Chapter 2

REVIEW OF LITERATURE

2.1 Introduction

As a service institution, staff constitutes the key to maintaining service quality, which is the principal element in good customer relationships in a library. University libraries exist to serve the known and likely information needs of their academic communities and all those employed there will be helping, in one way or other, to achieve that basic objective. Naturally, a number of studies have been conducted on various facets of library manpower.

In order to survey the earlier studies in the area of manpower/staff utilization in university libraries, a number of sources were consulted. They include books, articles in primary periodicals, secondary periodicals like Library and Information Science Abstracts, Information Science Abstracts, Indian Library Science Abstracts, LISA PLUS, contents and abstracts and full text of papers available through Science Direct, EBSCO, EMERALD and other web resources. The sources obtained thus are grouped under four headings:

i. Manpower – university libraries
ii. Manpower utilization
iii. Impact of IT on library manpower, and
iv. Job satisfaction of library staff.

The relevant sources belonging to each group are given in the succeeding sections.

2.2 Manpower – University Libraries

One of the earlier papers dealing with staff pattern in university libraries in India is that of Deshpande.\textsuperscript{1} He is of the view that whilst the Radhakrishnan Commission of 1949 made general recommendations on a staff structure and formula, these were not given concrete form until the Ranganathan Committee report to the University Grants Commission in 1965. Significant developments in
the fields of knowledge, research and information dissemination necessitate wide revisions to present staff structures. The paper suggests a pattern of staffing to suit present university library needs, based on five sections: acquisitions, technical processes, readers' services, documentation and other special services. Implementation of such a structure would of necessity be gradual. In the meantime, it suggests modifications to the patterns set up by the Ranganathan Committee which organized library work into sections and set job standards.

Holroyd extensively deals with the Maryland Manpower Studies which serve as an introduction to the substantial research programme into manpower in the library and information profession made by the University of Maryland in 1967-70.\(^2\) The programme was undertaken by an interdisciplinary group from Librarianship, Economics, Social and Behavioural Sciences. It tested the significance of the following explanatory variables:

i. The average salary of the professional academic librarians.

ii. The average salary of non-professional assistants.

iii. The stock of professional librarians.

iv. The average number of non-professionals per academic library.

v. Extent of service requirement.

vi. Extent of alternative employment opportunities.

The results of the time series study and cross section studies together yielded a number of specific points. They are:

i. College and university libraries were increasing their employment of librarians. Public libraries had noticeably increased their use of non-professional staff.

ii. One reason suggested for the increase in non-professional staff was the relative shortage of professional staff. An employer who cannot afford a professional salary may recruit a non-professional instead.

iii. Public librarians were not being recruited into academic libraries presumably because they were neither eligible nor willing to switch.
iv. The proportion of total library budgets spent on staff was going down, while the proportion spent on books was going up.

v. Librarians started at lower salaries than other professionals.

vi. The federal government’s contribution to the cost of library materials was a significant proportion of the total.

A summary of the means by which a Subcommittee of the Virginia Library Advisory Committee (USA) devised a proposed staffing formula for its academic libraries is discussed by Metz and Scott. The subcommittee charged with devising the new formula reviewed past efforts as a means of determining criteria any new formula should meet. They also discuss the draft formula devised, based on this review and the Committee’s own research.

In the book, Personnel Management in Libraries, Jugal Kishore explores the factors that motivate the members of library professional staff to perform their function of accumulation, preservation and dissemination of knowledge. The first part of the book deals with theoretical formulations of how to motivate staff to work most efficiently and the second part deals with putting these theories into practice and evaluating their effectiveness.

In the project entitled Library and information systems in Southern Africa: an investigation of their functions and manpower development Neill attempts to make a credible forecast of future personnel needs in nine countries in Southern Africa -- Botswana, Lesotho, Swaziland, Zimbabwe, Mozambique, Malawi, Zambia, Angola and Tanzania -- with regard to numbers, recruitment, education, training, wastage, promotion, career hierarchies, tasks and functions. The main objective is to attempt to match anticipated output and demand with the anticipated growth in services. The resulting analysis would facilitate a more accurate determination of personnel needs, forms and levels of training in addition to the ability to match more closely curricula content with anticipated professional needs and competencies.
Managing for excellence is essential for the survival of a large number of organizations, including libraries, and one of the most important elements is the management of human resources. A library's personnel programme requires the identification and forecasting of staffing needs of the organization as well as the needs of the employees in relation to their work and the work environment. Very few library administrators have been trained or prepared for management, especially management of human resources. Where insufficient time or resources preclude pursuit of a graduate programme, the American Society of Personnel Administration (ASPA) has established the Personnel Accreditation Institute (PAI) for the purpose of accrediting personnel professionals. The paper discusses its objectives and provides topical outlines of its generalist and specialist programmes.

Durey in an edited version of a paper presented to the University and College Libraries Section Pre-conference Seminar 'Human Resources Management in Academic Libraries' Brisbane, 26 Aug 84 discusses the factors which are causing change in academic libraries - inflation, automation and management theory - and examines possible strategies to attempt to produce solutions or partial solutions to the problems which arise. Library administrators are being forced to develop more flexibility in the organizations they manage and similarly library staff are being forced to adopt more flexible attitudes to the role they perceive themselves to have within these organizations.

Most libraries, in the opinion of Preston, suffer from great pressure of work because of inadequate staffing with consequent inability to provide services of good quality, and frequent inability to give more than very basic services. His paper briefly surveys reports concerned with library staffing in colleges of higher education and outlines the difficulties of presenting a convincing case for increases. The study presents a tabulation of 50 replies to a questionnaire on library staffing sent out in Spring 1985 to colleges of higher education.

Martin examines the relationship of the library, its information provision function and the systems librarian. Libraries need to change and re-orientate themselves to deal with the products of innovative information technologies before
that role is taken over by another type of information provider. Making the librarian the central component in the information cycle, working with information in electronic form in a manner which would bring more and better information to end users, would help to consolidate the librarian's role as information provider. He examines organization charts and position advertisements in order to establish whether libraries are calling upon the professional training of their systems librarians as well as their line staff in planning for the library of the future. The paper also examines the tasks for which the systems librarian should be responsible.

The efficiency and effectiveness of university libraries and information centres would largely depend on the facilities and environment provided for their work and development.\(^1\) Seetharama, therefore, argues that professional staff should have high qualifications in the appropriate subject fields, adequate experience, training and innovative capability and explains the requirements in the changing circumstances.

Sreepathi Naidu is of opinion that to assess the manpower need of the academic libraries shelf arrangement, charging procedures adopted, facilities provided to the users, catalogue system followed by the library, location of the library, library working hours, financial resources, equipment available, satisfactory attitude to the users and so on have to be considered.\(^2\) He stresses the need for well trained manpower to meet all the requirements.

