

# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

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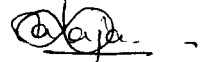
**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

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Calicut University,  
17.01.2007.

## CERTIFICATE

I Jalaja,V., do hereby certify that this thesis entitled “HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA” is a record of bonafide study and research carried out by Ms. Meena.V., under my supervision and guidance.



Dr. Jalaja. V.

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## DECLARATION

I, Meena.V., do hereby declare that this thesis entitled "HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA" is a record of bonafide study and research carried out by me under the supervision and guidance of Dr. Jalaja, V. This has not been previously submitted by me for the award of any Degree, Diploma, Title or recognition before.

Calicut University Campus,  
17.01.2007.

*Meena*

Meena.V.

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# INTRODUCTION

## 1.0 Introduction

Society consists of organizations with different purposes and functions. The organizations, which make up the society comprise large, small, formal, informal, primary, secondary, religious, economic, educational, governmental, social, military and political units. Organizations are social systems which have made possible many of the major advances in civilization.

In the words of Toffler<sup>1</sup> (67, 1), 'an organization, after all, is nothing more than a collection of human objectives, expectations, and obligations. It is, in other words, a structure of roles filled by humans'.

An organization is actually a group of people who have been brought together to achieve human goals. The need of an organization is for rules and customs which indeed will specify the ways in which the individuals could relate with each other.

The modern organizations have been greatly instrumental in bringing in the era of technological advancement, revolutionizing all forms of social life and modes of thinking, overhauling and renovating our economic, educational and military systems<sup>2</sup> (Khanna 1).

An organization comes into being when

- (1) there are individuals able to communicate with one another,
- (2) who are willing to act together
- (3) to accomplish a common purpose

These are the three basic elements necessary for an organization, and all are equally important for the effective functioning of the organization<sup>3</sup> (Halloran 58).

Organization is a system consisting of social, technical and economic elements and purports to co-ordinate human and material resources to attain multiple objectives. These may include

- to make a profit,
- to provide good products and good services
- to go ahead in competition
- to provide for the welfare of employees
- to grow, and
- to be efficient

This system converts numerous inputs into several outputs that become products and services for the society<sup>4</sup> (Dwivedi 7).

In the modern world most of what is commonly called work is done within the context of one form or another of organization. This means that people have found that their efforts are more productive and rewarding when done cooperatively with others.

An organization is a planned coordination of a number of people and their activities for the achievement of some specific goals through division of labour, and hierarchy of authority<sup>5</sup> (Aswathappa 444).

An organization's greatest asset is its people or human resource. The effectiveness of an organization depends to a considerable extent upon the physical and mental efforts and abilities of those who manage and perform the productive operations. Without human energies, skill and knowledge, natural resources are inert and of little value<sup>6</sup> (Saksena 271).

When all resources depreciate, human resources appreciate. It has come to the realization of the managements that human resources alone is capable of bringing about the best of other resources as far as an organization is concerned. The employees of an organization are vital as they influence the efficiency and effectiveness of the organization.

The unique feature of human resource is that its contribution can be enlarged considerably through the process of development. Human resource plays an important role in shaping the organization as all the other natural resources can be better utilized by motivated human resources only. Moreover the organization can prosper and progress only through the creative efforts and competencies of their human resources. And of all the resources we have, it is our human resources that are least efficiently used<sup>7</sup> (Hepner 4).

It is an established fact that it is the people who make an organization a success or a failure. It is in this context that the management should be responsible to create conditions for maximizing the productivity of people.

In business, government and non-profit organizations, human resources are the most neglected category, which are often not used effectively. The optimization of human resources calls for a conducive managerial climate based on human relations.

### **1.1 Human relations**

Human relations is the art of using systematic knowledge about human behaviour to improve personal, job, and career effectiveness. It begins with self-understanding.

Human relations, in its broadest sense covers all types of interactions among people- their conflicts, cooperative efforts, and group relationships. It is the study of why our beliefs, attitudes, and behaviours sometimes cause inter-personal conflict in our personal lives and in work-related situations<sup>8</sup> (Réece and Brandt 5).

All the members in an organization have a responsibility for developing successful human relations. The interaction among people influences the quality of human relationships. Skill in human relations has increasingly become an essential ingredient for effective management.

Our religious books such as Ramayana, Upanishads, Gita and Mahabharata emphasize the importance of good human relations. In the context of human relations the Isopanishad says that the wise man who realizes all beings as not distinct from his own self as the self of all beings does not by virtue of that perception, hate any one.<sup>9</sup> (Ahuja 169).

Although human behaviour and their relationships have existed since the beginning of the civilization, the art and science of trying to deal with them in complex organizations is relatively new. Human relations is something that takes place between people. It takes place between a man and his boss, between one worker and another, between a staff specialist and a line supervisor, and between a manager and superior<sup>10</sup> (Bittel 24).

According to Davis<sup>11</sup> (6, 11), 'human relations is motivating people in organizations to develop teamwork which effectively fulfills their needs and achieves organizational objectives.' It is the study of human behaviour at work and an effort to take action in operating situations in order to produce better results. The definition given by Davis projects the following aspects of human relations:

- The focus is on people rather than on economic or mechanics
- People are in an organizational environment rather than in an unorganized social set-up
- The key activity in human relations is motivating persons
- The direction of motivation is toward teamwork, which requires both coordination of the work and cooperation of the persons involved
- Human relations through teamwork seeks both need fulfillment and organizational objectives, rather than one or the other
- Both a person and an organization seek results effectively with minimum inputs in relation to outputs.

Human relations tend to provide maximum output for the organization as well as optimal individual satisfaction and adjustment, all at the same time. Human relations in an organization is the humanization of relations in it, that is, humane relations between human beings in an organization. Human relations can be defined as the cordial atmosphere in an organization with which people practice the art of living in such a way that they communicate, act, interact and transact in a cordial manner recognizing each others' needs, views, values and temperaments, so that every interaction or transaction which takes place in an organization would have a concern for each other's interests and feelings leading to better motivation and morale of people at all levels in the organisation<sup>12</sup> (Michael 451).

Human relations is a force which brings maximum cooperation and coordination among the components and finally helps smooth functioning of the organization. This is just like a lubricating oil which reduces friction among the parts of a machine and helps smooth functioning of the whole machine.

Human relations is the study of the interactions that exist between people. These relationships occur at work in an organization and in all aspects of our personal lives.

Human relations can be either a formal interaction that takes place, such as between workers and their supervisors, or an informal interaction<sup>13</sup> (De Cenzo 5).

The process of human relations involves more than just 'getting along' with others. Even though 'getting along' well with others is important, meaningful human relations involve qualities like genuine care, concern and understanding.

Human relations refers to the 'processes of effective motivation of individuals in a given situation' so as to achieve greater human satisfaction

and also help to achieve defined goals. Motivation means act(s) of inducement. Inducement to act can be done by offering recognition, appreciation, sense of participation, improved working condition, etc.<sup>14</sup> (Ranganathan 137).

Human relations emphasizes people rather than money, materials or machines and implies that people interact better in an organized setting rather than in a haphazard social contact. Moreover the 'motivating' activity possesses great significance in human relations indicating that managers are no longer the pushing or driving forces, but their role is to help release and guide the inner drives of human beings who alone are capable of producing an output greater than the sum of their inputs if properly motivated<sup>15</sup> (Dwivedi 15).

Human relations means relationship that should exist and be cultivated and practiced by management. The goals of human relations are:

- To gain better understanding of one's self
- To broaden and sharpen sensitivity to the feelings of others, and
- To develop respect for others<sup>16</sup> (Ahuja 516).

The study of human relations in the world of work is the study of practical attempts to achieve two separate goals:

- greater productivity at work, and
- greater human satisfaction within the organization<sup>17</sup> (Benton and Halloran 4).

Human relations means relationship that should exist and be cultivated and practiced by management. It stands for the development of an effective organization. It is based on the recognition of human feelings and aspirations in the organization. It works in organizations where positive attitudes and ample understanding of the human side of organizations exist.

According to Subba Rao<sup>18</sup> (441, 18), it definitely contributes to the improvement of human relations when all other functions of human resource management are performed effectively. The following are the measures to promote and maintain human relations:

- (i) By promoting honesty among the individuals
- (ii) By being frank to oneself and appreciating the frankness of others (Frankness clears misunderstanding and restores good relations)
- (iii) By maintaining effective communication (Disputes can be effectively handled only when the manager is effective in his communication)
- (iv) By developing sensitivity to others' feelings and an ability to appreciate others' ideas
- (v) By becoming a good leader and thereby bringing cohesion in the group one leads (This can contribute to the improvement of human relations)
- (vi) By speaking about your own mistakes before criticizing the others
- (vii) By requesting the others instead of issuing direct orders
- (viii) By praising the subordinates publicly even for the slight improvement
- (ix) By making the other people happy about doing the thing you suggest
- (x) By winning the people to your way of thinking by means of showing respect for the other man's opinions and ideas
- (xi) By making one's home and personal life happier (this will help in a long way in maintaining harmonious human relations with others as he would be in the life position of 'I am OK' to some extent)

- (xii) By treating the subordinates with dignity and respect
- (xiii) By understanding all the human needs and giving due weightage in satisfying them
- (xiv) By helping the people in the team performing their duties.

The study of human relations will not enable us to change problem persons by means of clever techniques but it will develop awareness of factors, positive as well as negative, to which we can adapt ourselves and our programs. Human relations means working with people, not doing things to them.<sup>19</sup> (Hepner 13).

We need to have meaningful human relationships with people in our work situation, in our social lives, and in our home and family circles. When one is able to achieve this, one's life will be a warm, secure harbor where he can drop anchor and be 'at home'<sup>20</sup> (Ellenson 294).

Recent years have witnessed a significant development in the concept of human relations and importance of its skills in almost every type of work setting.

### **1.1.1 Human relations in Libraries**

In a service organization like library most of the job requirements are centred around people. Therefore, in the context of a library, human relations means a systematic development of skills for knowledge handling and effective utilization of the resources for growth and advancement.

Libraries and information units have become increasingly involved in management practices, as pressures from their parent bodies (local authorities, educational institutions, industrial and professional firms) impel them to justify their services in relation to user needs as they adopt more systematic approaches to management<sup>21</sup> (Jordan 1).

Human relations is the essence of productivity in librarianship. It forms the basis of interaction between the user and the staff, senior librarian and subordinates and professionals and library systems<sup>22</sup> (Thamaraiselvi 333).

Creation of an understanding and maintaining cordial relationship with all the members of the community from the part of a library could be termed as human relations as far as a library is concerned.

Libraries are people centred. Human resource development is one of its principal focus. It is the quality of human resource performance, which decides the quality of the library service. The root problem towards this approach is the lack of appreciation for the human system as the power source of creativity. It is from the same human system, organization can derive energy for effective organizational change<sup>23</sup> (Meera 155).

Human relations are very important to achieve the goals of the library for which high morale has to be built among the staff. The staff should develop capabilities towards understanding, appreciation and solution of problems.

In order to create excellent human relations, Abdul Majid Baba<sup>24</sup> (25, 24) advocates the following measures to be adopted:

- (i) Improve working conditions
- (ii) Provide facilities for health of the staff and their recreation
- (iii) Form staff associations to look after interests of the employees
- (iv) Provide employee participation in decision making
- (v) Use democratic approach in staff organization, keeping in view the sense of participation
- (vi) Hold regular staff meetings at different levels
- (vii) Provide facilities and encouragement for continuing education

- (viii) Provide incentives and encouragement
- (ix) Show understanding of the individual difficulties and problems as well as try
- (x) To solve these on the basis of understanding of the human relations.  
(This is for chief librarians and senior administrators only)

The great success of library service basically depends on the 'human relations' with the superordinates, equals, subordinates and finally with the readers. A standard conduct based on courtesy, honour and ethics which guides the practitioner in his human relations with clients and colleagues. A library professional owes certain obligations to the library's public, its books, the professional organizations and to himself<sup>25</sup> (Kanthimathi 74).

Libraries being service organizations, maintenance of healthy and harmonious human relations is very essential for the achievement of the goals of the institution. Human relations constitute various factors which are part and parcel of the activities carried out in the library and experienced by the library personnel.

According to Vijayasudha<sup>26</sup> (2, 26) human relations within the library could mean working with:

- (i) Professionals and others;
- (ii) Grouped into different departments of the library;
- (iii) Motivating them to put in their best;
- (iv) Work together to achieve specific objectives set for them from time to time;
- (v) Encouraging them to work cooperatively as a team;
- (vi) Effectively coordinating the work of several departments;
- (vii) Ensuring achievement of the ultimate objective of the library;

(viii) At the same time, consciously obtain for the subordinates the satisfaction of their needs.

In this context the importance of the nature of librarian as told by Tagore<sup>27</sup> (1, 27) is very significant. 'That library alone can be called hospitable which shows an eagerness to invite readers to the feast at its disposal- it is such hospitality that makes a library big, not its size. That the readers make the library, is not the whole truth; the library likewise makes the readers'.

Much depends upon the service provided by the library staff as majority of the readers expect good and cordial behaviour from the staff while providing service. The library staff should display service-mindedness. The library professionals should have the following human relations qualities<sup>28</sup> (Johry 111):

- clarity in instruction
- accepting superior's directions without hesitation
- rapport to superiors
- ability to project good things to superiors
- good interdepartmental relations
- effective communicator
- direct approach with other departments for information
- informing superiors of his decisions, and
- understanding the stages and skills of negotiation and compromise.

As far as a library is concerned the librarian should have qualities of leadership. He should be able to lead and inspire his subordinates. Among equals there should be fellow feeling. With regard to the subordinate

members of staff, each member should be responsible and feel that his work is also essential for the working of the total system.

The most difficult aspect of running an organization, be it a library or a company, is the human aspect. Modern management technique or technology cannot work successfully unless the people involved are first respected as individuals. Treating the employees humanely and respecting their individuality will win the dedication and loyalty of the employees.

The creed of respecting individuals must start from the top but must flow down to each and every supervisor and manager. Such an environment, in turn, fosters a spirit of camaraderie among the employees. The friendly atmosphere will minimize conflicts and tensions at the workplace. Quality of human interactions is what life is about. Human potential has a good chance of flowering to its best when interaction is free and good<sup>29</sup> (Murthy 18).

According to Ranganathan<sup>30</sup> (26, 30) the staff should remember that library service is social service. Their joy should be derived from the joy blossoming on the faces of readers served to their satisfaction. The stuff of which the staff is made, the relation among the staff, and the staff atmosphere, will affect very intimately the service of the library. If these relations are bad, neither good buildings, nor good collections, nor efficient methods will be of use. The members of the staff should be on the most cordial terms among themselves.

Prompt and efficient service which is carried out cheerfully will establish and maintain good relationship. This indeed will bring popularity, prominence and prestige to a library. The efficiency and effectiveness of a library will be measured by the service rendered to its users. An optimistic approach and thinking among the library staff towards one another should be able to release to their energy and to raise spirit to render the library service with a sense of responsibility and social obligation.

Libraries have become useful for all in general and are considered to be indispensable for universities as the standards of study, teaching and research heavily depend on the services rendered by the university libraries.

University libraries have always developed in association with scholars and researchers in advancing the cause of higher education and research. Good scholars need libraries and good libraries attract good scholars. This interaction is the dominant theme in the development of academic libraries. Therefore it is usual with scholars and academicians to speak of the library as the central organization of a University.<sup>31</sup> (Jacobkutty A-53).

A university library having better human resource policies backed by human relations, would be able to attract people with greater capability and achievement motivation. Thus there will be an overall improvement in the human resource practices and human relations in libraries. The relation between the university and its library is just analogous to the relationship of human body and the heart.

The basic fact is that the efficiency of a library depends on the performance of its staff members. And the performance of the library staff is dependent on many factors. Some of these factors contribute towards positive performance, and some of them towards negative. The positive factors ensure better output and the negative ones minimize it. If the output of staff is to be maximized, the negative factors will have to be eliminated and the positive factors will have to be strengthened<sup>32</sup> (Prasher 133).

According to Prasher<sup>33</sup> (136, 33), there is no alternative to better human material. A good librarian should possess “adaptability, awareness, common sense, courtesy, discrimination, enthusiasm, imagination, initiative, judgement, leadership, maturity, originality, responsibility, tact, understanding, willingness, vitality and zeal; a feeling of cooperation, experimentation, innovation and participation; and ability to be constructive,

creative, decisive, expressive and receptive; and a truly professional point of view.

## **1.2 User perception in university libraries**

A library exists only at the moment when the three components of its trinity-the reader, the books and the staff-are in purposive contact with one another. The three components should relate to one another. But the most significant component of the trinity is the user.

The attitude and interest of the user regarding the services provided by the library form the base of a library system. Users are the backbone of the library as the system will not exist without them.

Behavioural research in librarianship reflects and reports the way libraries are currently designed and operated, the way librarians currently interact with patrons, and the way the community currently uses-or does not use-libraries. It does not deal with the essence of library service, the way human beings process and use information<sup>34</sup> (Kawatra 37).

In the context of the library, user should be the king and everything should revolve around him. Users are the most important factor without which information system loses its whole purpose. The user of the system puts the system to its purpose.

Particularly in the library set up, it is extremely important to understand who the users are, what their needs are and how those needs can be satisfied by the library. If people are not using the library enough, it is probably because they are not being taken care of enough. The user has been the much-neglected element in the whole information business. It is only recently that emphasis on the user has been laid through the various user studies conducted<sup>35</sup> (Laloo 23).

In a library or an information centre the users are the last link or the recipient of the information in the communication cycle<sup>36</sup> (Devarajan 18). The success of any information system depends considerably on how best the system design is based on a close and accurate understanding of the users<sup>37</sup> (Sridhar 7).

The enhanced importance of the User is causing Libraries to reappraise their roles and the services that they provide. Such a re-appraisal will lead to a more user-oriented, more outgoing direction with importance attached to service<sup>38</sup> (Sampath 163).

Ranganathan advocates that the user should be treated by the library as if he/she were the God visiting the library as a guest. According to him the reader-guest is supreme to you<sup>39</sup> (Gupta 124).

In order to maintain good human relations with library users, the library staff need to make use of good communication channels. The staff should possess effective communication skills in order to interact well with each other and with users in order to understand their requirements and expectations so that they are able to fulfil the same.

The people who use the library make it great. The information centre and libraries are known less for the collection they house than for the quality of access they provide to their users<sup>40</sup> (Heera Kapasi 250).

In today's world much depends upon the service provided to the library users. Their perception with regard to the facilities, services, working of different sections and arrangement of collection can be assessed whereby improvements can be made in the library system.

### **1.3 Statement of the problem**

The problem for the present study has been stated as 'Human Relations in University Libraries in Kerala'.

## **1.4 Definition of key terms**

### **Human Relations**

World Book Encyclopedia<sup>41</sup> defines human relations as the field of study that deals with group behaviour and interactions between people.

In the present study human relations refers to the art of getting along well with people in order to promote individual efficiency while achieving the organizational goals.

### **University Libraries:**

ALA Glossary of Library Terms<sup>42</sup> (Thompson 146) defines university library as a library or a system of libraries, established and maintained by a university to meet the needs of its students and faculty.

In the present study university library refers to the central library of the university which satisfies the intellectual needs of the users.

### **Kerala**

The southern most state in India.

## **1.5 Objectives of the study**

1. To study the human relations among the library staff in university libraries in Kerala.
2. To assess the user perception regarding the functioning of university libraries in Kerala.
3. To examine the contribution of the factors of human relations towards the performance of the staff.
4. To ascertain the factors which contribute towards the functioning of the university libraries from the perception of library users.
5. To identify the weak areas in the functioning of the university libraries.

6. To provide suggestions to improve the human relations among library staff members and perception of users regarding the functioning of university libraries.

### **1.6 Hypotheses of the study**

1. Human relations in university libraries will be identical
2. User perception will not be identical in the university libraries
3. The contribution of the factor working conditions will be significant to the human relations in all the University libraries.
4. The contribution of the factor library services will be significant in all the University libraries towards user perception.

### **1.7 Need and significance of the study**

The effectiveness of management in organizations has a direct impact on the quality of life of human beings. Managing human resources is a central concern of every manager in any organization. Of late, it has been realized as a resource which cannot have a substitute. The personal needs of the employees can have significant effects on the organizations themselves.

Motivation theories of human relations school argue that concern for output and concern for people go hand in hand, and that a satisfied staff will be a high-performing staff.

The university library can achieve its goals and objectives with effective human relations which in turn will result in the successful functioning of the same.

In a university library system, where the professionals have the task of imparting information for study and research, performance of the staff is of utmost importance.

Researchers have observed frequently that employees who are happy with their jobs are the most likely to satisfy customers. Treating employees well puts them in a better frame of mind to treat their customers well.

The satisfaction of the library users depends upon the factors like availability of resources and cordial relations exhibited by the staff. User satisfaction being the ultimate goal of library services, compromise on aspects in this front cannot be justified.

This is an attempt to study the human relations existing among the library staff in the four major university libraries in Kerala. The performance of the staff is assessed by measuring various aspects related to their work. As the users of the library are the recipients of the services provided by the staff members, their perception with regard to the functioning of the libraries have been assessed. Moreover the contribution of the factors which comprise human relations of staff and perception of the users as far as a university library is concerned has been ascertained. The attitude of the university librarians regarding various aspects related to the day to day management of libraries also has been taken into consideration.

### **1.8 Scope and limitations of the study**

The present study tries to assess the human relations of library staff and perception of users with regard to university libraries in Kerala. The study finds out the perception of the library staff with regard to the human relations which exists in the university libraries. The perception of the library users with regard to the functioning of libraries is also being assessed. The perceptions of the personnel and users are being considered for drawing conclusions about the university libraries of Kerala. The scope of the study is limited to the major university libraries of Kerala state namely, Calicut University Library, Cochin University of Science & Technology Library, Kochi, Kerala University Library, Thiruvananthapuram and Mahatma Gandhi University Library,

Kottayam. The remaining university libraries have been excluded owing to their difference in administrative set-up and short structure (less number of staff).

One section of the study deals with the human relations of the library staff. This concept has been measured by carrying out a survey on a sample of the library staff members who work in the central libraries of the four major university libraries. The university library system consists of the central library and other department libraries. But the present study has not included the staff in the departmental libraries as their supervisory authority will be the head of the department who will not be a library professional. Moreover the department library will have only one or two staff members. The data gathered from them will differ from those responses of staff members who are part of a central organization.

The second section deals with the user perception of functioning of university libraries. In order to assess the library user perception the users of the four major university libraries have been taken into account. The study does not take other types of libraries into consideration. The study is being undertaken in university libraries as the user community of university libraries is entirely different from that of other libraries from an intellectual point of view. The present study has included students, research scholars, teachers and the non-library staff members of the university in the sample. The above groups of members of the university library are mature human beings who have qualifications of graduation and more. Hence they will be having a clear perception regarding their choices and the ideal concept. Apart from this, they are more academically oriented than any other user group as they are part of the higher education and research wherein the role of the university library is vital.

The present study is limited to the major university libraries of Kerala State. Being a qualitative study, the limitations of any qualitative study is

applicable to this study also. The study does not take into account the other environmental aspects or matters related to the infrastructure of the university libraries.

## **1.9 Organisation of the report**

The report is presented in eight chapters. The first chapter comprises introduction, problem of the study, definition of key terms, objectives and hypotheses, need and significance of the study, scope and limitations of the study and organization of the report.

The second chapter presents a profile of the four major university libraries taken up for study.

The third chapter reviews related literature of the problem under study.

The fourth chapter describes the methodology of the study. It consists of variables of the study, sample used for the study, sources of data, tools used for the study, data collection procedure and data analysis techniques.

The fifth chapter presents the analysis of the questionnaire for library staff.

The sixth chapter presents the analysis of the interview schedule for university librarians.

The seventh chapter gives the analysis of questionnaire for library users.

The eighth chapter presents the findings of the study, tenability of hypotheses, suggestions for improvement, suggestions from the library users and suggestions for further research.

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# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

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2007**

**PROFILE OF MAJOR UNIVERSITY  
LIBRARIES OF KERALA**

## **2.0 Introduction**

This chapter presents a profile of the four major University libraries of Kerala selected for the study. The profile consists of the working hours, different sections, special features and other details of the four major university libraries in Kerala state namely Calicut University Library, Malappuram; Cochin University of Science and Technology Library, Kochi; Kerala University Library, Thiruvananthapuram and Mahatma Gandhi University Library, Kottayam.

### **2.1 Calicut University Library, Calicut**

The University of Calicut was established on 23<sup>rd</sup> July 1968. The objectives of the University are envisaged as reorganization of the system of education of the northern districts of Kerala, upliftment of educationally backward people and expeditious development of education in this comparatively undeveloped region. The jurisdiction of the University is at present confined to the districts of Kozhikode, Thrissur, Palakkad, Malappuram and south Wayanad. The C H Mohammed Koya Library, the central library of the University of Calicut was established to satisfy the information and intellectual requirements of academic community of the University consisting of students and teachers of the 24 teaching and research departments.

A full-time Librarian was appointed in 1971. The C H Mohammed Koya Library is located at the headquarters of the University in Thenjippalam in Malappuram District, 24 kilometers south of Calicut city. On the eve of the Silver Jubilee celebration of the University of Calicut, University Library was renamed as C H Mohammed Koya Library in honour of late C H Mohammed Koya, who was the first Pro-Chancellor of the university.

The Calicut University Library functions from 8 AM to 8 PM on all working days. On second Saturdays from 8 AM to 2 PM and on Sundays from 8.30 AM to 2 PM. The membership is open to students, teachers, research scholars and non-teaching staff of the university, graduates from any recognized university, students and teachers of affiliated colleges, members of Senate, Syndicate and Academic Council. The work of the library is carried out through the following sections: Acquisition, Technical, Periodical, Reference, Maintenance, Circulation, Binding, Computer and Infonet. The collection of the library consists of 80293 books and 4726 non-book materials like dissertations and theses.

Books are classified according to Dewey Decimal Classification and they are catalogued according to Classified Catalogue Code with certain modifications. Online Public Access Catalogue(OPAC) and card catalogue are maintained. Library maintains separate language catalogues for Sanskrit, Arabic, Hindi, English and Malayalam books. The periodical section subscribes to 4 English newspapers and 7 Malayalam newspapers. Around 30 foreign journals and 200 Indian journals are subscribed to by the periodical section. In order to access online journals, the library has introduced a new section, INFONET(Information Network).

The library is a recognized Research centre for undertaking research programmes in various disciplines. This is the first university library in Kerala to have internet connectivity through V-SAT. In order to serve the users, the library is equipped with modern gadgets and technology. There are 26 professionals in the library. The services offered in the library include reference, periodical, bibliographic, indexing, photocopying, lending of books, display of new arrivals, online search and provision of materials in electronic format. National seminars, Training programmes, exhibitions and workshops are conducted periodically under the auspices of the library.

## **2.2 Cochin University of Science and Technology (CUSAT)Library**

The university of Cochin was established in 1971 for development of higher education with particular emphasis to post-graduate studies and research in Applied Science, Technology, Industry and Commerce. The University of Cochin was reorganized and converted into a full-fledged Science and Technology of a unitary type for promotion of postgraduate studies and advanced research in Applied Science, Technology, Industry and Management in February 1986. The jurisdiction of the University extends to the whole state of Kerala. Cochin University Library was established in 1977 as a central agency for meeting the information requirements of the academic community of Cochin University of Science and Technology consisting of 28 teaching departments. The function of the library includes collection, organization and dissemination of information that supports research in Science and Technology subjects.

The Cochin University of Science And Technology Library is housed in an attractive five storeyed building on the Thrikkakkara campus near Kalamassery, Kochi. The library is functional and modular in construction and has built up a well balanced collection in Science and Technology and Humanities with latest books, doctoral theses, back volumes of periodicals, conference proceedings and patents.

The library is open on all days throughout the year from 9AM to 8 PM. It is kept open on Sundays and Second Saturdays not forming part of public holidays from 10 AM to 4 PM. The membership of the library is open to all members of the teaching and non-teaching staff of the university. Graduates of three years of standing who reside in the greater Cochin area are also entitled to membership. Institutional membership is also given to educational institutions, Research & Development organizations and industrial concerns on the responsibility of the heads of the institutions concerned.

The work of the library is carried out through the following sections: periodicals, acquisition, circulation, maintenance, special collection, reference, technical and information services division. The collection of the library consists of 95000 volumes inclusive of several reference books, doctoral theses, back volumes of periodicals, patents and CD-ROMs. Books numbering 63999 form part of the collection.

The documents in the library are classified according to Universal Decimal Classification and they are indexed according to Anglo American Cataloguing Rules with local modifications. The University Library has started a special collection section, which includes collection of Theses, patents, Art books, documents of World Health Organisation and other United Nations Organisations, Census reports, Development Reports and books on Library and Information Science.

University Library is managed by 22 library professionals. The services offered by the library are: issue of books, inter-library loan, literature search, reference service, proficiency corner, compilation of bibliographies, reprographic services, document delivery service, conference alert service, new addition alert service, patent information, consultancy service, internet service, CD-ROM search, information desk and Current Contents on Diskettes(CCOD) search and retrieval service.

Cochin University Library is actively participating in Information Library Network Programme of the University Grants Commission. The library has already created a database for serials as per the guidelines provided by the INFLIBNET(Information Library Network). The library has created a local database using CDS/ISIS software supplied by UNESCO, aimed to store and disseminate bibliographic data elements of documents available in the library. The library Local Area Network has become a part of campus-wide network, which has made it possible for the academic

community to access information from their location itself. Computerization of the activities of the library has been undertaken with ADLIB software and has interconnected the departments using LAN. Library is issuing a quarterly publication namely Cochin University Library Information Profile(CULIP) containing information regarding new additions, patents, conference alert and other important scientific discoveries.

### **2.3 Kerala University Library**

The University of Travancore, subsequently reconstituted as University of Kerala was established in November 1, 1937. The objective of the University was to effect reorganization of the system of education in the state excluding Cochin and Malabar so as to develop education and research in all fields of knowledge with a stress on Applied Science in addition to promoting Kerala art and culture. After the formation of Kerala state in 1956, steps were taken to reconstitute the University of Travancore. As a result the Kerala University Act came into force on August 30, 1957 and the University of Kerala came into being. The jurisdiction of the university of Kerala at present extends to the revenue districts of Thiruvananthapuram, Kollam, Alappuzha(excluding Kuttanad Taluk) and Pathanamthitta(in part).

The Kerala University Library was established in 1942. It started functioning with a small stock that was left behind by the Arts college at the time of its merging with Science college. The library was housed in the Arts College building till 1946 and from 1946 to 1962 in a building constructed for the library on the eastern side of the University College. On September 8<sup>th</sup>, 1962 the library was shifted to the new building at Palayam. Apart from the main Library at Palayam, the university library system consists of a campus library at Kariavattom, 40 department libraries and 3 study centre libraries.

The working hours of the library are from 8 AM to 8 PM except on Sundays. The working time on Sunday is from 2 PM to 8 PM except on

public holidays. The membership of the library is open to all the staff and students of the university and affiliated colleges, heads and staff of non-teaching departments, members of Senate, Syndicate, Faculties and Board of Studies, and graduates of recognized universities residing in Kerala. The functions of the library are carried out by the following sections: circulation, acquisition, technical, reference, periodical, documentation and information services, information technology, Kerala studies, UN and World Bank, Research and Maintenance sections.

The collection of Kerala University Library has over 3 lakh books, bound volumes of journals, theses, CD-ROMs, Microfilm and Microfiche. The library subscribes to 47 foreign periodicals, 245 Indian periodicals, 35 popular magazines and 20 newspapers. The activities of the library are managed by 49 library professionals. Books are arranged on the shelves according to Colon Classification Scheme. The cataloguing of documents is done according to Classified Catalogue Code.

The services provided by the university library include display of newspapers, popular magazines and periodicals, internet services, compilation and publication of bibliographies and Kerala Index, photocopying service, reference service, loan service, display of UN updates, exhibitions of UN and World Bank publications and subjects related to Kerala.

The library functions as the most important research centre of the University. Computer-based library services are provided from Information Technology section. All sections of the library have been connected through a LAN. Consequent to the establishment of LAN cum CD-ROM network and the opening of the computer-aided information search and services in the University library as a part of the INFLIBNET programme a new section was formed with the name IT and INFLIBNET section in 1996. Internet services are provided through VSNL Dial-up access. The documentation and

information services section publishes ad hoc bibliographies apart from its quarterly publication Kerala Index. The Kerala University Library is the only depository for UN and World Bank publications in Kerala. The Kerala Studies section of the library started in 1973 is being developed as a specialized comprehensive collection comprising books and other materials dealing with the subjects relating to Kerala such as its history and culture, language and literature, religion, education, politics and sociology.

#### **2.4 Mahatma Gandhi University Library**

Gandhiji University re-named as Mahatma Gandhi University came into existence on October 2, 1983 as the 5<sup>th</sup> university in Kerala state. The University was inaugurated by the President of India on October 26, 1983.

The University is located at Athirampuzha, about 10 kilometres north-west of the Kottayam town. The jurisdiction of the University extends to the revenue districts of Kottayam, Ernakulam and Idukki and the Kuttanad taluk in Alleppey revenue district and Pathanamthitta revenue district in part.

The Mahatma Gandhi University Library is situated on the main campus of the university at Athirampuzha on the top of the Priyadarshini hills. The University library was started in 1989 under the supervision of a Special Officer. A full-fledged librarian took over charge of the University Library in 1991. Under his leadership, the library system built up the required Information and Communication Technology infrastructure to facilitate access to relevant internal and external sources of information to the academic community of the University.

Mahatma Gandhi University Library and information system consists of University central library and more than 30 libraries of departments and study centres existing in different campuses of the University. The working hours of the library are from 8 AM to 7 PM on all working days from Monday

to Saturday. On Second Saturdays and Sundays the library works from 10 AM to 2 PM except on public holidays.

Library membership is given to students and teachers of the University Departments, members of the Syndicate, heads and staff of non-teaching departments, post-graduate students and teachers of the affiliated colleges.

The functions of the library are smoothly carried out through the following sections: acquisition, technical, circulation, maintenance, periodicals, union catalogue and documentation. The collection of the library consists of more than 36000 books, 350 journals, theses numbering more than 600, 120 CD-ROM databases, Online fulltext journals numbering above 4000 through UGC Infonet.

The books in the library are classified according to Dewey Decimal Classification Scheme and cataloguing work is carried out according to Anglo American Cataloguing Rules. The activities of the library are carried out by the 23 professionals.

In addition to the traditional services, Mahatma Gandhi University Library provides specialized services like document delivery service, CD-ROM information retrieval service, internet services, online information retrieval service, reprographic service and inter-library loan services. The University Library is a member of the INFLIBNET(Information Library Network) Centre, Ahmedabad and DELNET(Developing Library network), NewDelhi. The University Library is a fully automated system using the library software package SOUL developed by the INFLIBNET centre. Moreover, through UGC-Infonet E-Journals Consortium, the University library provides access to more than 4000 journals and databases.

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# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

# REVIEW OF RELATED LITERATURE

Research is a systematized effort to gain new knowledge. In order to undertake research, sufficient background information on the research topic is essential. Review of related literature is a pre-requisite for gaining background knowledge of the research topic. It makes a brief review of previous studies on the problem and significant writings related to the topic under study. It is a means of identifying the concepts related to the present study. The investigator has attempted to look back into what has been done in this area through a survey of such related studies and articles.

Sandhu (1978)<sup>1</sup> tries to throw light on the importance of improving personnel relations in academic libraries in order to attain the goals and objectives laid down by the library. The author recognized the important goals for personnel relations as i) gaining the cooperation of employees, ii) getting them to produce more, and iii) helping them obtain satisfaction from their work. The paper highlights concepts like effective leadership, employee participation, communication and morale. The key dimensions, which determine the quality of effective leadership, have been listed. The benefits of employee participation have been discussed. The author concludes that a mutual understanding should be there between the library administration and employees.

