frequency of sending applications for new jobs is considered to be a sign of lack of satisfaction with the job. The attempt to assess the extent of applying for other jobs by the professionals led to the following findings. Females send applications for jobs less frequently than males. On an average about three fourth of the professionals are not interested in sending applications regularly. There is not much of a difference between the BLISc and MLISc degree holders in applying for jobs elsewhere. But there is considerable difference between the MLISc degree holders and those with higher degrees. The latter apply for jobs more frequently than the former.

7.2.14 Reasons of applying for jobs elsewhere

72. Poor promotion prospects, lack of job satisfaction and poor working conditions occupy the first, second and fourth positions in the list of reasons ascribed by the respondents. The third position goes to a host of other factors taken together.

7.2.15 Participation in continuing education programmes

73. There is wide variation among professionals of the five universities in the participation of programmes meant for continued professional development. While more than 90 percent of the staff members of the CUSATL and KAUL and more than 85 percent of the professionals of MGUL have participated in them, KUL and CUL lag behind in encouraging people to attend them. It is clear that staff members of universities which regularly arrange or host professional development programmes attend them frequently. Participation in such events is more among
senior professionals. It is also revealed that the younger generation is more interested in attending them than their predecessors. The incidence of participation is more among the UGC category. Still more than 12 percent are yet to take part in such events. Males partake in such programmes more than the females, though the difference in percentage between them is not so big. The share of people who have attended programmes increases with experience. But there are about 42 percent of professionals who have not attended any such programmes in spite of an experience of more than 10 years.

7.3 Verification of hypotheses

The study started with four hypotheses. The first one is that the existing staff size and structure in the university libraries in Kerala do not conform to any national and/or global manpower standards. Section 5.2 of Chapter 5 deals with the structure and classification of professional staff of universities suggested by the UGC Committee and the pattern followed in the Universities of Kerala. A category of staff called Semi-professionals is not at all present in any of the libraries. The UGC guideline which acts as a norm is followed in the case of qualification and salary of the senior staff alone who constitute a minority.

The size and structure of the manpower was correlated with the existing staff pattern in each of the sections of the five university libraries. The results are presented in Section 5.3 of Chapter 5. The norm prescribed by the Committee was not found to be followed in any of the sections in any University Library. The interview with the Head of Librarians also revealed that the appointments to the entry posts are made based on the number of sanctioned posts calculated earlier arbitrarily without taking into consideration any norm. Since it was found that no other norm is adopted in the calculation of posts and appointments further correlations were not attempted. Thus, the findings of the study support the first hypothesis.

Section 5.3 which correlates the prevailing staff strength with the desirable strength suggested by the UGC Committee shows that the number of professional staff in most of the sections is more than the recommended level. Only in the
Technical and Circulation Sections of KAUL (Section 5.3.2 and 5.3.4), Reference section of KUL (Section 5.3.6) Documentation Section of MGUL (Section 5.3.7) and IT Section of CUSATL (Section 5.3.8), there is less staff than prescribed by the Committee. Circulation Section of CUSATL and MGUL (Section 5.3.4), Reference Section of CUL and KAUL (5.3.6) and Documentation of CUSAT (Section 5.3.7) have the optimum number of staff. The correlation of the strength of existing professionals with the number arrived at using the manpower model also testifies this.

At the same time there is no non-professional skilled staff and the number of unskilled non-professionals is very much less than recommended by the Ranganathan Committee and the number obtained by the application of ATSM Model. This indicates that even the non-professional routine jobs in the sections are done by professionals. CUL, CUSATL and MGUL have computerized many of the routines and KUL and KAUL have partially done it and this automation renders even the manpower recommended by the Committee surplus. These findings validate the hypothesis that the library professionals in university libraries are under-utilized.