According to Creth, for 50 years, the personnel issues of greatest concern to academic librarians have centred on professionalism, assignments and responsibilities, credentials and compensation, and status and role within the library and the academic environment.\(^3\) While positive changes have occurred regarding these issues during this period, many remain unresolved as librarians continue to struggle to define their place in the academic environment. The current environment in scholarly communication and higher education is providing an opportunity for librarians to define a future that will ensure their central role in the educational process and thus resolve these remaining age-old questions.
The concept of staff allocation is explored from an organizational perspective by Frank. He proposes a rationale for the allocation of professional and classified staff in relation to the strategic goals of the library. Since decisions on the allocation of staff are made within the context of a socio-political environment, relevant social and political factors are examined. These factors underscore the sensitive nature of the allocation process. However, he tries to present an objective criterion for staff allocation.

Basak and Das present a case study describing manpower planning undertaken at the Indian Statistical Institute Library, a higher education institute in Calcutta. The manpower planning model developed consists of the following steps: (i) determining existing staff strength; (ii) estimating future manpower planning losses; (iii) forecasting future manpower requirements; (iv) determining replacement policies based on future requirements; (v) calculating number of internal promotions to achieve the target and (vi) calculating number of external recruitments. The model is based on 2 underlying assumptions: that current financial constraints and the need for technological expertise will impact manpower planning.

Effective manpower planning is indispensable for proper utilization of library personnel. The planning process, according to Bhoopathi Rao and Satish, normally involves: specifying objectives; analyzing job requirements, actual and potential and accordingly plan for requisite manpower; and determining effectiveness of plans. To carry out this process, information relating to forces acting both within and outside the organization has to be collected and reviewed. They argue that the planning process, however meticulously it may be carried out, involves constraints. They make suggestions to overcome them.

Seetharama’s paper on manpower planning for library and information systems in India defines performance standards, highlights their usefulness and outlines methods for developing performance standards. The focus of the paper is performance standards in India. It also considers the impact of information technology on library and information centre operations and stresses the need for revision of existing standards to suit automated environments.
How library managers should deal with staff members who have diverse perspectives and intense commitments and who are inhibited, or defensive, or uncooperative is the focal point of discussion by Hulbert. He suggests that passive managerial techniques foster discontent and disrespect among staff members, and aggressive techniques create defensiveness, mistrust, and hostility. However, assertive techniques, it is shown, allow managers to claim their own rights and responsibilities while respecting the rights and responsibilities of others. The 8 assertive management techniques discussed can help library managers resolve conflicts and problems without resorting to either conflict-avoiding or attacking behaviour.

The introduction of the bibliographic utilities in the 1970s produced far-reaching changes in cataloguing departments by allowing the bulk of the material to be processed more quickly and cost effectively by non-professionals. In turn, that change caused professionals' duties to shift to handling the more difficult items and ignited a body of literature that discussed those cataloguers' future roles. The paper by Furuta tracks the dislocations brought about by the utilities for professional cataloguers and tests the foresight of the forecasters by analyzing job advertisements for cataloguers from 1970-89.

Manorama Srinath contends that the uniqueness of an organization is due to its climate which is the result of interaction among several variables such as leadership style, communication pattern, motivational forces etc. She attempts to determine the association between the variables of climate and other variables such as job attitude, security feeling of employees. The paper seeks to examine the feasibility of study of organizational climate of university libraries and suggests a theoretical model of organizational climate for university libraries.

Line, out of his rich experience, discusses ways in which library staff become de-motivated, including rigid grading structures and hierarchies, ignoring staff, brushing aside suggestions, claiming credit for their ideas, showing no interest in staff as people, criticizing but never praising (preferably in front of others), confusing and patronizing staff, giving them unclear job descriptions and reporting lines, avoiding consultation, excluding them from any involvement, and
being negative yourself. Avoidance of these factors would certainly bring out positive results. In spite of a few dangers, Line argues, these methods infallibly bring results.

A method for developing personnel and staffing standards using four steps is provided by Cummins. The steps described by him are: (i) assessment of the information needs of the patrons, (ii) matching of needs to the library’s goals and objectives (iii) Implementation of the programme developed to meet the need, and (iv) evaluation to validate the contribution of the library to meeting the need. The purpose of the study is not only to determine the number of the staff required but also to determine the mix of professional and para-professional staff.

Ruse provides a state-of-the-art review of the changes that have taken place in matters relating to library management and library staff. Topics covered by him include: clarification of the roles of library staff; equal opportunities; workforce planning; employment issues (violence, stress, trade unions); recruitment and selection; career development; and specific references to academic libraries; school libraries; college libraries; university libraries; and special libraries.

A state of the art review of the general shift in organizations from routine aspects of personnel management to human resource management, embracing a broader range of activities is made by Line and Kinnel. They note that this shift is reflected in the library and information services, which is strongly affected by information technology as well as by pressures to improve efficiency and reduce staff, thus compelling organizations to make the most of their human resources.

The paper presented at the North American Serials Interest Group's (NASIG) 7th annual conference at the university of Illinois, June 1992 covers the work of serials cataloguers, discussing automation and changing job responsibilities. The paper attempts to define what is 'professional' work and what is 'para-professional' work. It also deals with staffing issues, qualities of a good professional cataloguer and a good para-professional cataloguer, training
issues, cataloguing modification incorporating special projects into the standard workflow and career paths for cataloguers.

Murali Krishna makes an assessment of the existing workload of manpower in the S. V. University Library, the nature of services provided by the library and tries to forecast the future manpower needs. He arrives at the following conclusions:

i. The professional manpower in the S.V. University Library is inadequate.

ii. The staffing pattern in the library is not in conformity with the UGC norms, and

iii. The introduction of the computer in the library does not very much alter the staff requirements.

Kinnel's paper is a major contribution to an issue devoted to the Fielden Report and human resource management in academic libraries. He is of the view that changes to university library and information services (LIS) within the context of wider changes in higher education have resulted in new demands on human resource management. Schools of Library and Information Studies (SLIS) can offer support to LIS through research and consultancy and through the development and delivery of education programmes. Management education in SLIS is still largely limited, however, to initial professional education programmes and development of programmes for middle and senior managers.

Oldroyd also contributes to an issue devoted to the Fielden Report and human resource management in academic libraries. He analyzes the role of the staff development and training manager in order to demonstrate how far university libraries are adopting an integrated approach to all aspects of human resource management and to what extent human resource management is part of their strategic management processes. He compares current practice with that recommended in the literature and the findings of published research. The paper also presents evidence of an increasingly planned, proactive approach to the management of the function and of a trend towards the integration of staff development and training and human resources management in university libraries.
Corrall discusses a number of issues raised in the Fielden Report in staff management in academic libraries in the UK. He examines these issues in relation to current practice in such libraries, giving examples of good practice as an aid to planning for the future. Among the issues covered are: the importance of strategic planning; the need for top management commitment; the need for training, for customer care and for quality management; and the need for collaboration in the production of guides to good practice. The paper also covers the topic of grading and staff labels.