Srivastava (1979)<sup>2</sup> presents the results of the study on Human relations in social organizations, which was conducted to explore the dimensions of doctor-patient relationship. The study was conducted on the staff and patients of a research-cum-public hospital named Sir Sunder Lal Hospital attached to the Institute of Medical Sciences under Banaras Hindu University in Uttarpradesh. The sample of the study was drawn at the following three levels: doctors (100), Paramedical staff (100) and patients(200). Stratified quota sampling was adopted and data was collected from the respondents with

the help of three different interview schedules. The study found that patients generally thought that the major cause of disease was the wrath of gods and goddesses. Majority of the doctors stated that they gave equal attention to all their patients irrespective of their status. It was found that a communication gap existed in the hospital between doctors and patients. This gap acted as a hindrance to good relations between doctors and patients. The findings of the study suggested the existence of many areas of stresses and strains among the doctors between the hospital administration and the paramedical staff members. The conflicting situation often arose from work allocation, faulty provisions and facilities, defective policy and decision-making process in the hospital. The study concludes that the doctor-patient relationship may be described as a poignant drama of human sentiments, organizational constraints, and detachment of organizational expertise.

Hemalatha Iyer (1981)<sup>3</sup> reports the results of a study on the motivational pattern of librarians and information workers in India. The complex area of motivation has been broadly divided into the following four types of models: force and coercion model, economic model, affective/affiliation model, and growth-open system model. The author identifies the dominant needs and relates them to the theory of Abraham Maslow. The study was undertaken with the following objectives:

1. To identify the dominant needs of library professionals in India, and to perceive a hierarchy among the needs.
2. To view the pattern of needs thus identified in the light of the motivational theories, particularly Maslow's theory of motivation.

Questionnaire method was used for collecting the data. Analysis of the collected data showed that there was a perceivable reversal of Maslow's hierarchy. The overall need pattern of the librarians/information workers in India fell in the sequence of physiological, security, esteem, social, and self-

actualization needs. Librarians/information workers in the higher income group were motivated by higher order needs, while those in the lower income group were motivated by the lower order needs. It was found that esteem/ego needs appeared to be dominant, social needs apparently appeared to be less and security needs appeared to be rather important.

Mathew (1982)<sup>4</sup> explains the strategic importance of effective communication and human relationships in University libraries. The author begins the article by stating that University libraries exist to communicate to the academic community about its intellectual and cultural affairs. University libraries are designed to support the roles and functions that have been assigned to their parent universities. The paper highlights the real problem of human relations and the aspects coming under the same. The paper advocates recognition of university libraries as communication and human relations agencies at the highest level in the academic and intellectual world. A university library becomes meaningful only with the interaction of users, staff and authority. The author feels that the best criteria for measuring the effectiveness of a university library are the existing personal relationships and communications. Proper interaction should be there between library staff and authority. In the opinion of the author, university libraries could justify their existence only by adopting a user-oriented approach towards all operations and services. There should be mutual respect and cooperation between library administration and its employees. The paper concludes that the library schools and researchers have to give sufficient importance and attention to the problem of human relations and communication in their training and research programmes.

Rout (1982)<sup>5</sup> presents a quantitative model for measuring users' satisfaction along with the results of a sample study undertaken to measure the users' satisfaction with the important services offered by the Central Library, Sambalpur University. The three possible levels at which evaluation

of library services may be carried out have been delineated by the author. The criteria for evaluating retrieval system have been examined. The author considers the several possible viewpoints by which the performance of any library and information service can be measured. The services evaluated under the sample study covered the document acquisition policy, document delivery service, technical processing, documentation service and the delegated search offered by the library. The users of the Central Library included only the faculty members of the postgraduate teaching departments. The author concludes the paper by presenting the findings of the sample study.

Lahiri (1987)<sup>6</sup> makes an attempt to study the human relations in libraries. The paper seeks to find the causes of low motivation keeping in mind the differences of libraries from one another in their set up and procedure. Suggestions for motivation have been provided alongwith the results of an earlier survey undertaken on 'Library Literature published in India,1975-85'. The success of the motivation formula largely depends on the characteristics of an individuals' own mental make-up. The author concludes that the quality of a worker's performance can be improved only with proper training facilities. The author emphasizes that the human side of library service cannot be ignored.

Lahiri (1988)<sup>7</sup> reports the results of an empirical study based on Herzberg's theory conducted among the library professionals of Manipur during 1986-87. Approach of the professionals towards job satisfaction and motivation was taken into consideration. The methodology followed in the survey was based on the framework of human behaviour advocated in Motivation-Hygiene theory enunciated by Herzberg. The study was undertaken to view a cross section of practising library professionals in the above framework. Nearly 160 copies of the questionnaires were distributed among all sections of the library employees to which 150 of them responded

favourably. The study examined the library professionals of Manipur from two angles:

1. The interaction of the professionals with today's library system in Manipur based on Herzberg's factors.
2. The feedback of the professionals in the form of suggestions for a better network based on Herzberg's motivational factors.

Aspects related to human behaviour like satisfaction, security, justice and inspiration, promotion and stagnation have been included in the questionnaire. On analyzing the collected data, it was found that 50 percent of the respondents did not have good relations even with their colleagues of same level. Sixty percent of the respondents acknowledged the inspiration they received from their supervisors. It was found that majority of the members of the staff did not get promotions. The poor state of affairs in the library network in the State of Manipur has been brought to light through the study. The author recommends (1) the revival of Manipur Library Association, (2) establishment of Department of Library and Information Science and (3) creation of Regional centre for library and Information services under North Eastern Council for the improvement of library and information network.

Sen and Parekh (1989)<sup>8</sup> provide an overview of literature on communication between the user and the librarian. The paper relates communication and reference process. Aspects related to formal and non-formal channels of communication have been dealt with in a detailed manner. Methods for conducting reference interviews have been taken into consideration. The paper finds that communication being a two-way process, attitudes, perceptions and feelings of both the librarian and the users will affect the reference encounter.

Bhargava (1991)<sup>9</sup> discusses library personnel in university libraries. He finds that the working of most of the university libraries in India makes it clear that a serious imbalance exists between the aspirations and the performance of library staff, between the educational needs to be met and the adequacy of the administrative machinery to carry them out. This imbalance seriously affects the efficiency of library personnel. The author defines the objectives of the university library taking the transition over the years into consideration. Library standards and their areas of application have been studied and presented in the paper. Factors related to the basic and optimum norms needed for handling minimum requirements of university libraries like quantum of work, types and levels of manpower, strength of library staff, status and qualification, structure of library staff and qualifications/salary scales have also been examined in a detailed manner. The author opines that in order to attract people with sound academic background, it was essential that the professional staff in university libraries should be equated with the teaching staff and that they should get all the privileges and facilities which are available to the teaching faculty of a university.

Subramoni (1991)<sup>10</sup> describes the importance of communication in library. According to the author the most important function of a library was to help the users by providing as much information as possible. Methods followed by librarians in order to achieve the objective of effective communication have been examined. The methods listed are distribution of brochures, user education, use of signs and guides, oral communication and non-verbal communication. The author points out user education as an important aspect of library communication, which is often neglected. The paper highlights the importance of having good system of communication in a library. The author hopes that good communication can be achieved by willingness on the part of the library staff.

Foskett (1992)<sup>11</sup> considers the concept of user-friendliness and discusses the various aspects related to the concept. According to him, Ranganathan was the first person to elevate the status of library and information services to that of a scientific law. He emphasizes that library and information systems must relate to the ways in which users actually handle their information needs. The author describes the concept of facet analysis and its application in interpreting user needs. The paper stresses the need for classification and indexing in search of information and in making records of documents during their acquisition. The author concludes that Ranganathan's contribution to the progress of the library and information profession was that he followed the steps of other pioneers, making seminal advances on their ideas about the pursuit of schemes for the systematic arrangement for user satisfaction.

Gopinath (1992)<sup>12</sup> analyses the factors that call for humanizing the library and information activities. He feels that library profession should strive to attain and maintain the standard 'right information in the right quantity, in the right package and at the right time'. The author throws light on Ranganathan's views on energizing library service. The paper looks at the emerging dimensions of library and information profession in the context of information seeking, access and retrieval. The new developments have been classified and presented in a table as positive and negative. According to the author, the balance between the positive and negative aspects of information systems and their impact has to be controlled on the basis of information resource management. The clusters which should be aimed by information resource management and the objectives of information resource management have been considered. Further the author explains about Information Science and its connection with other disciplines. The holistic approach proposed by Ranganathan for Library Science has been dealt with in detail. The paper underlines the fact that the possession of the capacity to handle information

has become the means of access to and source of power and potential for material wealth as a society inclines towards technological and industrial growth. The features and parameters of information system have been considered. Promotional activities for information flow and the status of library and information services have been elaborated. The author concludes the paper by highlighting the professional skills needed for library and information services.

Heera Kapasi (1992)<sup>13</sup> recalls his good fortune to always remember the philosophy, thought and words of S.R.Ranganathan, which still continue to inspire the profession all over the world. The author stresses the vision of S.R.Ranganathan, which had its emphasis on user-orientation of the system for users' satisfaction. He opines that librarians are the human mediators of both knowledge and information for people. In the coming years information mediation will gain more importance. The paper finds that the literate book culture and the great library network is relevant in today's world. The factors to be taken into account while developing the library collection into machine readable format are the following: mission of the library/information centre, availability of the resources, user needs, staff time and skills. Intelligent text retrieval software that can combine the raw power of a computer shuffling through millions of documents with the common sense capability of a human researcher will enable retrieval of documents in the proper manner. The author feels that the fundamental task ahead is that of making librarians capable of joint performance through common goals, common values, the right structure and the training and development in all library activities for satisfying the needs of users. The author concludes that the ultimate goal of library services being provision of access to libraries and information service to end users, there is an even greater need to pool our knowledge, resources and capabilities to revitalize our pursuit for users' satisfaction.

Pulla Reddy (1992)<sup>14</sup> presents the results of a survey undertaken to find out the ranking of incentives by professionals working in college and university libraries of Delhi according to their relative importance. A random sample of 150 was drawn from the 300 professional librarians who formed the population. Fourteen incentive items, which were considered meaningful for professional staff, were selected. Method of ranking was adopted in order to assess the relative importance of these items. The respondents were asked to rank any five items among the 14 items in the order of preference that they considered most important in increasing their satisfaction. The study found that professional staff gave the first rank to the item 'recognition of work done'. The author inferred that there were no adequate rewards in recognition of work in university and college libraries. The views expressed by the professionals regarding the recognition of work by management have been presented. The author finds that opportunities of career advancements are available only for a few professionals who belong to a particular cadre. The paper finds the following incentives, recognition of work done, opportunity for promotion, treating the work of professional staff on par with the academic staff and adequate earning ranked respectively as first, second, third and fourth. Suggestions have been offered for improving the position of librarians. Possible solutions have been suggested in order to make the professional staff happy about their monetary aspects.

Saha (1992)<sup>15</sup> attempts a study on the behaviour of users to find out the influences on users' satisfaction other than library parameters. The author feels that users' satisfaction will depend on the quality of services provided by the library. In order to measure the quality, various dimensions of the functioning of the library will have to be looked up. The author measured users' satisfaction by making use of eight important library dimensions namely the adequacy and up-to-dateness of collection, efficiency of procurement and processing, usefulness of library records, adequacy of

sources of information, arrangement of books on shelves, satisfaction with services provided by the library, satisfaction with library timings, and the assistance rendered by the staff. Fifteen special and academic libraries of Delhi formed the sample taken for study. Data were collected from 200 users of the libraries. The users were chosen on the basis of simple random sampling method. A questionnaire on users' satisfaction consisting of two parts was used for collecting data. The significant correlation value on a given number is taken on the basis of Karl Pearson's Products Movement Coefficient of Correlation. On analysis, it was found that the library services show high correlation with library records, arrangement on shelves, sources of information and assistance from the staff. However, it was found that background factors like gender, marital status, educational qualifications and length of library membership of the users did not show any relationship with users' satisfaction index. The results of the investigation indicated a negative relationship between user's discipline and users' satisfaction. It was inferred that the important constituents of users' satisfaction were good library records, adequate sources of information, good shelving pattern and helpful staff attitude and services.

Gautham and Panda (1993)<sup>16</sup> trace the evolution of the term 'library'. The authors define 'management' and discuss the various schools of thought. Scientific management Vs modern librarianship, factors making the scientific management, classification of scientific management, and ingredients of scientific management are the aspects which have been given due consideration. The acronym POSDCORB (Planning Organising Staffing Directing Coordinating Reporting Budgeting), which was coined by Luther Gullick, has been discussed in a detailed manner highlighting the fact that they are some of the basic and vital elements required for managing the activities of the libraries and information centres of every size and type at par with other profit organizations. The authors go on to discuss the canons of

scientific management, which they feel, are to be equally applied for managing the activities of the libraries for ensuring effective, efficient and timely result. A library can be called a library in its true sense only by the service rendered by it.

Jasmer Singh and Hari Singh (1993)<sup>17</sup> present the results of the survey undertaken to assess the needs and expectations of users of Panjab University Library, Chandigarh. The survey was undertaken with the hypothesis 'need and expectations of users of Panjab University Library may be treated as a prime representative of other university libraries of Panjab in particular and India in general. The survey was restricted to post-graduate students, research scholars and teachers of faculties of Sciences and Social sciences. The following aspects of the library users were taken into consideration for study: social and economic aspects, family income, educational background of parents, motivators in seeking help from library, duration of library use, reasons for using library services, familiarity with library services, satisfaction with lending and reference services, use of indexing/abstracting services, satisfaction with journal service and catalogue facility, awareness with regard to the reprographic services provided by the library. The users of the library were also asked to evaluate the collection of the library. The analysis of the collected data indicated a gloomy picture of the book collection of the library. The authors point out that the expectations of library users from the university library must be taken into right perspective, as their needs are paramount. The paper has been concluded with suggestions for updating the library catalogue, providing more funds for collection building, entrusting reference service to a fully qualified staff who has an aptitude to serve users, making journals available to the users and introducing user education programmes.

Rosamma Joseph (1993)<sup>18</sup> presents the results of an evaluative study on the services provided by the Calicut University Library and the

departmental libraries. The study was undertaken with the following objectives:

1. To assess the use of library facilities by the readers to ascertain user satisfaction
2. To assess the satisfaction of the users with regard to the collection and services of the University Library and the departmental libraries
3. To draw inferences and offer suggestions for improvement of the situation wherever needed.

Primary data collection was undertaken by making use of questionnaire and interview techniques. The category under study consisted of research scholars and students from the Faculties of Science, Social Science and Humanities. The evaluation of the libraries was carried out and analysed under the following aspects of the study: frequency of visit to the library, time spent in the library, adequacy of reading materials, non-availability of books, satisfaction of the users with regard to the arrangement of books, library timings and present library services. The author finds that half of the respondents were not satisfied with the services of both the central library and the departmental libraries. The paper urges the authorities to take immediate steps to make the library services more effective. Dissatisfaction with insufficient light, frequent failure of electricity and lack of sufficient seating facilities were reasons for complaint from users. The paper concludes with the suggestion that the authorities have to think in terms of establishing a computerized information system for the libraries under study.

Mallaiah and others (1994)<sup>19</sup> attempted to study the extent to which the services, arrangement of reading materials, working hours and user orientation programmes are satisfactory to the users of Mangalore University Library. The authors opine that the library was the connecting node in the process of information generation and communication. They feel that proper

evaluations should be undertaken to know the worth of each of the information services, and facilities provided in the library, which helps to maintain cost-benefit view in the library activities. The primary data were collected by serving a questionnaire supplemented by informal discussions with the users. A sample of 415 post-graduate students, 60 research scholars including M.Phil students, and 100 teachers were selected for distributing the questionnaires, out of which 69.5 percent questionnaires were received back duly filled in. On analysis, it was found that majority of the users were aware of basic services such as circulation service, reference service and reprographic services offered by the university library; whereas current awareness service, newspaper clipping service and microfilm/fiche reader service were less known. Suggestions made by the users with regard to the additional services expected by them, and guidance for improvement have been listed. The author has enlisted methods or practices that could be undertaken for strengthening the user education programme.

Mallaiah and others (1994)<sup>20</sup> studied the use of library collection in Mangalore University Library by surveying the opinion of the users. The worth of the collection of Mangalore University Library has been examined in the paper. The study was undertaken to identify the information needs of the academic community and to assess the user satisfaction with regards to the collection. Questionnaire and interview techniques were used for primary data collection. Five hundred and seventy five questionnaires were distributed among 415 post-graduates, 60 research scholars, including M.Phil students and 100 teachers of the various teaching departments on the University campus. On analyzing the collected data it was found that the opinion expressed by the students regarding adequacy of library resources varied with that of the research scholars and teachers. The subject areas in which the collection of different information resources was inadequate to meet the needs of the users, have been identified and listed. Aspects like

suggestion for acquisition of books and journals, sources for recommending books and journals and sources other than university library to meet information requirements have been studied in detail and the results have been presented. The paper has been concluded with the note that providing personalized information services and convening occasional seminars and workshops for users as well as for library staff will help to understand the exact information requirements of the users. These in turn will help the library to generate interest among library staff and bring closer relation with academics as well as other users.

Rajyalakshmi (1994)<sup>21</sup> opines that the importance of human factor in interpersonal relationships and interaction cannot be neglected in corporate, personal, social and group goals. The author feels that the most neglected aspect of library management is effective communication and positive human relations. Deterioration in personal relationships within the library and the outside environment has resulted in a situation where grave misallocation and underutilization of scarce resources including manpower are the problems of libraries in India. The paper throws light on the interdisciplinary nature of human relations and the causes of conflicts in organizations. The consequences, which generate conflicts among working in any type of organization, have been listed. Steps in organizational behaviour modification have been presented. The importance of communications in human relations management has been highlighted as effective communication is an essential ingredient in employee and employer relation management. Aspects related to organizational communication, advantages of written and oral communication and communication barriers have been presented. The steps, which could help in minimizing communication barriers in libraries, have been given in detail. Concepts like job enrichment and renewal of the workplace have been dealt with in a detailed manner. The author feels that the problem faced by the library professionals today is

technological obsolescence which in turn induces professional obsolescence. The paper advocates certain basic factors to improve human relations. The author concludes with the hope that Human Resource Development and Human Relations Management will be a thrust area for libraries and Information centres to prepare their human resource to sustain in 2000 and beyond.

Afza (1995)<sup>22</sup> discusses the influence of a superior on several work-related behavioural dimensions of subordinates. The author feels that in the age of intense inter-company rivalry, dynamics of superior-subordinate relationship could ultimately make or break an organization. In an organization, often it is found that the commitment of the subordinates to do their jobs is weak, job satisfaction is low and their attitude and behaviour do not positively reflect the values and culture of the organization. These conditions prevail when the superior of the organisation does not maintain cordial relationships with fellow subordinates. The author reports the results of a study undertaken in a developing country, Bangladesh. The study used Rahim Leader Power Inventory (RLPI)(1986) to measure the five French and Raven bases of supervisory power(Rahim). The 29-item instrument used a 5-point Likert scale to measure the perceptions of subordinates regarding the power base possessed by their superiors. The reward and coercive power subscales were designed to measure the perceptions of subordinates to the extent to which their superiors could provide rewards or administer punishment, respectively, contingent upon performance. By making use of instruments, aspects like organizational commitment, job satisfaction, propensity to leave, attitudinal and behavioural compliance were measured. A questionnaire was prepared with the above measures and sent to 500 accounting professionals of Dhaka and Chittagong areas. The sample was selected randomly. Once the data were collected, the behavioural and demographic variables of usable responses were compared with one-way

Analysis of Variance (ANOVA) and Chi-Square test. Multiple Analysis of Variance (MANOVA) or Multiple Regression Analysis was run with the five power bases as independent variables and commitment, satisfaction, intent to leave, and attitudinal and behavioural compliance as the dependent variables with SPSS-X computer package. The results of the study clearly indicated that performance-contingent reward power base and expert and referent power bases of the leaders were more effective in influencing the organizational commitment, job satisfaction, propensity to leave, and attitudinal and behavioural compliance of the followers. The legitimate power base was only effective in enhancing behavioural compliance. The author feels that it may be safe to conclude that performance-contingent reward and expert and referent power bases were most effective in influencing subordinates to achieve individual and organizational objectives.

Aileni and Prasad (1995)<sup>23</sup> describe the concepts perception of organization climate and job satisfaction. The authors point out that the study of organizational climate will aid in understanding the degree of motivation, job satisfaction, organizational performance and organizational health. The authors find that the lower level manager is a crucial element in the managerial hierarchy as he carries the burden of implementing policies in the formulation of which he is not a part. So the job satisfaction of low-level managers is vulnerable to the goals and personnel policies of top management. The objective of the study was to find out the relationship between organizational climate and job satisfaction of the lower level managers in a public sector undertaking in Andhrapradesh. The study had the following hypotheses:

1. There is no relationship between organizational climate and job satisfaction and both are independent.
2. High scores on organizational climate are not related to high scores on job satisfaction.

3. There is no difference in the priority given to various organizational variables by the employees of satisfied and dissatisfied category.

In order to collect data related to the said topic, two questionnaires were prepared and administered on 50 lower level managers in the organization. Information related to organizational climate was collected through Questionnaire I which had 10 identified variables in interpersonal relationship, supervision, communication, decision making, trust, managing problems, managing mistakes, management of conflict, management of rewards and risk taking. Data related to job satisfaction were collected with the help of Questionnaire II which had its focus on satisfaction with job content, pay, company policies and boss. The statistical technique chi-square test was used to test the relationship between organizational climate and job satisfaction. Correlation was used to ascertain the degree of relationship between the two variables. On analysis of data, it was found that better organizational climate will yield higher job satisfaction, morale and favourable attitude towards organization among the employees. All the respondents were classified into satisfied and dissatisfied groups according to each organizational climate variable. The perception or priority given by these two groups towards various organizational variables is compared. The authors arrive at the conclusion that the satisfied group gave top priority to the interpersonal relationship, risk taking and managing rewards while the dissatisfied group gave top priority to supervision, communication and decision making.

Mahavir Singh and Gautham (1995)<sup>24</sup> discuss the various factors that influence the attitude and willingness of an employee to work. The authors examine the ways in which motivational factors affect the level of job involvement of the employees by conducting interviews with 261 library professionals in Social Science libraries in Delhi. The authors hope that the study of the organizational climate of a library and personal effectiveness can

help to predict the performance of the staff to a certain extent. The present study was conducted on 261 library professionals in 61 Social Science libraries. The sample was selected on the basis of non-probability 'Accidental sample' technique. Organizational climate was measured by making use of an abridged version of Business Organizational Climate Index (BOCI) by Payne and Pheseey(1971). In order to measure job involvement of the professionals the scale developed by U.N.Agarwala (1978) was used. On analysis, it was found that there was no significant correlation between the personal factors and job involvement. Age and experience was found to be negatively correlated with job involvement, which meant that with an increase in the age and experience of the professionals there was decrease in the level of job involvement. The author has summed up the findings of the survey based on the responses of the employers.

Abdul Majid Baba (1996)<sup>25</sup> discusses the various schools of management techniques and their application in Librarianship. The paper gives sufficient insight on the development of library management techniques. There were three basic periods in the development of library management: Pre-1937, Scientific(1937-1955), and Human Relations(from 1955 to the present). The different periods represented ideas from other disciplines like Management and Public Administration. The author found that the chief librarian was expected to make decisions in almost all phases of operations in the first period. Scientific management period produced a number of doctoral dissertations marking the beginning of scientific management for libraries. The period of Human Relations resulted in an emphasis on different aspects of human relations rather than the way in which library administrators have used the concept. The author highlights the importance of structuring the human element in organization. Further, he stresses the paramount importance of human relations in building high morale among the staff members of the library. The measures to be adopted for creating excellent

human relations have been listed. The author concludes that it is only through better human relations among the staff in the library that greater productivity and better services could be expected.

Bajpai (1996)<sup>26</sup> advocates that library staff and users should have cordial human relations in order to make the library services more effective and meaningful. The author throws light towards one of the most significant developments of the past decade, that is, the importance given to interpersonal skills in almost every type of work setting. Different approaches to human relations and its evolution over the years have been considered. Philosophy and goal of human relations has been discussed. The author brings out the reasons of ill-marketing of library services. Most often the paraprofessionals do not know much about the proper service. They do not feel concerned about it and do not assist the users. The author emphasizes the need to design some service-oriented short-term courses for in service junior level staff so that situation in libraries would improve gradually. The paper has been concluded with suggestions for improvement of promotion of library services and to strengthen the human relations with users.

Bavakutty and Sudha (1996)<sup>27</sup> examine the role of human relations in resource sharing among libraries. The paper finds that a major task in resource sharing was to influence human behaviour at the individual as well as organizational level in order to appreciate the value of cooperation among libraries and its contributions to the cause of larger good. The basic themes in human relations have been discussed in a detailed manner. The themes are communication, motivation, responsibility, and empathy. The authors feel that effective communication should exist between the librarian and the professional staff of the library. Motivating factors, which could be employed in a library system, have been listed. The staff members within each library has to carry out their responsibilities efficiently. The authors feel that the base of a successful resource sharing system is fellow feeling. Application of

human relations in the library context will contribute towards the effective functioning of the library.

Berman (1996)<sup>28</sup> defines the concept of public relations and studies the concept in the context of a library. The types of library publicity have been considered. The author stresses the role of public relations in university libraries and points out that it aims to bring closer library management and library staff on one side and library workers on the other to ensure maximum use of the library with least friction. The paper highlights the need for proper communication among the staff members. The different types of relations to be maintained by the university librarian have been categorized broadly into two namely on campus relations and off campus relations. 'On campus relations' has been listed as 1) relations with executive council, academic council, Vice-Chancellor, Registrar, Finance Officer and other Officers, Deans and Heads of the teaching departments, faculty members, Board of research association, students and members of staff. The aspects which should be given due care under these headings also have been presented. The off campus relations which should be maintained by the university library have been named as relations with library associations for professional matters, educational associations, learned societies, Government officers and Departments. The author feels that public relations with the above will certainly increase the use of library resources and improve the image of the library. The paper further presents the methods of publicity in the university as advocated by Rogers and Weber(1971). They are annual report, staff manual, handbooks, guides for library and library journal. The author concludes that not much attention has been given to faculty-librarian relationship and he feels that it was the librarians who should come forward in order to maintain sound public relations for optimization in the use of library resources. Finally the author suggests that schools of Library science should think seriously about public relations and include it in their curriculum.

Burhanuddin and others (1996)<sup>29</sup> opine that human communication process in any library and information environment is largely governed by the communicative behaviour and patterns of the people in sharing the information. The authors feel that effective communication can exist only with effective human relations. In order to adapt themselves to the changing scenario, the library professionals should have the competency and expertise. Need for improvement in interpersonal relations has been emphasized. With automation being introduced, the goals of the library could be attained only through proper communication process. The paper stresses the fact that today's libraries need dynamic and trained staff for mediating between the users and new technological systems.

Chaya Devi (1996)<sup>30</sup> defines a profession and differentiates library profession from other professions. The paper traces the origin and development of library profession and professional associations in the library field. The professional associations have to play a prominent role in the establishment of cordial human relations in libraries. The activities undertaken by American Library Association (ALA) and Library Association (LA), Britain have been studied. The study tries to find out the role of professional associations in building up human relations. The objective of the study is to compare the activities of the Indian professional associations with the activities of reputed international level associations like American Library Association and Library Association. The scope of the study is restricted to the following professional bodies in India: Indian Library Association, Indian Association of Special Libraries and Information Centres, Indian Association of Teachers of Library and Information Science, Society for Information Science, Association of Government Librarians and Information Scientists and Andhra Pradesh Library Association. The activities undertaken by the above associations for building up human relations have been taken into consideration. The paper suggests the possible activities which could be

undertaken by Indian associations like their international counterparts. For promoting human relations the author suggests the following: (1) organize refresher courses,(2)undertake projects, (3)organize study tours, (4)organize consultancy services,(5)organize study circles and (6)conduct lectures by experts.

Ganga Raju (1996)<sup>31</sup> projects the importance of human relations among library professionals at the local level in his paper. The author presents the concept 'human relations' in its internal and external perspectives. The paper identifies the obstacles that prevent the establishment of human relations. The paper presents the findings of a study conducted in the libraries of Visakhapatnam city. Concepts like importance of human relations at local level, interaction within the professional community and methods adopted for the purpose have all been dealt with in detail. Priorities of the professionals regarding development of human relations, existing interaction among professionals and impact of professional activities on library services are some of the heads under which data have been collected and analysed. The significant role of Visakha Library Association in the context of development of human relations has been highlighted. The activities of the Department of Library and Information Science, Andhra University have been taken into consideration. The suggestions made by senior professionals have been listed. The paper found that even after the recognition of the importance of human relations among library professionals, not much significant efforts have been undertaken to achieve this. Suggestions for establishing effective and healthy human relations at local level have been provided.

Gupta (1996)<sup>32</sup> describes the present status of Library and Information centres and attempts to assess the types of relationships which exist in them. The author points out that the success of the Library and Information centres largely depend upon the way in which services/products are offered to users

wherein understanding them is of utmost concern. The success or failure of any Library and Information centre is gauged from the extent of the satisfaction of the users or delight, which they receive from the service by person, process or product. The paper has been concluded with the remark that relationship between users and a Library and Information centre largely depends upon former's information need and its satisfaction and latter's provision of information.

Harpal Kaur (1996)<sup>33</sup> studies the relationship of effectiveness of library service and the quantum of daily library use by post graduate students in Haryana Agricultural University and Punjab Agricultural University. The study was undertaken with the hypothesis 'the efficiency of library service has a positive influence in stimulating the users' demand on library services'. The study identified and statistically ranked a total of 47 variables to construct a model for adequacy of library service. Library use has been defined to be the number of tasks performed per day by a user from the following list of eleven tasks having direct relevance to the aims and objectives of the university library. The tasks listed are:

1. preparing lessons
2. collecting material for research
3. locating information in books
4. locating information in periodicals
5. consulting unknown items
6. searching literature in a particular field
7. browsing through new arrivals of books
8. borrowing/returning books
9. ordering/collecting a Xerox copy

10. using micro-reading equipment and

11. preparing assignments.

The library users were asked whether they performed these tasks frequently, occasionally or never. Library use made by each student was assessed in this manner. The significance of the difference between the scores for the independent variable (adequacy of library service) has been tested by making use of Chi-Square test. The hypothesis has been tested by administering Spearman's Rank Coefficient in different sample groups and the results have been compared. The collected data did not support the hypothesis in any of the two sample groups. The author feels that this might be due to the fact that post graduate students do not attach much importance to the physical facilities provided to them by the library. The author has concluded that it would be possible to frame a model consisting of provision and efficiency of library service plus other physical facilities only if such items are assigned their proper weights which will again depend on the importance given to each item by the post graduate students.

Johry (1996)<sup>34</sup> defines organizational human relations as human behaviour at work. The author feels that the quality of relationships between the managers and their subordinates gets affected by cultural norms and values. The paper highlights the working relationship that exists between library managers and subordinates. In most cases the library managers act as intermediaries between superiors and subordinates for the good of the organization. The author feels that the two-way system of communication is an asset in establishing good human relations. Staff communication is an aspect of everyday activity which is taken for granted by many library professionals. The author advocates a number of human relations qualities that the library professionals should possess. The paper provides suggestions for promoting sound human relations.

Kaliammal (1996)<sup>35</sup> tries to analyse the different aspects related to interaction with the library users. The author begins the paper by bringing into light the first instance of a travelling library in India. As far as library services are concerned, interaction with the users is vital. According to the author, being the heritage centre, library is the right institution which should take care of a deluge of literature. The necessary skills to be acquired by library professionals for rendering effective services have been listed. The importance and effectiveness of user education have been highlighted.

Kanthimathi (1996)<sup>36</sup> attempts to study the pattern of human relations in librarianship. The author found that the key elements in human relations are that of values, attitudes, general orientation, understanding and behavioural skills. Even though human relations is a vital factor, it is mostly neglected even today. The success of library service depends on the human relations with the superiors, equals, subordinates and the readers. In order to maximize the quality of library services, integration of professional know-how and behavioural skills are necessary. Application of behavioural skills involves (i) understanding the self, clients and governing bodies, (ii) studying the attitudes, and (iii) psychological commitments to ourselves, staff and clients. A list has been provided regarding intra-personal variables that might constrain work. The paper tries to understand working relationship in job performance. Library working relationships centre on job expectations along with expectations or lack of them for rewards. The need for having good human relationship with the subordinates has been underlined. Relationship among equals should be cordial. The author feels that the librarian should prove to be an ideal leader by dint of his hard work and sincere human relations for the staff welfare. The paper takes the problems by gender into consideration. The author concludes by stating that human relationship is the basis for all the sections of the inter-related library work.

Kar (1996)<sup>37</sup> examines the role of public libraries in the society emphasizing the services provided by them. The author tries to study and analyse the reading habit and satisfaction of users in public libraries of Cuttack, Balasore and Bhadrak towns of Orissa. The study was undertaken in nine public libraries, selecting three from each town. It was intended to reveal how far public libraries were helpful in improving the reading habit of the users and their level of satisfaction with regard to the present public library facilities and information sources. The social, educational and economic background of the library users, their nature and psychology were taken into consideration while highlighting the reading habit and satisfaction of the users with the present facilities. The objectives of the study were:

1. To study and cognize the basic causes which attract the users to the public libraries.
2. To analyse the part played by public libraries in influencing the reading habit of the users.
3. To study how far the present public library facilities satisfy the users urge.
4. To know the motivational factors which develop the users reading habit; and
5. To know and analyse the impression of the user on public libraries.

Collection of data was undertaken by making use of a self administered questionnaire which was mailed and the respondents filled it up and sent it back by post. It was found that most of the users of the public library were from poor or middle class families and that people sought a place where they could get the books according to their choice without paying money. It was also observed that most of them belong to unemployed or under-employed category and that they visited the library for preparation for competitive examinations and interviews. The student users visited the library for academic references. The author finds that the silent and congenial

atmosphere inside a library would certainly motivate a person to develop his reading habits. The author puts forth suggestions to improve the present library facilities. The paper has been concluded with the thought that a cordial and informal relationship should be maintained between the library staff and the users as it adds to the user's satisfaction.

Keya Basu (1996)<sup>38</sup> analyses the presence of human factor in library management. According to the author, in order to fulfil the objectives of the library, good relationship should be maintained among the employees. The author feels that librarians are the mediators of both knowledge and information for people. The paper provides guidelines regarding the approach of staff members towards the users of the library. The attitude of librarian at all levels towards users should be pleasant. The author suggests ways to attract people to the library. The reference librarian is the vital power as far as the library operations are concerned. Importance of user education and need for continuous evaluation of the library have been underlined. The librarian should have good rapport with the users. According to the author, human resources should be handled in proper manner. Good relationship should be maintained with the suppliers or booksellers by the library personnel. Merits and demerits of automation of libraries have also been taken into consideration. The attitude of the library professionals towards the same has been analysed. The author concludes that the key for the successful functioning of an information system is human relations.