The job satisfaction of professionals was studied from a number of viewpoints — attitude towards the university, analysis of the factors that lead to job satisfaction, opinion regarding the overall job satisfaction, opinion about the desire to stay with the library and frequency of applying for jobs elsewhere. The results of the analysis are presented in Sections 6.3, 6.4, 6.5, 6.6 and 6.7. The average indexes of the attitude towards the university and the library manifested in the attitude towards the library’s leadership and parental role, vision-oriented role and attitude towards the career of employees are above 0.5 range between 0.7617 and 0.6362 (Table 6.14) which indicate a positive disposition of the employees irrespective of the designation. Except a few, the mean value related to factors show the positive value of above 0.5 indicating job satisfaction in general. But the mean value is in the range of 0.5700 to 0.6534 (Table 6.23) which shows that the rate of satisfaction is not so high and just borders the mid-range. The figures dealing with the overall job satisfaction (Section 6.5) also supports the fact that
almost all have a positive view regarding satisfaction. Therefore, the hypothesis that the level of job satisfaction is very low among professionals of university libraries is refuted.

The study shows that the opinion about the leadership and vision of the university authorities and the career prospects with the same employer varies from university to university. The average index of attitude shows that the variation among the universities is statistically significant (Section 6.3.1.1). The analysis of the four variables associated with job satisfaction also shows that the difference among the five universities is statistically significant (Section 6.4.1).

Irrespective of the designation, all staff members have a positive disposition towards the attitude of the university authorities (Section 6.3.1.2 and 6.4.2). This indicates that difference in designation does not have any influence on job satisfaction.

As far as the factors relating to job satisfaction, there is no appreciable difference between the indexes between the UGC and non-UGC categories of professionals showing absence of influence of category on job satisfaction (Section 6.3.1.3 and 6.4.3). Similarly, the findings in Sections 6.3.1.4 and 6.4.4 also do not indicate any difference in the perception between males and females about job satisfaction proving that the gender difference does not have influence in the level of satisfaction.

The attitudinal analysis of the professionals shows that the positive attitude is more up to the age of 30, after which it declines. However, the average index of attitude is not statistically significant among different age groups (Section 6.3.1.5). In the case of factors of job satisfaction also the index value increases up to the middle of forties, but declines afterwards (6.4.5). Therefore, it can be stated that age has some influence on job satisfaction.

The correlation between salary and job satisfaction shows that the index values related to all the four factors suddenly increase as the basic pay rises above Rs. 11000. The trend continues for the next slab of Rs. 13000 --15000 also
but then the values come down in the next two slabs (Section 6.4.6). Salary, therefore, has a bearing on job satisfaction, but need not be positive consistently.

The average indexes of the BLISc degree holders and those who possess higher qualifications are not much different as far as attitude towards the employer is concerned. Though the professionals with higher qualifications are not as satisfied as their counterparts with lesser qualification, the differences in the index values are not statistically significant to conclude that difference in qualification has a positive or negative influence on job satisfaction (Section 6.4.7). Neither in the attitudinal analysis nor in the analysis of the factors does the aggregate job satisfaction index vary among the different groups with varying experience (Section 6.3.1.7 and 6.4.8).

From the findings, it can be seen that while university, age and salary influence job satisfaction, designation, category, gender, qualification and experience do not have any bearing on it. These findings partially support the fourth hypothesis.

7.4 Suggestions/Recommendations

The restructuring of the manpower to meet the long term needs of the university libraries cannot be achieved by the individual libraries alone. This calls for concerted efforts on the part of all stakeholders. The stakeholders here are:

i. The individual libraries
ii. The universities
iii. The professionals
iv. Central and state governments including UGC
v. The library schools, and
vi. Professional associations.

The suggestions are grouped under the different categories concerned as the strategies or steps to be adopted by each of them.
7.4.1 Strategies for the individual libraries

i. Redeployment of Professional Staff

The study has shown that the relative percentage of professional staff is more in the university libraries resulting in their underutilization. At the same time there is shortage of professionals in certain Sections like Reference. The services of professionals can be fruitfully used by a three-pronged strategy. The first one is to redeploy the professionals to Readers Services like Reference and Information. In this context, Reference Service has to be considered in a wider context rather than viewing it as the traditional combination of ready reference and long range services. The second method is to restructure the organizational pattern of the library by amalgamating some of the existing sections whose functions are related to each other. For example, the Acquisitions and Technical processing can be merged. The Serials control and Documentation services can be handled by the same group. The widespread use of IT makes the amalgamation easier. The third strategy is to start new services which are highly appreciated in the modern context.