Poulter and others give a state-of-the-art review of the trend towards library and information science professionals becoming deeply involved in the process of knowledge engineering. Knowledge engineers are those who build expert systems, or knowledge based systems that emulate the performance of human experts in particular tasks or domains. The review shows how library and information science professionals have fared as knowledge engineers and how their involvement relates to the perception of library and information science professionals as knowledge engineers. It discusses the tools and techniques of knowledge engineering as they have been applied to the library and information science domain, and looks at the involvement of library and information science professionals in knowledge engineering outside Library and Information Science.

Ziolkowski deals with the thematic issue devoted to the role and importance of student assistants in libraries. His paper considers the issue of managing student employees in academic libraries in the USA in the context of the increasing diversity of the US workforce. It stresses that library managers must not only assist student employees in their endeavors to face the challenges of the new workforce, but must also learn to manage that diversity as exemplified by the student workforce. Issues covered in this context include the student employee vis-à-vis the permanent staff, racism and separatism and the library considered as a haven for diversity. The paper provides a number of practical suggestions on managing and supervising in the context of this diversity.

Bruin explains the importance of strategic human resources planning for library and information services in South Africa, the planning process itself, the role
of the various stakeholders, and the complexities of implementing strategic planning in the current circumstances. The question is whether human resources should be left to the forces of supply and demand and to recruitment by individual departments of library and information science and employer organizations. It emphasizes the need for an understanding of the human resources management and planning process by the stakeholders and for at least some strategic guidelines to be developed and implemented.

Library automation and the addition of new electronic services have altered support staff jobs and responsibilities. Kemp describes a project undertaken by Texas Tech. University, USA, to review all support staff positions. Position description questionnaires were completed by support staff; a review committee then sorted support staff jobs by level of responsibility and difficulty and revised the generic job descriptions for 3 newly identified levels of support staff positions which better reflected the levels of decision making, responsibility, collaboration, and continuous learning which characterize the work performed in these positions. The review led to an upgrade of one third of support staff positions and has led to a flatter hierarchical structure in the library.

To achieve the strategic objectives necessary for an organization to face the future with confidence, human resource planning has been implemented in the library system of the Pontifical Catholic University of Chile (SIBUC). Franco and Diaz analyze the environment and its impact on SIBUC using an organizational model, which also permits strategic objectives to be established and personnel to be analyzed in terms of strengths, weaknesses, opportunities and threats. Based on this approach, they specify human resource objectives, and assure optimal achievement with well defined individual strategies. They also include plans for action and control measures. Finally, and as a result of the whole methodology, the authors create a matrix to structure an organizational design of the direction of human resources in the library system.

Libraries everywhere have many features and problems in common. Line who is very candid and pragmatic in his approach because of his long association with British library, offers a consultancy report that is more or less universally
Though theoretical in nature, the expositions made by him are true to very great extent and quite binding on human resources. The library is insufficiently proactive, and is driven by processes which need a thorough scrutiny, rather than by services and customers. Decision making is unclear. Staff are frustrated and severely underused, because of inadequate delegation at all levels. There is little staff movement, and the library is compartmentalized and lacking in corporate spirit. There is a lack of trust, and the director is excessively dominant and remote. Meetings are badly run and their purposes are confused. Communication within the library and with the outside world is poor. The culture is defensive, and problems are postponed. Priorities need to be established. The library should stand back and face the need for change. Change can be accomplished, feels Line, if there is the will at the top.

Younger presents a brief historical outline of the role played by library technicians (support staff) in carrying out library cataloguing operations. He describes their activities and emerging trends with potential for improving the utilization of library technicians in cataloguing departments and discusses obstacles lying in the path of redistributing cataloguing responsibilities.

In a traditional hierarchical library, Franklin feels, librarians must often leave the institution to further their careers. Therefore, he examines in greater detail the benefits and drawbacks of long term employment for libraries and librarians; factors contributing to job satisfaction among librarians; adapting studies of academic librarians to law librarians; ongoing job design to challenge experienced librarians; job enlargement, rotation, and enrichment. The paper also describes how new positions facilitate internal professional advancement and the role of the executive librarian in the library's structure.

Rowley asserts that as libraries become more sophisticated in their approach to quality, self motivation will become a central issue. She briefly reviews the rational-economic model, the social model, the self actualizing model and the complex model as a basis for reviewing motivation of staff. Environmental factors that have an impact on motivation include approaches to financial rewards, culture and the diversity of staff experience and roles. Possible strategies for
motivation include developmental strategies such as appraisal, managing unsatisfactory staff and financial and social rewards.

The paper presented at the Education for Library and Information Services Section Conference of the National Library Competency Standards Conference held in Melbourne, Australia, 4-5 Dec. 1995 by Williamson outlines how the introduction of competency standards is affecting an academic library.38 It examines the workplace experiences of library staff at the Curtin University of Technology in Perth, Western Australia, where since 1992 staff have embarked on a series of changes, including the establishment of a consultative committee process, the development of enterprise specific competencies and their alignment with registered industry standards, and the establishment of review and reward schemes which, it is argued, are unique in the academic library sector.

The rationale, planning and setting up of the Diploma in Information Studies offered by the School of Information Technology and Applied Science at Temasek Polytechnic, Singapore is presented by Cheong.39 The three-year diploma course would not only train support staff for libraries but also pioneer the training of para-professionals who could offer their information skills in other industries. Demand for the course was researched through a questionnaire survey of libraries and non-library organizations. Responses indicated the extent of the need for information services para-professional staff, the projected number of paraprofessionals needed in information work in all sectors and the skills and knowledge required of para-professionals as perceived by respondents. The paper describes the course’s aims and objectives, structure and content. The author feels that introduction of a new group of trained para-professional staff will provide libraries with the opportunity to maximize the use of valuable skilled manpower.

Johnson in his paper entitled Managing changing roles: professional and para-professional staff in libraries examines the changing responsibilities and relationships of professional and para-professional (a high-level sub set of support staff) academic library staff and explores causes and consequences 40. It also suggests ways to manage these changes and proves itself to be a veritable
contribution to an issue devoted to the management of change in academic libraries in the USA.

In a major contribution to a special section devoted to library personnel issues, Jaramillo discusses cooperative work teams and how they can be used in libraries to produce change and empower staff to take ownership in the library and their work. He also discusses the impact of technology on organizational structures, types of teams, teams in an academic library, transition to library teams and the application of teams in academic libraries. The application of team theory with the establishment of teams at the James A Michener Library, University of Northern Colorado, USA is also dealt with in the paper.

Kao presents a case study in which the Delphi technique is applied to utilize expert judgment in systematically allocating library staff and budget for a university library in Taiwan. Anonymous group decision via the Delphi method, on one hand, reduces the Dean's bias in making a personal decisions and, on the other hand, eliminates the dominance of some powerful heads in group discussions. Consequently, the consensus of the panel of experts has not only accomplished a more convincing allocation than before, but has also saved 3.5 FTE and 520,000 New Taiwan dollars. As the budgets of most libraries are increasing at a slower pace than that of the expenses, the Delphi technique has been demonstrated to be an effective method for resource allocation, especially for staff.