Kherde (1996)<sup>39</sup> examines motivation techniques in library management. According to the author, with the help of motivation the condition can be created for the employees to work with zeal, initiative, interest and enthusiasm. Various techniques of motivation have been discussed. Mainly motivation techniques can be classified into two categories: monetary and non-monetary. With the monetary technique, salary was the major component. The author feels that the librarian has to consider

all the techniques of the monetary system to develop the personality of his employee. The various non-monetary techniques with which the librarian can motivate his staff have been discussed in the paper. They are job security, job satisfaction, working environment, appreciation or praise, status, participation, job enlargement, delegation of authority and job enrichment. These factors have been studied and presented in a detailed manner. The paper advocates that the librarian has to decide the technique which was useful to a particular member of staff or group as the main objective of the motivation technique was to improve the library work as well as the services provided to the users. The author provides certain guidelines for motivating the staff and the benefits of motivation. In the paper, the author has considered only that staff who come under the theory 'y' which assumes that people are self controlled, ambitious about their future, ready to take responsibility and exercise self direction. The author concludes with the thought that if motivation is used effectively as a tool, the fruitful results can be obtained otherwise it will be harmful to the whole organization.

Parida (1996)<sup>40</sup> makes a study on human relations in respect of status of library professionals in the colleges and universities of Orissa. He feels that both the managers and workers need good human relations in an organization to achieve economic, social and psychological satisfaction in their work. The author defines the concept 'status' and later classifies the status of academic librarians into two; faculty status and academic status. The paper discusses the Indian scene and projects the role of Indian Library Association(ILA) in promoting matters concerning the status and salary scales of library professionals. The paper particularly highlights the problems of Orissa. Situations prevailing in University libraries have been dealt with in detail. It was found that library professionals of Orissa maintained a low profile compared to the faculty members.

Raina and Varkey (1996)<sup>41</sup> discusses the concept of 'empowerment' in the context of librarianship. The authors opine that empowerment is a dynamic concept, which is being widely discussed in the organizational context with a lot of leanings on the Human Relations approach. According to them, empowerment virtually hands over power to the employees, or, in other words, apart from doing the job the employee concerned is given the liberty to make independent decisions with responsibility for consequences either good or bad. Libraries being organizations belonging to the service sector of the economy, it is ultimately the satisfaction of the users which justifies the existence of the library. The authors present the concept of empowerment and factors related to it on the basis of their experience of Indian Institute of Management (IIM) Library, Lucknow. Application of the concept 'empowerment' resulted in making available time and environment to concentrate on goals of higher order like staff development, automation and providing value added service. The different aspects that are necessary for empowerment to materialize in an environment have been listed as supportive managerial mindset, climate of trust, defined systems and staff development. These aspects have been taken into consideration in a detailed manner. As empowerment is a step by step process of organizational learning and individual development, the paper raises various issues which might arise on implementing the management technique 'empowerment'. The paper highlights the need for staff development and advocates to groom the empowered subordinates to take up higher positions or levels of responsibility. The paper has been concluded with the thought that, by putting empowerment in action, the manager's control over the routine matters is lost while ensuring satisfaction of both internal and external customers, making the job more challenging.

Rajaram (1996)<sup>42</sup> attempts to discuss some issues related to treatment of library users. She feels that the relationship between the library and its

patrons is of paramount importance when we consider the modern concept of library as a service agency which is not a mere repository of books. Hence, a library must practise effective human relations not only for the sake of its own interest but also for the interest of the society. The paper stresses the importance of users and their treatment. A long list of aspects or treatment, which annoys the users most, has been presented. Further, the author presents suggestions to improve the treatment of users. The paper concludes that users should be treated as politely and courteously as possible in a library.

Samyuktha and Raghavan (1996)<sup>43</sup> present a study on the users' perception of the attitude of library and information professionals of public libraries. The paper is primarily concerned with service orientation. According to the authors, service orientation in the context of a profession implies that a professional decision should be based on the interests and needs of the client and not on the 'self-interest' of the practitioners. Issues related to library and information professionals have been raised in the paper. The study was undertaken with the objective of assessing the users' perception of the attitude of library and information professionals. Data was collected with the help of a questionnaire from 240 library users of three major public libraries in Chennai. Employed people were chosen as the respondents. The paper presents the thought content of the study only as it forms part of a much larger thesis. On analyzing the collected data, it was found that library users belonging to the older age groups viewed the professionals as useful than the view of users of younger age groups. The study revealed that a positive association existed between the attitudes of library and information professionals, and library use by patrons. Positive and negative words characterizing the library and information professionals have been enlisted in the paper.

Saraswathi More (1996)<sup>44</sup> conducted a study on human relations with special reference to Dr. Babasaheb Ambedkar Marathwada University library,

Aurangabad. The author feels that harmonious human relations have to be maintained in the library. The paper presents suggestions like establishment of rapport with staff, staff meetings to be convened, promotions to be given to suitable candidates and adoption of fair promotional policies for improving human relations.

Seetharama (1996)<sup>45</sup> recognizes the components of human relations with their origins from Psychology, Sociology, Social Psychology and Anthropology. Public relations have been studied in the context of human relations. The author finds that the concepts – public relations and human relations do overlap. If they are treated along with the term ‘promotion’ they are complimentary to each other. Introduction of new technologies, changing information needs and reduced Government support, force the library professionals to change according to the need of the hour. When the situation becomes demanding the attitudes of the staff is not seen to be encouraging. The author feels that a humanistic approach can provide an ideal framework for dealing with all situations. A good manager would adopt the proper technique to bring out the best from his staff. When considering human relations within the system, it could be understood that healthy human relations in libraries will bring about efficiency, effectiveness and productivity. In the context of a library, the focus of human relations is on the three components: library staff, library authority and users. The need for good peer relationship has been stressed. The author underlines the fact that success of an organization depends on the people and their calibre along with their attitude to perform. Understanding human behaviour is a pre-requisite for a healthy relationship. Team spirit is the mainstay of any successful library. The author illustrates instances that lack team spirit. The paper examines the problems related to peer relationship. Concepts like sources of conflict, problems by gender, interaction with users, human interface to

technology and professionalism have been dealt with in a detailed manner. Practical suggestions to improve human relations have been discussed.

Sharma (1996)<sup>46</sup> tries to analyse human relations in a public library system. According to the author, public library being a people's university, a librarian is a teacher of the public. He differentiates human relations and publicity. The paper recognizes the goal and importance of human relations. The basic ingredients of human relations have been chalked out. Users being the most neglected component of an information system, user education should be provided. The paper stresses on the need of optimum utilization of resources and creation of a user-friendly library and information system. The author concludes that human relations is a strengthening force in making a public library a public institution in its true sense.

Sonal Singh (1996)<sup>47</sup> presents the results of a survey undertaken to find out the opinion of the users about the services provided by the libraries attached to the military institutions in Mhow of Madhyapradesh. The author highlights the importance of army library. Opinion of library users was assessed with the help of a questionnaire, which was circulated among a group of regular readers of different military libraries of Mhow. The library evaluation was undertaken with the following aspects: categories of the users, use of library, opening hours, number of books issued, opinion about personal assistance, service required, opinion about current awareness and opinion about translation service. According to the author, all members and staff of army should be learned, well trained and should possess all round knowledge. Moreover they must be well educated and well informed about their own country as well as foreign countries.

Sugatri Devi (1996)<sup>48</sup> makes an attempt to study the 'human relation' between library personnel and readers in Dr.V.S.Krishna Library, Andhra University. According to the author the staff acts as a catalyst who accelerate the interaction between the documents or materials which contain information

and the real user who actually needs it. The study was intended to find out the interaction between library staff and users, to analyse the opinion of library staff on the role of human relations in providing effective library services, and to find out the opinion of users about the necessity of human relations in academic libraries. A sample of 30 members from each category of users (students, research scholars, teaching staff) were taken at random. Separate questionnaires were devised and served to the selected users and to 30 members of library staff who were in direct contact with the users. The filled-in questionnaires brought-forth responses of users regarding aspects like library orientation programmes, help from library staff, satisfaction regarding the services of the library staff and satisfaction about the involvement of library staff in user education programmes. The library staff responded towards aspects like assistance to users, service to users and need for interaction between library staff and user. The author puts forward certain suggestions for improving the human relations between library staff and users. The paper concludes that the library staff has to work as a team with commitment to serve the clientele in an effective manner.

Swaroop Rani (1996)<sup>49</sup> observes that satisfying and winning the hearts of users in this technological age involves subtle and complex competence by librarians. The need for librarians to master such competence is due to the following reasons: the value of information, its use and users, transition stage of dissemination and the changed environment. Moreover, the role of librarians is being played by other professionals with the advent of new information services. As technology advances, it becomes easier to present information in one form or the other which is in a most desirable and usable form. Observation and interview methods could be employed for studying the mind of the reader in order to understand and control it. The basic factors that are involved in winning the hearts of the readers are self-factor, psychological factor and service factor. According to the author each of these factors

involves the librarian and the user. Self-factor is the ability of the librarian to attract readers by the acquisition of competence applicable to the library environment. If the librarian has the 'self-factor' he can satisfy the 'psychological factor' of the readers. To satisfy the 'psychological factor' the librarian should provide a variety of services oriented towards the readers called the 'service factor'. Thus a competent librarian who has satisfied the reader through services has won the heart of the readers. The paper discusses the three factors in detail. Certain factors which help in dealing with readers have been considered and listed as interpersonal communication, social skills, library awareness, knowledge of psychology and self-evaluation. The various components of psychological factors are attention, motivation, attitude and problem-solving. These are to be taken care of by the librarian. Apart from the regular services, various service factors which aim at attracting the readers to the library are orientation, book club, publicity and other extension services. The paper concludes that designing the services to win the reader's heart requires a long term plan and changes according to the environment. The maintenance of harmonious relationship with the users by understanding their needs helps the librarian to achieve this and finally raise his own status.

Taher (1996)<sup>50</sup> discusses the concept of user friendliness and refers to it as an atmosphere which is congenial, healthy, and fits all types of users in a friendly environment. The author goes on to examine the various aspects which are connected with library profession under the following headings: library catalogue, bibliography, terminology, headings, physical set-up, service, dissemination, pricing, state-of-the-art, and quality control. He feels that librarians compile directional tools like bibliography rather for their own survival than for the benefits of the end users. The paper finds that many of the facilities and services, which are available in the library, are intended to be a help to the user as the ultimate goal of the library system was to provide user satisfaction. The paper questions whether library profession was coming

closer to the realistic demands of the profession. It is in this context that the author considers the role of library schools. The expected standards of professional efficiency, humanistic bases of the service, and empathy, all remain theoretically on paper and not in practice. The author is of the opinion that there was deficiency in library training, traditional outlook towards the profession, little or no research in the field worth contributing to the development of the subject, traditional professional profile, least ability to manage human and other resources, with no motivation to be user friendly or to train users in building a library culture. The impact of technology has been studied. The author hopes that if the bases of education and training were altered, in terms of directions from multi-dimensional to uni-dimensional, from multifaceted to uni-faceted, then librarianship may find its purpose clear with fixed goals and widened perceptions. The paper advocates to train and educate professionals with orientation towards human information seeking behaviour, with equal emphasis on the existence of databases and creation of human interfaces. Library schools could reduce the emphasis in training cataloguers and classifiers. The education of librarians must include conceptual and practical issues that explain the different aspects of the profession. In conclusion the author stresses on the need for user oriented and professional oriented evaluations.

Taher and Krishna (1996)<sup>51</sup> began their paper by considering transactions between equals and transactions with superiors and subordinates. The authors feel that there is a need for good communication within the organization. Empathy and sympathy are essential for the progress of the individual and the institution. Behaviour also effects interpersonal relations and communications. The paper elaborates communication process and finds that communication is an essential skill and requirement for a librarian if he or she has to link the document with the user. The role of staff associations has been highlighted. The skills that are necessary for interpersonal

relationship have been projected which include proactiveness, confidence, good listening capacity and technical competence.

Thamaraiselvi (1996)<sup>52</sup> feels that smooth human relations should exist among personnel in order to achieve the goals and objectives of a library because the essence of productivity in librarianship is human relationship. The paper considers workforce management in a library and finds that optimistic approach among the library staff was essential. The author discusses aspects like attitude of library staff towards library automation, manpower development, communication factors in human resource development, impact of new technology on human body and user reaction to modern technologies in libraries. The paper has been concluded with the note that human power has to be competent and trained in order to anticipate the day-to-day changes.

Upadhyaya (1996)<sup>53</sup> describes the concept of human relationship and its development through the years. The author feels that the library has to communicate with the society, its user and the people working in it. The purposes behind the users' visit to the library have been listed. In order to establish good rapport between the staff and the users, the users should be treated with utmost regard and helpful attitude. The paper takes into consideration the impact of information technology on libraries. The importance of user education has been projected. The author concluded that user is the core person and all changes and developments should be for the satisfaction of the user.

Venkataramana and others (1996)<sup>54</sup> discuss the problem of motivation among library professionals. The importance of management training has been highlighted. In an organization, managers are responsible for the growth and development of their staff. So the employees should feel motivated and nurtured. The authors opine that communication of skills and training of library managers form the emphasis of any successful organization. The

authors stress on the role of supervisory staff in helping the other employees grow within their current jobs. The paper lists opportunities like lateral transfers, job rotation, cross utilization and assignment, which enable motivation and a sense of accomplishment in employees. Moreover variety in working environment creates interest. Participation on cross functional teams would provide the employee access to peer groups. The experience prompts the employee to learn new skills.

Vijayasudha and Sastry (1996)<sup>55</sup> define human relations and mention the details of characteristics that should inform relations between superiors, peers and subordinates within the institution. The meaning of 'human relations' within a library has been examined. Conflict situations and solutions have been discussed. Participative management is suggested as a fruitful method for resolving conflicts. It was found that getting optimum output from colleagues involved striking a harmonious balance between different qualities of a leader. Problems and prospects related to gender have been dealt with in a detailed manner. Need for training and education towards improvement of human relations have been stressed. The paper indicates that human relations will have to play a more important role in the future.

Nandi (1997)<sup>56</sup> feels that work culture is an integrated system of learned behaviour by employees in their workplaces within an organization. According to the author, work culture in library organization depends mainly on the reciprocal relationship between the employer and employees. Library being a service oriented organizational system, the role of the librarian in respect of library work culture is vital. The librarian should lead his staff in an efficient manner. The paper projects communication as an essential factor in library management and deals with downward, upward, lateral, diagonal and outward communications. In the end, the author concludes that work culture in the library will be most effective if proportionate communication exists towards downward, upward and lateral directions.

Vinod Kumar and others (1997)<sup>57</sup> try to study about tapping skills through human relations for information efficiency. In a service-organisation like library, human relations means a systematic development of skills for knowledge and demonstrate effective utilization of the resources. The authors feel that human relations depend on motivation, responsibility and empathy. The scope of human relations has been delineated. Cordial relations among employees bring forth good relations with fellow workforce in a library. In order to resolve employee problems, front line supervisors should lead their workforces effectively. It is found that leader's integrity and commonsense greatly influence the effectiveness of the application of management theories to the organization of libraries. The need for systematic evaluation of libraries has been emphasized. The paper concludes with the note that human bondage and personal relations do bring about harmony in the work environment.

Zalesnik (1997)<sup>58</sup> examines the concept of interpersonal relations in organizations. While doing so, he finds that there are three distinct units of analysis, which are significant for the exploration of interpersonal phenomena, that is, the organizational, the intrapersonal and the interpersonal. The author explains that, while the units of analysis define the various levels and types of data, the concept of interpersonal relations, the modes of analysis defines the ways in which the investigator approaches and utilizes the data. The three modes of analysis are description, explanation and consequences. The paper further presents psychodynamic theories of interpersonal behaviour of the works of great men like Sigmund Freud, Harry Stack Sullivan, W.R.Bion with illustrations of examples. Further the author describes the structural theories of interpersonal behaviour by giving detailed descriptions on the structural approaches. Normative theories of interpersonal relations and their evaluation have been presented. The author feels that knowledge about interpersonal relations that becomes available through research can be

utilized to produce inquiring and educated leaders for whom experimentation becomes a real option in decision-making and administrative behaviour.

Rajesh Singh (1998)<sup>59</sup> reports the results of a study undertaken to make an assessment and evaluation of human resource management issues in the academic libraries of Lucknow. The study aimed to cover areas like career development, interpersonal relations, job satisfaction, empowerment of the library staff and impact of information technology. A total of 19 academic libraries including post graduate and degree college libraries of Lucknow were selected for the study. Data were collected with two sets of questionnaires intended for the librarian and library staff respectively. Data were collected from 88 professionals and conclusions were drawn from the analysed data. It was found that libraries were suffering due to acute shortage of manpower. The study found that there was great difference between the presently available and the proposed staff strength in every college library. It was also found that new recruitments had not been made for the last five to ten years. The facilities, which were available for the librarians to develop their career, were not at all up to the mark. Another noteworthy fact was that none of the libraries had adopted automation and the library personnel were found reluctant to adopt information technology as they were not trained in it. They were found to be completely dissatisfied with their jobs. The paper has been concluded with the author's suggestions to bring about improvements in the library system. The aspects which have been given stress are maintenance of staff manual, empowerment, staff development and promotional avenues.

Saha (1998)<sup>60</sup> conducted a study on interpersonal relations based on library organization. The co-operation among people working in the organization at the different levels – leadership level, senior-subordinate level and peer level was subjected to study. The survey was conducted among library staff of 15 academic and special libraries in Delhi. The study analyses the prevalent human relation trends in the library organizations from the data

collected from 163 staff members. The results of the study showed that the librarians/leaders of the library organization did not subscribe to participative management style of functioning. Only 46.6 percent of the respondents feel that the libraries have free flow of communication. The author advocates transactional analysis for studying the behaviour of other persons in a systematic way. The requirement of a positive administration having harmonious interpersonal relations has been highlighted.

Gupta (1999)<sup>61</sup> feels that user-focus approach was central to Ranganathan's philosophy and presents its implications as far as a library user is concerned. Considering the implications of Ranganathan's philosophy, he feels that it is still relevant. The paper considers the different aspects of Ranganathan's philosophy under the following heads: supremacy of the user, thrust on user-focus, identification of users and their needs, user need satisfaction and user-library relationship. In the opinion of the author Ranganathan was the lone library and information scientist who had pleaded for the provision of best service to the most important aspect of the trinity of the library system- the user. The paper has been concluded with the note that the collaborative efforts of trinity of library system should be worked out in the best possible manner so that the users are delighted.

Gurdeep Singh and Gulpinder Kaur (1999)<sup>62</sup> discuss the concept of human relations in the context of hospitals. The authors define the objectives of human relations. The paper recognizes the purpose of human relations for achieving the following goals:

1. Greater human satisfaction with organization
2. Greater production/performance at work.

The authors present a human relations model which indicates that interpersonal relations do play a vital role in the performance of an individual. Measures for improving human relations in hospitals have been listed. The

paper presents a short course in human relations. The authors advocate the formation of a 'health team' for training of health manpower. Need for supervision of health manpower has been underlined. The authors feel that performance appraisal should be a routine work so that the system will appear free from bias. The importance of counselling in the context of performance appraisal has been highlighted. The authors conclude that human relations was not a subject to be taught but it was an emotion which could only be experienced.

Angadi and Koganuramath (2000)<sup>63</sup> intend to reveal various facets of interpersonal skills while highlighting the importance of public relations skills and professional skills for library management. The authors stress that the librarians should be aware of the implications of the technological development and managerial skills. Interpersonal as well as communication skills can play a successful role for successful library Public Relations. Factors like sound work habits, professional knowledge and good listening have been indicated as professional skills. Further the paper insists on the need for using the available technology and the provision of electronic information service for the satisfaction of users. Various factors like leadership, teamwork, negotiating and networking have been presented for the progress of library activities. The authors conclude that provision of information by making use of electronic media alone will not solve any problems of access and that the users also play an important part in ensuring the benefits of those services

Kulshreshtha (2000)<sup>64</sup> tries to analyse the principles and practice of the concept 'human relations'. According to the author, human relations in an organization implies interpersonal relations between management and workers, or between workers among themselves, or between members of the management. The author ventures to consider the different perspectives of authors or experts who have earlier tried to consider the different aspects

related to human relations. The human relations in organizations highlight the very practical point of view, that the relationship sought to be achieved should take due care and note of the realistic facts that individuals are governed and guided by their own values, beliefs, motivations, expectations and emotions, in short by all such aspects which are unique to human beings, for the purpose of achieving organizational goals. The author discusses the new concept in supervision and its implication. Further the paper suggests the need for human relations training and stresses the necessity of democratic leadership and its varied implications. The author presents other aspects like causation of behaviour, human abilities, nature of attitudes, motivation and work, fatigue and boredom, employee contacts, interviewing and non-directive counseling in a detailed manner. The author advocates the need for the supervisors to be good listeners. He opines that it goes without saying that for the establishment of good human relations we should also deal with other people in numerous situations of life and work with the utmost regard and helpful attitude. The paper has been concluded with the remark that proper maintenance of good human relations in an organization is of vital importance for achieving its goals.

Nair (2000)<sup>65</sup> feels that information about job satisfaction was extremely important for any organization making use of the human potential. Individual attitudes, which count for job satisfaction, may be discovered and the same may be used by organizations in order to understand their contribution. The author tries to bring out a historical overview of the concept of job satisfaction and its different facets. The author presents the results of a study carried out for specifically knowing the degree to which supervisory satisfaction, compared to other specific satisfactions tends to be associated with general satisfaction. The study was undertaken with a sample of 52 employees in the non-supervisory cadre who performed technical and administrative work in Government departments, Government undertakings

and private organizations located in and around Nagpur. The age group of the employees ranged from 20 to 53 years. The Job Diagnostic Survey developed and validated by Hackman and Oldham (1975) was used in order to assess the job satisfaction of the employees. The scale was administered to the sample of employees in small groups. The results found that all the specific satisfactions were significantly related to general satisfaction. On the basis of magnitudes of correlations, it was found that supervisory satisfaction was the most important component followed by pay satisfaction, growth satisfaction, security and social satisfactions respectively. The author states that if the supervisory behaviour becomes increasingly acceptable and satisfying to subordinates, their overall satisfaction with job will also increase correspondingly. Moreover supervisory behaviour is perceived as instrumental to pay and growth satisfaction also.

Qobose (2000)<sup>66</sup> reviews the liaison activities at the University of Botswana library. According to the author liaisoning denotes cooperation, collaboration, and partnership between the subject librarian and the faculty member in order to enhance teaching, learning and research activities. 'Library liaison' is used interchangeably with 'subject librarian' at the University of Botswana library. The liaison program was undertaken with the following goals:

1. to develop and foster direct and effective communication between the library and the academic department on all library services, and
2. to provide good public relations inside and outside the library.

An overview of the subject librarian system at the University of Botswana library which began in 1981 has been provided. The philosophy of the system was based on the strong liaison component built into it, so that the best climate is provided for collection, development, information, reference and instructional services. The main functions of the subject librarian have

been listed. The subject librarian/library liaison, also referred to as the faculty liaison librarian, is the librarian with both the subject knowledge and responsibility for a cluster of subjects in a related discipline. The concept of cooperative collection development and the role of faculty in the same has been considered by the author. The various activities undertaken by the subject librarian towards user education have been listed. The author feels that information literacy can be tackled successfully only by librarians who are working closely with academics. Subject librarians develop and maintain library collections for their respective faculties by monitoring curricular and research developments in the assigned subject fields. The paper has been concluded with the remark that it was vital that the subject librarians be proactive always, and not wait for the faculty to ask since they may never come forth on their own.

Rastogi and Kantharia (2000)<sup>67</sup> make an attempt to understand human relations in Indian universities. According to the authors interpersonal relations among the teaching and non-teaching workers and finally their relations with the students and society determine the smooth running of the university functionaries. The paper discusses the concept of human relations and states the different viewpoints of authors who have defined the concept. While dealing with the aspect of human relations in Indian universities the author suggests that a good human relation among the various components of the University system was essential. The author feels that interaction is the mother source of generating new knowledge, refinement of the behaviour and adoption of new techniques. Human relations among various faculties of a University may bring them closer to each other for framing interdisciplinary courses and finally helping the society. The paper finds that human relations may serve as a catalyst in all activities for raising the speed of work, giving the right direction and for completing it in time. The basic principles of human relations have been listed as leadership, equality, giving freedom,

cooperation, justice and recognition and descriptions have been given alongside. The author concludes that human relations contribute much in raising the quality of work done by the teachers, developing positive attitude towards the job, making the teacher a happy member of the institution and finally in making him a good teacher.

Biswas (2001)<sup>68</sup> investigates the effect of organizational attributes of goal setting on the perception of organizational climate by the employees. The study was intended to compare the manufacturing sector and health sector in this respect. The total sample consisted of one hundred and fifty personnel, from health as well as manufacturing sectors. Doctors and nurses from private as well as public hospitals were selected as health sector personnel. Managers and supervisors were selected from large and medium sector industries of Vadodara, Gujarat were selected as manufacturing sector personnel. Personnel from public sectors belonged to State run hospitals, Indian Oil Corporation and Indian Petroleum Company Limited. Personnel from private sector included doctors and nurses of private hospitals and employees of some medium scale industries from Gujarat Industrial Development Corporation industrial estate at Vadodara. Organisational climate dimensions were measured using the scale developed by Sharma (1996). Locke and Latham's Goal Setting questionnaire (1984) was used for this study. The analysis of the results suggested that the health sector personnel differed significantly from manufacturing sector personnel almost on all dimensions of organizational climate except grievance handling and welfare facilities. The findings of the study suggested that although health sector and manufacturing sector personnel found very little difference in their organisation's attributes in goal setting, the manufacturing sector personnel perceived their organizational climate more positively than the health sector personnel. The author concludes that the health sectors specifically have to

improve their organizational climate and strengthen its participative management system.

Daftuar (2001)<sup>69</sup> reports the results of a survey conducted to assess the job satisfaction among Government officers in a state secretariat in Eastern India. The research was conducted on three levels: top, middle and lower, of Government officers. The main purpose of the study was to compare three measures of job satisfaction-Instrumentality, Job Descriptive Index and Job Satisfaction Scale in order to establish the validity of the Job Satisfaction Scale (JSS). The data was collected from the officers ranging from senior most Government officers to lower level officers of the State Civil Services (Public Service Commission) and sectional superintendents by interview technique based on a questionnaire. Sampling was undertaken on the basis of the sampling formula developed by the European Group of Industrial Democracy (IDE-International Research Group). The analysis of the collected data indicated that the three levels of officers differed among themselves in four areas (work, supervision, promotion and people) of the Job Satisfaction Scale. The paper presents the interesting findings which were the highlights of the survey.

Isaac (2001)<sup>70</sup> makes an assessment of human relations management in academic libraries. She finds that the basic assumption governing the growth and development of all academic libraries is that the library plays a central role of critical importance in the institutional and scholarly life of the college or university. The paper observes that personnel management in libraries poses problems ranging from discrepancies in designations, qualifications and salaries prescribed for the different hierarchical levels of the staff to personal problems of the staff such as job dissatisfaction, social recognition and personnel conflicts among the various hierarchical levels. Public relations has been stressed as a critical management function. One of the primary responsibilities of the librarian is

cultivating goodwill, understanding and support of the public they serve. The paper highlights the need for good human relations between the librarian and his staff members, among the staff members themselves and also between the librarian and his staff with the users of the library which indeed will help in the smooth running of the library. The author considers the relation of the librarian to the governing authority, to his profession, relation within the library, relation of the librarian to the society, and the relation of the librarian with others, in a detailed manner. The author concludes with the thought that in order to create and build positive relations among staff members and a healthy atmosphere in the library, the academic librarian must be fully aware of the resources of his own library.

Lawyed Stephen and Vijayakumar (2001)<sup>71</sup> feel that human relations seek to emphasise employee aspects of work rather than technical or economic aspects. It also seeks to make employment and working conditions less impersonal. The paper defines human relations management as the art of managing human beings in their sensitive behaviour in the organizational set up with positive attitude orientation towards adjustment and maintenance of human actions through good organizational climate by economic, social and psychological aspects. The paper enumerates the scope of human relations management and presents the important factors which are essential for maintaining good human relations. Factors, which have been taken into consideration, are creating positive attitudes, morale, job satisfaction, praise and appraisal, status and pride, shared responsibility, job security, and interpersonal relations. According to the authors, success of the library services largely depends on the role and effectiveness in the personal relations being balanced between the library users and library staff members. The paper concludes that the library staff should maintain good human relations with the users for effective and fruitful functioning of the library.

Mudhol (2001)<sup>72</sup> traces the evolution of basic approaches to management and describes the Kaizen philosophy which is supposed to be the philosophy guiding the Japanese life. According to the author, Kaizen, or the philosophy of continuous improvements, is based on a simple but fundamental belief that life deserves to be continuously improved. Moreover, Kaizen philosophy makes its adherents quality conscious, not quality-minded. The author goes on to present a 5 pronged-strategy advocated by Kaizen to deal with formal organizations, which are as follows:

Seiri-Organisation, that is, proper arrangement of work place, equipment, and work activities

Seiton-Orderliness of workplace, inventory and work activists

Seiso-Cleanliness, or individual responsibility

Seiketsu-Standardisation

Shitsuke-Discipline, to follow rules and make waste removal a habit.

Further, the author feels that total quality management approach which emphasises on result and eyes on profit, was not exactly the philosophy to guide the management of libraries and that a more subtle, substantive approach like Kaizen was the need of the hour. The paper lists the tenets of Kaizen librarianship as,

=Library user defines 'quality'

=Aim 'better' not 'bigger'

=Quality approach leads to a quality product

=Empower/Improve library staff

=Quality is culture bound

The messages of Kaizen librarianship have been enunciated for qualitative approach, qualitative service and qualitative staff. As the author

feels that sustainability is the key approach of the emerging information society, the elements of sustainable development identified in library/information centre have been listed. The paper concludes with the hopeful note that it is high time that India too comes out with an original philosophy from its own tradition to guide its march towards constant and continuous improvement.

Pradhan and others (2001)<sup>73</sup> present the results of a study undertaken to measure motivational climate in Indian organizations. A comparative study was conducted between multi national companies and public sector units regarding the motivational aspects of organizational climate in order to suggest organizational development for improvement in the existing climate. The survey was carried out among the four hundred executives who were randomly selected from public sector organizations (Bharat Heavy Electricals Limited(BHEL) and State Bank of India(SBI)) and multinational companies (Hero Honda, Suzuki, RMS).Two hundred and twenty executives each were selected from each sector. The organisations were located in Delhi. The data were collected during the office hours and age range of the sample varied from twenty five to fifty five years. Motivational analysis of Organisational Climate (MAO-C) instrument developed by Udai Pareek (1986) was used to conduct the study. Statistical Package of Social Sciences (Window version 7.5) was used for statistical analysis of the empirical data. The results of the study pointed out the fact that substantial mean differences existed between the executives of multinational companies and public sector units with regard to motivational climates. The study found that the executives of multinational companies seem to have higher degree of achievement compared to the executives of public sector units. The paper concludes that there was a growing need to understand and reinforce managerial motivation in Indian organization.

Sasikala (2001)<sup>74</sup> discusses the concept of participative management and traces its evolution in librarianship over the years. The author finds that only in the early seventies was there a sudden and significant increase in the number of academic librarians writing favourably on the subject of participation. The factors, which affect the library environment and demand the cooperation, understanding and adjustment from the library staff have been presented. The author defines participation and considers its application in librarianship. The paper presents the advantages of participation as a managerial device in a detailed manner. The author feels that encouraging a team of people to share their ideas with the management for improving the quality of the products and services is essential. The paper has been concluded by underlining the aspect pointed out by Maurice P. Merchant (1971), that, active staff development programmes and participative management in libraries appear well suited for each other, and that they ought to be getting together.

Siddiqui (2001)<sup>75</sup> reports the results of a survey on use of library collection in the Jawaharlal Nehru University Library, New Delhi. The purpose of the survey was to regulate the user of library collection to the entire satisfaction of its users. Questionnaires were served to the five categories namely staff members, research scholars, post-graduates, undergraduates and others. Students and teachers of part-time courses and those from other institution were included in the 'others' category. The size of the sample was fixed by taking five percent users from each segment. The users were picked at random and questionnaires were mailed to them. The aspects like place of residence of respondents, frequency of visit to the library, purpose of visit, duration of library use, adequacy of library hours, adequacy of reading space facility, satisfaction with the atmosphere within the library, opinion regarding attitude of library staff, adequacy of library collection, lending of books, adequacy of borrower cards, awareness of users

about the services were assessed by the author. Suggestions for the improvement of various aspects related to seating arrangement, opening hours, reading space, up-to-dateness of collection and library catalogue have been given by the author. The paper concludes that some degree of effectiveness and efficiency can be brought about in the university library system by appointing trained and qualified personnel at the entry point with proper incentives for in-service training and promotion schemes based on efficiency and work skills.

Steinerova (2001)<sup>76</sup> tries to examine the generic human aspects of library and information work. The paper considers questions concerning information professionals, needs of employers and factors that influence professional library and information work. The author feels that, as technology grows, it becomes possible to manage various viewpoints emerging from concept formation and interpretation. According to the author, human issues of library and information work are concentrated on the position of a human being in information processes, elements in the environment of information work, and important relationships of people, technologies and information and knowledge embodied in interaction when seeking information. The paper suggests that information professionals should be partners of users, by providing them with support, advice and training with respect to information seeking patterns. The needs of potential employers with respect to competencies required for information workers have been listed as problem solving capability, professionalism, social and communicative competence, general background and practical specialization. The intersection of factors that influence the position of a human being in library and information processes have been depicted with the help of a general model. With the development of technology, traditional borders of knowledge institutions disappear and the profession itself becomes important wherein techniques of social communication and intercultural issues have to

be explored. The author concludes that research topics related to human issues can enrich library practice and help to manage changes of digital information world.

Tadasad and Maheswarappa (2001)<sup>77</sup> report the results of a survey of human resources in 571 college libraries in Karnataka state. According to the authors library professionals play the role of intermediaries in bringing books to the users. In order to accomplish the role assigned to them, they should possess the required academic as well as professional qualifications. Moreover they should be given the status and pay scale that they deserve. The survey was undertaken in 931 college libraries. Aspects like academic and professional qualifications of professionals, designation, experience, pay, sex, membership to professional bodies and strength of library staff were taken into consideration in a detailed manner. On conducting the study it was found that even though full-time professionals managed many libraries, a significant number of college libraries lacked full-time professionals. The authors suggest that the authorities of the colleges have to take initiative in appointing full-time library professionals extending financial benefits and status to them.

Dabas and Sewa Singh (2002)<sup>78</sup> present the analysis of empirical data on organizational culture and leadership styles in University libraries of Punjab, Haryana and Chandigarh. The authors present the viewpoints of staff on organizational culture and leadership styles practised in the university libraries under study. The aspect of application of Total Quality Management was taken into consideration. Data were collected through a questionnaire meant for deputy librarians and assistant librarians working in the university libraries under study. The data were collected from 29 deputy librarians and 60 assistant librarians for the following six parameters or cultural dimensions: quality philosophy, rewards and recognition, work culture, pride or workmanship, education and training, and leadership style. The results of the

study show that deputy and assistant librarians of Punjab Agricultural University Library, Chaudhary Charan Singh Haryana Agricultural University Library, Punjab University Library rated their libraries at the highest level of favourable organizational culture and leadership styles as compared to other libraries. The overall satisfaction with leadership practised in the respective libraries is maximum in the cases of Haryana Agricultural University Library, Punjab Agricultural University Library, Guru Jambheshwar University Library, Kurukshetra University Library and Punjab University Library. The satisfaction with leadership is minimum in the rest of the libraries.