The university libraries, in the changed context, should shed the practice of creating new sections based on materials which usually serve as watertight compartments. For example, in the context of IT pervading in all operations of the library and almost all services are becoming IT-based, there is no meaning in having separate Section for IT-based services. This requires a major shift in the skills possessed by the professional staff working in all sections/services.

Other steps that can be adopted by libraries for the relocation of staff are given below.

a. Revitalization of the Information Section

All the libraries are found to maintain a collection of books under the label Reference and post inexperienced staff for the work. This practice has to be done away with and the Sections have to be refurbished as Information Sections with facilities for Internet search so as to provide on the spot information on many
aspects without wasting time searching for information. The Section can also start Virtual Reference Service or Chat Reference Service which are successfully practised in many libraries. This service is becoming quite popular in libraries of other countries under different names like real-time reference, on-line reference and so on. By this service information is provided to users at remote locations via the Internet.

b. **Best Services Practice**

The National Assessment and Accreditation Council (NAAC), Bangalore has brought out a manual entitled *Library and Information Services: Case Presentations* under the Best Practices Series which speaks of a number of services which can be started by college and university libraries. It suggests Information Literacy Programme, 24/7 Access to internet Resources, digital repositories, CD Net Server facility, Campus LAN, Electronic Surveillance System and a number of other services/facilities. It is worthwhile to follow them assiduously as far as possible depending on the circumstances prevailing in each library.

c. **Creation of Course-specific On-line Resources for Students**

There can be a group of professional librarians who can develop increasingly dynamic relationships with the faculty. They have to assume an unprecedented role in day-to-day instruction, working closely with faculty to integrate library resources and services into course web sites and academic portals. The professionals have to ensure that the library collections meet with needs of the teaching and research programmes. They can create course-specific online resources; conduct in-depth research consultations and demonstrate that the librarians are still the most powerful search engines at the University.

d. **Web Archiving**

The central library can take up web archiving of resources of all kinds generated in the university by faculty, administration and staff and web sites that supplement, constitute or contain content for the digital collections. A task group
can be entrusted with the work and a time frame allotted to carry out the task on an experimental basis. Once this is achieved, it can be made a continuous feature.

e. User Education

The student members of university libraries present a heterogeneous picture. More and more students who have no previous experience of using libraries are taking membership in libraries as distance education students. Not only such students, but all types of members, continuously need user education programmes. Given that Internet resources are a primary choice for university and college students, library staff should direct students to excellent Internet resources and guide them in them in the same way they do for traditional library resources. Emphasis on the invisible web is an important approach to access selective and high quality resources. Therefore, as part of the user education programme, the users have to be taught to distinguish between types of information on the Net and their evaluation criteria.

All the universities can start a separate section for Public Relations the main functions of which can be publicity, public relations and user education. Separate kits or packages can be developed by the individual libraries for user education. This section can be controlled by two professionals.

f. Union Catalogue

Union catalogue, despite its usefulness, is not popular among the university libraries in Kerala. All universities have many libraries as part of the system and at present there is no way to know where a particular document is available. A good beginning has been made by the MGUL to prepare the union catalogue in electronic format. Once the union catalogue is made part of the web OPAC, it becomes accessible to the entire world. Since the departmental libraries have only skeletal staff, the responsibility has to be taken up by the central library. The University Librarians and the Library Committees have the joint responsibility of prevailing upon the university authorities about the usefulness of such a scheme.
g. **Enquiry Desk**

Once a Public Relations Unit/Section is started, the enquiry desk can be part of it. It should be handled by a professional who is conversant with the facilities and resources of the entire library. The professional staff members have to be posted in the Desk by rotation so as to get a holistic picture of the library.

h. **Reorientation of Study Centre Libraries**

The Study Centre Libraries have to be developed into real service delivery centres of the central library rather than the present practice of serving as reference libraries. The centres have to be converted into information literacy centres offering not only web-based reference services but also assist students, faculty and researchers in affiliated colleges in developing competence in searching information resources and evaluating the reliability and validity of information found at the cyber space. A well-designed presentation of Internet-searching content gives an opportunity to the users to clear blurred impressions of library resources versus Internet resources thereby eliminating the dichotomy between the two types of information repositories.