Demographic trends in the USA point to the general ageing of the populace and the decreasing number of young workers entering the labour pool. An examination of ageing in librarianship has shown that, in comparison to other professions, it has almost 40 per cent more individuals aged 45 or older. The paper reviews the literature of the ageing workforce, both in and outside academia. It also discusses the relationship of academic library managers with the 'greying' workforce and its possible impact on library organization and productivity, focusing on training and technology, performance evaluation and career development for older library staff, and the implications for public and reference services. It concludes that experienced librarians often have a solid foundation of professional
expertise which can be useful across the organization and that they may also carry the best of librarianship's humanizing service values into the virtual libraries of the 21\textsuperscript{st} century.

Tennant is of the view that whilst the field of digital libraries is in a constant state of change, staff that are hired are likely to stay for decades.\textsuperscript{44} His paper attempts to answer the following: What skills, experience and qualifications should one look for in a digital librarian to best help build a library for the new millennium? Whilst some managers may prefer to identify the specific skills they require and hire staff with those skills, the author argues that it may be more productive to choose staff who can evolve as the needs of the organization change. He gives a list of desirable personality traits to look for in candidates for a digital library position.

Adding scientific literacy to the skill set of permanent non-science and part time librarians became a major focus of a staff development programme at San Jose State University Library, California. The library reference desk is busy and librarians field questions from all disciplines.\textsuperscript{45} Changing staffing patterns in the Reference Department have necessitated the use of more part time staff at the reference desk. A proliferation of web-based scientific information sources was overloading students and the librarians who serve them. In order to determine the most pressing training goals, a survey was conducted of all reference staff, discovering that librarians in the social sciences and humanities and part time librarians felt a knowledge deficit in chemistry, health sciences, and engineering, among other disciplines. The adjuncts, in particular, wanted to be brought up to speed in several aspects of science and technology librarianship, including the nature of science and its literature, typical undergraduate and graduate science students' information requirements, how to use both electronic and print sources in the sciences, and when to refer questions to science librarians. A bootstrap training, a programme was introduced for integrated groups of full time and part time librarians. The paper also describes the initial training needs, the implementation of a staff development programme with scientific literacy goals,
evaluation of the programme and implications for replicating the training in other library settings.

2.3 Manpower Utilization Studies

David A. Kronick et al make a thorough survey of the manpower in health science libraries of the United States. They examined staffing patterns, levels and use in health science libraries, focusing on consistency of job content to professional status. The study conducted jointly with the American Hospital Association concentrated on 6841 non-hospital health related institutions and programmes. The major findings of the study are the following:

a. There does not appear to be quantitative crisis in terms of manpower when measured only in terms of demand.

b. A qualitative crisis is more of a reality at that time.

c. One of the principal problems in the job market appears to be poor distribution of library personnel.

d. The medical librarian can no longer operate alone but must function as a member of a communications team.

e. The more effective utilization of existing manpower is an area which needs more exploration.

The data elicited in the survey revealed that many professional librarians are performing non-professional tasks and, conversely, non-professional staff members are performing professional tasks. Therefore, the study concludes that the role of the library technician needs to be expanded and there is a great need for extended continuing education programmes.

Results of the administration of a job-description questionnaire to members of staff in a representative 5% sample of libraries and information units are reported by Sergeant. The form of job description, covering the intellectual, social, and physical demands of the work and work environment, enables the personnel requirements for the jobs to be inferred fairly directly. An assessment is
made of the degree to which existing personnel meet the demands of their jobs. The way in which library and information work is changing, and the roles of men and women and of graduates are discussed. A job classification based on cluster analysis techniques is also attempted.

A major study which examined staffing utilization in academic branch libraries is that of Renner and Clarke.\textsuperscript{54} It was undertaken to analyze professional, clerical and student staffing patterns at the University of Illinois departmental libraries. Using multiple regression analysis, a model was developed to compare predicted staff size against actual staff size. A series of qualified variables was selected to represent departmental activities, and the variables were analyzed for effectiveness as predictors of library staff deployment. They focused on optimum staff size and developed a model of a typical departmental library using a mathematical formula.

The University of Iowa Libraries undertook an activities-based staffing utilization study during fall 1987 to examine current components of jobs and how these components would change after the automated library system, OASIS, (a NOTIS-based integrated system) was implemented.\textsuperscript{55} In this study, the use of job component analysis as a management tool for staffing requirements in a changing environment was explored.

Daggers examines the problem of performance standards without any incentives in the context of libraries in the public sector.\textsuperscript{56} It is argued that staff incentives could facilitate the attainment of performance standards. The difficulties, even futility, of imposing performance standards without offering incentives to staff to meet them are discussed. In this context, salaries, bonus schemes and promotion are considered along with the corollaries of discipline and even dismissal for those who do not meet the required standard. Staff motivation and morale are also considered.

Dewey outlines the staffing utilization study carried out in University of Iowa libraries.\textsuperscript{57} The paper provides detailed background information for a major staffing request presented to the central university administration in the form of...
position requests. The study examined job activities and levels prior to automation and three to five years after automation was in place. In the study current job activities and levels were examined, and staff was asked to indicate how the activities making up their positions might change over the next 3 to 5 years -- the time period for the full implementation of OASIS, the automated library system of the University of Iowa Libraries. As part of it, a methodology was developed to analyze components of all positions in the library system at the University of Iowa in order to identify staffing needs.

Although much was written during the 80s on performance assessment in the public services sector, very little was published about the performance assessment actually taking place in higher education libraries with regard to reader services. Morgan reports research on the commitment of institutions and their libraries to performance assessment, the nature and extent of assessment of 3 library reader services: document delivery; enquiry services; and user education, the dissemination of results and gauging satisfaction levels of library mangers with current assessment procedures. A postal survey was carried out during Summer 92. Results indicated that of those surveyed (i) around one third of the libraries had written policies on performance assessment (ii) book and periodical collections were evaluated by half of the libraries (iii) 15 percent of libraries carried out no assessment of their reader services and (iv) only one third of library managers felt satisfied with their performance assessment procedures.

The question of how managers and supervisors approach their supervisory role, and in particular the evaluation of the employee's performance is the topic of discussion of Bender. He describes how managers establish an effective process for examining the skills of each member of staff. The paper emphasizes the need for any corrective action proposed to relate specifically to the work of the employee, and lists a number of steps required for this process to be effective.

Personnel cost projections are becoming a key component in overall library planning, according to Dewey. Strategic plans and the results of a process of defining visions and values provide critical guides to where and how personnel
should be allocated. He examines factors such as accountability, new programmatic initiatives, and client-centred approaches in terms of examining library staff costs. He concludes that consideration of library staff costs and allocation must not be taken from formulae but based on programmatic priorities determined through careful planning.