Luzius and Webb (2002)<sup>79</sup> assess the library satisfaction of nontraditional students. The authors begin their article by defining the nontraditional student library users. Data was collected for the study from one hundred and three students of a public university located in the Southeast. The survey was intended to gauge the satisfaction levels of students regarding the working hours, reference assistance and resources of the library. According to the study a student was deemed nontraditional if he or she worked more than thirty hours per week, carry six semester hours or less, are married, have children, or are twenty two or older. Many of the respondents cited weekend hours, parking, and the location of the entrance to the library as problems. The respondents were asked to give their opinion regarding aspects like purpose of library visit, best aspect and worst aspect about the library. On analysis, it was found that both traditional and non-traditional students were satisfied with the overall service of the library. It was found that non-traditional students were satisfied with the weekend hours of the library. Finally the authors conclude with recommendations for improving library service to non-traditional students with regard to hours of operation, remote access, remote reference and library instruction and tutorials.

Ramesh and Naga Raju (2002)<sup>80</sup> make an assessment on lack of job satisfaction which kills professionalism. The authors consider the actual

implications of the term job satisfaction and define the different concepts like job analysis and job classification. They feel that despite their apparent homogeneity, libraries differ considerably with regard to their organizational history, leadership element and even goals and objectives. The motivational factors like achievement, responsibility, work and professional or personal growth have been listed as principles of motivation to be adapted to local requirements. Generally an employee feels satisfied with his job when hygiene factors like institution policy and administration, supervision, interpersonal relationships, working conditions, status, salary and security could safeguard his job irrespective of his position. The authors consider the different situations which might lead to job dissatisfaction and suggests the methods of job enrichment, job enlargement and job rotation in order to increase job satisfaction. The analysis of job satisfaction within an organization is very helpful to assess the soundness or healthy development of that organization. The paper has been concluded with the note that job satisfaction is the main cause that leads to more effective functioning of the individuals and organization as a whole.

Ducas and Michaud-Oystryk (2003)<sup>81</sup> present the results of a study which was undertaken to explore the interaction between academic librarians and faculty at the University of Manitoba. The study was intended to find out the role of the librarian in collaboration with faculty, the impact of the contribution of the librarian to the academic enterprise, and the future roles of librarians that may enhance the librarian-faculty partnership. The partnership between the librarian and faculty was examined in the five areas of teaching/instruction, information services, information technology, research and collections. Data were collected from 1400 full-time faculty at the University of Manitoba by making use of a questionnaire. With regard to the respondents, 261 persons were from Humanities and Social Sciences, 311 were from Health Sciences and 150 of them belonged to Pure and Applied

Sciences. From the results it was found that very distinct differences existed between the faculty groups of Humanities and Social Sciences and the Health Sciences as opposed to the Pure and Applied Sciences. The highest ranked concept was information services and collections. The results of the study indicated that interaction between the librarian and the faculty resulted in librarians having a positive and considerable impact on the faculty and students. It was also found that some of the faculty members were not aware of the capabilities of the librarian. Much depended upon the mentality of the faculty members. The results of the survey indicated the fact that the faculty members of the University of Manitoba rated the role of librarians in a university on a high level and endorsed a greater level of interaction highlighting the role of librarian in the education process.

Gonipati (2003)<sup>82</sup> conducted a study of the professionals in the university libraries. The study was carried out in the three oldest conventional and well established state universities in Andhra Pradesh, namely, Osmania, Andhra and Sri Venkateswara and one Central University, the University of Hyderabad. The study was attempted to assess the awareness of the library staff regarding the concept Human Resource Development and that of finding out the existing Human Resource Development practices in these libraries. A pilot survey was conducted to collect data from the library staff and analysis was carried out by the software Statistical Package for Social Sciences. Questionnaire was personally handed over to the 144 library professionals out of which, only 124 were duly filled in and returned. On analyzing the data it was found that 60.48 percent of the respondents were satisfied with their job and 13.71 percent of the staff were not satisfied with their job. The majority of respondents (66.13 percent) opined that job rotation within the same section was not practised. The author observes that the employees were afraid to express and discuss their feelings with the superiors. A high percentage (83.06 percent) of the respondents reported that staff in the library

were helpful to each other. The respondents gave highest preference to in-service training in nonprofessional areas such as human behaviour, human psychology and human sociology. About 75 percent of the library staff were aware of the concept of Human Resource Development. The author provides suggestions for the improvement of the University library system.

Kumbar (2003)<sup>83</sup> considers the concept of personnel management in academic libraries in a digital environment. The author advocates librarians to be trend spotters in an organization by looking for ways to anticipate users' trends, foresee technology trends, and envision new technological organizations. According to the author, librarians have the responsibilities to plan, direct, co-ordinate, prepare budget and control the activities in the library, as well as to manage the human resources of the library in a way that it is both effective and efficient. He feels that the Government has to provide the enabling environment and the correct incentives for library professionals to pick-up the gauntlet to reach beyond their immediate needs. The paper considers the aspects like importance of training and motivation and highlights some of the issues and challenges which are being confronted in the personnel management in the Indian context. The author concludes that by keeping pace with the changing social, political and economic conditions the librarians should get tuned with changes and involve in research and development thereby helping the organization to gear up human resources to new tasks by striving hard towards excellence.

Noushad Ali and Hasan (2003)<sup>84</sup> report the results of a critical study undertaken to assess the awareness, satisfaction and requirements of visually impaired students of Aligarh Muslim University, Aligarh. The study was carried out to know about the degree of utilization of library resources by visually impaired students which includes purpose of visit, availability of types of catalogues and their utilization, opinion regarding automation, users strategy for searching the required document and to find out the opinion of the

users regarding the overall collection, facilities and services of the library. The study was conducted on a sample of 32 visually impaired student users of Moulana Azad Library of Aligarh. Necessary data have been collected by making use of schedule, interview and observation methods. The analysis of the collected data has been presented in the following heads: frequency of visit to the library, purpose of visiting the library, awareness of the services, problems for consulting catalogue, preference in form of source, opinion regarding current collection, computerization of the section, interaction with library staff and available facilities. On conducting a discussion with University Librarian, it was found that the university did not have any special fund from University Grants Commission to purchase reading materials for the blind. The authors further present the findings, which revealed that no user study had been conducted to know the academic needs of the blind users. Based on their interaction with the staff and the blind users and based on their own observation, the authors put forth suggestions towards the improvement of services and facilities of the Blind section.

Rajaram (2003)<sup>85</sup> discusses the factors affecting human relations in interaction with users in libraries. According to the author, there are certain factors which operate in a library that have a direct or indirect impact on effective library services. The paper focuses on the factors and their influence in interaction with the users in the library. The author opines that the librarian and his staff should work towards maintaining good and cordial relations with the users. The factors, which have been presented, are philosophical, psychological, socio-cultural, economic, intellectual and organizational factors. The author discusses the influence of the above factors in detail and concludes that human relations in the area of interaction with users is crucial to the image of a library. The paper finds that users must feel comfortable and satisfied with the library environment for which the library professionals have to strive hard.

Adami and Basil (2004)<sup>86</sup> present the results of a survey which was conducted to determine the satisfaction of the users with the reserve book collection at Delta State University Library, Abraka, Nigeria. The authors observe that reserve book service was normally provided in academic libraries. According to the author, the term reserve book collection refers to any collection of books and other materials that are set aside for the use of mostly undergraduate and post-graduate degree students and distinctly housed in a special area within a university library designated for that particular purpose. The study was conducted by survey method on a sample comprising those who came to make use of the resources of the reserve collection of the Delta State University Library, Nigeria in the early part of the first semester of the 2000/2001 academic session. Questionnaire was used to gather information from the respondents. In order to ascertain the reliability of the instrument Test-retest of the questionnaire was carried out over a period of two weeks and this yielded a Pearson 'r' of 0.91. Questionnaire was administered and retrieved from 106 respondents. The users were asked to indicate their responses with regard to the collection, current materials, issue of books in the collection, relevance of the materials and attitude of the staff towards the users. The collected data were analysed using frequency counts and percentages. Majority of the respondents (40.6 percent) found that the total number of materials in their subject area was unsatisfactory. Those who feel that the total number of items were highly unsatisfactory are 27.4 percent. Another 27.4 percent of the respondents found that the total number of reserve stock in their fields was satisfactory and 4.7 percent of them found it to be highly satisfactory. The current materials were found to be unsatisfactory to 51.9 percent of the respondents. The authors observe that many of the respondents feel that the materials in their area of study was not current. The criterion for placing an item on reserve was heavy use demand. The authors suggest that by the time the heavy use demand of the material was identified, it might not

be current. With regard to the attitude of the staff towards users, 46.2 percent of the respondents found it to be satisfactory. The authors conclude that even though there were areas where the users were more satisfied with different aspects of the reserve services, there were some areas with which they were not satisfied. The paper puts forth certain recommendations based on the findings of the study.

Kwon (2005)<sup>87</sup> assesses the user satisfaction with referrals at a collaborative virtual reference service. The study was an attempt to investigate unmonitored referrals in a nationwide, collaborative chat reference service. It examined the extent to which questions were referred, the types of questions that were more likely to be referred than others and the level of user satisfaction with the referrals. The present study examined chat reference services delivered through Broward County Public Library System in Florida. The data taken up for the study were 420 online chat reference transactions initiated by the patrons of the Broward County library system, along with online survey questionnaire which the service users completed voluntarily. User satisfaction was assessed with the three indicators: satisfaction with the answer, perceived staff quality and willingness to use the service again. Reliability test and factor analysis was conducted in order to determine the reliability and validity of the scores. Mean, standard deviation and Analysis of Variance (ANOVA) were carried out to determine whether user satisfaction was statistically and significantly lower than that of completed answers. Referrals in the collaborative chat reference service comprised approximately 30 percent of the total transactions. It was found that user satisfaction with referrals was found to be significantly lower than that of completed answers. It was also found that circulation-related questions were the most often referred among all question types, possibly because of the inability of 'outside' librarians to access patron accounts. A post-hoc test of

the overall Analysis of Variance (ANOVA) test was conducted to determine how the four groups did differ by employing Games-Howell test.

Prasanth (2005)<sup>88</sup> conducted a user satisfaction survey of college libraries in Calicut city. The study attempted to understand the level of satisfaction of postgraduate students to find out the best library in terms of collection, services, staff and facilities in Calicut city. The study intended to identify the problems faced by users and assess their opinion for improvement. The study was confined to the postgraduate students in Arts and Science colleges of Calicut city excluding all the professional colleges. Data were collected from the four colleges with the help of a questionnaire from a sample of 220 users from various subjects and from different colleges. Out of the 220 users, 183 of them responded positively. Analysis was carried out by measures of central tendency and deviation, average and deviation score of each variable used for the study. On analyzing the collected data it was found that post graduate students of college libraries in Calicut city were satisfied with the library facilities, collection and services. It was also found that they had greater satisfaction with library facilities compared with library collection and services. The postgraduate students of Government Arts & Science colleges had low satisfaction with the library facilities, collection and services when compared with other colleges. A major problem faced by the students was with regard to lack of internet facilities.

Martin(2006)<sup>89</sup> discusses the basic concepts of organizational culture, its importance and various types. The author feels that organizational culture can explain the resistance, fear and sometimes 'irrational behaviour' that one encounters in any organization. Three levels exist in an organization-the individual, group and the organization. The workers need to be motivated to perform their tasks by which the activities of the organization will be successfully carried out. Organizational culture provides the stability to survive. According to the author, organizational culture was formed from

four major areas: organization of resources, structure of the organization, the people within the organization, and the process of completing the work of an organization. The mission and goals established by an organization defines these areas and good working environment was created when these areas existed in harmony and balanced a good culture. Any change in these areas will result in the working environment and even the organization itself will start deteriorating. The author views that culture consists of two major areas- sociability or friendliness among workers and solidarity. Highly sociable environment creates a pleasant working environment which fosters creativity and workers go extramile to complete assigned duties. The extent to which the workers collaborate and co-operate with each other defines the area of solidarity. An organization with high solidarity is one where people continually work together to achieve common goals. The author feels that it is very important that an organization periodically reviews its culture to make sure that it still allows the organization to succeed in its competitive environment. The culture of a library goes a long way towards explaining the way in which the library operates its employee satisfaction, and the level of resistance to change. The author concludes that right organizational culture will enable a library to meet the need of its patrons and retain its rightful place as the world's leading information source.

The review of related literature helps to get a broad perspective of the particular field of research. The concepts related to human relations and those which constitute human relations could be understood from the review of related literature. By reviewing the literature pertaining to Human Relations, the researcher was able to trace the origin of the Human Relations Movement as a school of thought of Scientific Management. The implications and thrust of the movement could be ascertained. Even though the movement was made applicable in the field of industrial relations, later on it was made applicable in the service sector also. Studies which were conducted in human relations

among staff in various types of libraries other than university library conclude that cordial and helpful mentality on the part of the library staff go a long way in creating positive human relations. The contribution of the superiors and the head of the institution also plays a major role. This aspect has been highlighted in the studies.

User studies enable the library administrators to improve or modernise aspects related to the functioning of the libraries. By assessing the information needs of the library users, the library will be able to provide services the way the users want them. In order to assess the information needs of the users, their perception regarding the different attributes which constituted the proper functioning of the library have to be ascertained.

The investigator has gone through the literature related to the topic of research consisting of studies and articles, and has reviewed them. The careful observation of these related studies has helped to identify the gaps in the concerned areas to construct the questionnaire, analyse the facts in an objective manner and to derive positive conclusions.

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# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

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**CHAPTER IV**

**METHODOLOGY**

## **4.0 Introduction**

The present study has been undertaken to assess human relations among library staff and the perceptions of library users in the major University libraries of Kerala State namely Calicut University Library, Cochin University of Science And Technology Library, Kerala University Library and Mahatma Gandhi University Library. This chapter presents the variables of the study, sample used for the study, sources of data, tools used for the study, data collection procedure and data analysis techniques.

### **4.1 Variables of the study**

The present study takes two types of variables into consideration: study variables and classificatory variables. The study variables have been chalked out after making extensive literature review and consultation with experts in the fields of Psychology, Management, Human Resource Management and Library & Information Science.

The study variables used in the study to assess the human relations existing among the library staff are: working conditions, work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision. The classificatory variables used are university, designation, experience of service and gender. The classificatory variable 'designation' is divided into two: superior and subordinate for the purpose of analysis in which subordinate staff includes staff members below the rank of Assistant Librarian.

In order to assess the perception of the users with regard to the functioning of university libraries, the study variables used are library collection, arrangement of collection, library physical facilities, library services, user-staff interaction and satisfaction. The following are the

classificatory variables used to ascertain the user perception: university, status, experience as library user and gender

## **4.2 Sample used for the study**

As the present study is intended to analyse the human relations among the library staff, and perception of the users with regard to functioning of university libraries, the staff and users of the major university libraries have been taken as units of study. The major university libraries taken up for the study are Calicut University Library, Cochin University of Science And Technology Library, Kerala University Library and Mahatma Gandhi University Library. All along the report the university libraries are referred to as part of their parent organisation, that is, the university. Even though the Calicut University Library was renamed as C H Mohammed Koya Library, the present study uses the names of the universities to which they are attached for want of uniformity. It is practically infeasible to do a complete enumeration of the population. The process of sampling helps to make generalisations on the basis of application of variables on a representative sample of the population. The library staff who work in the central library of the universities have been taken as the sample. The staff in the department libraries and study centres of the University has been excluded owing to the fact that their superior will not be a library professional. Moreover the department libraries mostly have only a single professional whereby communication and other aspects between the professional and others cannot be assessed. The sample of library staff consisted of 120 staff members. Questionnaires to the library staff were personally handed over to them. The following are the details of questionnaires distributed and returned: In Calicut University Library, out of the 26 questionnaires which were distributed, 24 of them were received back. One questionnaire was incomplete and hence the number of questionnaires complete in all respects were 23. In Cochin

University of Science And Technology Library, out of the 22 professionals, questionnaires received back are 20. In Kerala University Library, within the 49 professionals, 33 questionnaires were returned and in Mahatma Gandhi University Library, 15 out of the 23 questionnaires were returned. Repeated efforts were taken to get the filled questionnaires back from the respondents. A total of 91 questionnaires were received from the sample of library staff.

The perception of the library users with regard to the functioning of university libraries was assessed from the population of library users of the four major university libraries in Kerala State. They are the target group about which inferences have to be made. It is physically impossible to completely enumerate the users of the university library. As the population consists of different types of users with different characteristics, a representative part of the population has been selected for the study. A pilot study was conducted and based on the nature of the responses the irrelevant statements were avoided and the size of the sample was fixed to be 100 library users each from the four major University Libraries. Questionnaires to the library users were personally handed over to them. More than 100 questionnaires each were distributed to the users of Calicut University Library, Cochin University of Science And Technology Library, Kerala University Library and Mahatma Gandhi University Libraries and 100, 82, 93, 94 questionnaires respectively were received back. The sample consisted of 400 library users. Sampling was carried out on the basis of simple random sampling wherein students, teachers, research scholars and non-teaching staff members of University have been taken into consideration as users. Data were collected from these user groups as they form the core group among the users in a university library. The final sample of library users consisted of 369 users.

The sample of University Librarians consisted of the university librarians of the four major University libraries selected for the study.

### **4.3 Sources of Data**

The data necessary for carrying out the present study were collected from primary sources and secondary sources. Primary data are first-hand information collected by the researcher from their original sources. It is collected through various methods such as observation, interviewing and mailing. Primary data was collected from the staff members and users of University libraries by making use of two separate questionnaires. Data was collected from the University Librarians with the help of a structured interview schedule.

Secondary data are data which are readily available in some form. The secondary sources consist of readily available compendia and already compiled statistical statements and reports whose data may be used by researchers for their studies. Secondary data was collected from the Annual reports, Census reports, articles published in periodicals and official websites.

### **4.4 Tools used for the study**

Methods of data gathering involves the use of appropriate recording forms. They are called tools or instruments of data collection. The present study used questionnaires and interview schedule for collecting the data. The tools were prepared after extensive literature survey and consultation with experts. A five-point Likert scale each was prepared for collecting data from the university library staff on human relations, and university library users on their perception of the functioning of university libraries. Measure of organizational climate prepared by Costley and others(1994)<sup>1</sup> is taken as the base for the preparation of the questionnaire for university library staff. The questionnaire for university library users was prepared in such a way that if

users entered a library, their perception regarding the attributes which constituted the proper functioning of university libraries were taken into account. Data was collected from the university librarians of the four major university libraries with the help of a structured interview schedule. Two questionnaires were prepared for the collection of data for the present study: 1. Questionnaire for library staff and 2. Questionnaire for library users.

#### **4.4.1 Questionnaire for library staff**

The questionnaire is divided into two parts: Part A and Part B. Part A requires the respondents to fill in their personal details like institution, designation, age, gender, number of years of service, educational qualification comprising academic qualification and professional qualification and computer literacy. Part B consists of statements, which describe the concepts, or ideas, which come under study variables taken up for the study. The following are the eight study variables which are used to measure human relations of library staff in University libraries: Working conditions, Work groups, Rewards, Management policies and administration, Satisfaction with the nature of work, Leadership, Communication and Supervision.

##### **4.4.1.1 Working conditions**

The environment in which the library staff works is termed as **working conditions**. This aspect has considerable influence on the personnel. The level of orientation he receives from the institution paves the way for his future work. The library staff were asked to record their responses towards the concepts, which came under the variable working conditions. A total of 9 statements pertaining to physical conditions and orientation were presented. Out of the 9 statements, 6 of them are positive statements and 3 of them are negative statements.

#### 4.4.1.2 Work groups

The concept **work groups** consists of cooperation and job performance. The employee achieves job objectives through the performance of the job. The performance of the employee largely depends upon the cooperation received from colleagues and superiors. The study variable work groups was presented before the respondents in the form of 4 statements which pertains to areas like cooperation and job performance. Out of the 4 statements, two each are positive and negative statements.

#### 4.4.1.3 Rewards

As far as employees are concerned, **rewards** are motivational factors. People work more productively in an independent manner than working interdependently to receive rewards, which promote highly individualistic motivation. Statements which best described the concepts under the variable rewards numbered 8. The aspects related with benefits were used for preparing the statements. Out of the statements 5 of them are positive and 3 of them are negative.

#### 4.4.1.4 Management policies and administration

The attitude of the **management** influences the behaviour of the employee. Its **policies and administration** depends a lot on the pattern in which they establish policies. The administration should be such that the employees should not feel it but it should be there for the development of the staff. The respondents were made to record their responses to the aspects like communication of information, fairness of policies and administration, advancements and promotion which came under the variable management policies and administration in the form of 8 statements of which 4 statements each are positive and negative.

#### **4.4.1.5 Satisfaction with the nature of work**

The employees need to have **satisfaction with the nature of work**. This aspect could be found in various forms. The employees should have the freedom to take decisions when it is required and future ratification of the same need to be there. Ample opportunities have to be there for personal and professional growth and the staff members should be responsible for the work done by them. Interest should be inculcated with regard to the work carried out by the staff. There are 13 statements, which described the different aspects like freedom, growth, responsibility, achievement, influence and interest, which came under the concept satisfaction with the nature of work. The statements required responses to 9 positive statements and 4 negative statements.

#### **4.4.1.6 Leadership**

**Leadership** is the attitude towards the development of the institution. It consists of conceiving a vision for the organization. The important part of this aspect is to energise the staff members to offer maximum productivity to achieve the goals of the institution. Leadership is vital as it has such a powerful influence on the individual and group behaviour. It required the respondents to assess the concept leadership and delegation of power in the form of 15 statements of which 12 are positive and 3 are negative.

#### **4.4.1.7 Communication**

**Communication** is a demanding skill of understanding and being understood in ways that improve, rather than inhibit, interaction between people. An understanding of some of the basic processes, difficulties, and techniques of communication is a necessary ingredient for successful organizational life. Effective managers recognize that the way they communicate is a key to the performance of their employees. The concept of

communication and the aspect of interpersonal communication were presented in 8 statements of which 5 are positive and 3 are negative. The respondents had to indicate their assessment regarding the same.

#### **4.4.1.8 Supervision**

The **supervisory** function is more than a stepping stone upward-it has a key role in human relations. The supervisors are the mirrors of the management in which employee-relations will have its image. The concept of supervision has 15 statements consisting of the aspects communication, trust, job competence, consideration and recognition of which 10 statements are positive and 5 are negative.

#### **4.4.2 Questionnaire for library users**

The questionnaire is divided into two parts: Part A and Part B. Part A requires the respondents to fill in their personal details like institution, age, gender, status, qualification, faculty, experience as a library user, frequency of visit to the library, hours spent in the library in a week, purpose of visit, use of library and use of other library. Part B consists of statements that describe the concepts or ideas, which come under study variables taken up for the study. The following are the six study variables, which are used to assess the perception of the library users regarding the functioning of University libraries: Library collection, Arrangement of collection, Library Physical Facilities, Library Services, User-staff interaction and Satisfaction.

##### **4.4.2.1 Library collection**

**Library collection** refers to the types of materials which are part of the stock. This variable includes the different routine works which are carried out while procuring materials to a library. There are six statements which consists of various aspects related to library collection like adequacy,

procurement, quality and different types of information sources of which 2 statements are negative and the remaining 4 are positive.

#### **4.4.2.2 Arrangement of collection**

The **arrangement of collection** in a library comprises concepts like classification scheme, helpfulness of card catalogue and computerized catalogues, display of new books, arrangement of different types of books, indexing of periodicals, location of books and shelf arrangement. These aspects are presented in the form of 11 statements of which 6 of them are positive and 5 of them are negative.

#### **4.4.2.3 Library physical facilities**

The library users had to respond to the aspects related to **library physical facilities** like convenience of location, convenience of working hours, physical maintenance of reading materials, adequacy of seating arrangement, lighting and ventilation arrangement, provision of drinking water and toilet facilities, atmosphere for serious reading and need for cabins for serious reading. The above aspects are presented in 10 statements in which 5 statements each are negative and positive.

#### **4.4.2.4 Library services**

**Library services** reflect the image of the library before the public. There are different types of services, which are provided by the libraries to their users on demand and in anticipation. Statements pertaining to library services numbered 5. The adequacy of loan period, collection of fine, number of borrower's tickets, reservation and renewal facilities were to be assessed by the users. Among the 5 statements, 2 statements are negative and the remaining 3 are positive. Apart from these the library facilities/services numbering 16 are presented to the library users. They were asked to distribute

100 points to the library services offered by University libraries according to their relative importance.

#### **4.4.2.5 User-staff interaction**

The **interaction of library users and staff** will have to be cordial. The interaction will result in the satisfaction of the information need of the library user. In the mean time the passive users could be turned into active users. There are 14 statements which described the different aspects like cordial nature, co-operation, helpfulness, nature of interaction, provision of service, essential aspect found in staff, factors affecting library use, skills of staff which came under the concept user-staff interaction. The statements required responses to 10 positive statements and 4 negative statements

#### **4.4.2.6 Satisfaction**

The **satisfaction** of the users is of paramount importance as they are the mainstay of a library. The concept of satisfaction had 9 statements consisting of the aspects general environment of the library, working of circulation section, periodical section, maintenance section, reference section, documentation section, internet section, overall facilities and status of the library. The users are asked to record their responses towards the aspect in question.

#### **4.4.3 Interview Schedule for University Librarians**

The interview schedule for University Librarians consisted of questions related to the management of university library.

#### **4.4.4 Mode of answering**

The two questionnaires are prepared in such a way that the respondents had to indicate their responses to each of the statements by putting a tick mark to Strongly Agree(SA), Agree(A), Neither Agree nor Agree(N), Disagree(D)

and Strongly Disagree(SD). Copies each of the questionnaire and interview schedule is provided in the appendices

#### **4.5 Scoring pattern**

The questionnaires contain positive as well as negative statements. The scoring is done by giving weights to the responses given by the respondents. Five alternatives are given to the respondents for indicating their perception regarding the aspect in question in both the questionnaires. They are Strongly Agree(SA), Agree(A), Neither Agree nor Disagree(N), Disagree(D) and Strongly Disagree(SD). The scores allotted to the responses for positive statements are 5, 4, 3, 2 and 1 respectively. Negative statements are allotted 1, 2, 3, 4 and 5 respectively.

#### **4.6 Data collection procedure**

The investigator personally visited the four university libraries taken up for the study and distributed the questionnaires among the library staff and library users after seeking prior permission from the concerned librarian. Data was collected from the university librarians by making the use of a structured interview schedule.

#### **4.7 Data analysis techniques**

The data collected by means of questionnaire was tabulated in sheets. The data was statistically analyzed by means of software packages. Arithmetic mean, Standard deviation, Analysis of variance (ANOVA) and Factor analysis have been carried out to analyse the collected data. In order to address the varied and complex needs of the user community and to satisfy the library staff, libraries have to gear themselves to face the challenges. It is in this context that application of inferential statistics in a library becomes relevant through studies among the library staff and library users.

Arithmetic mean helps to represent all the measurement made on a group. It gives a concise description of the whole by indicating the central value of a distribution. In order to describe the distribution, a measure of the spread of the actual score is required. The extent of the spread may vary from distribution to distribution. The extent of variability could be assessed by Standard Deviation. The present study has used Analysis of Variance as it is used for comparison and regression in the study of relationships, prediction and model building. ANOVA is best suited for studying user behaviour as different variables can affect user behaviour and changes in the variables could lead to changes in the behaviour of the users<sup>2</sup>(Amba 125). Arithmetic mean, Standard Deviation and Analysis of Variance (ANOVA) were carried out by making use of the software package 'Statistical Package for Social Sciences' (SPSS).

The level of staff perception regarding human relations and the perception of the library users regarding the functioning of libraries has been rated by making use of a grading table wherein perception upto 1/3 of the aggregate mean score has been rated as poor, 1/3-2/3 as average and above 2/3 as good. The significance of variation in perception of the staff based on the classificatory variables is tested by using Analysis of Variance (ANOVA). The F-Ratio indicates the significance of the difference.

Factor analysis is an extremely powerful and useful analytic approach to psychological, behavioural, financial and other types of data. It is a statistical technique, which is used to determine the underlying factors or forces among a large number of interdependent variables or measures. Factor analysis was carried out with the help of the software package 'Statistica'.

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# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

# ANALYSIS - I

## **5.0 Introduction**

This chapter presents the analysis and interpretations of the data collected by making use of a questionnaire distributed among the staff of the four major University Libraries of Kerala State, namely, Calicut University Library, Cochin University of Science and Technology Library, Kerala University Library and Mahatma Gandhi University Library. The collected data are analysed and presented in the form of tables with necessary interpretations alongside. In order to ascertain the human relations which exist among the staff members of the University libraries, data were collected by distributing questionnaires.

Human relations was studied by assessing the responses of the library staff towards the eight variables, namely, Working conditions, Work groups, Rewards, Management policies and administration, Satisfaction with the nature of work, Leadership, Communication and Supervision. In the initial stage (Tables 9-40), the analysis is carried out without considering the interrelations of the components. The names of the institutions are indicated as 'Calicut' for Calicut University Library, 'CUSAT' for Cochin University of Science and Technology Library, 'Kerala' for Kerala University Library and 'MG' for Mahatma Gandhi University Library in the tables for convenience.

### **5.1 Break-up of sample on the basis of University**

The details of the sample selected for the present study on the basis of their institution (University library) are presented in Table 1.

**Table 1**  
**Break-up of the respondents on the basis of University**

University	Number	Percent
Calicut	23	25.3
CUSAT	20	22.0
Kerala	33	36.3
M G	15	16.5
Total	91	100.0

It can be seen from Table 1 that 25.3 percent of the respondents, that is, library staff are from the Calicut University Library. While 22 percent of them are from Cochin University of Science & Technology Library, 36.3 percent of the library staff belong to Kerala University Library and 16.5 percent belong to Mahatma Gandhi University Library. The Kerala University Library being the oldest university library of the state, the number of staff members working in the university library is more than the other university libraries in the State.

### 5.1.1 Designation-wise distribution of respondents

The distribution of the respondents on the basis of their designation is shown in Table 2.

**Table 2**  
**Distribution of respondents-Designation-wise**

Designation	Number	Percent
Supervisor	36	39.6
Subordinate	55	60.4
Total	91	100.0

Among the respondents, 39.6 percent of them belonged to supervisory level whereas 60.4 percent of the library staff belonged to subordinate ranks.

It is quite natural that the number of supervisory posts will be less than the number of lower level posts.

### 5.1.2 Age-wise distribution of sample

The sample selected for the study based on their age is presented in Table 3.

**Table 3**

**Distribution of respondents-Age-wise**

Age group	Number	Percent
Upto30 years	6	6.66
30-45 years	47	51.6
45 years & above	38	41.8
Total	91	100.0

Among the library staff, majority of the respondents (51.6 percent) are in the age group of 30-45 years. The percentage of library staff belonging to the age group of 45 and above is 41.8. The respondents belonging to the age group of below 30 years are 6.6 percent.

### 5.1.3 Gender-wise distribution

The distribution of the respondents on the basis of their gender is presented in Table 4.

**Table 4**

**Break-up of respondents by their gender**

Gender	Number	Percent
Male	44	48.4
Female	47	51.6
Total	91	100.0

It can be observed from Table 4 that 51.6 percent of the respondents were females and 48.4 percent of them were males. The gender-wise distribution of the sample has an approximately equal representation from both the genders.

#### 5.1.4 Experience of service

The break-up of the sample selected for the study on the basis of their experience or years of service is shown in Table 5

**Table 5**  
**Experience-wise break-up of respondents**

Experience	Number	Percent
Up to 5 years	18	19.8
5-10 years	13	14.3
10-15 years	16	17.6
15-20 years	6	6.6
20 years and above	38	41.8
Total	91	100.0

Table 5 shows the break-up of respondents by their years of service. Majority (41.8 percent) of the library staff have service of 20 years and above. Hence they are supposed to provide clear information about the functioning of the institutions concerned. Among the rest of them, 19.8 percent of library staff have up to 5 years of service while 14.3 percent of them have 5 to 10 years of service. The remaining 6.6 percent of library staff have 15 to 20 years of service.

#### 5.1.5 Academic qualifications

The breakup of respondents on the basis of their academic qualifications is given in Table 6.

**Table 6****Break up of respondents on the basis of their academic qualifications**

Academic qualifications	Number	Percent
Degree	29	31.9
Post-graduation	57	62.6
M.Phil/Ph.D	5	5.5
Total	91	100.0

It can be observed from Table 6 that majority of the respondents (62.6 percent) are post-graduates and 3.19 percent of them are graduates. 5.5 percent of them have qualifications ranging from M.Phil to Ph.D.

**5.1.6 Professional qualifications**

The distribution of the respondents on the basis of their professional qualifications is presented in Table 7.

**Table 7****Distribution of respondents on the basis of their professional qualifications**

Professional qualifications	Number	Percent
Bachelor degree	20	22.0
Post graduation	69	75.8
M.Phil/Ph.D	2	2.2
Total	91	100.0

Table 7 shows that majority of the library staff(75.8 percent) have post graduate degrees in Library & Information Science whereas 22 percent of them have Bachelor's degree only in Library & Information Science. Remaining 2.2 percent have higher degrees like M.Phil/Ph.D. Hence the

responses of the library staff can be taken as matured professional perceptions.

### 5.1.7 Computer literacy

Computer literacy is a competence where the person concerned will have the ability to use advanced paraphernalia of all computer and communication related techniques to solve day-to-day problems. In the context of a University library, professional staff members ought to have computer literacy as application of information technology is the order of the day. The analysis of the responses of the library staff regarding their status in this regard is given in Table 8.

**Table 8**

**Computer literacy of library staff**

Computer literacy	Number	Percent
Yes	74	81.3
No	17	18.7
Total	91	100.0

Table 8 indicates that the majority (81.3 percent) of the library staff are computer literate while 18.7 percent of them are yet to acquire this skill.

Arithmetic mean is used to represent all the measurements made on a group in order to give a description about the group. The extent of variability of the actual score is measured with the help of standard deviation. The level of staff perception regarding human relations has been rated by making use of a grading table wherein perception upto 1/3 of the aggregate mean score has been rated as poor, 1/3-2/3 as average and above 2/3 as good. The significance of variation in perception of the staff based on the classificatory variables is tested by using Analysis of Variance (ANOVA). The F-Ratio indicates the significance of the difference

## 5.2 Working conditions

The atmosphere in which the library staff work plays an important role in their performance. The physical conditions as well as the psychological environment in which they have to work and the orientation they get constitute working conditions. It will actually make or mar the growth of the professional. An assessment about the working conditions in the University libraries has been made and the analysis is presented in Tables 9 to 12

**Table 9**

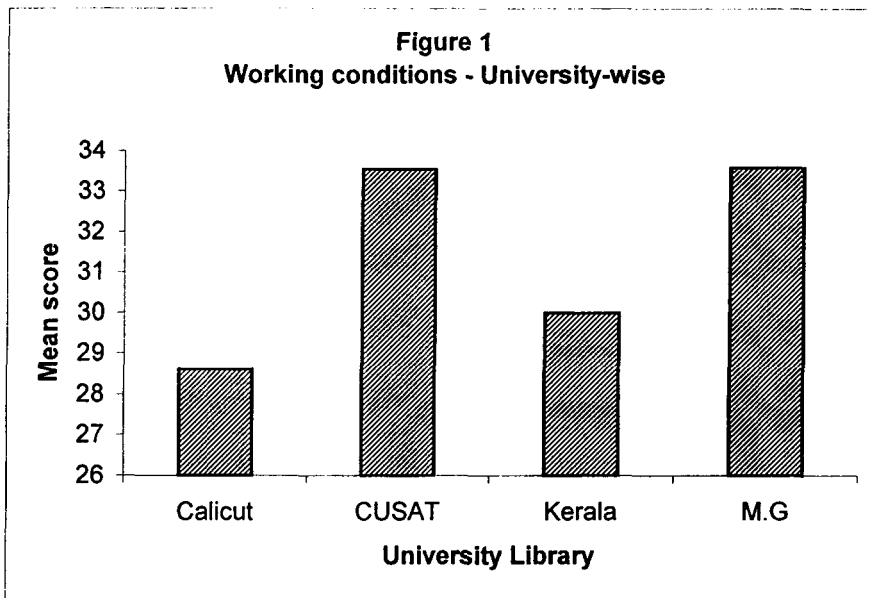
### University-wise perception about Working conditions

University	Number	Mean	Standard deviation	F ratio	Table value
Calicut	23	28.61	5.35	6.173	2.68
CUSAT	20	33.55	3.91		
Kerala	33	30.00	4.94		
M.G	15	33.60	3.38		
Total	91	31.02	5.00		

The perception of the library staff regarding working conditions was assessed and the related data are presented in Table 9. The mean score of perception about working conditions is 31.02 as against a maximum of 45 with a standard deviation of 5. This indicates that the library staff have a good perception about their working conditions. It is seen that the mean scores of perception of working conditions is significantly different among the library staff of the four major Universities. According to the perception of the library staff with regard to working conditions in their respective University libraries, the personnel of the Mahatma Gandhi University are the most satisfied group with the highest mean value of 33.60 and a standard deviation of 3.38. The lowest satisfaction is attributed to the staff members of the Calicut University Library with a mean score of 28.61 and standard

deviation of 5.35. It is worthwhile to mention that the oldest University libraries in Kerala namely, Kerala University library and Calicut University Library have the mean scores less than the aggregate mean score of 31.02.