i. **Appointment of Task Forces**

As indicated in Chapter 3, in the libraries of tomorrow the practice would be to form task groups rather than separate sections. The advantage of Task Groups is that they will have separate missions and once they are achieved, they can be reconstituted to achieve another mission depending on the need of the hour. This practice, very much in existence in R & D institutions, offers much flexibility of operation and avoids the rigidity of Sections. A beginning can be made by constituting a Task Force to ensure uniformity of organization and services of department libraries and study centre libraries by including staff from the central libraries. Similarly, Task Force on enhancing the marketability of the library services can also be formed with the mission of raising at least 10 percent of the total plan budget through the services and products. Digital Library Research Group can be another Task Force to harness digital information for the users.
ii. Fixing of MLISc/MLIS as the Minimum Professional Qualification

The nature of professional jobs and requirements in academic libraries are changing in such a way that a time has come when MLISc/MLIS has to be decided as the minimum qualification for a professional post. This is more so because academic librarians have to be primarily faculty members and therefore equal in qualifications to the latter. In that case BLISc/BLIS degree holders can be recruited as semi-professionals or para-professionals. Such a categorization as professionals and semi-professionals is equal to the system prevailing in scientific institutions as scientific staff and technical staff. The service conditions of both the categories will be the same up to a certain level beyond which technical staff may not have access unless they get into the scientific stream by qualifying themselves. Similarly, the semi-professionals may also compete for the post of professionals on acquiring necessary qualifications and experience.

iii. Use of Semi-professionals or Para-professionals

The analysis of the nature of jobs show that about 70 percent of jobs in a library are of routine nature, much of which are at present carried out by professionals. This calls for the selection and appointment of semi-professionals or para-professionals who are persons with a mere graduation or graduates with bachelor's degree in Library and Information Science. The budget allocation for staff is increasing year by year as is clear from the analysis of budget given in Section 4.6.8 The recruitment of graduates leads to much saving on the part of the universities in terms of the library staff and liberates the professionals from the drudgery of routine jobs allowing them to concentrate on managerial aspects and on new services.

iv. Training of Library Staff

University libraries should identify and support interested staff to participate in workshops, conferences etc. Such participation is not only a form of reward and recognition, but it benefits the libraries by ensuring that staff possess high level skills and an understanding of the values and goals of librarianship. At present, the
staff members are interested in equipping themselves with IT skills alone. Equal emphasis should also be given for managerial and communication skills.

v. Students Assistantship

The libraries can think of engaging the students of the library schools on per hour basis to fill temporary gaps arising out of the shortage of staff. The practice of giving apprenticeship training is already in existence.

vi. Measures to Increase Interpersonal Relations

Among the factors leading to job satisfaction of professionals, the lowest score was given to interpersonal relations in all libraries, especially CUL. This points to the need for adopting measures to increase the mutual relation of the staff. The interview with the professionals showed that the frequency of staff meetings is less in CUL compared to other libraries. It is up to the Librarian-in-charge to see that the staff members are stood in good stead and harmony prevails in the atmosphere. Regular staff meetings, proper induction and orientation, weekly staff development hour during which staff can be allowed to increase their awareness of the work of their colleagues within the library, occasional celebrations, recreational facilities etc. can be used for the purpose. The steps taken by Staff Training and Development Section of University of Reading can serve as a guideline for this.\(^3\)

vii. E-motivation

This is the technique of motivating people through e-mails. Though one of the new means of communication, e-mail is immensely valuable to the motivator because of its immediacy and richness. It is considered to be a rich means because the sender can include pictures, attach documents and a very sophisticated piece of message to any part of the world. By making the messages as personal as possible, people can be encouraged to think, the first step in motivation. Good use of e-mail is a powerful tool for enhancing communication and hence motivation.\(^4\) The very realization of the fact that the authorities and colleagues think about him/her can console an individual and prepare for team work.
7.4.2 Strategies for the universities

The strategies to be adopted by universities are divided into short term and long term. Short term strategies are those which can be adopted without delay whereas long term ones need more time, preparation and planning.