Singh in his paper reports results of a questionnaire survey undertaken to assess and evaluate the human resource management issues in academic libraries of Lucknow, India. A total of 19 academic libraries of Lucknow were selected but Lucknow University Library was excluded. The objectives of the study were: to assess the human resource base in the academic libraries (manpower requirements, job-description); to assess and evaluate the opportunities available to library staff for their career growth and development; to assess the interpersonal relations among the library staff; to assess the performance appraisal and job satisfaction of the library staff; to assess the concept of empowerment in the academic libraries; and to assess the impact of information technology on human resources. Survey results indicate that persons engaged in libraries are not satisfied with their jobs, work culture and promotional prospects. The paper also makes recommendations for improving library services and strategies for implementing them.

Find focuses on the role of the library staff in the process where the library is changing from the traditional paper-based library towards the hybrid library. He describes the experiences of the Technical Knowledge Centre and Library of Denmark (DTV), Technical University of Denmark (DTU), especially in developing and implementing services based on electronic information. The paper concludes that being a partner in developing new teaching and learning environments requires that a whole new set of qualifications and skills has to be available inside the library.

Veeran makes a survey of the organizational set up of four university libraries in Kerala viz. libraries of University of Calicut, Cochin University of Science and Technology, Mahatma Gandhi University and University of Kerala. After making an overview of the four libraries in the state, he focuses on the staff,
services and their use in the CHMK Library of University of Calicut. Based on the
study he makes some concrete suggestions for the better utilization of library
services and staff, also taking into consideration the suggestions of the users.

2.4 Impact of IT on Library Manpower

The Conference paper entitled “New systems and their human
dimensions in an academic library” gives brief details of 6 automated systems in
operation at the University of Calgary Library.64 The systems are: Expenditure
Control System (EXCON); Technical Service Automation System (TESA);
Collections Policy; Periodicals/Serials System; Circulation System; and Information
Retrieval System. Experience with these provides the basis for some general
comments on the impact of library automation on users and staff. The authors are
of the view that users are affected by convenience and not production costs; they
are indifferent to procedures, will stick to their own information gathering patterns,
and are very sensitive to any service fees. Libraries now employ many non-
librarians (e.g., systems analysts, terminal operators) and the role of the librarian
and bibliographer is beginning to merge with that of the new information
professionals. Some librarians have negative attitudes to new systems and
technologies like fear of computers. The paper concludes that the time saved by
the use of automation can be spent in assisting the user.

Automation of a technical services division of a large university library
requires regrouping of personnel and creation of new job descriptions.65
Implementation of this change is discussed in terms of workflow analysis,
deployment of personnel, training programmes, and physical change of the work
area. Evaluation of the impact of the change on job satisfaction and productivity is
difficult in a transitional period. Ongoing reassessment of new procedures is
necessary in order to achieve desired qualitative and quantitative goals.

An exploratory study of OCLC’s role in providing management information
to libraries was conducted in 1983-84.66 Based on a series of interviews with
OCLC staff, network directors, and librarians in member libraries and a review of
related literature, it was recommended that OCLC take several steps to improve
the statistics it currently makes available and to seriously consider a leadership role in helping libraries use microcomputer technology to provide statistics for library management. The Centre also has to take a lead role in equipping staff members to change with the environment.

David Waters describes a case study of the effects of new technology on the employees of a university library. While discussing the effects, the author also tries to identify factors which constitute job satisfaction. The study discloses the methods by which the employees' job satisfaction and prestige and self-esteem are measured as well as the questions asked about changes in social relationship. It concludes that automation has not brought about job dissatisfaction or affected self esteem of most employees and social relationships remain unchanged.

Northwestern University Library's experience with computerized support for processing operations (NOTIS) provided an unusually long-term view for analyzing the impact of computerization on library staff. For technical services staff a major problem is finding time to carry out necessary duties and attempt to learn about the most critical developments in their areas of responsibility. To learn about new formats, who handle them, pricing/discount models, how to represent the format in the OPAC and so forth takes more time than outsiders realize but the day's ongoing work does not stop to pay special attention to study and take decisions. The paper also deals with staff reallocations and reductions, resulting improvements in services, and the resulting savings in salaries.

Administrators often look at the centralization of library collections and services as a means of improving finances, space availability, and user access. The effect on personnel, however, is seldom given equal attention. The paper by Kleiner reviews both the positive and negative impact of centralization on staff and services and describes the benefits of the central mode for professional development. The move from decentralized to centralized library service at Louisiana State University is discussed, as well as the effect of automation on that configuration.
As follow-up to an earlier study carried out in 1986 on an assessment of the impact of new technology on university library staff’s job satisfaction, prestige, self-esteem and social relationships, David Waters carried out a survey in university library departments which had recently adopted automated systems. The paper concentrates on the findings of the survey which also dealt with aspects of job satisfaction.

The application of automation to libraries’ acquisitions, cataloguing, circulation and reference functions is the topic of discussion by Shepherd. He discusses how successful strategies for managing staff during an automation project, emphasizing thorough consultation and communication. The first step is to form working teams consisting of senior staff of all divisions to re-engineer the process. They have to develop flow and decision charts for the existing processes. They also have to develop similar charts for several variations in the post-implementation system. The second phase is to ask the standard work analysis questions like what is done, why is it done, where is it done, when is it done, who does it and how is it done. All this has to be done with the system concept in mind.

In 1981, Penn State University computerized its library cataloguing operation using an integrated local system, LIAS. The copy cataloguing and pre-order searching for all formats were centralized in a large clerical unit, while some original cataloguing was decentralized. These changes resulted in new job responsibilities for library staff, the timely processing of all materials, and a reduction in the cataloguing workforce. The paper discusses the extent of change effected and the problems encountered during the process.

While making a review of the performance of British university libraries, Rodger finds that the annual reports of UK university libraries describe a period of financial constraint, with hopes of improvement unfulfilled. Budgets, more than doubled, but this did not keep up with inflation. In many cases the number of books and periodical titles purchased and the number of staff employed fell. Student numbers did not increase greatly, but many libraries reported very substantial increases in library use. Services like on-line information retrieval were hardly known in 1977, but were in great demand by 1987. At the beginning of the period
only a few libraries had any computerization, but the end, almost all had automated, many with integrated on-line systems which had required substantial capital investment. Had it not been for this investment in automation, university libraries would certainly not have been able to cope with the increased levels of demand with their reduced staffing. As a result library users have seen great improvements in services, at the severity of the cuts imposed, in spite of the reduction in staff.

In an era of library automation many vendors have computerized their operations and have realized that it would be helpful to give their library clients access to their automated files. Rieke in her paper examines the experience of the Medical Center Library of Vanderbilt University, Tennessee, which served as a test site for a vendor’s on-line system in 1985 and where a study was devised to track the performance of the claim function. The study revealed that sending a claim on-line may actually take more time than sending a claim manually although manual claims would be totally dependant on the postal service. Overall the on-line method of placing claims was preferred because it resulted in a faster response from the vendor and a quicker receipt of the journal. In addition it was viewed more favorably by the staff despite occasional on-line problems.