The variation of the mean values of the perception about working conditions of library staff between university libraries are statistically significant as the F ratio of 6.17 is greater than the tabular value of 2.68 at 5 percent level. The university-wise responses of the library staff on working conditions are presented in figure 1.



### 5.2.1 Designation-wise perception of Working conditions

The analysis of perception of Working conditions on the basis of the designation of the staff members is presented in Table 10.

**Table 10**  
**Designation-wise perception of Working conditions**

Designation	Number	Mean	Standard Deviation	F ratio	Table value
Supervisor	36	31.94	4.40	2.04	3.92
Subordinate	55	30.42	5.32		
Total	91	31.02	5.00		

It can be seen from the designation-wise analysis in Table 10 that the perception of working conditions is maximum among the library staff who are in the supervisory rank with a mean score of 31.94 and a standard deviation of 4.40. Staff members in the library who are in the ranks of subordinates could secure a mean score of 30.42 with a standard deviation 5.32.

A standard analysis of the difference in the mean values shows that the difference is not significant as the calculated value of 2.04 is less than the tabular value of 3.92 at 5 percent level.

### 5.2.2 Experience-wise perception of Working conditions

The analysis of perception of working conditions on the basis of the experience of the staff members is presented in Table 11.

**Table 11**  
**Experience-wise perception of Working conditions**

Experience	Number	Mean score	Standard deviation	F ratio	Table value
Up to 5 years	18	32.55	5.51	0.79	2.45
5-10 years	13	29.85	5.17		
10-15 years	16	31.56	4.86		
15-20 years	6	29.67	3.33		
20 years and above	38	30.68	5.01		
Total	91	31.02	5.01		

Experience-wise analysis of perception about working conditions indicates that it is maximum among the library staff who have service of below 5 years with a mean score of 32.55 and a standard deviation of 5.51. It is minimum among the library staff who has 15 to 20 years of experience with a mean score of 29.67 and standard deviation of 3.33. It is worthwhile to note that library staff members who have service of 10-15 years (mean score=31.56) and 20 years and above (mean score=30.68) have secured mean scores greater than the aggregate mean score which suggests that they also have good perception about their working conditions.

The variation of the mean values of the perception about the working conditions between staff who have varying years of service is not statistically significant as the F-ratio of 0.79 is less than the tabular value at 5 percent level.

### 5.2.3 Gender-wise perception of Working conditions

The details of the analysis of perception of working conditions on the basis of gender are given in Table 12.

**Table 12**

#### **Gender-wise perception of Working conditions**

Gender	Number	Mean	Standard deviation	F ratio	Table value
Male	44	31.45	5.38	0.633	3.92
Female	47	30.61	4.65		
Total	91	31.02	5.01		

Library staff who belonged to male gender secured a mean score of 31.45 with a standard deviation of 5.38. Female gender could secure a mean score of 30.61 with standard deviation 4.65.

The variation of the mean values of the gender-wise perception about their working conditions is statistically not significant as the calculated value of 0.633 is less than the tabular value at 5 percent level.

Data presented in Tables 9 to 12 indicate that the library personnel in Kerala have got a reasonably good perception about working conditions as the aggregate mean score is 31.02 with a standard deviation of 5.01. The variance analysis carried out to test the statistical significance of the difference of mean scores of Working conditions shows that the variation based on University is significant.

### 5.3 Work groups

The employees of an institution can achieve much by maintaining healthy relationships with colleagues, which gives emphasis on cooperation and mutual respect which will in turn reflect in their performance. The following tables 13 to 16 present the analysis of the same in the University libraries under study.

#### 5.3.1 University-wise perception of work groups

The University-wise perception of library staff with regard to work groups is presented in Table 13.

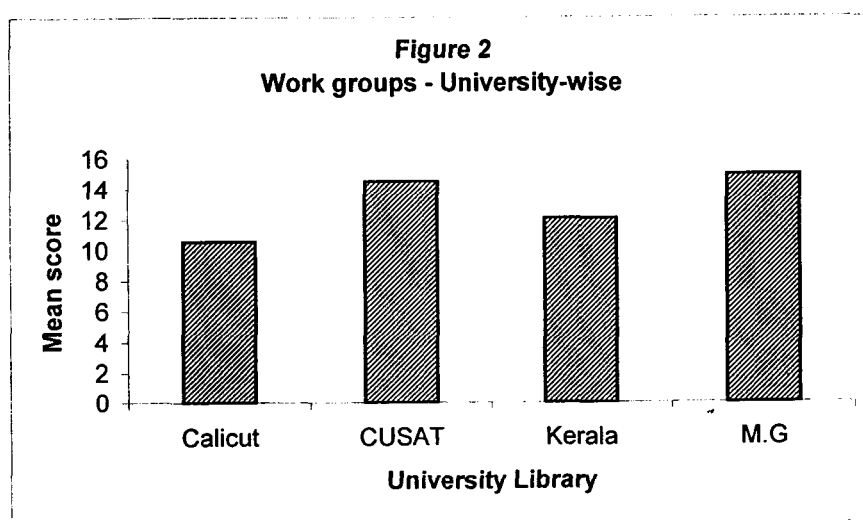
**Table 13**

#### **University-wise perception of Work groups**

University	Number	Mean score	Standard deviation	F ratio	Table value
Calicut	23	10.56	2.54	~ 12.15	2.68
CUSAT	20	14.50	2.68		
Kerala	33	12.06	2.74		
M.G	15	14.93	2.63		
Total	91	12.69	3.11		

The university-wise analysis shows that the mean score of perception about work groups is 12.69 as against a maximum of 20 with a standard deviation of 3.11 which indicates that library staff have an average perception about work groups. It can be observed that mean scores of work groups are different among the institutions. It is maximum in Mahatma Gandhi University Library with a mean score of 14.93 and a standard deviation of 2.63. It is minimum in Calicut University Library with a mean score of 10.56 and standard deviation of 2.54. It is clear that the perception of work groups in Cochin University of Science And Technology Library (mean score=14.50) is greater than the aggregate score. The values pertaining to Mahatma Gandhi Library and Cochin University of Science And Technology Library are a pointer towards the fact that this might be due to their early adaptation to changes.

The variation of the mean values of the perception about work groups of library staff between universities is statistically significant as the calculated value of 12.15 is greater than the tabular value at 5 percent level. The diagrammatically representation of perception of library staff (University-wise) on work groups is shown in figure 2.



### 5.3.2 Designation-wise perception of Work groups

The analysis of work groups on the basis of the designation of the library staff is presented in Table 14

**Table 14**

#### **Designation-wise perception of work groups**

Designation	Number	Mean score	Standard Deviation	F ratio	Table value
Supervisor	36	12.53	2.83	0.165	3.92
Subordinate	55	12.80	3.31		
Total	91	12.69	3.11		

Designation-wise analysis of perception about workgroups shows that the mean score of perception of library staff who are in the supervisory cadre is 12.53 with a standard deviation of 2.83 whereas the mean score of perception of library staff who are in subordinate ranks is 12.80 and a standard deviation of 3.31.

The variation of the mean values of the perception of work groups of library staff who belong to the supervisory cadre and subordinate ranks is statistically not significant as the F-ratio is less than the tabular value at 5 percent level.

### 5.3.3 Experience-wise perception of work groups

The experience-wise analysis of perception of work groups is presented in Table 15

**Table 15****Experience-wise perception of workgroups**

Experience	Number	Mean	Standard Deviation	F ratio	Table value
Up to 5 years	18	14.61	2.33	3.78	2.45
5-10 years	13	11.46	3.43		
10-15 years	16	13.50	2.90		
15-20 years	6	10.67	3.44		
20 years and above	38	12.18	2.96		
Total	91	12.69	3.11		

On analyzing the experience-wise perception of work groups it can be seen that perception is highest among the library staff who have experience up to 5 years with a mean score of 14.61 and standard deviation of 2.33. The perception is lowest among the library staff who has experience of 15-20 years with a mean score of 10.67 and standard deviation of 3.44. It is clear from Table 15 that the library staff with experience of 10-15 years have secured mean score of 13.50 which is greater than the aggregate score.

The variation of the mean values of the perception about work groups between library staff who have varying years of service is not statistically significant as the F-ratio of 3.78 is less than the tabular value at 5 percent level.

#### **5.3.4 Gender-wise perception of work groups**

The perception about work groups on the basis of gender is given in Table

**Table 16****Gender-wise perception of work groups**

Gender	Number	Mean	Standard Deviation	F ratio	Table value
Male	44	12.43	3.56	0.593	3.92
Female	47	12.94	2.64		
Total	91	12.69	3.11		

Gender-wise analysis of perception of work groups presents the facts that it is high among the female gender with a mean score of 12.94 and standard deviation of 2.64. The mean score of perception of the female gender is 12.43 with a standard deviation of 3.56.

The variation of the mean values of the gender-wise perception about work groups is statistically not significant as the calculated value of 0.593 is less than the tabular value at 5 percent level.

The analysis of data presented in Tables 13 to 16 shows that work groups of library staff in Kerala have got average perception only as the aggregate mean score is 12.69 with a standard deviation of 3.11. The variance analysis carried out to test the statistical significance of the difference of mean scores of work groups shows that the variation based on the classificatory variable 'university' is significant.

#### **5.4 Rewards**

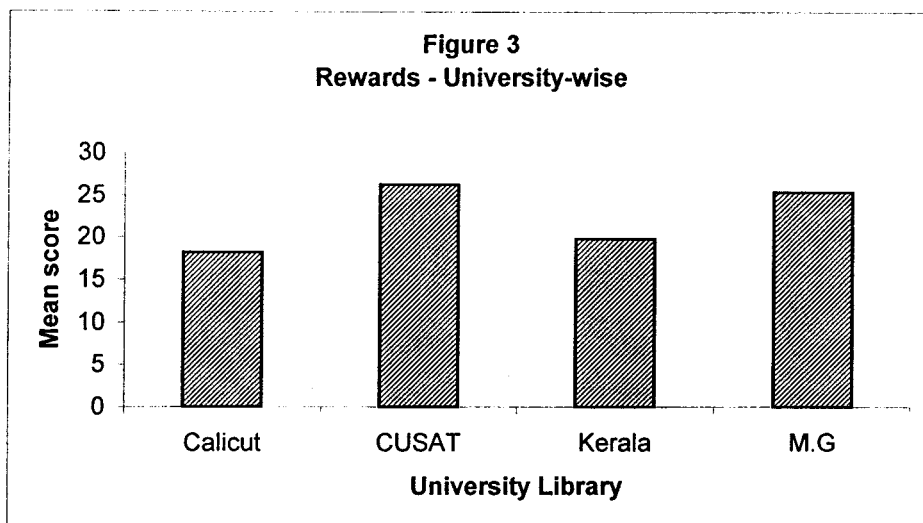
The behaviour and performance of an individual is influenced by the reward system established in the organisation. Well-designed reward systems help establish and maintain proper levels and direction for group efforts. Tables 17 to 20 present the analysis of the perception about the reward system that exists in the major University libraries of Kerala State.

**Table 17**  
**University-wise perception of rewards**

University	Number	Mean score	Standard Deviation	F ratio	Table value
Calicut	23	18.17	4.01	24.78	2.68
CUSAT	20	26.25	3.78		
Kerala	33	19.73	3.43		
M.G	15	25.33	3.77		
Total	91	21.69	4.97		

The mean score of University-wise perception of rewards is 21.69 against a maximum of 40 with a standard deviation of 4.97. This reveals the fact that library staff has average perception only about rewards. While considering the mean score of perception of rewards among the Universities, it is highest in Cochin University of Science And Technology with a mean score of 26.25 and standard deviation of 3.78. It is lowest in Calicut University Library with a mean score of 18.17 and standard deviation of 4.01. Even though the mean score of perception of work groups of library staff of Cochin University of Science And Technology is greater than the aggregate mean score, they have average perception only about work groups.

A standard analysis of the difference in the mean values shows that the differences are statistically significant as the calculated value of 24.78 is greater than the tabular value at 5 percent level. The university-wise perception of the library staff regarding rewards is given in figure 3.



#### 5.4.1 Designation-wise perception of rewards

The perception of the library staff regarding rewards on the basis of their designation is shown in Table 18.

**Table 18**

**Designation-wise perception of rewards**

Designation	Number	Mean	Standard Deviation	F ratio	Table value
Supervisor	36	21.55	4.05	0.045	3.92
Subordinate	55	21.78	5.53		
Total	91	21.69	4.97		

The mean score of designation-wise perception of rewards is 21.69 with standard deviation of 4.97. It is highest among the library staff who are in the subordinate ranks with a mean score of 21.78 and standard deviation of 5.53 whereas it is lowest among the library staff who are in the supervisory cadre with a mean score of 21.55 and standard deviation of 4.05.

The variation of the mean values of the designation-wise perception of rewards is statistically not significant as the calculated value of 0.045 is less than the tabular value at 5 percent level.

#### 5.4.2 Experience-wise perception of rewards

The perception of the library staff about rewards on the basis of their experience is given in Table 19

**Table 19**

#### **Experience-wise perception of rewards**

Experience	Number	Mean	Standard deviation	F ratio	Table value
Up to 5 years	18	25.05	4.66	4.26	2.45
5-10 years	13	20.85	5.53		
10-15 years	16	22.81	5.05		
15-20 years	6	18.00	3.46		
20 years and above	38	20.50	4.28		
Total	91	21.69	4.97		

The experience-wise analysis of the perception about rewards secured a mean score of 21.69 with a standard deviation of 4.97. The highest calculated mean score of 25.05 with a standard deviation of 4.66 was recorded for staff members who had service of below 5 years. The lowest value was among the group of the library staff who had 15-20 years of service with a mean score of 18.00 and standard deviation of 3.46.

The variation of the mean values of the perception about rewards between staff who have varying years of service is not statistically significant as the F-ratio of 4.26 is less than the tabular value at 5 percent level.

#### 5.4.3 Gender-wise perception of rewards

The gender-wise perception of rewards is presented in Table 20

**Table 20****Gender-wise perception of rewards**

Gender	Number	Mean	Standard Deviation	F ratio	Table value
Male	44	31.45	5.38	0.27	3.92
Female	47	30.62	4.65		
Total	91	31.02	5.01		

Gender-wise analysis indicates that the total mean score is 31.02 with a standard deviation of 5.01. The mean score of perception of the male gender is 31.45 with a standard deviation of 5.38 whereas female staff members secured a mean score of 30.62 with standard deviation of 4.65.

The variation of the mean values of the perception about rewards between staff belonging to different genders is statistically not significant as the calculated value of 0.27 is less than the tabular value at 5 percent level.

The analysis of data presented in Tables 17 to 20 shows that the library staff of the libraries attached to the four major Universities of Kerala have average perception about rewards as the aggregate mean score is 21.69 with a standard deviation of 4.97. The variance analysis carried out to test the statistical significance of the difference of mean scores of rewards indicates that the variation based on the classificatory variable 'university' is significant.

### **5.5 Management policies and administration**

Management policies and administration of the institution determines the flow of communication of information, fairness of policies and administration and advancements. These aspects indicate the nature of the institution and its working culture. The perception about this aspect is

presented in Tables 21 to 24. University-wise perception about management policies and administration is presented in Table 21.

**Table 21**

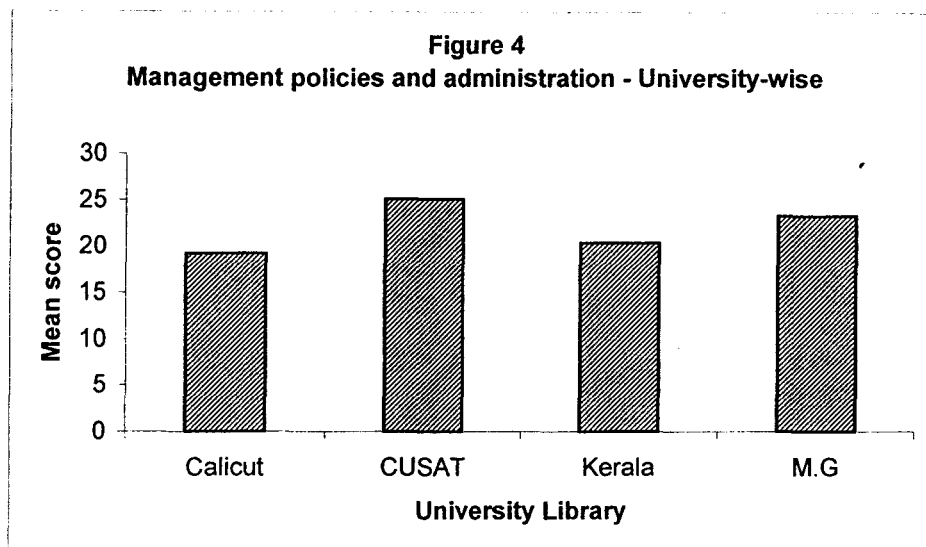
**University-wise perception of Management policies and administration**

University	Number	Mean	Standard Deviation	F ratio	Table value
Calicut	23	19.17	4.64	7.54	2.68
CUSAT	20	25.10	3.50		
Kerala	33	20.39	4.11		
M.G	15	23.33	6.39		
Total	91	21.60	5.05		

The data presented in Table 21 show the mean score of the university-wise perception about management policies and administration as 21.60 as against a maximum of 40 with a standard deviation of 5.05. This shows that library staff has average perception only about management policies and administration. The maximum score of 25.10 and standard deviation of 3.50 was recorded at Cochin University of Science And Technology Library. Calicut University Library secured a mean score of 19.17 and a standard deviation of 4.64. The mean score of perception about management policies and administration indicates that the staff of the four major universities has average perception about this aspect. The scores point out the fact that Cochin University of Science And Technology (mean score=25.10) and Mahatma Gandhi University Library (mean score=23.33) have secured mean scores greater than the aggregate score.

The variation of the mean values of the perception about the management policies and administration between staff working in different universities is statistically significant as the F-ratio of 7.54 is greater than the tabular value at 5 percent level. The response of the library staff on the basis

of University on management policies and administration is presented in figure 4.



### 5.5.1 Designation-wise perception of Management policies and administration

The perception of the staff members of the major University libraries in Kerala on the basis of their designation is shown in Table 22

**Table 22**

#### Designation-wise perception of Management policies and administration

Designation	Number	Mean	Standard Deviation	F ratio	Table value
Supervisor	36	22.05	4.12	0.473	3.92
Subordinate	55	21.31	5.59		
Total	91	21.60	5.05		

The designation-wise analysis of the responses of the library staff indicates that the total mean score is 21.60 with standard deviation of 5.05. The perception of management policies and administration is maximum

among the supervisory cadre staff with mean score of 22.05 and a standard deviation of 4.12. The staff belonging to subordinate ranks could secure a mean score of 21.31 with a standard deviation of 5.59.

A standard analysis of the difference in the mean values shows that the differences are statistically not significant as the calculated value of 0.473 is less than the tabular value at 5 percent level.

### 5.5.2 Experience-wise perception of Management policies and administration

The experience-wise perception of Management policies and administration is presented in Table 23

**Table 23**

#### **Experience-wise perception of Management policies and administration**

Experience	Number	Mean	Standard Deviation	F ratio	Table value
Up to 5 years	18	23.39	5.37	2.23	2.45
5-10 years	13	18.85	4.91		
10-15 years	16	22.81	5.41		
15-20 years	6	19.17	3.54		
20 years and above	38	21.58	4.64		
Total	91	21.60	5.05		

While assessing the perception of management policies and administration of library staff on the basis of their experience as staff it can be assessed that the mean score is 21.60 with standard deviation 5.05. Among the staff members who had different years of experience, the highest mean score was recorded by staff members who have had below 5 years of experience as 23.39 with standard deviation 5.37. The lowest mean score

was in the perception of staff who had 5-10 years of service with a mean score of 18.85 and standard deviation of 4.91.

The variation of the mean values of the perception about the management policies and administration is not statistically significant as the F-ratio of 2.23 is less than the tabular value at 5 percent level.

### 5.5.3 Gender-wise perception of Management policies and administration

The perception of the library staff about management policies and administration on the basis of gender is given in Table 24.

**Table 24**

#### **Gender-wise perception of Management policies and administration**

Gender	Number	Mean	Standard Deviation	F ratio	Table value
Male	44	21.23	5.89	0.473	3.92
Female	47	21.96	4.14		
Total	91	21.60	5.05		

The aggregate mean score of the perception about management policies and administration on the basis of gender is 21.60 with standard deviation of 5.05. The mean score is high among the female gender with 21.96 and a standard deviation of 4.14 whereas it is 21.23 among the male gender with standard deviation of 5.89.

The variation of the mean values of the gender-wise perception about the management policies and administration is not statistically significant as the F-ratio of 0.473 is less than the tabular value at 5 percent level.

Perception of library staff regarding management policies and administration has been assessed and presented in Tables 21 to 24. The aggregate mean score of perception of library staff in this regard is 21.60 with

a standard deviation of 5.05. The variance analysis carried out to test the statistical significance of the difference of mean scores of management policies and administration indicated that the variation based on the classificatory variable university is significant.

### 5.6 Satisfaction with the nature of work

If there are options for professional growth and enough freedom to take decisions, an employee finds satisfaction with the nature of work being undertaken. In the context of an institution, satisfaction of an employee is the key to efficient administration. The staff member will render good service only if he is satisfied with the nature of his work. The analysis of perception about satisfaction with the nature of work is presented in Tables 25 to 28. The University-wise analysis of satisfaction with the nature of work is presented in Table 25.

**Table 25**

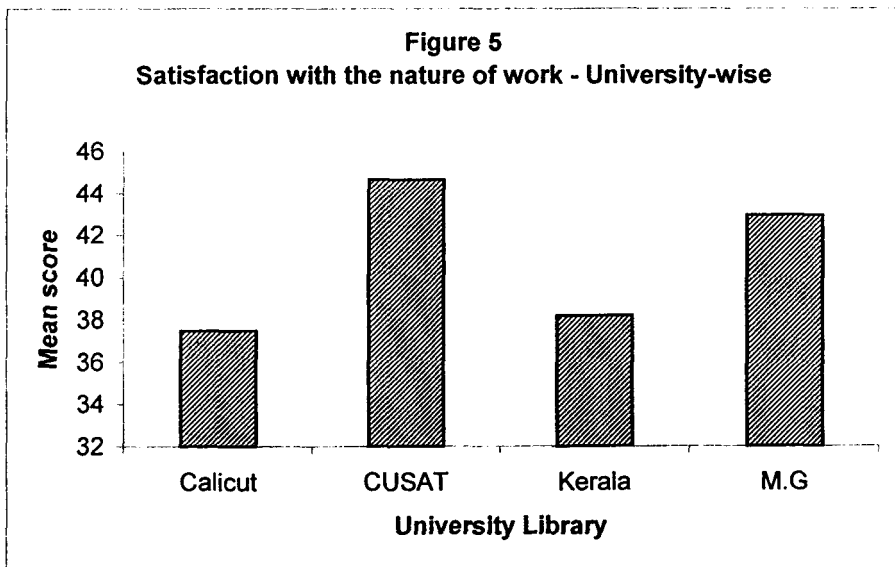
#### **University-wise perception of satisfaction with the nature of work**

University	Number	Mean score	Standard Deviation	F ratio	Table value
Calicut	23	37.48	7.51	4.642	2.68
CUSAT	20	44.65	6.81		
Kerala	33	38.18	8.16		
M.G	15	42.93	7.67		
Total	91	40.21	8.09		

The analysis of perception about satisfaction of the library staff with their nature of work indicates that the total mean score of perception regarding satisfaction with the nature of work is 40.21 against a maximum of 65 with standard deviation of 8.09. It can be inferred that the library staff are not fully satisfied with their work. The mean score indicates that the

library staff have average perception only about satisfaction with the nature of work. The University-wise analysis of perception indicated that it is high in Cochin University of Science And Technology Library with a mean score of 44.65 with standard deviation of 6.81 which indicates that the library staff have good perception about satisfaction with the nature of work. The perception of library staff is lowest in Calicut University Library with a mean score of 37.48 and a standard deviation of 7.51.

The variation of the mean values of the perception about satisfaction is statistically significant as the calculated value is greater than the tabular value at 5 percent level. University-wise perception of the library staff on satisfaction with the nature of work is shown in figure 5.



### 5.6.1 Designation-wise perception of satisfaction with the nature of work

The perception of the library staff in the major University libraries of Kerala regarding satisfaction with the nature of work assessed on the basis of their designation is presented in Table 26.

**Table 26****Designation-wise perception of satisfaction with the nature of work**

Designation	Number	Mean	Standard Deviation	F ratio	Table value
Supervisor	36	40.69	7.45	0.213	3.92
Subordinate	55	39.89	8.53		
Total	91	40.20	8.09		

While analyzing the perception about satisfaction with the nature of work on the basis of designation, it was found that it is high among the staff who are in the supervisory cadre with a mean score of 40.69 and standard deviation of 7.45. The mean score of perception about satisfaction with the nature of work among the staff who are in the subordinate ranks is 39.89 and standard deviation of 8.53.

A standard analysis of the difference in the mean values shows that the differences are statistically not significant as the calculated value of 0.213 is less than the tabular value at 5 percent level.

**5.6.2 Experience-wise perception of satisfaction with the nature of work**

The perception of the library staff about satisfaction with the nature of work on the basis of their experience is presented in Table 27

**Table 27****Experience-wise perception of satisfaction with the nature of work**

Experience	Number	Mean	Standard Deviation	F ratio	Table value
Up to 5 years	18	43.28	8.01	2.05	2.45
5-10 years	13	37.08	8.89		
10-15 years	16	42.81	6.58		
15-20 years	6	36.67	7.89		
20 years and above	38	39.29	8.01		
Total	91	40.21	8.09		

While analyzing the satisfaction of the library staff on the basis of their experience in service, it is found that it is maximum among those staff members who have service of below 5 years with a mean score of 43.28 and standard deviation of 8.01. It is lowest among the staff members who have 15-20 years of service with a mean score of 36.67 and standard deviation of 7.89.

The variation of the mean values of the perception about satisfaction is statistically not significant as the F-ratio of 2.05 is less than the tabular value at 5 percent level.

### 5.6.3 Gender-wise perception of satisfaction with the nature of work

The response of the library staff regarding satisfaction with the nature of work assessed on the basis of their gender has been given in Table 28

**Table 28**

#### **Gender-wise perception of satisfaction with the nature of work**

Gender	Number	Mean	Standard deviation	F ratio	Table value
Male	44	39.43	8.54	0.784	3.92
Female	47	40.94	7.67		
Total	91	40.21	8.09		

The gender-wise perception about the variable satisfaction with the nature of work, the perception was highest among the female gender with 40.94 and standard deviation of 7.67 whereas the perception of male gender was 39.43 with a standard deviation of 8.54.

A standard analysis of the difference in the mean values shows that the differences are statistically not significant as the calculated value of 0.784 is less than the tabular value at 5 percent level.

The analysis of data presented in Tables 25 to 28 indicates that satisfaction with the nature of work has got average perception among the library staff. The analysis of variance carried out to test the statistical significance of the difference of mean scores of satisfaction with the nature of work indicated that the variation based on University is significant.

### 5.7 Leadership

Leadership is a process, which involves influencing individuals to work towards achieving organizational goals. In order to build team spirit in any organization, leadership is a key element. The analysis of this aspect among the library staff is presented in Tables 29 to 32. The analysis of University-wise perception about leadership is presented in Table 29

**Table 29**

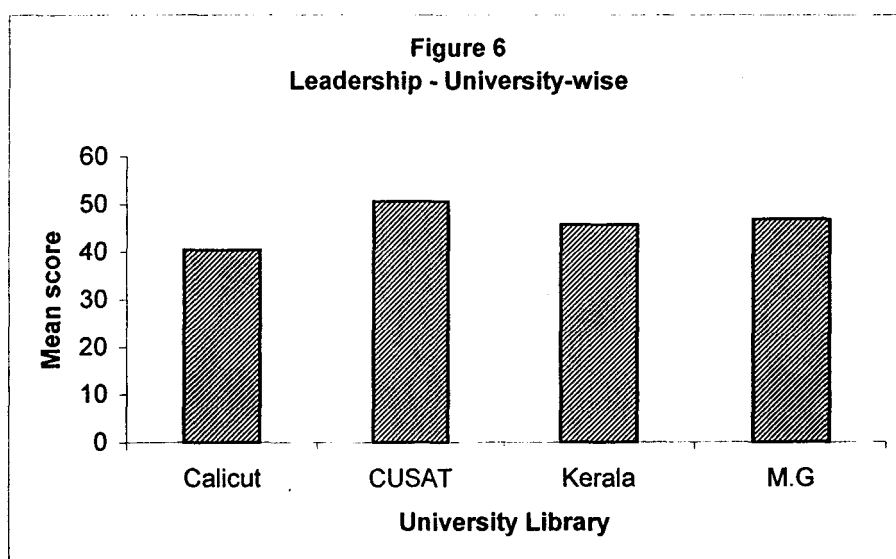
#### **University-wise perception about leadership**

University	Number	Mean score	Standard deviation	F ratio	Table value
Calicut	23	40.39	7.30	9.273	2.68
CUSAT	20	50.55	5.45		
Kerala	33	45.67	6.92		
M.G	15	46.86	4.55		
Total	91	45.60	7.22		

The data presented in Table 29 show that the aggregate mean score of perception of leadership among the library staff is 45.60 as against a maximum of 75 with a standard deviation of 7.22. The score indicates that the staff has average perception only about leadership. The University-wise analysis shows that the perception is highest in Cochin University of Science And Technology Library with a mean score of 50.55 and standard deviation of 5.45 where the perception of library staff indicates that they have good

perception about leadership. The perception about leadership was lowest in Calicut University Library with mean score of 40.39 and a standard deviation of 7.30.

The variation of the mean values of the perception of leadership between universities is statistically significant as the F-ratio of 9.273 is greater than the tabular value at 5 percent level. The diagrammatic representation of the University-wise responses of the library staff on leadership is presented in figure 6.



### 5.7.1 Designation-wise perception of leadership

The perception of the library staff about leadership based on their designation is presented in Table 30.

**Table 30**  
**Designation-wise perception of leadership**

Designation	Number	Mean	Standard Deviation	F ratio	Table value
Supervisor	36	46.42	7.20	0.75	3.92
Subordinate	55	45.07	7.26		
Total	91	45.60	7.22		

The designation-wise analysis of perception of library staff about leadership indicated that it was highest among the supervisory cadre staff members with a mean score of 46.42 and standard deviation of 7.20. Among the staff in the subordinate ranks, the mean score is 45.07 with a standard deviation of 7.26.

A standard analysis of the difference in the mean values shows that the difference is not significant as the F-ratio of 0.75 is less than the tabular value at 5 percent level.

### 5.7.2 Experience-wise perception of leadership

The perception of the library staff about leadership on the basis of their experience is given in Table 31

**Table 31**  
**Experience-wise perception of leadership**

Experience	Number	Mean	Standard Deviation	F ratio	Table value
Up to 5 years	18	47.67	4.83	1.664	2.45
5-10 years	13	43	9.59		
10-15 years	16	47.44	5.84		
15-20 years	6	41.17	6.43		
20 years and above	38	45.45	7.61		
Total	91	45.60	7.22		

The experience-wise analysis of perception of library staff about leadership presents the highest perception among the staff who have service of below 5 years with a mean score of 47.67 with standard deviation of 4.83. The lowest perception is recorded by the staff who have 15-20 years of service with 41.17 and standard deviation of 6.43.

The variation of the mean values of the perception of leadership between staff on the basis of their experience in service is not statistically significant as the F-ratio of 1.664 is less than the tabular value at 5 percent level.

### 5.7.3 Gender-wise perception of leadership

The gender-wise perception of leadership is presented in Table 32

**Table 32**

#### **Gender-wise perception of leadership**

Gender	Number	Mean	Standard Deviation	F ratio	Table value
Male	44	45.32	8.12	0.132	3.92
Female	47	45.87	6.35		
Total	91	45.60	7.22		

The gender-wise analysis of perception about leadership presents the highest mean score among female gender as 45.87 with a standard deviation of 6.35. The mean score of perception about leadership among male gender is 45.32 with standard deviation 8.12.

The variation of the mean values of the perception of leadership between staff on the basis of their gender is not statistically significant as the F-ratio of 0.13 is less than the tabular value at 5 percent level.

Data presented in Tables 29 to 32 showed that the perception of leadership among library staff had average perception among them with an aggregate mean score of 45.60 with a standard deviation of 7.22. The analysis of variance shows that the difference in leadership according to university is statistically significant.

### 5.8 Communication

Communication is an important element of organizational development. The success of every organization depends on communication because in any undertaking involving two or more persons, use of proper communication is essential for the coordination of activities. Analysis of perception of library staff regarding communication is presented in Tables 33 to 36. The University-wise perception of library staff with regard to Communication is presented in Table 33

**Table 33**

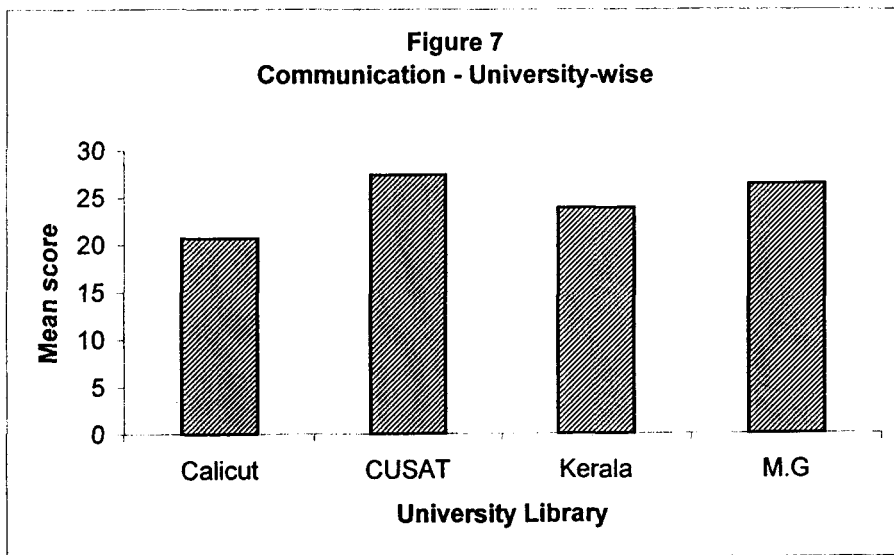
**University-wise perception of communication**

University	Number	Mean score	Standard Deviation	F ratio	Table value
Calicut	23	20.69	4.89	8.102	2.68
CUSAT	20	27.40	4.72		
Kerala	33	23.85	5.41		
M.G	15	26.40	3.04		
Total	91	24.25	5.35		

It is evident from Table 33 that the aggregate mean score of perception of library staff about communication is 24.25 as against a maximum of 40 with a standard deviation of 5.35. The score indicates that the staff has an average perception about communication. University-wise analysis shows that the perception regarding communication is highest in Cochin University of Science And Technology Library with a mean score of 27.40 and standard

deviation of 4.72. The perception is lowest in Calicut University Library with 20.69 and a standard deviation of 4.89. The mean values indicate that the mean score of Cochin University of Science And Technology Library is greater than the aggregate mean score and that they have good perception about communication.