7.4.2.1 Short term strategies

viii. Transfer Policy

Experience of working in larger libraries adds to the professional and administrative skills of staff members. It has been observed that some staff members spend a major part of their career in departmental libraries mainly to avoid shift duty and opt for the Central Library when there is no alternative, but to join. Very often, they are put in managerial positions, causing much hardship to the clients arising out of their unfamiliarity with the tasks. Therefore, as a sound management policy it should be made mandatory for professionals in all university libraries to work in the Central library at least once in three years for a continuous period of three years.

ix. Strengthening of Library Committees

Library Committees have an interface role between the Librarian and the Library Authorities. It is capable of giving a democratic base to the Library. As the Convener of the Committee, the Librarian can easily convince the authorities of the need and rationale of the library and thereby grab whatever is required. They are very effective in solving problems related to staff and in solving their grievances. Though, all universities in Kerala have library committees, which are advisory in nature, their meetings are few and far between. It should be ensured by those who are holding charge of the libraries that the Committee meets at least four times in a year to have a firm foothold for the libraries.

x. Centralization of Technical Operations and Decentralization of Services

The question of centralization vs. decentralization is a never-ending one with strong contentions in favour of both. But the emerging scenario is definitely tilted towards centralization because in the age of virtual information, the physical
location of information becomes irrelevant. At the same time there are distinct advantages – financial, bibliographic and qualitative – in unifying the distributed systems. But, it may not be easy to amalgamate the existing departmental libraries and form monolithic central libraries. But the technical services like Acquisition and Classification and Cataloguing can be centralized and products and services can be delivered through the departmental libraries. This can be useful in the effective utilization the services of professional staff. Side by side, steps should also be taken to convert the departmental libraries mainly as service delivery centres of the central libraries.

xi. In-house Training Programmes

The study has shown that professionals working in libraries which used to organize continuing education programmes had attended the programmes more frequently than others. This points to the need for conducting the training and similar programmes within the university. At present the UGC Academic Staff Colleges (ASCs) attached to universities conduct refresher courses for LIS teachers and professionals. Because of the heterogeneous nature of the group, the topics discussed in such courses turn out to be of general nature. Instead, universities can instruct the ASCs to organize at least one programme per year exclusively for the university library professionals focusing on issues connected to university libraries like “Restructuring of university libraries – Means and Methods”.

The ASC of University of Kerala, which is consecutively adjudged as the Number 1 ASC in India by UGC, has the practice of organizing refresher programmes for academic administrators and therefore, can very well take up the task for all the library staff members of university libraries. The study, as already indicated, also reveals that though attempts are made by professionals to acquaint themselves with the developments in IT, nobody is found to have attended any programme aimed at the sharpening of other skills needed for information professionals in the changing information milieu. Organization of such programmes also comes within the ambit of the universities.
7.4.2.2 Long term Strategies

xii. Direct Recruitment of Assistant Librarians

It has been recognized all over the world that induction of young blood directly into the middle level management leads to increase in productivity and adoption of innovative ideas. It is with this idea that UGC has come out with the idea of direct recruitment to the post of Assistant Librarian. But university libraries in Kerala are yet to adopt this practice and get on with the practice of promoting the senior in the hierarchy to the post. This has helped those in service to boost their morale, but has kept the libraries tradition-bound. The selection and posting of youngsters, of course, after careful review of the situation about the number of posts to be made available, would definitely help the libraries in the restructuring process. In order to honour the right of the existing staff only a portion, say 50 percent, of the posts should be earmarked for them. Moreover, the staff members should also be allowed to apply for the open posts provided they possess the requisite qualifications.