As a major contribution to a thematic issue on the human response to library automation, Jones reports the results of a questionnaire survey of the support staff at the libraries of the University of California at Santa Barbara; of Northern Illinois University in DeKalb; and of the University of Richmond at Richmond, Virginia. 25 questions concerning technology in the workplace were followed by one page of questions concerning the respondent’s personal background in terms of education (kind and amount) and library experience (kind and length). Results indicate an exceedingly positive attitude, even though there is a strong undercurrent of personal frustration and irritation.

Waters reports a study of some Australian university libraries undertaken after the introduction of automated systems as a sequel to the previous study (Reference no. 68) which reported the job satisfaction impacts of new technology. This article considers the findings of the earlier study by the author.
but in the areas of prestige, self-esteem and social relationships. Results indicate
an overall picture of stability. A large proportion of employees reported little change
in factors likely to affect prestige and self-esteem and most had not experienced
adverse social changes.

Libraries planning to acquire a significant number of CD-ROMs for public
use need to consider reference staffing implications and the actual physical
placement of the computers in the reference room, according to Bonta. 77 Many
patrons who use CD-ROM products still need as much assistance as they did with
traditional reference sources. Pennsylvania State University library decided to keep
the main Reference Room, but to establish there a new CD-ROM service area, a
group of CD-ROM workstations placed in close proximity to a newly established
service desk. Staffing needs have included a reference section automation
coordinator who supervises daily operational issues, a CD-ROM assistant who was
hired to cover the desk, and student assistants to provide routine maintenance and
serving.

Winstead reports the results of two surveys of library staff of three libraries
at the University of East Carolina, Greenville, North Carolina carried out in 1987
and 1993. 78 The following hypotheses were considered: (i) educational level has
no bearing on the acceptance of automation; (ii) automation will not cause changes
in the hierarchy of the library; (iii) automation will not have any effect on
interpersonal communication; (iv) most library employees do not welcome
automation and any positive effects it can have on their jobs, and (v) the majority of
personnel are not concerned about ergonomic factors and do not suffer physical
effects due to automation. The first 3 hypotheses were accepted the final 2
rejected. It also shows how the reactions of staff have changed between the 2
surveys.

Using the experiences of the Clemson University Libraries, South
Carolina, Deeken discusses the relationship between automation and
reorganization as a case study for connecting the two. 79 The paper discusses
library reorganization in general, then focuses specific attention on the reasons
and methods for reorganization in the acquisitions unit. Along with the discussion
of staff participation and total quality management principles, the paper deals with 8 axioms of reorganization.

Staffing required for a library depends on various factors such as number of working days in a year, hours the library is open, leave allowed per year, total stock, number of documents added per year, no of documents circulated per day, number of queries handled per day, types and quantum of services offered, number of readers who require assistance and a host of other factors. Taking these factors into consideration, Devadason and Vespry have developed a set of computer programmes and named it as LISPA. It is made to run on IBM compatible PC/AT computers. It is not an expert system but combines in it the expert knowledge of a library planner. Although LISPA has built in default values and ratios for computing the staff required for a library, users can alter these standards and values and compute staffing requirements based on their library needs. LISPA allows the planner to choose the kinds of services and the operational environment of the library and control the computation process according to these requirements. This facility makes LISPA useful for planning staffing needs for libraries in different socio-economic and technological environments. The system can be used to check the present staffing needs of a library, to estimate its future requirements, and to plan staffing needs for a new library. The staffing requirements are computed and presented in the following categories: senior professionals, professionals, semi-professionals and skilled and unskilled staff. LISPA can be used both to plan and to teach how to manage the staffing needs of a library. It displays the steps involved in the computation and also the functions of different sections in a library, including the various types of services a library can offer.

The paper by Garcha and Butlar considers how the roles of cataloguers have evolved over the past decade due to the impact of automation. It reports results of a questionnaire survey of cataloguers in academic libraries in England where it was found that 97 per cent work with a fully automatic online public access catalogue; all catalogue online, and share records with some bibliographic utility, of which RLIN and BLCMP are the most popular. Professional library staff size had
decreased at 50 percent of the institutions with means of 4.5 professionals and 4.8 support staff members. The average reduction in the percentage of professional cataloguers per library was about 53. Roles that were greatly expanded included cataloguing of digital documents and Internet resources, authority control, and database management. Of the respondents, 65 per-cent are now involved in electronic mail discussion groups where 10 years ago none were. Administrative functions have also increased as 50 percent of the cataloguers are now heads of bibliographic access departments.

According to Youngman, librarians are moving into dramatically different roles as new services are implemented. The library staff considerations are essential to the success of any technology-based service and libraries are challenged to develop and implement those services while maintaining traditional services, often with no increase in library staff. The support of electronic services requires special skill sets and in many cases more, not fewer, staff hours. Each library must develop individual solutions to this dilemma, but many will find useful a model that incorporates three basic elements. These three elements viz. utilization of experienced librarians, targeted recruiting of entry level librarians and creative supervisory practices are discussed in detail.

Connaway describes the aims and content of Denver University's Library and Information Services Program, designed to prepare the new generation of library cataloguing staff to meet the rapidly changing library world that are likely to have a direct impact on their work. The underlying model curriculum presents user needs and information seeking behaviour as central to the organization of information and presents cataloguing as a crucial part of the broader study of the storage and retrieval of information.

Suku and Mini discuss the scenario of automation activities of university libraries in Kerala based on a comprehensive survey carried out in the university libraries of the state. The survey focused on the various aspects of library automation such as IT infrastructure, in-house activities, the extent of automation of house keeping operations and the use of information services and the implications on library staff. The attempts towards manpower development are
discussed in detail. The paper also examines the role played by the INFLIBNET Centre of UGC in accelerating the automation activities of the state universities. After identifying the problems of library automation in the state, the paper offers concrete suggestions for overcoming them and comes out with a definite plan of action for the university libraries. It also gives the list of e-resources accessible under the UGC-Infonet E-journal Consortium.

2.5 Job Satisfaction Studies

The objective of the study of D’ Elia was to identify factors most highly related to job satisfaction among librarians. Data were collected from 228 librarians regarding sex, type of library, vocational needs, characteristics of the job environment, and job satisfaction. Job satisfaction, it was found, did not relate to the first 3 factors, but did relate to the characteristics of the job environment. Of these, the supervisory climate and the intrinsic characteristics of the job itself are the two most important determinants of job satisfaction. One interpretation of the data suggests that a supervisory climate which permits a librarian to exercise initiative and professional judgment in the performance of the job is conducive to job satisfaction.