The variation of the mean values of the perception of communication between staff of different universities is statistically significant as the F-ratio of 8.10 is greater than the tabular value at 5 percent level. The perception of the library staff (University-wise) on communication is shown in figure 7.



### 5.8.1 Designation-wise perception of communication

The perception of library staff about communication on the basis of their designation is given in Table 34

**Table 34**  
**Designation-wise perception of communication**

Designation	Number	Mean	Standard deviation	F ratio	Table value
Supervisor	36	25.11	4.96	1.539	3.92
Subordinate	55	23.69	5.57		
Total	91	24.25	5.35		

The designation-wise perception about communication was analysed and the total mean score is 24.25 with standard deviation of 5.35. The library staff in the supervisory cadre had the highest perception of communication as they secured a mean score of 25.11 with standard deviation of 4.96. The mean score of the perception of the subordinate staff with regard to communication is 23.69 with standard deviation of 5.57. The variation of the mean values of the perception of communication between staff on the basis of their designations is not statistically significant as the F-ratio of 1.53 is less than the tabular value at 5 percent level.

### 5.8.2 Experience-wise perception of communication

The experience-wise perception of the library staff about communication is given in Table 35

**Table 35**  
**Experience-wise perception of communication**

Experience	Number	Mean	Standard Deviation	F ratio	Table value
Up to 5 years	18	25.72	3.43	1.833	2.45
5-10 years	13	21.23	6.71		
10-15 years	16	25.62	3.95		
15-20 years	6	22.67	6.68		
20 years and above	38	24.26	5.65		
Total	91	24.25	5.35		

The perception of the library staff about the aspect of communication was assessed on the basis of their experience. It was found that it is highest among the library staff who has service of below 5 years with a mean score of 25.72 and standard deviation of 3.43. It was found to be lowest among the library staff who has service ranging from 5-10 years with a mean score of 21.23 and a standard deviation of 6.71.

The variation of the mean values of the perception about communication among the staff members who have varying years of service is not statistically significant as the calculated value is less than the tabular value at 5 percent level.

### 5.8.3 Gender-wise perception of communication

The perception of the library staff about communication on the basis of their gender is shown in Table 36.

**Table 36**  
**Gender-wise perception of communication**

Gender	Number	Mean	Standard deviation	F ratio	Table value
Male	44	23.48	6.27	1.802	3.92
Female	47	24.98	4.26		
Total	91	24.25	5.35		

The gender-wise perception about communication is highest among the female gender with a mean score of 24.98 and standard deviation of 4.26. Among the male members, the mean score of perception is 23.48 with a standard deviation of 6.27.

The variation of the mean values of the perception about communication among the staff members on the basis of their gender is not

statistically significant as the F-ratio of 1.80 is less than the tabular value at 5 percent level.

The data presented in tables 33 to 36 point out that the aggregate mean score of perception of communication by library staff is 24.25 with a standard deviation of 5.35. Variance analysis indicated that the differences in the mean scores are statistically significant with regard to the classificatory variable university.

### 5.9 Supervision

Supervisors are responsible for directing the work of subordinates. It is the prime responsibility of any organization to maintain smooth and good relationship between superior and subordinate staff members. The ability to handle people is most important. The mean scores along with respective standard deviations of Supervision are presented in Tables 37 to 40. The University-wise perception of library staff with regard to supervision is presented in Table 37

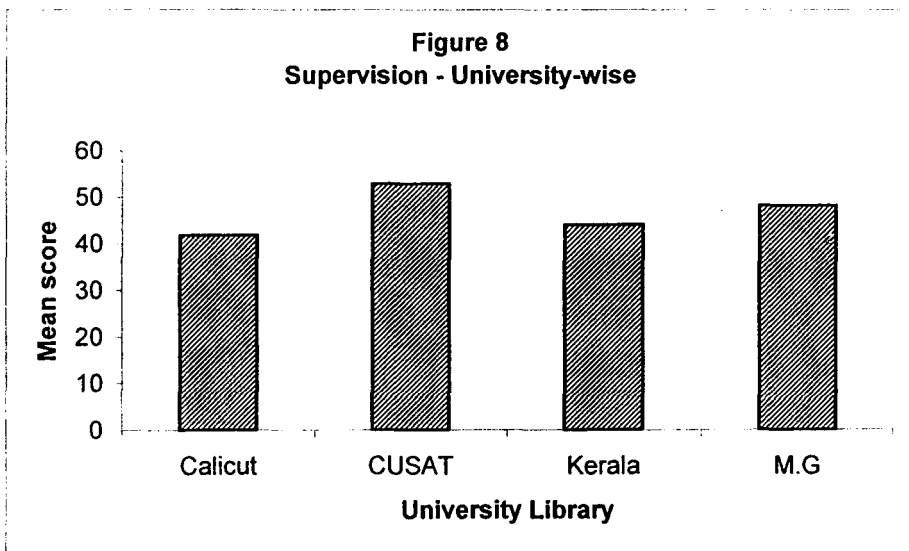
**Table 37**  
**University-wise perception of Supervision**

University	Number	Mean Score	Standard Deviation	F ratio	Table value
Calicut	23	41.83	10.58	5.6413	2.68
CUSAT	20	52.85	8.86		
Kerala	33	44	10.48		
M.G	15	48.2	5.78		
Total	91	46.09	10.26		

The University-wise analysis of perception of library staff about supervision is presented in Table 37. It can be understood that the mean score of perception about supervision is 46.09 against a maximum of 75 with

standard deviation of 10.26. The score is a pointer to the fact that the staff members have an average level of satisfaction regarding the aspect in question. Among the university libraries, the highest perception about leadership among the library staff have been recorded with a mean score of 52.85 and standard deviation of 8.86 with Cochin University of Science And Technology Library. The lowest perception of leadership among the library staff rests with Calicut University Library with 41.83 and standard deviation of 10.58.

The variation of the mean values of the perception about supervision among the staff members of university libraries is statistically significant as the calculated value is greater than the tabular value at 5 percent level. The University-wise attitude of library staff towards supervision is given in figure 8.



### 5.9.1 Designation-wise perception of Supervision

The perception of the library staff about supervision on the basis of their designation is presented in Table 38.

**Table 38**  
**Designation-wise perception of Supervision**

Designation	Number	Mean	Standard Deviation	F ratio	Table value
Supervisor	36	48.25	8.44	2.694	3.92
Subordinate	55	44.67	11.14		
Total	91	46.09	10.26		

The designation-wise perception about supervision was analysed and the mean score of designation-wise perception about supervision is 46.09 with standard deviation of 10.26. The designation-wise perception about supervision indicates that it is highest among the staff who is in the supervisory cadre with a mean score of 48.25 and standard deviation of 8.44. The mean score of perception of the staff who are in the subordinate ranks is 44.67 with standard deviation 10.26.

The variation of the mean values of the perception about supervision between the staff members on the basis of their designation is not statistically significant as the F-ratio of 2.694 is less than the tabular value at 5 percent level.

### **5.9.2 Experience-wise perception of supervision**

The experience-wise perception of the library staff regarding supervision is analysed and presented in Table 39.

**Table 39**  
**Experience-wise perception of Supervision**

Experience	Number	Mean score	Standard Deviation	F ratio	Table value
Up to 5 years	18	47.39	9.25	1.247	2.45
5-10 years	13	40.61	12.78		
10-15 years	16	48.56	7.41		
15-20 years	6	46	11.40		
20 years and above	38	46.31	10.48		
Total	91	46.09	10.26		

The mean score of perception about supervision among the staff who have varying years of service has secured the aggregate mean score of 46.09 with standard deviation of 10.26. Among the library staff, those who had 10-15 years of service secured a highest mean score of 48.56 with a standard deviation of 7.41. The lowest mean score was among the staff who have had service of 5-10 years with a mean score of 40.61 and standard deviation of 12.78.

The variation of the mean values of the perception about supervision among the staff members who have varying years of service is not statistically significant as the calculated value is less than the tabular value at 5 percent level.

### **5.9.3 Gender-wise perception of Supervision**

The responses of the library staff with regard to supervision based on their gender are shown in Table 40

**Table 40**  
**Gender-wise perception of Supervision**

Gender	Number	Mean	Standard Deviation	F ratio	Table value
Male	44	45.39	12.05	0.395	3.92
Female	47	46.74	8.32		
Total	91	46.09	10.26		

Gender-wise perception about supervision secured a mean score of 46.09 with standard deviation of 10.26. Among the library staff, the mean score of perception of female members is 46.74 with standard deviation of 8.32. The mean score of perception of male staff members is 45.39 with a standard deviation of 12.05.

The variation of the mean values of the perception about supervision among the staff members on the basis of their gender is not statistically significant as the calculated value is less than the tabular value at 5 percent level.

### 5.10 Human Relations

Human Relations in the major university libraries of Kerala were assessed after giving due weightage to the factors which came under the concept. Factor analysis was used to assess the contributions of the factors namely, Working conditions, Work groups, Rewards, Management policies and administration, Satisfaction with the nature of work, Leadership, Communication and Supervision. Factor Loading value was obtained through Factor Analysis. Factor loading value brought forth the contribution of each of the factors towards the working of the total system. Human Relations Score(HRS) was calculated with the factor loading value in the following manner:

$$\text{HRS} = \frac{\Sigma (\text{Mean score of each study variable} \times \text{respective factor loading})}{\Sigma \text{ Factor loadings}}$$

Human Relations score of each of the 91 respondents were calculated initially and the average of these scores was taken as the overall Human Relations score.

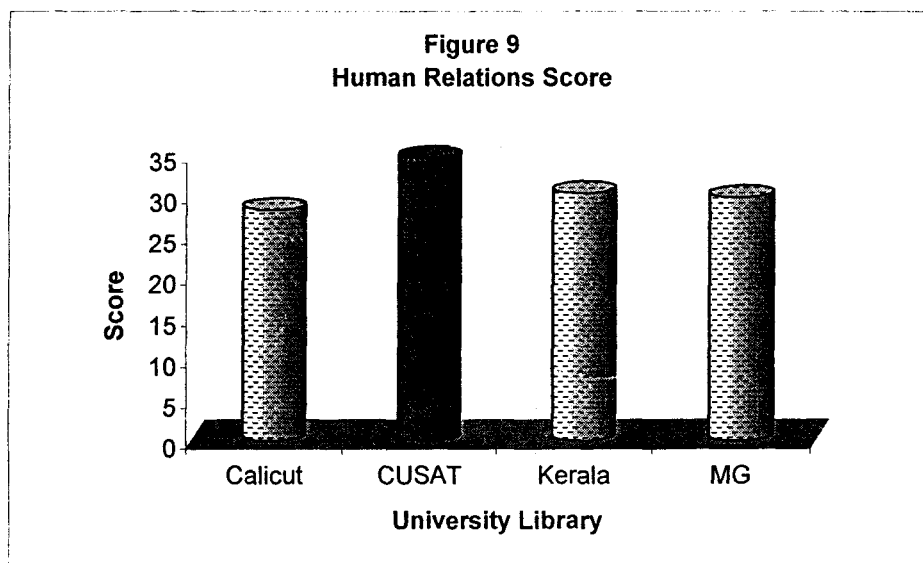
The human relations score of the University libraries taken up for the present study is presented in Table 41.

**Table 41**  
**Human Relations-University-wise**

University	Number	HRS	Standard deviation	p-value
Calicut	23	28.18	4.7801	0.0000006
CUSAT	20	34.57	4.1609	
Kerala	33	30.25	4.4255	
MG	15	29.74	2.6850	
Total	91	30.74	4.9942	

It can be understood from Table 41 that human relations score of Universities varies from 28.18 to 34.57. The overall human relations score of the major University libraries is 30.74 with a standard deviation of 4.99. The highest human relation score is recorded in Cochin University of Science And Technology Library (34.57) with a standard deviation of 4.16. The lowest human relations score is recorded in Calicut University Library (28.18) with a standard deviation of 4.78. The variance analysis carried out to test the significance of the human relations score of the university libraries taken up for the study indicates that the variation is significant at one percent level as the p-value is zero.

Human relations score of the major University libraries in Kerala is diagrammatically represented in figure 9.



### 5.11 Ranking of Components

The Human Relations scores of the major university libraries in Kerala have been calculated by giving due consideration to the eight variables/components. Ranking of these components was carried out on the basis of their respective contributions to Human Relations scores. Factor analysis was undertaken in order to get the factor loading of the concerned component which will bring out the contribution of the component towards the aspect in question. An accepted standard level of 0.7 indicated that the contribution of the respective component was significant to the total score. These values bring forth new findings which could be used for introducing modifications and improvement of the different aspects in the functioning of the libraries.

Areas under each component, which demand urgent attention, have been identified. This is done by calculating the factor loadings of each

statement included in the questionnaire. The university libraries could improve their human relations by giving more emphasis to the identified weak areas.

The ranking of components according to their contribution to the human relations score is presented in Table 42

**Table 42**  
**Ranking of Components - Universities**

<b>Component</b>	<b>Factor loading</b>	<b>Rank</b>
Communication	0.861429	1
Supervision	0.856386	2
Satisfaction with the nature of work	0.823886	3
Leadership	0.828409	4
Rewards	0.814065	5
Management policies and administration	0.808582	6
Work groups	0.724846	7
Working conditions	0.673035	8

From Table 42 it can be understood that, out of the eight components which were taken up for assessing the human relations in the major University libraries, Communication has been ranked as one on the basis of its contribution to the Human Relations score. As the factor loading 0.861429 is significant at the standard level of 0.7, it can be assumed that the contribution of this component to the Human Relations score is significant.

Communication is the vehicle through which human abilities and physical resources are combined to produce outputs and attain objectives. Under this component, aspects like convening of staff meetings (factor loading =0.49), lack of informal discussions about work (factor loading=0.15), awareness of seniors about problems regarding work at lower

level (factor loading =0.52) and lack of effort by employees to find out strengths and weaknesses (factor loading =0.61) are to be taken seriously.

The component, which has been ranked second is Supervision with a factor loading of 0.856386, which is significant at the standard level of 0.7. The contribution of this component has to be valued. The factors under this component which requires serious attention are lack of seeking of subordinate participation by superiors(factor loading =0.52), superiors not welcoming criticism (factor loading=0.58), provision of information needed to do the job well by superior (factor loading=0.66), lack of honest answer(factor loading=0.55), competency to evaluate work (factor loading=0.56), genuinely look out for the interests of the people (factor loading =0.55), lack of appreciation of good performance (factor loading =0.60) and reward for good performance (factor loading =0.64).

The component 'Satisfaction with the nature of work' has got the third rank among the components with a factor loading of 0.828409, which is significant at the standard level of 0.7. The aims and objectives of the institution can be achieved only if the employees are satisfied in their work. Under this component, issues to be taken up are freedom to use own ideas (factor loading =0.61), ability to learn new skills (factor loading =0.67), ability to further education (factor loading =0.53), ability to use one's own abilities (factor loading =0.65), responsibility for decisions (factor loading =0.64), authority to decision making in emergency (factor loading =0.50), ratification of decisions taken in emergency situations (factor loading =0.37), inclusion in planning and goal setting pace (factor loading =0.55), accomplishment of tasks (factor loading =0.34), receptiveness of library management to suggestions (factor loading =0.64) and enjoyment (factor loading =0.59).

The component Leadership has secured the fourth rank in the components based on their factor loadings with a loading of 0.823886. In the

variable leadership, there are different areas, which need to be addressed. Decision taken by the leader is passed on to subordinates (factor loading =0.48), high value is given on decisions that stick (factor loading =0.51), maintenance of informal links (factor loading =0.52), keenness of seniors to guide juniors(factor loading =0.49), delegation of authority as opportunity for development by juniors(factor loading =0.37), employees are afraid to discuss personal problems with superiors(factor loading =0.42), superiors allow employees to take decisions(factor loading =0.64) and superiors like employees to make decisions without first checking with them(factor loading =0.08)

The fifth rank has been secured by the component Rewards. It has a factor loading of 0.814065, which is significant at the standard level of 0.7. Hence, it is an important contributor. Under the factor rewards, the aspects which are to be given due consideration are adequacy and fairness of pay raises (factor loading =0.65), inadequacy of support from library in service matters (factor loading =0.66), lack of good leave programme (factor loading=0.43), preference in allotment of quarters as working in shifts (factor loading =0.19) and economic rewards (factor loading =0.25).

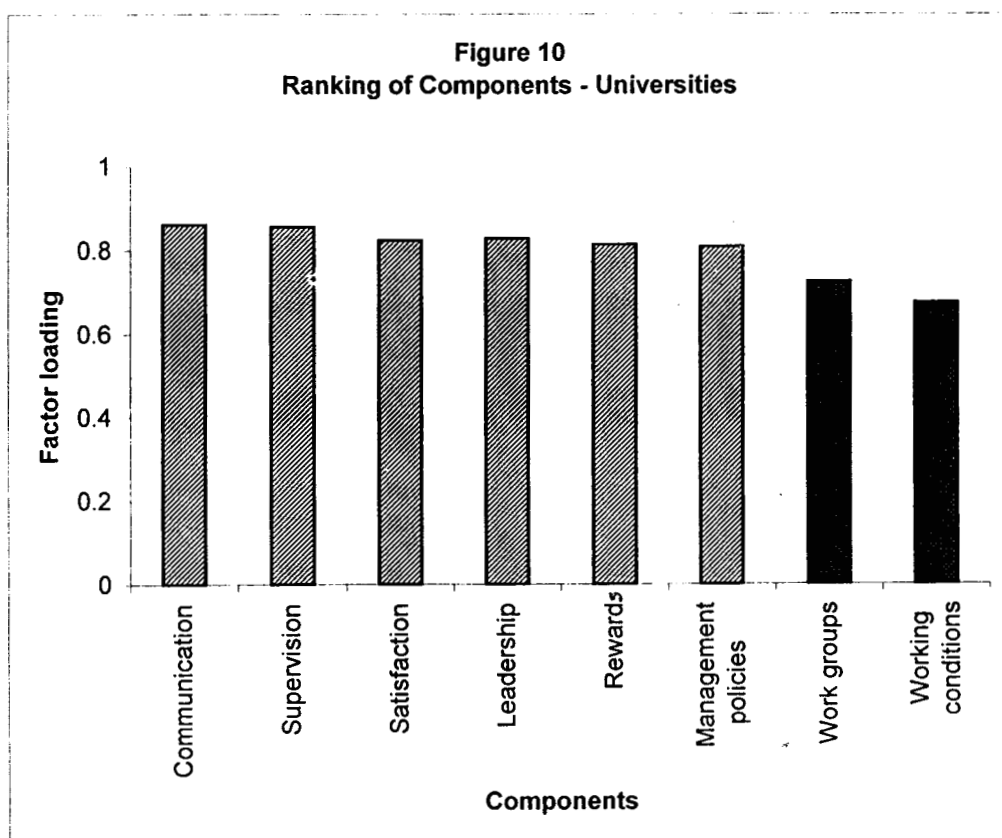
The component management policies and administration has got the sixth rank. The factor loading of this component is seen as 0.808582, which is significant. The factors which come under this component to be addressed by library management are understanding objectives and policies (factor loading=0.60), bureaucratic style of management (factor loading =0.65), advancements for deserving employees (factor loading =0.64), transfer to better jobs for the qualified staff (factor loading =0.64) and postings not according to ability (factor loading=0.49).

The component Work groups have been ranked seventh based on their contribution with a factor loading of 0.724846. The issues under this

component are library staff to help each other (factor loading =0.68) and encourage each other to improve quality (factor loading =0.66).

The factor working conditions have been ranked last in the eight factors with a factor loading of 0.673035. Under this factor, adequacy of space to perform (factor loading =0.66), adequacy of tools and equipment (factor loading =0.31), adequacy of non-job related facilities (factor loading=0.60), unhygienic working area (factor loading=0.58), best possible place to work (factor loading=0.50), understand work rules (factor loading=0.24), thrust to maintain friendly relations among personnel (factor loading=0.23) and orientation about latest developments in the related fields (factor loading=0.64).

The ranking of components according to their relative importance in the four universities taken together are presented in figure 10.



The ranking of components according to their respective factor loadings of Calicut University Library are given in Table 43.

**Table 43**  
**Ranking of components – Calicut University Library**

Component	Factor loading	Rank
Supervision	0.916517	1
Satisfaction with the nature of work	0.916197	2
Leadership	0.827883	3
Management policies and administration	0.805654	4
Communication	0.806195	5
Rewards	0.788196	6
Working conditions	0.590745	7
Work groups	0.578434	8

Among the components, Supervision has been ranked first with a factor loading of 0.916517, which is significant at the standard level of 0.7. Supervisor is the one who must get the work done by the employees. Hence, the contribution of this component is significant. The areas which have to be improved are lack of seeking of subordinate participation by seniors (factor loading=0.56), courteous nature, pleasant and easy to approach superiors (factor loading =0.56), not welcoming criticism (factor loading=0.67), provision of information needed to do job well by superior (factor loading =0.64), consideration towards the needs and interests (factor loading=0.66), genuinely look out for the interests of the people (factor loading=0.44), lack of appreciation of good performance (factor loading=0.65) and reward for good performance (factor loading =0.65).

The component 'Satisfaction with the nature of work' has been ranked second with a factor loading of 0.916197. Under this component, the issues which need to be addressed are freedom to set own pace (factor

loading=0.56), freedom to use own ideas (factor loading=0.66), ability to further education (factor loading =0.18), ability to use one's own abilities (factor loading =0.56), responsibility for decisions (factor loading=0.47), authority to decision making in emergency (factor loading=0.69), ratification of decisions taken in emergency situations (factor loading=0.63), accomplishment of tasks (factor loading=0.13) and receptiveness of library management to suggestions (factor loading=0.55).

The component Leadership has secured the third rank with a factor loading of 0.827883. In this context, stress needs to be given to the following factors: decision taken by the leader is passed on to subordinates (factor loading =0.65), decision after making consultations(factor loading=0.61), competent leader(factor loading=0.63), leading from the front(factor loading=0.48), lack of communication skills(factor loading=0.66), high value is given on decisions that stick(factor loading=0.67), keenness of seniors to guide juniors(factor loading=0.48), delegation of authority as opportunity for development by juniors(factor loading =0.46), employees are afraid to discuss personal problems with superiors(factor loading=0.16), superiors allow employees to make decisions(factor loading=0.67) and superiors like employees to make decisions without first checking with them(factor loading=0.56)

The component 'Management policies and administration' has secured a factor loading of 0.805654 and has been ranked fourth. Under this component, factors like understanding objectives and policies (factor loading=0.45) and equal treatment of all staff by management(factor loading =0.64) need to be given emphasis.

The fifth ranked component is 'Communication' which has secured a factor loading of 0.806195. In the component the areas to be highlighted are convening of staff meetings (factor loading=0.59), lack of informal discussions about work (factor loading=0.26), access to relevant information

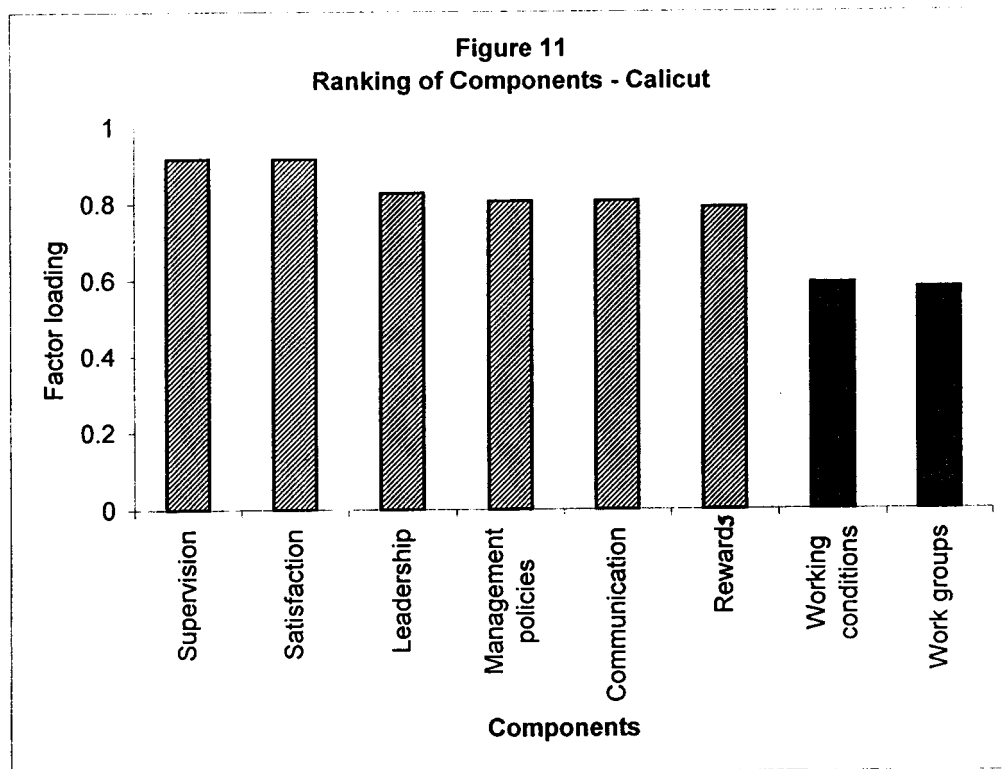
for enhancing performance (factor loading =0.57), suggestions and guidance obtained from seniors(factor loading=0.67), awareness of seniors about problems regarding work at lower level(factor loading=0.47) and lack of effort by employees to find out strengths and weaknesses(factor loading=0.45).

The component ranked sixth is Rewards with a factor loading of 0.788196. The aspects which come under this component to be addressed by the authorities are adequacy and fairness of pay raises (factor loading =0.40), lack of good leave programme (factor loading=0.20), preference in allotment of quarters as working in shifts(factor loading =0.34), access to products/services like internet(factor loading =0.24) and economic rewards (factor loading=0.05).

Working conditions has been ranked as the seventh among the components with a factor loading of 0.590745. In this component the factors to be highlighted are adequacy of tools and equipment (factor loading=0.32), adequacy of non-job related facilities (factor loading=0.54), unhygienic working area (factor loading=0.69), best possible place to work (factor loading =0.63), understand work rules(factor loading=0.15), thrust to maintain friendly relations among personnel(factor loading=0.33) and orientation about latest developments in the related fields(factor loading=0.57).

The component Work groups have secured the last rank among the eight components with a factor loading of 0.578434. The areas which demand attention are lack of team spirit (factor loading=0.01) and encourage each other to improve quality (factor loading=0.55)

The ranking of components with reference to their contribution to the Human relations score of Calicut University Library is presented in figure 11.



The ranking of components according to their contribution of Cochin University of Science And Technology Library is presented in Table 44.

**Table 44**

**Ranking of components-Cochin University of Science And Technology Library**

<b>Component</b>	<b>Factor loading</b>	<b>Rank</b>
Communication	0.891925	1
Supervision	0.88757	2
Work groups	0.860337	3
Satisfaction with the nature of work	0.845008	4
Rewards	0.828719	5
Leadership	0.825863	6
Working conditions	0.761159	7
Management policies and administration	0.695081	8

The component which has been ranked first is Communication with a factor loading of 0.891925 which is significant at the standard level of 0.7. Under this component, attention should be given to convening of staff meetings (factor loading = 0.49), lack of informal discussions about work (factor loading=0.49), awareness of seniors about problems regarding work at lower levels(factor loading=0.63).

Supervision is ranked second among the components securing a factor loading of 0.88757. Aspects like clear and understandable instruction(factor loading=0.69), provision of information needed to do job well by superior(factor loading=0.38), competency to evaluate work(factor loading=0.68), genuinely look out for interests of people(factor loading=0.61) and appreciation of good performance(factor loading=0.54)

The third ranked component is Work groups with factor loading of 0.860337. In this component the following aspects need to be given due regard: library staff to help each other (factor loading =0.63) and encourage each other to improve quality(factor loading=0.65).

Satisfaction with the nature of work is ranked as fourth among the components with a factor loading of 0.845008. The areas which need to be given emphasis are ability to use one's own abilities (factor loading=0.62), responsibility for decisions (factor loading=0.45), responsibility for planning and organising (factor loading=0.59), authority to decision making in emergency(factor loading=0.61), ratification of decisions taken in emergency situations(factor loading=0.50), inclusion in planning and goal setting phase(factor loading=0.54), accomplishment of tasks(factor loading=0.27), receptiveness of library management to suggestions(factor loading=0.33)and enjoyment(factor loading=0.62).

The component ranked fifth is Rewards with a factor loading of 0.828719. Under this component, issues like adequacy and fairness of pay raises (factor loading=0.55), inadequacy of support from library in service matters(factor loading=0.53), assistance to employees in their continuing education programme (factor loading=0.52), preference in allotment of quarters as working in shifts(Mean score=0.59), access to products/services like internet(factor loading=0.47), economic rewards(factor loading=0.24), duty leave facility for career improvement programme (factor loading=0.52) need to be given attention.

The sixth ranked component is Leadership which has secured a factor loading value of 0.825863. The aspects which should be given attention under this component are decision taken by the leader is passed on to subordinates(factor loading=0.49), decision after making consultations(factor loading=0.62), leading from the front(factor loading=0.68), lack of communication skills(factor loading=0.61), high value is given on decisions that stick(factor loading=0.47), concentration of leader on motivating and developing individuals(factor loading=0.67), maintenance of informal links(factor loading=0.67), delegation of authority as opportunity for development by juniors(factor loading=0.54), employees are afraid to discuss personal problems with superiors(factor loading=0.67), superiors allow employees to make decisions(factor loading=0.63) and superiors like employees to make decisions without first checking with them(factor loading=0.002).

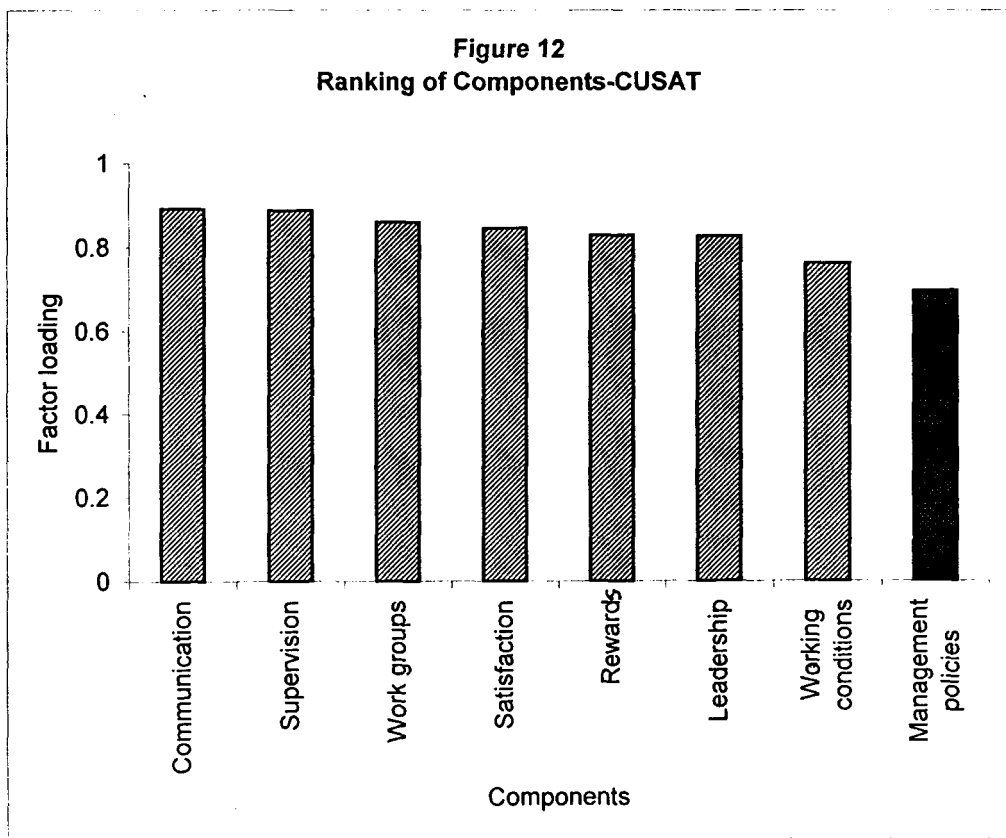
Working conditions has been ranked seventh among the components with a factor loading of 0.755982. The areas to be given due regard are adequacy of tools and equipments (factor loading=0.07), comfort of air and light(factor loading=0.50), unhygienic working area(factor loading=0.12), best possible place to work(factor loading=0.41), thrust to maintain friendly

relations among personnel(factor loading=0.63) and orientation about latest developments in the related fields(factor loading=0.65).

The component management policies and administration has been ranked last securing a factor loading of 0.695081. Under this component the following aspects need to be taken care of :

understanding objectives and policies(factor loading=0.67), formulation of clear policies in all its areas of operation(factor loading=0.51), information about important changes(factor loading=0.47), equal treatment of all staff by management(factor loading=0.45),transfer to better jobs for the qualified staff(factor loading =0.59) and postings not according to ability(factor loading=0.23).

The ranking of components of human relations according to their respective contributions of Cochin University of Science And Technology Library is presented in figure 12



The ranking of components of human relations according to their factor loadings of Kerala University Library is presented in Table 45.

**Table 45**

**Ranking of Components-Kerala University Library**

<b>Component</b>	<b>Factor loading</b>	<b>Rank</b>
Supervision	0.875149	1
Communication	0.860284	2
Management policies and administration	0.839857	3
Leadership	0.766892	4
Satisfaction with the nature of work	0.749534	5
Rewards	0.682346	6
Working conditions	0.582553	7
Work groups	0.478102	8

The component, which has been ranked first is Supervision with a factor loading of 0.875149. The issues which need to be given serious attention under this component are:

seeking of subordinate participation by superiors (factor loading=0.37), superiors not welcoming criticism(factor loading=0.53), provision of information needed to do the job well by superior (factor loading=0.68), lack of honest answer(factor loading=0.42), effective organizers(factor loading=0.65), competency to evaluate work(factor loading=0.34), genuinely look out for interests of people(factor loading=0.61), lack of appreciation of good performance(factor loading=0.51).

The component which has secured the second rank is Communication with a factor loading of 0.860284. The factors which should be given more importance under this component are convening of staff meetings(factor

loading=0.47), lack of informal discussions about workplace(factor loading=0.20), lack of concern for one another(factor loading=0.63), awareness of seniors about problems regarding work at lower level(factor loading=0.61) and lack of efforts by employees to find out strengths and weaknesses(factor loading=0.55).

Management policies and administration has been ranked third among the components with a factor loading value of 0.839857. The weak areas to be addressed are understanding objectives and policies(factor loading=0.66), information about important changes(factor loading=0.66), equal treatment of all staff by management(factor loading=0.63), advancements for deserving employees (factor loading=0.44), transfer to better jobs for the qualified staff(factor loading=0.59) and postings not according to ability(factor loading=0.008).