xiii. Establishment of Library Clusters or Specialized Branch Libraries

As already pointed out, ICT favours centralization of libraries without denying the users the facility to access the information wherever they are. Keeping in view the advantages offered by bigger libraries which provide longer working hours, the services of specialized staff, access to large databases etc. the University has to think of amalgamating the individual department libraries to form cluster libraries like Science Library, Social Science Library, Humanities Library, Languages Library etc. This step is more relevant in a mission-oriented era in which research is becoming more and more interdisciplinary. This type of clustering, prima facie, may appear to be detrimental to the interests of the staff due to the reduction in the number, but it, in fact, will lead to the intake of more staff members with specializations. It is also helpful in the redeployment of excess staff. More and more specialized services can be offered by the amalgamated libraries.
7.4.3 Strategies for the professionals

xiv. University Library Staff Web Site

Staff web site is an essential information dissemination mechanism by means of which staff know about the developments in the total library system which is very useful in enhancing job satisfaction. The primary purpose of it is to provide easy access to information that will assist the staff in fulfilling their work responsibilities and in professional development. It can address these needs in many ways.

a. by providing direct access to certain local reports, policies and procedures;
b. by providing server space for these documents; and
c. by serving as a portal to information residing on other web sites.

This web site may contain library updates, task redefinition information, grants or scholarships available to the staff, information about continuing education programmes, links to course materials in LIS, unit newsletters, details of publications of the staff etc. These sites can serve as sources for professional information, advice and resources. The web site of Cornell University Library serves as a model in this regard.5

xv. Readiness to Participate in Continuing Education Programmes

The rapid changes taking place in the workplace necessitate continuous updating of skills by librarians. Special Libraries Association has worked out a list of professional and personal competencies required by professionals in the 21st century.6 They are equally applicable to academic librarians also and every professional has the responsibility of equipping oneself with these competencies. These skills can be acquired only through continued professional development schemes. The initiative to attend the programmes rests with the individual professionals. It is imperative for them to persuade the authorities to organize/agree to allow them to attend.
xvi. Personal networking

The staff members of the university libraries in Kerala have to take up the initiative of forming personal networks among them. These networks can be used to seek and provide information, for support and to positively influence outcomes. Such networks are particularly important for individuals who work in professional isolation. They provide a source for professional information and advice and can be used in sharing ideas and other resources. Networking enables the development of formal and informal communication channels among the different universities. Establishment of such networks has become easier with the widespread use of Internet which forms the base of umpteen number of such groups.

7.4.4 Strategies for the governments including UGC

xvii. Assessment Mechanism to Evaluate the Success of the Library

The UGC has played a crucial role in improving the condition of university libraries in India. Now, it is time to come forward with assessment mechanisms to see whether things are progressing in the right direction. In western countries, the professional associations are powerful enough to bring out reforms in the academic library sector. In India, in the absence of such powerful associations, it is up to the UGC to evolve performance assessment mechanisms for the libraries as a whole and the staff members in particular.

xviii. Quality standardization of university libraries

It has become quite customary for industrial organizations to get accredited by standardization agencies in order to have wider acceptability for their products. Following this pattern, service institutions like libraries also have started to go in for quality standardization. This step will go a long way in streamlining the procedures and thereby achieve international recognition. Libraries in USA, especially academic libraries, have started applying LIBQUAL+ as a form of benchmarking. University libraries in Kerala should not allow themselves to be left behind and try for the quality certification. The Library of IIT, Chennai serves as a typical example.
7.4.5 Strategies for the library schools

xix. Co-operation with Practising Librarians

To expand the curriculum of the courses to reflect the growing complexity of jobs within libraries so as to meet the emerging needs of the profession, constant interaction with the practitioners is needed. The initiative has to come from the LIS Schools. The Schools should also facilitate constant interaction between library professionals and students for the exchange of ideas and latest information.

xx. Library - LIS Department Collaboration

The collaboration between the academic libraries and LIS schools can be enhanced by sending MLiSc/MLIS students to the Library to carry out live projects for the dissertation work as is being done in the case of Engineering students. This will be mutually beneficial to both the parties.

xxi. Co-operation with Professional Associations

The LIS schools can come forward to share the new developments with the practitioners in the academic field by organizing workshops, in-service programmes and seminars.