The purpose of the research by Glasgow was to identify predictors of job satisfaction among academic librarians. Structural models were developed and examined with path analytic procedures to determine the effects of the following variables on librarians' job satisfaction: selected characteristics of individual librarians (education, experience, sex, age, salary, and position); selected characteristics of library organization (annual budget, sex of director, size of staff, average annual salary of staff, organizational status of librarians, and size of collection); and librarians' perceptions of their job (perceptions of the work, adequacy of pay, promotion opportunities, supervision, associates, and job security). The study shows that all the selected characteristics of individual librarians influence the job satisfaction level, but the selected characteristics of library organization have little influence. While a few factors related to the librarian's perceptions of their job have a bearing on job satisfaction, others are not having any influence.
Kamala Chopra points out the need for contented and well-satisfied librarians to make libraries more serviceable to their clientele. In her study she analyses the data collected of 100 librarians which showed that 91% of them derived satisfaction from their work, 90% were satisfied with the social recognition given to them by the public, 72% were satisfied with their working conditions, 70% were satisfied as regards job security and 63% were satisfied with the social status ascribed to their profession. Only 34% were satisfied with their pay scales and 48% with the avenues for promotion. A significantly higher percentage of female librarians were satisfied with the social status of their job and with their work. A higher percentage of librarians working in special libraries were satisfied with their working conditions, pay scales and avenues of promotion. The paper also discusses the results of this analysis and also the main sources of dissatisfaction.

A review of the few articles in the field of job satisfaction for professional librarians is made by Wittingslow and Mitchison which shows that the results are often generalized in the literature to all workers in a library setting. When a stratified sample of library staff were interviewed, results showed that the level of perceived job satisfaction depended on the match/mismatch of desired and actual job responsibilities of the staff member. Professional library staff and non-professional workers reported high to average levels of job satisfaction but the semi-professional library staff reported low levels.

Successful management fosters motivation and job satisfaction which results in increased productivity. Nzotta discusses, in the context of Nigerian library management, the reasons for job satisfaction among men and women librarians, in the wake of two surveys which produced contradictory findings. There is an international need for demonstrating the differences in job satisfaction between men and women in order to improve productivity.

Lahiri makes an empirical study, based on Herzberg's theory, conducted with the library professional staff at Manipur University Library, India, relating to job satisfaction and motivation. As far as job satisfaction is concerned, more than 68 percent of the respondents did not take sides with the issue which indicates their negative attitude. Regarding interpersonal relations, 50% of the respondents
did not have good relations even with their colleges of same level. Through the study, he has identified factors needed for removing dissatisfaction and factors needed for motivating personnel. More staff, reading materials, equipment and furniture more cooperation from staff, more attention from authorities, proper library buildings, personal promotion etc. are identified as factors needed for removing dissatisfaction. Factors identified for motivating personnel are work itself, responsibility, personal development through training, working environment, recognition, salary and participative management.

The extent to which academic librarians in Nigeria satisfy the bibliographical and information requirements of scholarship and research, and whether the institutional settings in which the library staff work are conducive to effective professional library service are examined by Agoulu. Based upon a sample of the six oldest Nigerian university libraries, involving both documentary and survey research methods he evaluates the librarians' perceptions of their responsibilities and their academic and professional background, work environment, job satisfaction and opportunities for continuing education and professional development. The factors that have hindered effective professional library service are also described.

Fitch emphasizes library staff, a largely neglected group, and discusses a survey of the job satisfaction of these employees in academic libraries in Alabama. The Job Descriptive Index (JDI) was used and the resulting satisfaction scores were related to the variables of size of city, sex, variability of working hours, type and size of institution, staff, department, historic race of the institution, and automation status of the library's functions. The results reaffirming conclusions of other studies show that demographic factors do not influence job satisfaction. The paper stresses the need for better compensation and opportunities for promotion for academic library support staff as well as the need to relate satisfaction to quality of work-life issues.

Results of a questionnaire survey of professional and semi-professional library staff working in Indian university libraries to determine the levels of job satisfaction are given by Navalani. Data analysis revealed that the majority of
library staff are satisfied with most of the attributes of their work, but there were differences in the perception of men and women, and seniors and juniors. The paper also contains suggestions for improvement of satisfaction levels. They are: more attention to in service training; reanalysis and redesigning of jobs for better utilization of skills and abilities; more internal motivation of staff; and improvements in the quality of work performance.

Research libraries are challenged with retaining an effective staff who have the skills to respond to changing circumstances and increased demands. Siggins feels that ways must be found to reduce stress and prevent burnout but also to sustain a level of interest and job satisfaction among staff to ensure a high level of performance. He analyses the elements of job attitudes and their relationship to performance output. He also explores factors which lead to job satisfaction and dissatisfaction and recommends ways in which library administrators and managers can improve job satisfaction.

Horenstein examines job satisfaction of academic library staff as it relates to faculty status and participation of librarians in library planning and decision making, university academic affairs, and professional library activities. A questionnaire survey was carried out, covering 300 US academic libraries at a random sample of universities and colleges in the USA with enrolments exceeding 2,000 students. An SPSS data analysis of 638 responses focused on job satisfaction of three groups of librarians viz. (i) Librarians with no faculty status or rank; (ii) Librarians with either faculty status or rank but not both; and (iii) Librarians with both faculty status and rank. Academic librarians with both faculty status and rank were more satisfied than librarians in the other two groups. They also perceived themselves as more involved in library planning and decision making, more frequently consulted, better informed about matters affecting the library, and more involved in the university. The best predictors of overall satisfaction were perception of participation, salary, and possession of academic rank.

Antwi and Bello are of the view that managers should take interest in motivating their workers because this influences their performance and organizational effectiveness. Their paper provides a short review of the
administrative structure of the Abubakar Tafawa Balewa University Library (ATBU),
Bauchi, Nigeria and presents data gathered by a questionnaire relating to the
motivation and productivity of library assistants in ATBU and presents a grim
picture of the situation. The study also offers improvements for staff productivity.

Doyle presents a survey on the job satisfaction levels of US and
international college and university media specialists based on the Minnesota
Satisfaction Questionnaire (MSQ). The MSQ contains 100 questions designed
to measure an employee's level of job satisfaction. He also discusses job
satisfaction theories including human relations, work itself, and physical-economic
relations.

Results of a study of a sample of 460 professional library staff from 7
central university libraries in India to investigate reasons for job anxiety and job
satisfaction are discussed by Prasad. The objectives of the study are to find out:
(i) the effect of job anxiety on job satisfaction and their interrelationship; (ii) job
anxiety and job satisfaction according to the position in the hierarchy of their posts;
and (iii) the extent of job satisfaction. Considerable differences were found in job
satisfaction in 4 areas: job content; management; personal adjustment and social
relations. The level of anxiety of staff in higher post was more and comparatively
lower in lower posts. Job satisfaction scores of the 3 anxiety sub groups: low;
moderate; and high revealed significant differences between them. Correlation
analysis between job anxiety and job analysis revealed that the degrees of job
anxiety are related to job satisfaction in various areas in different ways. It confirms
the theory that interpersonal relations are the major determinants of anxiety.