The fourth ranked component is Leadership which secured a factor loading of 0.766892. The areas which should be improved are decision taken by the leader is passed on to subordinates(factor loading=0.47), high value is given on decisions that stick(factor loading=0.49), maintenance of informal links(factor loading=0.52), keenness of seniors to guide juniors(factor loading=0.51), delegation of authority as opportunity for development by juniors(factor loading=0.35) employees are afraid to discuss personal problems with seniors(factor loading=0.44), superiors allow employees to make decisions(factor loading=0.63), superiors like employees to make decisions without first checking with them(factor loading=0.06)

The component with a factor loading of 0.749534 which has been ranked fifth is 'Satisfaction with the nature of work'. The problems in the following areas may be addressed:

freedom to use own ideas(factor loading=0.47), ability to learn new skills(factor loading=0.53), ability to further education(factor loading=0.62),

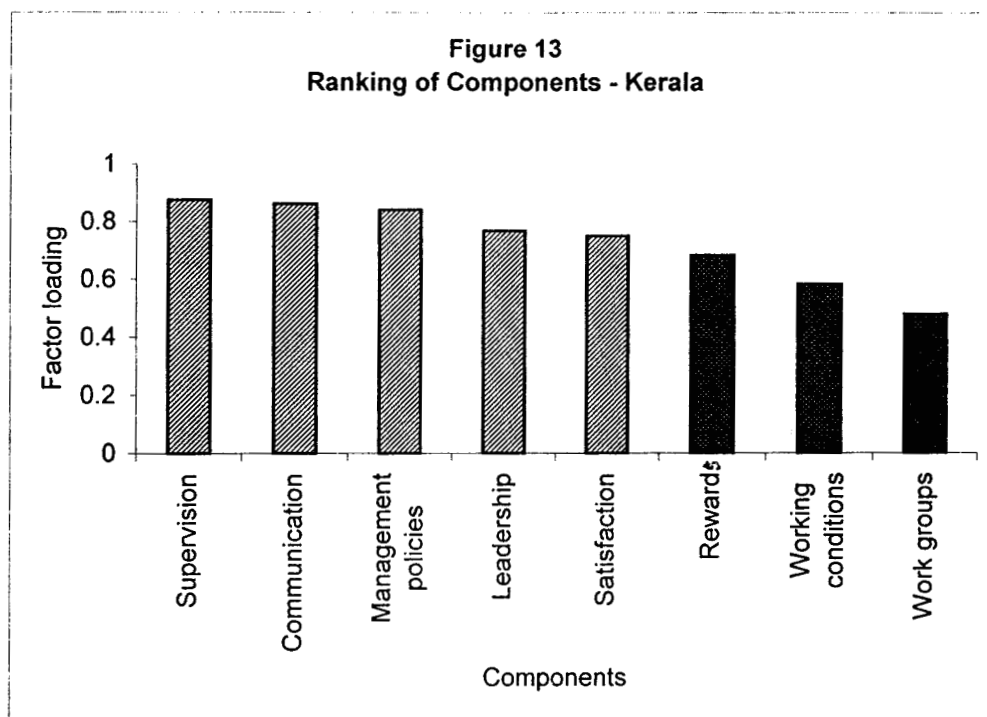
ability to use one's own abilities(factor loading=0.59), authority to decision making in emergency situations(factor loading=0.48), ratification of decisions taken in emergency situations(factor loading=0.25), inclusion in planning and goal setting phase(factor loading=0.52), accomplishment of tasks(factor loading=0.34), receptiveness of library management to suggestions(factor loading=0.66) and enjoyment(factor loading=0.51).

The component Rewards has been ranked sixth with a factor loading of 0.682346. The least mean scores have been secured by the following aspects: adequacy and fairness of pay raises(factor loading=0.46), inadequacy of support from library in service matters(factor loading=0.07), lack of good leave programme(factor loading=0.01), preference in allotment of quarters as working in shifts(factor loading=0.35), access to products/services like internet(factor loading=0.45) and economic rewards(factor loading=0.42).

The component Working conditions has been ranked seventh with a factor loading of 0.582553. The issues which need to be taken up are adequacy of space to perform(factor loading=0.56), adequacy of tools and equipments(factor loading=0.40), comfort of air and light(factor loading=0.67), adequacy of non-job related facilities(factor loading=0.63), unhygienic working area(factor loading=0.66), best possible place to work(factor loading=0.59), understand work rules(factor loading=0.16), thrust to maintain friendly relations among personnel(factor loading=0.43) and orientation about latest developments in the related fields(factor loading=0.55).

Work groups has been ranked as the last component with the factor loading value of 0.478102. Get along well(factor loading=0.55), library staff to help each other(factor loading=0.63) and encourage each other to improve quality(factor loading=0.55) have been identified by the library staff as the weak areas under this component.

Figure 13 presents the ranking of components of human relations according to their relative merit in Kerala University Library.



The ranking of components of human relations according to their contribution of Mahatma Gandhi University Library is given in Table 46.

**Table 46**

**Ranking of components-Mahatma Gandhi University Library**

Component	Factor loading	Rank
Satisfaction with the nature of work	0.913675	1
Management policies and administration	0.898165	2
Reward	0.897106	3
Supervision	0.514232	4
Leadership	0.373315	5
Communication	0.158624	6
Working conditions	0.080372	7
Work groups	0.006196	8

Satisfaction with the nature of work has been ranked as the first component with a factor loading of 0.913675. The areas to be addressed under this component are freedom to use one's own ideas(factor loading=0.49), ability to learn new skills(factor loading=0.69), ability to further education(factor loading=0.46), responsibility for decisions(factor loading=0.69), authority to decision making in emergency(factor loading=0.09), ratification of decisions taken in emergency situations(factor loading=0.17), inclusion in planning and goal setting phase(factor loading=0.43), accomplishment of tasks(factor loading=0.63) and enjoyment(factor loading=0.62).

The component Management policies and administration has been ranked second among the components with a factor loading of 0.898165. Under this component, the aspects like understanding objectives and policies(factor loading=0.27), bureaucratic style of management(factor loading=0.55) and transfer to better jobs for the qualified staff(factor loading=0.05).

The component which has been ranked third is reward with a factor loading of 0.897106. The issues to be addressed under this component are: adequacy and fairness of pay raises (factor loading=0.68), lack of good leave programme (factor loading=0.36), assistance to employees in their continuing education programme (factor loading=0.03), preference in allotment of quarters as working in shifts(factor loading=0.30), access to products/ services like internet (factor loading=0.66), economic rewards (factor loading=0.61) and duty leave facility for career improvement programmes (factor loading=0.61).

Supervision is ranked as the fourth component. This component has secured a factor loading of 0.514232. The areas to be addressed are lack of

seeking of subordinate participation(factor loading=0.25), superiors not welcoming criticism(factor loading=0.37), provision of information needed to do the job well by superior(factor loading=0.45), reliability(factor loading=0.65), lack of honest answer(factor loading=0.54), effective organizers(factor loading=0.61), competency to evaluate(factor loading=0.68), man-managing(factor loading=0.67), genuinely look out for interests of the people(factor loading=0.16) and reward for good performance(factor loading=0.27).

The component leadership has secured the fifth rank among the components with a factor loading of 0.373315. Under this component the following issues need to be highlighted:

decision taken by leader is passed on to subordinates(factor loading=0.69), decision after consultations(factor loading=0.05), high value on decisions that stick(factor loading=0.59), maintenance of informal links(factor loading=0.24), active interest in juniors (factor loading=0.02), keenness of seniors to guide juniors(factor loading=0.08), delegation of authority as opportunity for development by juniors(factor loading=0.68) employees afraid to discuss personal problems(factor loading=0.39), superiors allow employees to make decisions(factor loading=0.21), superiors like employees to make decisions without first checking with them(factor loading=0.44)

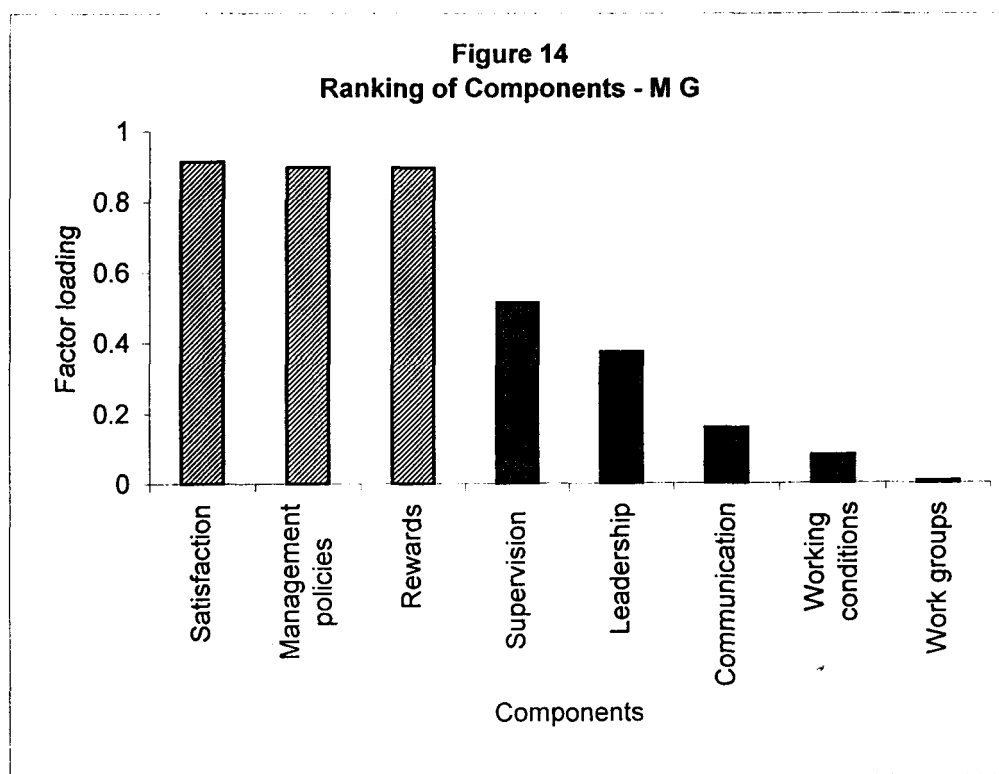
The component which has been ranked sixth is Communication. This component secured a factor loading of 0.158624. The area to be addressed are : relevant information accessible to all for enhancing performance(factor loading=0.21), suggestions and guidance obtained from seniors(factor loading=0.49), no concern for one another(factor loading=0.49) and awareness of the seniors about problems regarding work at lower level(factor loading=0.26).

The component which is ranked seventh is working conditions with a factor loading of 0.080372. The aspects which need to be given attention are adequacy of tools and equipments (factor loading=0.23), comfort of air and light(factor loading=0.41), adequacy of non-job related facilities(factor loading=0.15), unhygienic working area(factor loading=0.14), understand work rules(factor loading=0.61), thrust to maintain friendly relations among personnel(factor loading=0.37) and orientation about latest developments in the related fields(factor loading=0.56).

The component work groups have been ranked last with a factor loading of 0.006196.

Under this component the aspect of team spirit needs to be given importance to improve the same.

The ranking of components of human relations according to their factor loading in Mahatma Gandhi University Library is shown in figure 14.



# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

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**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

CHAPTER VI

## ANALYSIS - II

## **6.0 Introduction**

This chapter presents the data collected by interviewing the university librarians of the four major university libraries in Kerala State by making use of an interview schedule.

### **6.1 Job rotation**

In Calicut University Library, there is no specific policy for job rotation. As such there is no time limit for continuing in a particular section. The staff will gain expertise by working in a particular section for a long time. It might take time for a new employ to be familiar with the nature of work.

Job rotation is followed at all levels in Cochin University of Science and Technology Library. The policy in this regard is that since user needs are of prime importance every staff member must be able to work in all sections. The staffs are expected to be conversant with the work connected with all sections. This aspect was given emphasis while the staff members were given training during library automation.

The Kerala University Library follows the practise of job rotation. If a staff member continues to work in a particular section for long period, there are chances of his losing interest in the work being carried out as it tends to be monotonous. Job rotation enables an employ to learn other aspects of the work in which he might be more interested.

Job rotation is not followed in Mahatma Gandhi University Library. .

### **6.2 Enjoyment of employees in the work**

According to the university librarians, the employees seemed to enjoy their work.

### **6.3 Satisfaction with present job: effective functioning of libraries**

According to each of the university librarians, his library functions effectively. All the librarians assume that their staff members are satisfied with their present job. However on personal observation the researcher could notice individual cases of dissatisfaction.

### **6.4 Opportunities for personal growth and development**

There are opportunities for personal growth and development in Calicut University Library. The staffs are deputed to refresher courses and seminars according to seniority and availability of funds.

In Cochin University of Science And Technology Library, talks and in-service training programmes are conducted. These programmes are made accessible to all as far as possible. Staff members are deputed to seminars/workshops if they are interested.

Opportunities for personal growth and development are there for employees to some extent in Kerala University Library.

The working conditions in Mahatma Gandhi University Library is conducive to personal growth and development. Those employees who are interested in attending programme/course are always deputed to participate in them.

### **6.5 Staff cooperation**

According to Calicut University Librarian, cooperation of the staff is essential for the efficient functioning of the library setup. Non-cooperation has not been observed.

According to the Cochin University of Science And Technology Librarian, cooperation is necessary and is always available since the overall approach is beneficial to the staff.

According to the librarian of Kerala University Library, the staff are cooperative.

In Mahatma Gandhi University Library, staff members are very cooperative. It is essential to have cooperation. Opportunities are available for staff members to express their views at meetings.

### **6.6 Motivation of staff by library management**

Even though encouragement is given for staff initiative, there is no reciprocity in the matter in Calicut University Library.

In Cochin University of Science And Technology Library, work allotment is made in accordance with the aptitude or interest of the staff.

Management takes efforts to motivate the staff in Kerala University Library.

Staff are quite competent in Mahatma Gandhi University Library.

### **6.7 Employees giving their best to the organization**

The promotional prospects of the library staff in Calicut University Library are limited, comparing to the staff of the other wings of the university. This has resulted in frustration which has affected their style of functioning. As a matter of fact there are staff who are really efficient but are affected by this complex.

Employees of Cochin University of Science And Technology are giving their best to their organization.

The Mahatma Gandhi University Library staff exert their best for the efficient functioning of the organisation.

### **6.8 Personnel policies facilitating employee development**

There is no specific policy for employee development in all the university libraries.

### **6.9 Delegation of power in different levels of management**

In Calicut University Library, meetings of heads of section are convened regularly. Matters related to their sections are discussed and brought to their notice. As it is not feasible to convene meetings of all the staff members, Section heads participate in the meeting representing the members of the section

In Cochin University of Science And Technology Library, power is delegated to all section heads not only with regard to the work in their respective sections but also with regard to other activities of the library in the routine work.

Delegation of power is effected in Kerala University Library whereby section heads are responsible for all matters connected with the section.

As it was difficult for a librarian to handle each and every matter, by personal attention, heads of sections of Mahatma Gandhi University Library were to look after matter of their respective sections.

### **6.10 Interest in the off-the-job problems of the employees**

In Calicut University Library, the staff are free to meet the librarian personally and sort out matters if any.

In Cochin University of Science And Technology Library, the librarian is always accessible to subordinates. The staff can air their grievances. While enquiring the staff, they come out with their problems.

In Kerala University Library, paucity of enough time did not permit the librarian to look into other personal matters of staff.

The librarian of Mahatma Gandhi University Library viewed that no efforts are spared to understand the problems of staff. Wherever it is noticed that staff performance is not satisfactory, efforts are taken to understand their problems by holding discussions with them.

#### **6.11 Credit for the work done by subordinates**

In Calicut University Library, credit is given for the work done by subordinates.

In Cochin university of Science And Technology Library, credit is always given to the staff where it is due. The staff are taken into confidence and freedom is given to them. The staff has to be well-versed in all work and have to undergo training in all modules which is highly necessary.

Credit is given to subordinates for their work in Kerala University Library.

In Mahatma Gandhi University Library credit is given to the subordinates for their work.

#### **6.12 Welcome suggestions**

In Calicut University Library suggestions of the subordinate staff are accepted if the librarian is convinced.

In Cochin University of Science And Technology Library, suggestions are always considered. At staff meetings fresh ideas/proposals are also taken up.

Suggestions are always accepted in Kerala University Library if they are beneficial for the organization. The views of the staff members are appreciated.

In Mahatma Gandhi University Library, if the suggestions are acceptable, they are considered.

### **6.13 Programme to know job performance feedback**

In Calicut University Library job performance is assessed during promotions.

In Cochin University of Science And Technology Library, the methodology followed is the section heads are asked to report about the performance of the staff. The opinion of the users also is sought.

In Kerala University Library there is no method for assessing the job performance in operation.

There is no mechanism for assessing job performance feedback in Mahatma Gandhi University Library.

### **6.14 Checking on subordinates: permit to alter ways of performance**

In Calicut University Library the work of the staff is monitored periodically.

The work of the staff is monitored at times in Cochin University of Science And Technology Library.

In Kerala University Library if it is more convenient for the staff to work in an alternate way, it is approved.

In Mahatma Gandhi University Library the work of the staff is monitored some times. The staffs are allowed to alter their performance if it results in better performance/ results.

### **6.15 Delegation of authority - involvement in decision making**

In Calicut University Library authority is delegated and involvement is there in decision making.

In Cochin University of Science And Technology Library staff have opportunities to participate in decision making at appropriate levels.

Although staff participation in decision making is encouraged and welcomed in Kerala University Library, involvement of the staff is not forthcoming inspite of delegation of authority.

Staff do have a role in the decision making process in Mahatma Gandhi University Library.

### **6.16 Acceptance of decision by subordinates essential for implementation**

In Calicut University Library acceptance of decision by subordinates is not found to be essential.

In Cochin University of Science And Technology Library, since the library staff are participating in the decision making process, the decisions are mostly accepted. In spite of other problems, proper integration and coordination has resulted in the library functioning efficiently.

According to the views of the Kerala University Librarian, acceptance of decisions is essential for implementation, to some extent.

In Mahatma Gandhi University Library most decisions are accepted as decisions are taken only after discussions with them. Though liberal attitude is followed, care is taken to ensure that the staff perform in the right way. If the staff are already late twice, the third time it is recorded. They are free to appraise of the situation.

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**ANALYSIS - III**

## 7.0 Introduction

This chapter presents the analysis and interpretation of the data collected by distributing questionnaires among the users of the four major University libraries of Kerala, namely Calicut University Library, Cochin University of Science and Technology Library, Kerala University Library and Mahatma Gandhi University Library, in order to assess their perception and satisfaction about various aspects related to the functioning of the libraries.

User perception about the functioning of the libraries were assessed with the following six variables: collection, arrangement of collection, physical facilities of the library, library services, user-staff interaction and overall satisfaction. In the initial stage (Tables 58-97), the analysis is carried out without considering the interrelations of the components. The names of the institutions are indicated as 'Calicut' for Calicut University Library, 'CUSAT' for Cochin University of Science and Technology Library, 'Kerala' for Kerala University Library and 'M G' for Mahatma Gandhi University Library in the tables for convenience.

### 7.1 Break-up of sample on the basis of University

The break-up of the sample of library users on the basis of their University is presented in Table 47.

**Table 47**

#### **Break-up of the respondents on the basis of University**

Name of University	Number	Per cent
Calicut	100	27.1
CUSAT	82	22.2
Kerala	93	25.2
MG	94	25.5
Total	369	100.0

As indicated in Table 47, 27.1 percent of the sample of library users are from the Calicut University Library, 22.2 percent of them are from the Cochin University of Science And Technology Library, 25.2 percent of the library users are from the Kerala University Library and 25.5 percent of them are from Mahatma Gandhi University library.

### 7.1.1 Age-wise distribution of the sample

The distribution of the sample on the basis of their age is indicated in Table 48.

**Table 48**  
**Break-up of sample on the basis of age**

Age group	Number	Percent
Below 25	91	24.7
25-40 years	184	49.9
40-50 years	63	17.1
50 and above	31	8.4
Total	369	100.0

Among the library users, 49.9 percent of them belong to the age group of 25-40 years, 24.7 percent of them are in the age group of below 25 years, 17.1 percent of them are in the age group of 40-50 years and 8.4 percent of them are in the age group of 50 years and above.

### 7.1.2 Gender-wise distribution

The distribution of the sample of library users on the basis of their gender is presented in Table 49.

**Table 49**  
**Distribution of sample on the basis of gender**

Gender	Number	Percent
Male	207	56.1
Female	162	43.9
Total	369	100.0

From Table 49, it can be observed that 56.1 percent of the respondents belong to the male gender and 43.9 percent of them belong to the female gender.

### 7.1.3 Status-wise distribution

The responses of the library users on the basis of their status is given in Table 50.

**Table 50**  
**Break-up of sample on the basis of status**

Status	Number	Percent
Student	93	25.2
Research scholar	95	25.7
Teacher	95	25.7
Others	86	23.3
Total	369	100.0

It can be seen from Table 50 that 25.2 percent of the respondents are students, 25.7 percent of them are research scholars, 25.7 percent of them are teachers and 23.3 percent of them are others (university employees).

### 7.1.4 Qualification-wise distribution

The sample of library users selected for study were seen to have different qualifications. Table 51 presents the qualification-wise distribution of the library users.

**Table 51**  
**Break-up of respondents on the basis of qualifications**

Qualifications	Number	Percent
Bachelor Degree	50	13.55
Post-graduation	183	49.59
Professional Degree	34	9.21
Post-graduation & Professional degree	25	6.77
Research Degree	77	20.86
Total	369	100

It can be understood from Table 51 that 49.59 percent of the respondents were post-graduates, 20.86 percent of them had research degree, 13.55 percent of them had bachelor degrees, 9.21 percent of them had professional degrees and 6.77 percent of them had post-graduate degrees along with professional degrees.

#### 7.1.5 Experience as a user of the library

**Table 52**  
**Experience of the library user**

Experience	Number	Percent
Below 2 years	85	23.03
2-4 years	126	34.15
4-8 years	40	10.84
8-12 years	48	13.01
12+	70	18.97
Total	369	100

It may be seen from Table 52 that library users having 2-4 years of experience constitute the largest category, that is, 34.15 percent. The users having less than 2 years of experience constitute 23.03 percent. Users having

more than 12 years of experience and, those having 8-12 years of experience constitute 18.97 percent and 13.01 percent respectively. Users having 4 to 8 years of experience constitute 10.84 percent only.

### 7.1.6 Frequency of library visit

**Table 53**  
**Frequency of library visit**

Frequency	Number	Percent
Daily	139	37.67
Once in a week	115	31.16
Once in a fortnight	50	13.55
Once in a month	33	8.94
Rarely	32	8.67
Total	369	100.0

From Table 53, it can be understood that 37.67 percent of the library users visited the library daily whereas 31.16 percent of them visited once a week. Users who visited library once in a fortnight form 13.55 percent and 8.94 percent of them visited once in a month. The library users who visited the library rarely formed 8.67 percent. It can be inferred that majority of the users use the library either once in a week or more frequently.

### 7.1.7 Hours spent in the library

**Table 54**  
**Hours spent in the library**

Time spent	Number	Percent
Half an hour	82	22.22
One Hour	124	33.60
Two hours	75	20.32
Three hours and above	88	23.85
Total	369	100.0

It can be seen from Table 54 that the time spent by 33.60 percent of the library users is one hour whereas 23.85 percent of the users spent more than three hours in the library. While users who spent half an hour in the library form 22.22 percent of them, 20.32 percent of them spent two hours in the library.

### 7.1.8 Purpose of visit

**Table 55**  
**Purpose of library visit**

Purpose	Number	Percentage
Study	47	12.74
Reference	155	42.01
General	102	27.64
Research	50	13.55
Newspaper	11	2.98
Question paper	1	0.27
Internet	3	0.81
Total	369	100.00

On assessing the preferences of library users with regard to purpose of library visit, it was found that 42.01 percent of the library users rated reference as their first preference of purpose of visit to the library. General reading was the first preference of purpose of visit for 27.64 percent of the library users. Research purpose was the first preference to 13.55 percent of the library users. It is seen that 12.74 percent of the library users gave first preference to study purpose to visit to the library followed by 2.98 percent of the users who visited the library for reading newspapers. It can be understood that internet browsing and collection of old question papers did not find much

response as the percentage of users who made them as the purpose of their visit to the library are 0.81 and 0.27 respectively.

### 7.1.9 Use of library

**Table 56**  
**Use of library**

University	Help yourself	Get the help of library staff	Get the help of friends/colleagues	Help yourself & Get the help of library staff	Get the help of library staff & get the help of friends/colleagues	Help yourself & Get the help of library staff & Get the help of friends/colleagues	Totals
Calicut	56.00	20.00	5.00	17.00	0.00	2.00	100.00
CUSAT	63.41	18.29	2.44	10.98	1.22	3.66	100.00
Kerala	53.76	26.88	4.30	8.60	3.23	3.23	100.00
MG	39.00	39.36	4.26	8.51	1.06	5.32	100.00
Total	53.39	26.29	4.07	11.38	1.36	3.52	100.00

The attitude of the users within the library was assessed on the basis of the university library in which they were members. While considering the library users of the combined universities as a whole it can be seen that 53.39 percent of the users helped themselves in the library whereas 26.29 percent of them got the help of the library staff in using the library. Help of friends or colleagues was sought by 4.07 percent of the users.

While analysing the aspect of library use on the basis of University libraries, library users helped themselves the most in Cochin University of Science And Technology Library(63.41 percent) and the library users helped themselves the least in Mahatma Gandhi University Library(39 percent). While considering the aspect of getting the help of library staff in order to use the library, the library users of Mahatma Gandhi University Library secured

the highest value of 39.36 percent whereas the users of Calicut University Library had the lowest value of 18.29 percent in getting the help of library staff. Assessing the help sought by library users from friends or colleagues , it is found to be highest in Calicut University Library with 5 percent and lowest in Cochin University of Science And Technology library with 2.44 percent.

#### 7.1.10 Use of other library

**Table 57**  
**Use of other library**

University	Yes		No		Total	
	Number	Percent	Number	Percent	Number	Percent
Calicut	69	69.00	31	31.00	100	100.00
CUSAT	56	68.29	26	31.71	82	100.00
Kerala	76	81.72	17	18.28	93	100.00
MG	63	67.02	31	32.98	94	100.00
Total	264	71.54	105	28.46	369	100.00

On analysing the responses of library users regarding their usage of libraries other than their own university library, it was found that 71.54 percent of them used other libraries and 28.46 percent of them did not use any other library. The university-wise analysis showed that, in Calicut University Library, 69 percent of the library users used other libraries whereas 31 percent of them did not use other libraries. In Cochin University of Science And Technology Library, 68.29 percent of the users used other libraries whereas 31.71 percent of them did not use other libraries. It was the users of Kerala University Library (81.72 percent) who used other libraries most and 18.28 percent of the users did not use other libraries. In Mahatma Gandhi University Library, 67.02 percent of the library users used other libraries whereas 32.98 percent of them did not use other libraries. The

higher use of other libraries by the users of Kerala University Library may be due to the fact that there are a number of other good libraries in Thiruvananthapuram city.

Arithmetic mean is used to represent all the measurements made on a group in order to give a description about the group. The extent of variability of the actual score is measured with the help of standard deviation. The level of perception of the library users with regard to the functioning of libraries has been rated by making use of a grading table wherein perception upto 1/3 of the aggregate mean score has been rated as poor, 1/3-2/3 as average and above 2/3 as good. The significance of variation in perception of the library users based on the classificatory variables is tested by using Analysis of Variance (ANOVA). The F-Ratio indicates the significance of the difference

## 7.2 Library Collection

The collection of a University library has to be a comprehensive one with different types of information sources. The collection of the library should be developed in such a way that it has to cater to the requirements of all types of users when the need arises. Analysis of the data related to collection of the library was carried out and the results are presented in Tables 58 to 61. The analysis of university-wise perception of library users with regard to library collection is presented in Table 58

**Table 58**

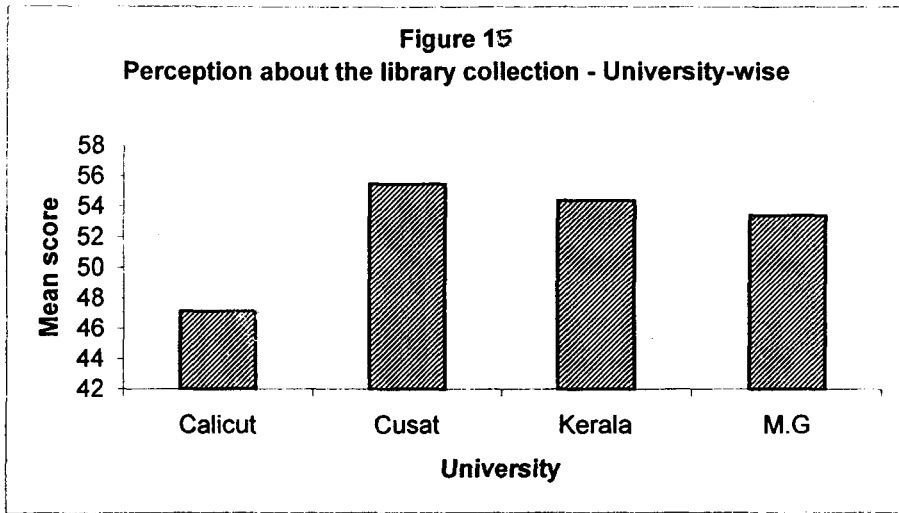
**University-wise perception about the collection**

University	Number	Mean	Standard Deviation	F ratio	Table Value
Calicut	100	47.13	7.82	22.51	2.60
CUSAT	82	55.47	7.82		
Kerala	93	54.38	7.65		
M.G	94	53.40	7.60		
Total	369	52.43	8.37		

User perception about the collection of the library has been assessed and the relevant data are presented in Table 58. It can be observed that the aggregate mean score of user perception of collection of the library is 52.43 as against a maximum of 85, with a standard deviation of 8.37. This indicates that the library users in Kerala have an average perception about the library collection.

University-wise analysis shows that the level of perception of library users with regard to the collection of the library is maximum in Cochin University of Science And Technology Library with a mean score of 55.47 and a standard deviation of 7.82. The level of perception is minimum in the case of Calicut University Library which secured a mean score of 47.13 and a standard deviation of 7.82. It has be taken into account that all the selected university libraries except Calicut University Library have mean scores greater than the aggregate mean score which means that the library users have clear perception regarding the collection they used.

The variation of the mean values of the user perception about the collection of the library between universities is statistically significant as the F-ratio of 22.51 is greater than the tabular value of 2.60 at 5 percent level. The University-wise perception of the users with regard to the library collection is presented in figure 15.



### 7.2.1 User-experience-wise perception about the library collection

The perception of the library users with regard to the library collection on the basis of their experience in the library is presented in Table 59.

**Table 59**

**User-experience-wise perception about the library collection**

Experience	Number	Mean	Standard deviation	F ratio	Table Value
Below 2 years	85	54.93	7.18	3.22	2.37
2-4 years	126	52.52	8.27		
4-8 years	40	51.85	7.69		
8-12 years	48	50.75	9.26		
12+	70	50.73	9.08		
Total	369	52.43	8.37		

User-experience-wise analysis presented in Table 59 shows that the perception about the library collection is maximum among the users who have below 2 years of experience with a mean score of 54.93 and a standard deviation of 7.18. Perception about the library collection is minimum among the users with experience of 12 years and more with a mean score of 50.73 and a standard deviation of 9.08. The perception of the users who had

experience of 2-4 years of experience secured a mean score of 52.52 which is greater than the aggregate value. Even though users who have more experience tend to be clear in their perception, it is seen that their perception level is minimum. This might be due to the fact that they might not be familiar with the aspects of areas other than their own.

The variation of the mean values of the user perception about the collection of the library between users with varying years of experience as library users is statistically significant as the F-ratio of 3.22 is greater than the tabular value at 5 percent level.

### 7.2.2 Status-wise perception of library collection

The status-wise perception of the library users regarding the collection of the library was assessed and the details are given in Table 60.

**Table 60**  
**Status-wise perception of library collection**

Status	Number	Mean	Standard deviation	F ratio	Table Value
Student	93	55.32	7.68	6.94	2.60
Research scholar	95	50.27	7.72		
Teacher	95	51.21	8.85		
Others	86	53.04	8.41		
Total	369	52.43	8.37		

Status-wise perception about the library collection reveals that it is maximum among students with a mean score of 55.32 and a standard deviation of 7.68. Perception about the library collection is minimum among research scholars with a mean score of 50.27 and standard deviation of 7.72. It can be understood that the University employees who comprise the class 'others' have secured a mean value of 53.04 which is greater than the

aggregate mean score pointing to the fact that they have clear perception regarding library collection.

The variation of the mean values of the perception of the users about the library collection between users on the basis of their status is statistically significant as the calculated value of 6.94 is greater than the tabular value of 2.60.

### 7.2.3 Gender-wise perception about library collection

The gender-wise perception of the library users about library collection is given in Table 61.

**Table 61**

**Gender-wise perception about the library collection**

Gender	Number	Mean	Standard Deviation	F ratio	Table Value
Male	207	51.58	8.67	4.95	3.84
Female	162	53.52	7.88		
Total	369	52.43	8.37		

Gender-wise perception about the library collection was ascertained and it is the female gender, which is having a clear perception with a mean score of 53.52 and a standard deviation of 7.88. It was found that male gender did not have the perception about the collection like their female counterparts, with a mean score of 51.58 and a standard deviation of 8.67. It is seen that the perception of the female users of the library is greater than the aggregate score.

The variation of the mean values of the user perception about the collection of the library between users of male gender and female gender are statistically significant as the F-ratio of 4.95 is greater than the tabular value at 5 percent level.

Perception of the library users with regard to the library collection has been assessed and the details are presented in Tables 58 to 61 in which the aggregate mean score is 52.43 with a standard deviation of 8.37. This shows that library users have an average perception about the collection. The variance analysis carried out to test the statistical significance of the difference of mean scores of collection shows that the variation based on university, user-experience, status and gender is significant.

### 7.3 Arrangement of library collection

Reading pattern of the users in libraries is largely influenced by the arrangement of the collection in the library. The library collection has to be arranged in such a way that it is helpful and convenient to the users. An attempt has been made to understand about the same. The perception of the library users about the arrangement of library collection is given in Tables 62 to 65. The university-wise perception of the library users with regard to arrangement of library collection is presented in Table 62.

**Table 62**

#### **University-wise perception about the arrangement of library collection**

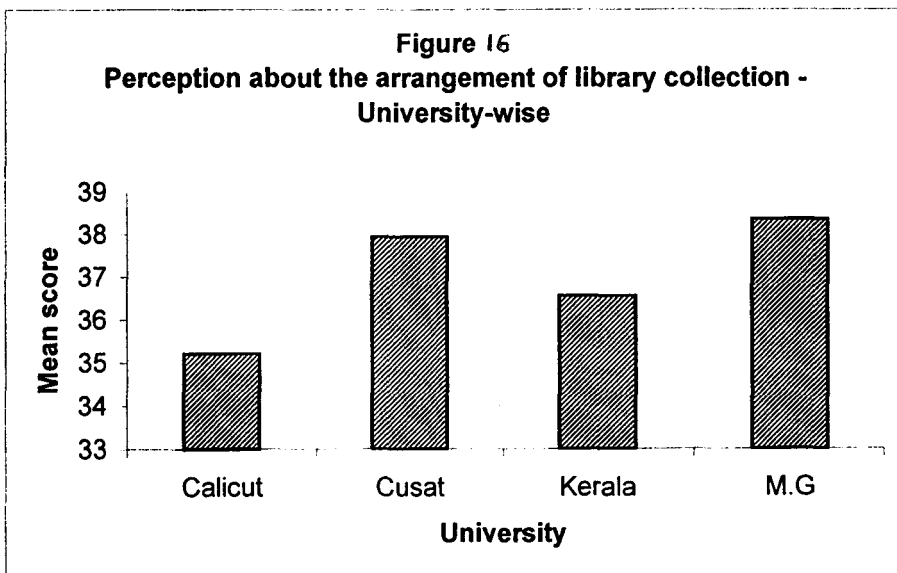
University	Number	Mean	Standard deviation	F ratio	Table Value
Calicut	100	35.21	4.89	8.07	2.60
CUSAT	82	37.94	5.70		
Kerala	93	36.55	4.88		
M.G	94	38.35	4.13		
Total	369	36.95	5.04		

The perception of the users about the arrangement of the library collection has been assessed. It can be seen that the total mean score of user perception about arrangement of library collection is 36.95 as against a maximum of 55 with a standard deviation of 5.04. This shows that the users

of the libraries have a good perception about the arrangement of library collection.