7.4.6 Strategies for the professional associations

xxii. Market the Profession to the Society

Academic librarians are treated on a par which teaching faculty on many respects. But the status issue still remains alive. The general public has to be made aware of the nobility of the profession and its growing importance so that young talents are attracted to the profession thereby indirectly raising the quality of the libraries and the profession at large.

xxiii. Conduct Quality of Work and Job Satisfaction Surveys

The job satisfaction survey forming part of the study showed that though the satisfaction level is above average, it can go down at any point. The professional associations can easily carry out job satisfaction/customer satisfaction surveys.
surveys so that timely remedial action can be taken. Similarly, Associations can also take up the task of quality auditing/benchmarking surveys/practices for the individual libraries which will help the libraries to improve themselves.

xxiv. Organize Continuing Education Programmes

As stated already, Professional Associations can work in unison with Library Schools and individual libraries so as to impart core competencies to the professionals and non-professionals so as to enable them to serve as creators, communicators and consolidators and managers.

7.5 Topics for Further Research

During the course of the study, a number of related topics arose which have the potentiality to be taken up individually. A few of them are:

i. Manpower estimation studies for departmental libraries
ii. Academic library network for Kerala
iii. Restructuring of university library services in the changing context.
iv. Continued professional development programmes for academic librarians
v. Faculty-library participation in teaching learning process in the context of Open Archives Initiative.

7.6 Conclusion

The study started with six objectives. The attempts to fulfil the first four objectives, i.e. assessing the quantum of work involved in the different sections of libraries, determining the size and structure, qualifications and skills of manpower in them and comparing the extent of their utilization by analysis against the approved staff formula, are presented in sections 5.2, 5.3 and 5.4 of chapter 5. The fifth objective of assessing the degree of job satisfaction is met through the survey of library professionals, the findings of which are given in chapter 6. The last objective of suggesting measures for the better utilization has been achieved by developing a model for the estimation of manpower required in the manual and computerized environments by the Activity Time Schedule Manpower Model.
presented in Section 5.5 of chapter 5 and by the suggestions given in Section 7.4 of this chapter.

If university libraries are not to become obsolete or irrelevant as new technologies and the resultant business models emerge, as pointed by Christensen's Theory of Disruptive Technologies, they have to resort to certain strategies to limit the effect of such technologies and at the same time adopt and adapt them into sustaining technologies. As admitted by Christensen himself later, few technologies are intrinsically disruptive or sustaining in character, but it is the strategy that creates the disruptive impact. The fast changes taking place in the information scenario make it imperative on the part of university libraries to periodically check and update its strategic plans and change priorities continuously. The old hierarchies and divisions are not tenable for long. There is a strong justification for the traditional hierarchical organization but a flexible and dynamic solution is needed for the areas affected by the rapid changes. This, in turn, changes the workflow forcing library staff to adopt new and additional duties and responsibilities. Unfortunately, university libraries in India do not yet have sufficient experience to define and measure the new tasks that are emerging so as to project an alternate model. Even with sufficient experience, it may be difficult to project a lasting model because of the rapid changes taking place in the internal and external environments of the library.

Today's user of the university library ranges from a technologically sophisticated researcher conversant with publications in different formats to a more traditionally focused scholar whose interest is in a relatively narrow yet important part of the library collection. Naturally, the library's role is shifting to provide services and assistance in navigating the vast amount of information available. The organization of electronic databases, subscription of e-journals, the migration to new integrated library systems, the interlinking of print and electronic collections, the proliferation of information resources and the resultant help and guidance additionally needed by the users, the growth of web-based teaching-learning materials, the maintenance and proper use of the emerging new media are some of the challenges faced by the professionals. In this context, libraries should
demonstrate that they are positioning themselves to meet the challenges of the new information environment. Instead of the rigid divisions in libraries and information centres, special workgroups and task forces are likely to emerge. This behoves on the part of professionals to sharpen their skills continuously. The parent bodies also have the moral responsibility to ensure that the skills and abilities of their employees get sharpened from time to time. This calls for a new approach in Library Management in which team work, effective leadership, vision and mission should be the catch words.

Restructuring of the manpower, over the long term, would lead the academic libraries to have an expanded workforce concept. In such a scenario those who possess Masters degree or higher qualifications in Library and Information Science would hold key roles as leaders and managers and there would be more diverse and higher number of staff members with more varied qualifications like specializations in Science, Social Sciences, Humanities, Media Studies, Web authoring, Content Development and so on. The nature of jobs, qualifications and skills will have to be rethought continuously to suit the requirements of the clients and the times.

References

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