The doctoral study of Navalani was designed to test hypotheses that the
level of job satisfaction was the same for male and female professionals on the
one hand and for the senior and junior professionals on the other hand, in Indian
university libraries. The study covered fifty-one variables grouped under ten
dimensions e. g. profession and career, work, university library planning, policies,
etc. Score generated from the total of the scores of these variables was treated as
general satisfaction. The scoring system was based on a five-point Likert-type
scale. A nation wide survey was conducted through the questionnaire designed for
the purpose. 353 professionals from 23 universities participated in it. No significant difference was found in the overall level of job satisfaction between the sexes, while significant difference appeared between the seniors and the juniors at the 0.05 level of confidence. The juniors scored lower than the seniors. The dimensions, profession, salary and promotion showed significant differences of job satisfaction at 0.001 level between seniors and juniors, work, its content and pattern between males and females at 0.01 level. All the dimensions showed positive correlation with the job satisfaction.

Awuku in the study entitled “Productivity in University Libraries of Developing Countries” analyzes those variables that affect the motivation and productivity of library staff in some university libraries. It offers a comparative study based on the situations prevalent in 2 West African (Ghana and Nigeria) and 2 Southern African (Zambia and Botswana) countries. The study highlights measurement of performance and various techniques for improvement. It also makes recommendations to library policy formulators on how to improve the lot of subordinate staff and thus motivate them towards higher productivity and the realization of organizational goals and objectives.

Ang and Koh examine the literature on job satisfaction and user information satisfaction to see if there is sufficient evidence to suggest that the 2 constructs are correlated. The factors which affect job satisfaction are similar to those which affect user information satisfaction. Examining user information satisfaction and jobs satisfaction in isolation would not be rigorous because the effects of relevant contextual variables have to be taken into account. The study identifies the relevant contextual variables, and develops a comprehensive framework which allows investigation of the relationships between the two constructs. They also test the framework with a small scale study.

Abifarin presents the results of a questionnaire survey which investigated the level of motivation among librarians and para-professional staff in Nigerian university libraries. Major variables considered is: training opportunities, frequency of development, work environment, promotion prospects, sabbatical leave, communication and management style. The study reveals a general
dissatisfaction with all the variables except frequency of development. It suggests some practical ways of motivating staff, chief among which is the management style of university librarians going out to see for themselves what is going on in the various sections of the libraries.

Leckie and Brett report results of a questionnaire survey of university libraries in Canada which investigated the job satisfaction of Canadian university librarians and which replicated the techniques used by Bonnie Horenstein's 1993 US study so as to facilitate international comparisons. The study explored the relationships between faculty status (academic status), administration, and the participation of librarians in library planning and decision making, university affairs, and professional activities. Data analysis concentrated on comparisons between faculty status librarians and non-faculty status librarians, and between administrative librarians and non-administrative librarians. Although academic status librarians were significantly more satisfied with their involvement in university affairs and promotion and tenure processes, they were not more satisfied with other dimensions of their work, such as workload and salary. Administrative librarians, on the other hand, were significantly more satisfied with most of the major aspects of work being measured, and perceived themselves to be much more involved in library planning and university affairs than did non-administrative librarians.

Survey data were used to determine the influence of job satisfaction on the publication output of librarians in Nigerian universities in the study by Edem and Lawal. The results of the empirical analysis indicate that of the six dimensions of job satisfaction used in the study, only three (librarians' levels of satisfaction with their achievement, responsibility and recognition) had a significant influence on their publication output. Other dimensions including salary, university library policies and administration, and supervision, had no significant influence on their publication output.

Sierpe used Spector's Job Satisfaction Survey (JSS) to measure the job satisfaction of librarians in the three English-Language universities in the province of Quebec, Canada. A total of 81 responses were analyzed and results showed
that though the librarians working in these institutions are satisfied, they are
dissatisfied with communication and operating procedures. The relationship
between job satisfaction and demographic characteristics such as gender, age,
academic rank and tenure status were also studied. Gender and age were not
found to have any influence in the job satisfaction but position in the hierarchy and
tenure status definitely recorded the positive influence on satisfaction.

The study by Togia and others investigate the job satisfaction among
academic librarians in Greece using the Employee Satisfaction Inventory (ESI).\textsuperscript{106}
The instrument assessed six dimensions of job satisfaction: 'working conditions,'
'pay', 'promotion', 'job itself,' 'supervision,' and 'organization as a whole.' Greek
academic librarians were most satisfied with 'job itself,' 'supervision,' and 'working
conditions' and less satisfied with 'pay' and 'promotion'. Prior working experience
contributed negatively to the prediction of satisfaction with 'working conditions,'
'supervision', and 'organization as a whole', whereas participation in decision-
making positively influenced 'job itself' and 'organization as a whole'. These
findings are in accordance with prior studies and can be particularly useful for
providing a comparative and comprehensive understanding of job satisfaction in
the library profession.

Togia studies the levels of burnout among Greek academic librarians and
assesses its relation with certain background characteristics\textsuperscript{107}. The Maslach
Burnout Inventory (MBI) was administered to 136 academic librarians across
Greece. The findings suggest that respondents experienced low levels of
emotional exhaustion and depersonalization and moderate levels of personal
accomplishment. Of the background characteristics, age, number of years as a
librarian and participation in decision making were found to be independent of
experienced burnout. Direct contact with library users seemed to enhance feelings
of personal accomplishment. In addition, employees with short term contracts
reported higher levels of emotional exhaustion in comparison to their colleagues
holding lifetime positions.
2.6 Conclusion

Though studies on library manpower started in United States as back as 1930s, this topic was not given serious thought till Dr. Ranganathan came out with the famous staff formula in 1935 in the classical work *Library Administration*. Again the issue caught the attention of practitioners with the Report of the Library Committee of the University Grants Commission. There was a revival of interest in the topic in the second half of 1960s which saw recommendations as to the number of staff to be appointed in various types of libraries. The recommendations of the *Seminar on Workflow in Libraries* organized under the auspices of INSDOC were a landmark. However, there is a paucity of manpower utilization studies in the post-Ranganathan era.

In the meanwhile, various Committees and Commissions and Taskforces appointed by various bodies like ALA, ACRL, SCONUL were constantly revising the standards regarding the quantity and quality of manpower to be appointed in academic libraries as is evidenced by the spate of literature produced by them. But all such studies try to link the ratio of students and teachers for the estimation of staff. The review shows that except a few doctoral studies published in the form of books on manpower planning of some individual university libraries, no serious attempt has been made to suggest norms – either quantitative or qualitative – for the appointments to the university libraries. While there is a plethora of studies on the impact of information technology on staffing structure, especially in the developed countries, they are conspicuous by their absence in India. Nonetheless, there are a few studies in India related to the job satisfaction of library staff.

References