University-wise analysis shows that perception about the arrangement of library collection is maximum at Mahatma Gandhi University Library with a mean score of 38.35 and standard deviation of 4.13. Perception about arrangement of library collection is minimum in Calicut University Library with a mean score of 35.21 and a standard deviation of 4.89. It is worthwhile to mention that perception of library users of Cochin Univeristy of Science And Technology Library is good as the mean score of 37.94 secured by them is greater than the aggregate mean score of 36.95.

The user perception of the arrangement of library collection between universities is statistically significant as the F-ratio of 8.07 is greater than the tabular value at 5 percent level. The university-wise perception of arrangement of library collection is given in figure 16.



### 7.3.1 User-experience-wise perception about the arrangement of library collection

Perceptions of the arrangement of the library collection was assessed on the basis of the experience of the library users and the results are presented in Table 63.

**Table 63**  
**User-experience-wise perception about the arrangement of library collection**

Experience	Number	Mean	Standard deviation	F ratio	Table Value
Below 2 years	85	37.42	4.94	0.98	2.37
2-4 years	126	36.95	5.06		
4-8 years	40	35.85	3.93		
8-12 years	48	36.35	5.00		
12+	70	37.43	5.67		
Total	369	36.95	5.04		

The user-experience-wise analysis shows that perception with regard to arrangement of library collection is maximum among users who have experience in using the library for 12 and more years, with a mean score of 37.43 and a standard deviation of 5.67. Perception about the arrangement of library collection is minimum among those library users who have 4-8 years of experience of using these libraries with a mean score of 35.85 and standard deviation of 3.93. Library users who have experience of below 2 years have secured a mean score of 37.42 which is greater than the aggregate mean score of 36.95 with a standard deviation of 5.04.

The variation of the mean values of the user perception of the arrangement of library collection between universities is statistically not significant as the calculated value is less than the tabular value.

### 7.3.2 Status-wise perception of arrangement of library collection

The status-wise perception of library users about arrangement of library collection is shown in Table 64.

**Table 64**

**Status-wise perception of arrangement of library collection**

Status	Number	Mean	Standard deviation	F ratio	Table value
Student	93	37.17	5.15	0.63	2.60
Research scholar	95	36.37	5.11		
Teacher	95	37.30	5.39		
Others	86	36.98	4.44		
Total	369	36.95	5.04		

The perception about the arrangement of library collection by the respondents on the basis of their status indicates that it is maximum among teachers with a mean score of 37.30 and standard deviation of 5.39. It is minimum among research scholars with a mean score of 36.37 and a standard deviation of 5.11. It is worth to mention that the mean score of the perception of the category 'others' comprising university employees excluding library staff is greater than the aggregate mean score.

The variation of the mean values of the user perception about the arrangement of library collection between users of different status is not statistically significant as the F-ratio of 0.63 is less than the tabular value at 5 percent level.

### 7.3.3 Gender-wise perception about the arrangement of library collection

Perception about the arrangement of library collection on the basis of the gender of the library users is given in Table 65.

**Table 65****Gender-wise perception about the arrangement of library collection**

Gender	Number	Mean	Standard Deviation	F ratio	Table Value
Male	207	36.44	4.59	4.95	3.84
Female	162	37.61	5.51		
Total	369	36.95	5.04		

On assessing the gender-wise perception about the arrangement of library collection it can be seen that female respondents have higher perception with a mean score of 37.61 and a standard deviation of 5.51. The perception about the arrangement of library collection among the male gender secured a mean score of 36.44 with a standard deviation of 4.59. The female users have a clear perception about the arrangement of the collection as they recorded a mean score which is greater than the aggregate score.

The variation of the mean values of the user perception about the arrangement of library collection between users of male gender and female gender is statistically significant as the F-ratio of 4.95 is greater than the tabular value at 5 percent level.

The analysis of data presented in Tables 62 to 65 indicates that the library users have clear perception regarding the arrangement of collection in their libraries. The aggregate mean score of 36.95 indicates that the users have good perception about the arrangement of collection. The variance analysis carried out to test the statistical significance of the difference of mean of arrangement of collection shows that there are significant variations in university and gender.

#### **7.4 Physical facilities of the library**

The efficiency of library service is determined by the conducive atmosphere that exists in libraries. Physical facilities of the library have an

important role in making the atmosphere of a library congenial for the readers. The tabular presentation of analysis of perception about physical facilities of the library is given in Tables 66 to 69. The University-wise perception of the library users about physical facilities is shown in Table 66.

**Table 66**

**University-wise perception about physical facilities of the library**

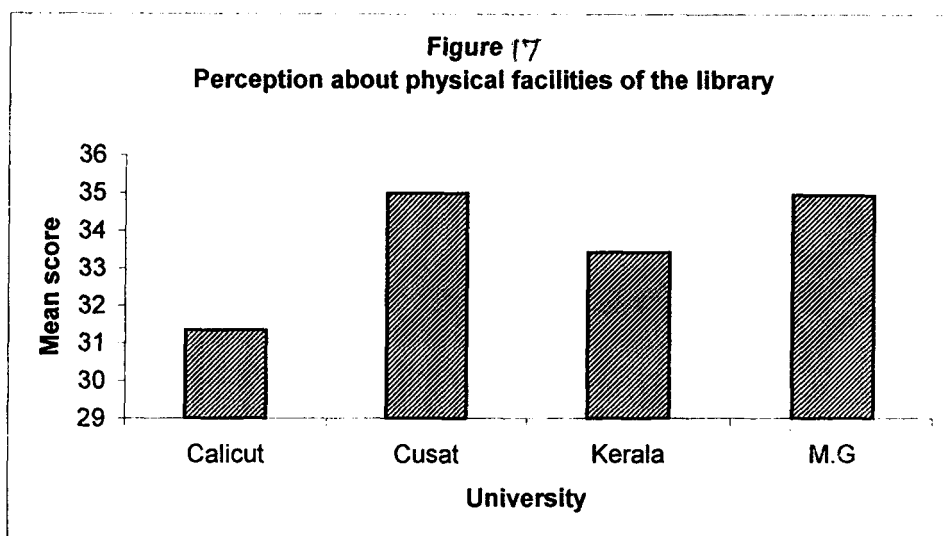
University	Number	Mean	Standard Deviation	F ratio	Table Value
Calicut	100	31.34	4.97	12.66	2.60
CUSAT	82	34.99	5.06		
Kerala	93	33.43	4.19		
M.G	94	34.95	4.67		
Total	369	33.60	4.93		

The perception of the library users about the physical facilities of the library has been ascertained and the total mean score of the physical facilities of library is 33.60 as against a maximum value of 50, with a standard deviation of 4.93. This indicates that library users of Kerala have a good perception about the physical facilities of libraries.

University-wise analysis reveals that perception about the physical facilities of the libraries is maximum at Cochin University of Science And Technology Library with a mean score of 34.99 and a standard deviation of 5.06. Perception of library users about the physical facilities of the library is minimum in Calicut University Library with a mean score of 31.34 and a standard deviation of 4.97. The library users of Mahatma Gandhi University Library also have high perception as they have secured a mean score of 34.95 which is greater than the aggregate mean score.

The variation of the mean values of the user perception about the physical facilities of the library between universities is statistically significant

as the F-ratio of 12.66 is greater than the tabular value at 5 percent level. The University-wise perception of the library users regarding the physical facilities is diagrammatically presented in figure 17.



#### 7.4.1 User-experience-wise perception about physical facilities of the library

The perception of the library users about physical facilities of the library on the basis of their experience is presented in Table 67.

**Table 67**

#### User-experience-wise perception about physical facilities of the library

Experience	Number	Mean	Standard deviation	F ratio	Table Value
Below 2 years	85	35.14	4.98	3.40	2.37
2-4 years	126	33.59	4.96		
4-8 years	40	33.02	4.06		
8-12 years	48	32.96	4.35		
12+	70	32.48	5.26		
Total	369	33.60	4.93		

The analysis of user perception about the physical facilities of the library on the basis of their experience as a library user brings to light the fact that perception is maximum among users who have below 2 years of experience with a mean score of 35.14 and a standard deviation of 4.98. Perception is minimum in the case of users who have more than 12 years of experience with a mean score of 32.48 and a standard deviation of 5.26.

The variation of the mean values of the user perception about the physical facilities of the library between users who differ in their experience as library users is statistically significant as the F-ratio of 3.40 is more than the tabular value at 5 percent level.

#### 7.4.2 Status-wise perception about physical facilities of the library

The perception of the library users on the basis of their status regarding the physical facilities of the library is presented in Table 68.

**Table 68**

**Status-wise perception about physical facilities of the library**

Status	Number	Mean	Standard deviation	F ratio	Table Value
Student	93	55.32	7.68	3.40	2.37
Research scholar	95	50.27	7.72		
Teacher	95	51.21	8.85		
Others	86	53.05	8.41		
Total	369	52.43	8.37		

On analyzing the perception about the physical facilities of libraries among the library staff on the basis of their status, it was found that it is maximum among students with a mean score of 55.32 and a standard deviation of 7.68. The perception is found to be minimum among the research scholars with a mean score of 50.27 and a standard deviation of 7.72. It can be understood that the perception of the library users who belong to the

category 'others' have secured a mean score of 53.05 with a standard deviation of 8.41, which was greater than the aggregate mean score.

The variation of the mean values of the status-wise perception of the library users about the physical facilities of the library is not significant statistically as the calculated value of 1.66 is less than the table value.

### 7.4.3 Gender-wise perception about physical facilities of the library

The gender-wise perception about physical facilities of the library has been presented in Table 69.

**Table 69**

**Gender-wise perception about physical facilities of the library**

Gender	Number	Mean	Standard deviation	F ratio	Table Value
Male	207	33.32	4.80	1.49	3.84
Female	162	33.95	5.07		
Total	369	33.60	4.93		

It is evident from the analysis of gender-wise perception about physical facilities of library that female respondents have higher perception with a mean score of 33.95 and a standard deviation of 5.07. The perception of male respondents has a mean score of 33.32 and standard deviation of 4.80.

The variation of the mean values of the user perception about physical facilities of libraries between male and female genders is not significant as the F-ratio of 1.49 is less than the tabular value at 5 percent level.

The data relating to the perception of physical facilities of the library from the point of view of the library users is presented in Tables 66 to 69. The aggregate mean score of perception of library users is 33.60 with a standard deviation of 4.93. This indicates that the library users have good perception about physical facilities of the library. The analysis of variance which was carried out to find out the statistical significance of the difference

of mean scores of physical facilities shows that the variation based on the classificatory variables 'university' and 'experience as a user' are significant.

### 7.5 Library services

The services provided by the library make them unique from other types of organizations. Library services enable the staff to satisfy the requirements of users at the right time. An attempt is made to ascertain the user perceptions about the same. The analysis of responses is presented in Tables 70 to 73. The analysis of university-wise perception of library staff about library services is presented in Table 70.

**Table 70**  
**University-wise perception of library services**

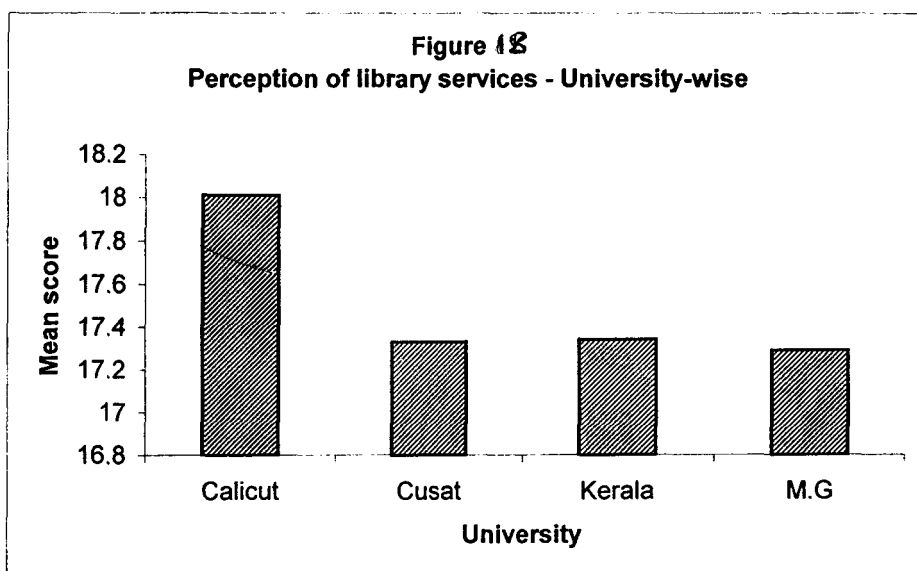
University	Number	Mean	Standard deviation	F ratio	Table Value
Calicut	100	18.01	2.64	1.61	2.60
CUSAT	82	17.33	2.87		
Kerala	93	17.34	2.76		
M.G	94	17.29	2.46		
Total	369	17.51	2.69		

User perception about the services provided by libraries was assessed. It is seen that the total mean score of user perception of library services is 17.51 as against a maximum of 25 with a standard deviation of 2.69. This shows that the library users of Kerala have a good perception about the services provided by libraries.

The University-wise analysis presents the perception about library services to be the maximum in Calicut University Library with a mean score of 18.01 and a standard deviation of 2.64. The perception about library services is minimum in the Mahatma Gandhi University Library with a mean score of 17.28 and a standard deviation of 2.68.

The variation of the mean values of user perception about library services between Universities is not significant as the F-ratio of 1.61 is less than the tabular value at 5 percent level.

The diagrammatical presentation of the University-wise perception of library services is presented in figure 18.



### 7.5.1 User-experience-wise perception about library services

The perception of library users about library services, on the basis of their experience in the library as a user is presented in Table 71.

**Table 71**

**User-experience-wise perception about library services**

Experience	Number	Mean	Standard deviation	F ratio	Table Value
Below 2 years	85	17.25	2.97	2.69	2.37
2-4 years	126	17.14	2.79		
4-8 years	40	17.90	2.50		
8-12 years	48	17.39	2.42		
12+	70	18.33	2.26		
Total	369	17.51	2.69		

User-experience-wise analysis points out that perception about library services is maximum among the library users who have more than 12 years of experience as library users with a mean score of 18.33 and a standard deviation of 2.26. Perception is minimum among users who have 2-4 years of experience in library use with a mean score of 17.14 and a standard deviation of 2.79. It has to be taken note that users who have experience of 4-8 years as library users could secure a mean score of 17.90 with a standard deviation of 2.50, which was greater than the mean score.

The variation of the mean values of the user perception about the library services between users having varying years of experiences as library users is statistically significant as the F-ratio 2.69 is greater than the tabular value at 5 percent level.

### 7.5.2 Status-wise perception about library services

The perception of the library users on the basis of their status regarding library services is presented in Table 72.

**Table 72**

#### **Status-wise perception about library services**

Status	Number	Mean	Standard deviation	F ratio	Table Value
Student	93	16.95	2.93	3.22	2.60
Research scholar	95	17.59	2.85		
Teacher	95	18.13	2.35		
Others	86	17.34	2.47		
Total	369	17.51	2.69		

On analyzing the perception of library users about library services with giving due respect to their status, it is seen that it is maximum among teachers with a mean score of 18.13 and a standard deviation of 2.35. Perception

about library services is minimum among students with a mean score of 16.95 and a standard deviation of 2.93. Perception of the research scholar is seen as greater than the aggregate score with a mean score of 17.59 with a standard deviation of 2.85.

The variation in the mean values of the user perception about the library services between users of different status is statistically significant as the F-ratio 3.22 is greater than the tabular value at 5 percent level.

### 7.5.3 Gender-wise perception about library services

The gender-wise perception about library services is presented in Table 73.

**Table 73**  
**Gender-wise perception about library services**

Gender	Number	Mean	Standard deviation	F ratio	Table Value
Male	207	17.61	2.72	0.74	3.84
Female	162	17.37	2.65		
Total	369	17.51	2.69		

Gender-wise analysis of perception about library services indicated that it is more among males with a mean score of 17.61 and a standard deviation of 2.72. The perception of female respondents secured a mean score of 17.37 and standard deviation of 2.65.

The variation in the mean values of the user perception about the library services between library users of different genders is not statistically significant as the F-ratio 0.74 is less than the tabular value at 5 percent level.

The perception of the library users regarding library services has been analysed and the details have been presented in Tables 70 to 73. The aggregate mean score of perception of the users is 17.51 with a standard

deviation of 2.69. This is an indicator of the fact that the library users have good perception about the library services. The variance analysis carried out to test the significance of the difference of mean scores of library services shows that the variation based on experience and status is significant.

### 7.6 User-staff interaction

The usage of libraries largely depends on the interaction between the library users and the staff. The healthy interaction will help to promote or cultivate reading habit among library users. Perception of the library users about user-staff interaction is presented in Tables 74 to 77. Table 74 gives the University-wise analysis of perception of user-staff interaction.

**Table 74**

**University-wise perception about user-staff interaction**

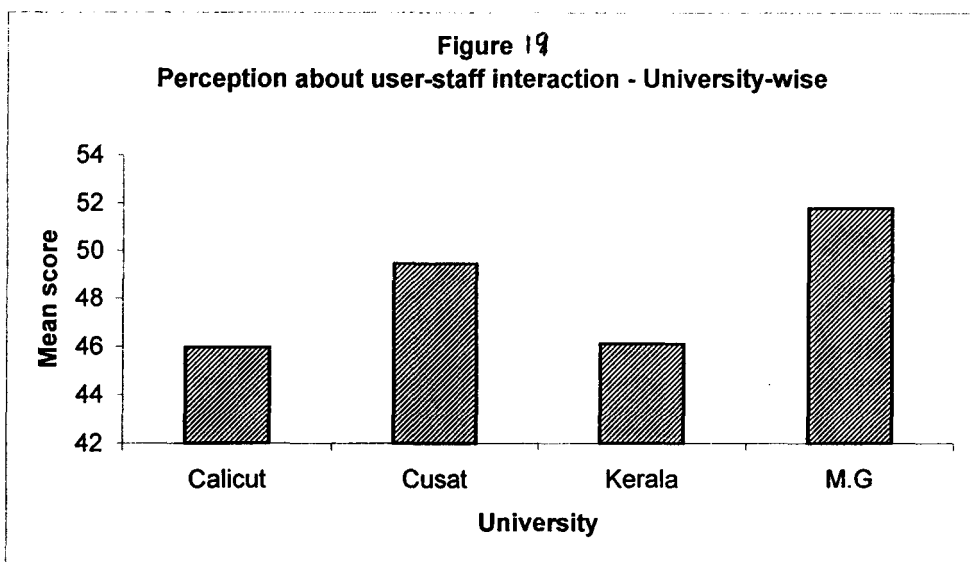
University	Number	Mean score	Standard deviation	F ratio	Table Value
Calicut	100	45.96	6.91	23.22	2.60
CUSAT	82	49.46	5.02		
Kerala	93	46.12	5.61		
M.G	94	51.78	4.73		
Total	369	48.26	6.17		

The perception of the library users about the user-staff interaction as far as University libraries are concerned was assessed. The aggregate mean score of user-staff interaction is 48.26 against a maximum of 70, with a standard deviation of 6.17. This indicates that library users of Kerala have a good perception about user-staff interaction.

University-wise analysis of perception about user-staff interaction is highest in Mahatma Gandhi University Library with a mean score of 51.78 and a standard deviation of 4.73. The perception is lowest in the Calicut

University Library with a mean score of 45.96 and standard deviation of 6.91. The aspect, which is worth of mention, is that the mean score of Cochin University of Science And Technology Library (49.46) is more than the aggregate mean score.

The variation in the mean values of the perception of the library users about user-staff interaction between Universities is statistically significant. The calculated value of 23.22 being greater than the table value of 2.60 at 5 percent level, the differences are highly significant. The perception of the library users about user-staff interaction is diagrammatically presented in figure 19.



### 7.6.1 User-experience-wise perception of user-staff interaction

The experience-wise perception of the library users about user-staff perception is presented in Table 75.

**Table 75**  
**User-experience-wise perception of user-staff interaction**

Experience	Number	Mean	Standard deviation	F ratio	Table Value
Below 2 years	85	48.23	6.26	1.97	2.37
2-4 years	126	49.33	5.87		
4-8 years	40	46.55	6.79		
8-12 years	48	47.81	5.78		
12+	70	47.66	6.28		
Total	369	48.26	6.17		

User-experience-wise analysis reveals that user-staff interaction is maximum among users who have 2-4 years of experience with a mean score of 49.33 and a standard deviation of 5.87. The perception about user-staff interaction is minimum among the library users who have 4-8 years of experience in using libraries with a mean score of 46.55 and a standard deviation of 6.79.

The variation in the mean values of the perception of the library users about user-staff interaction between users of varying experiences is not statistically significant

### **7.6.2 Status-wise perception of user-staff interaction**

The status-wise perception of user-staff interaction is shown in Table 76.

**Table 76**  
**Status-wise perception of user-staff interaction**

Status	Number	Mean	Standard deviation	F ratio	Table Value
Student	93	48.56	5.52	0.82	2.60
Research scholar	95	47.70	6.60		
Teacher	95	48.91	6.39		
Others	86	47.84	6.10		
Total	369	48.26	6.17		

Status-wise perception of library users towards the variable user-staff interaction was assessed and it can be seen that the status-wise perception is maximum among teachers with a mean score of 48.91 and a standard deviation of 6.39. The perception about user-staff interaction is minimum among research scholars with a mean score of 47.70 and standard deviation of 6.60. The perception of user-staff interaction of students has secured a mean score of 48.56 which is greater than the aggregate mean score.

The variation of the mean values of the user perception about user-staff interaction between users of different status is not statistically significant as the F-ratio 0.82 is less than the tabular value at 5 percent level.

### 7.6.3 Gender-wise perception of user-staff interaction

The gender-wise perception of user-staff interaction is shown in Table 77.

**Table 77**  
**Gender-wise perception of user-staff interaction**

Gender	Number	Mean	Standard deviation	F ratio	Table Value
Male	207	48.11	6.37	0.26	3.84
Female	162	48.45	5.90		
Total	369	48.26	6.17		

Gender-wise analysis of the perception about user-staff interaction of the library users indicates that the female gender has higher perception of user-staff interaction which secures a mean score of 48.45 with a standard deviation of 5.90. The perception of the males is less than the female users as they secured a mean score of 48.11 and a standard deviation of 6.37.

The variation of the mean values of the user perception about user-staff interaction on the basis of their gender is not significant as the calculated value is less than the tabular value at 5 percent level.

The analysis of data presented in Tables 74 to 77 suggests that the library users have good perception about user-staff interaction as the aggregate mean score is 48.26 with a standard deviation of 6.17. The analysis of variance carried out to test the significance of the difference of mean scores of user-staff interaction indicates that the variations based on 'university' are statistically significant

### 7.7 Satisfaction

The facilities and services provided by the library reflect the mission of the organization it serves. Satisfaction of the user is the ultimate goal of a library. The satisfaction of the users with regard to the general environment, working of different sections and overall facilities has been assessed in Tables 78 to 81. The satisfaction of the library users on the basis of their university is presented in Table 78.

**Table 78**

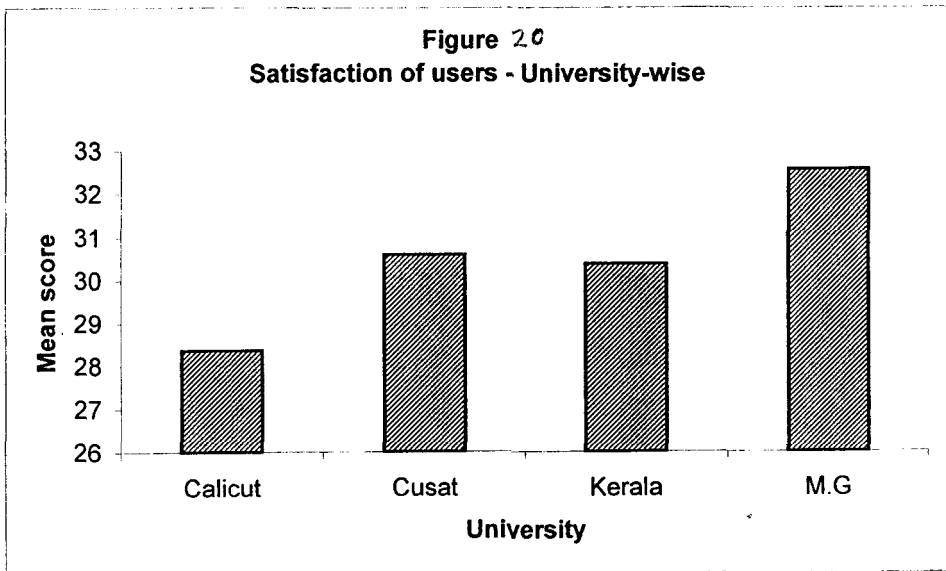
**University-wise satisfaction of users**

University	Number	Mean	Standard deviation	F ratio	Table Value
Calicut	100	28.37	4.07	21.09	2.60
CUSAT	82	30.59	3.20		
Kerala	93	30.38	4.24		
M.G	94	32.55	2.90		
Total	369	30.44	3.95		

User satisfaction about the general environment, different sections and overall facilities was assessed and the total mean score of user satisfaction is 30.44 against a maximum value of 40, with a standard deviation of 3.95. This is an indication of the fact that library users are satisfied to a good extent.

University-wise analysis shows that the satisfaction of the library users regarding the general environment and working of different sections is found to be highest in Mahatma Gandhi University Library with a mean score of 32.55 and a standard deviation of 2.90. Satisfaction is found to be lowest in Calicut University Library with a mean score of 28.37 and a standard deviation of 4.07.

The variation of the mean values of user satisfaction regarding general environment and other sections of the library between universities is statistically significant as the F-ratio of 21.09 is greater than the tabular value at 5 percent level. The University-wise satisfaction of the library users regarding the overall environment and working of sections is given in figure 20.



### 7.7.1 User-experience-wise satisfaction of users

The analysis of satisfaction of the library users with the general environment and working of different sections on the basis of their experience is presented in Table 79.

**Table 79**  
**User-experience-wise satisfaction of users**

Experience	Number	Mean	Standard deviation	F ratio	Table Value
Below 2 years	85	30.89	3.32	2.45	2.37
2-4 years	126	30.97	3.47		
4-8 years	40	30.37	4.67		
8-12 years	48	29.85	4.50		
12+	70	29.36	4.46		
Total	369	30.44	3.95		

User-experience-wise analysis presented in Table 79 shows that satisfaction in the working of libraries is found to be maximum among the users who have experience in using libraries for 2-4 years with a mean score of 30.97 and a standard deviation of 3.47. Satisfaction is minimum among the users with 12 and more years of experience as library users with a mean score of 29.36 and a standard deviation of 4.45.

The variation of the mean values of user satisfaction over general environment and other sections of the library between users who have different years of experience as library users is statistically significant as the F-ratio 2.45 is greater than the tabular value at 5 percent level.

### 7.7.2 Status-wise satisfaction of users

The satisfaction of the users on the basis of their status is shown in Table 80.

**Table 80**  
**Status-wise satisfaction of users**

Status	Number	Mean	Standard deviation	F ratio	Table value
Student	93	31.20	3.29	1.95	2.60
Research scholar	95	30.53	3.60		
Teacher	95	29.96	4.86		
Others	86	30.03	3.79		
Total	369	30.44	3.95		

Satisfaction in the working of libraries was assessed among the library users on the basis of their status. Students are the most satisfied group of users with a mean score of 31.20 and a standard deviation of 3.29. Satisfaction is minimum among the teachers with a mean score of 29.96 and a standard deviation of 4.86. Research scholars are also satisfied to some extent as they have secured mean score greater than the aggregate mean score.

The variation of the mean values of user satisfaction over general environment and other sections of the library between users who have differences in their experience in using the library is not statistically significant as the tabular value is greater than the calculated value at 5 percent level.

### 7.7.3 Gender-wise satisfaction of users

The gender-wise satisfaction of the library users is given in Table 81.

**Table 81**  
**Gender-wise satisfaction of users**

Gender	Number	Mean	Standard deviation	F ratio	Table Value
Male	207	30.08	4.32	3.91	3.84
Female	162	30.89	3.38		
Total	369	30.44	3.95		

Gender-wise analysis of user satisfaction indicates that female respondents are more satisfied with a mean score of 30.89 and standard deviation of 3.38, than their male counterparts with a mean score of 30.08 and standard deviation of 4.32.

The variance analysis shows that differences in the mean scores of user satisfaction between users of different genders are statistically significant as the calculated values are greater than the tabular value at 5 percent level

The analysis of data presented in Tables 78 to 81 suggests that the library users are satisfied to a good extent regarding the general environment, working of different sections and overall facilities. The aggregate mean score of satisfaction is 30.44 with a standard deviation of 3.95. The analysis of variance carried out to test the significance of the difference of mean scores of satisfaction indicates that the variations based on 'university', user-experience and gender are statistically significant.

## **7.8 Library facilities/Services**

Library facilities/services are designed to help the users who visit the library with various objectives. In order to assist them in their activities library facilities/services are made available in the library. Apart from the traditional services there are certain specialised services which are being adopted by libraries. An attempt is being made to find out the services, which are most essential from the point of view of the library users according to their relative importance. Table 82 presents the analysis of the different services/facilities and their importance rated by the library users along with the mean score, standard deviation and rank.

**Table 82**  
**Library service/facilities**

<b>Service/facility</b>	<b>Number</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Rank</b>
Lending of Books	293	17.15	13.43	1
Internet services	261	11.70	10.09	2
Periodicals	287	11.08	7.81	3
Reference service	284	10.65	7.47	4
Photocopying facility	260	8.44	5.98	5
Online search service	208	7.80	6.30	6
Current Awareness service	205	6.66	5.36	7
Newspaper Clipping service	204	6.58	5.37	8
Reservation facility	236	6.58	4.69	9
Bibliographic service	212	6.45	4.16	10
Information provision	210	6.29	4.91	11
Document delivery	187	5.68	3.52	12
Indexing services	202	5.46	3.11	13
Referral service	189	5.30	3.17	14
Selective Dissemination of Information	166	5.05	3.17	15
Inter-library loan	143	4.54	3.12	16

Among the library services/ facilities, the facility which has been ranked as first or most important is lending of books. This facility has secured a mean score of 17.15 with a standard deviation of 13.43, followed by the internet facility with a mean score of 11.70 and a standard deviation of 10.09. The internet facility has been ranked as the second service/ facility. The periodical service has secured the third rank with a mean score of 11.08 with a standard deviation of 7.81. The fourth rank was secured by reference service wherein the mean score was 10.65 and a standard deviation of 7.47.

The remaining services/ facilities were ranked by the library users consecutively in the following order: Photocopying facility, Online search

service, Current Awareness service, Newspaper Clipping service, Reservation facility, Bibliographic service, Information provision, Document delivery, Indexing services, Referral service, Selective Dissemination of Information and Inter-library loan.

### 7.8.1 Lending of Books

The facility of lending of books is assessed on the basis of the University and the result is presented in Table 83

**Table 83**  
**Lending of Books**

University	Number	Mean	Standard deviation
Calicut	77	17.90	10.87
CUSAT	62	20.74	16.87
Kerala	77	15.43	11.92
MG	77	15.22	13.66
Total	293	17.15	13.43

Among the sample of 369 users of the four University libraries, 293 users only responded to the aspect in question. In Calicut University Library, the mean score of 17.90 with standard deviation of 10.87 is recorded. In Cochin University of Science And Technology Library, mean score of 20.74 is secured by the users with standard deviation of 16.87. In Kerala University Library, mean score of 25.43 and standard deviation of 11.92 is recorded. Mean score of 15.22 and standard deviation of 13.66 is registered in Mahatma Gandhi University Library with regard to lending of books.

### 7.8.2 Internet facility

The internet facility is assessed on the basis of university library and is presented in Table 84.

**Table 84**  
**Internet facility**

University	Number	Mean Score	Standard deviation
Calicut	67	13.48	12.91
CUSAT	60	11.5	9.85
Kerala	61	9.54	8.26
MG	73	12.05	8.44
Total	261	11.70	10.09

The Internet facility of the university libraries is assessed and 261 users has responded to the aspect. It can be seen that the facility has secured a mean score of 13.48 with a standard deviation of 12.91 in Calicut University Library. In Cochin University of Science And Technology Library, the mean score of this facility is 11.5 with a standard deviation of 9.85. Kerala University library could secure a mean score of 9.54 with a standard deviation of 8.26 whereas Mahatma Gandhi University Library could secure a mean score of 12.05 with a standard deviation of 8.44.

### 7.8.3 Periodicals

Periodicals are an essential part of a library, which provides pinpointed information. It gives information about the latest developments in the concerned fields of study. The university-wise analysis of this aspect is presented in Table 85.

**Table 85**  
**Periodicals**

University	Number	Mean score	Standard deviation
Calicut	77	11.86	7.25
CUSAT	60	11.48	8.24
Kerala	75	11.27	7.95
MG	75	9.79	7.87
Total	287	11.08	7.81

With regard to the facility of periodicals, the University-wise analysis shows that 287 respondents only responded to this facility. In that, the mean score secured by Calicut University Library is 11.86 with a standard deviation of 7.25. The users of Cochin University of Science And Technology Library responded with a mean score of 11.48 and a standard deviation of 8.24. The users of Kerala University Library secured a mean score of 11.27 with a standard deviation of 7.95. The respondents of Mahatma Gandhi University Library secured a mean score of 9.79 with a standard deviation of 7.87.

#### 7.8.4 Reference service

Reference service is the personalized service by which the library user gets the required information at the right time. In order to save the time of the reader, reference service can go a long way in fulfilling their requirements. An assessment is made in Table 86 with regard to the importance of reference service on the basis of their university library.

**Table 86**  
**Reference service**

University	Number	Mean Score	Standard Deviation
Calicut	77	11.93	8.30
CUSAT	58	10.17	8.42
Kerala	77	11.64	7.57
M G	72	8.61	4.84
Total	284	10.65	7.47

The reference service was assessed among the users of the four major university libraries and their responses are taken. It is found that 284 users alone responded to the aspect in question. It is seen that in Calicut University Library, the responses secured a mean score of 11.93 with a standard deviation of 8.30. In Cochin University of Science And Technology Library, the reference service secured a mean score of 10.17 with a standard deviation

of 8.42. The Kerala University Library registered a mean score of 11.64 with a standard deviation of 7.57. Reference service recorded a mean score of 8.61 with a standard deviation of 4.84 in Mahatma Gandhi University Library.

### 7.8.5 Photocopying facility

The photocopying facility provided in the libraries is a facility which is helpful to the users whenever it is necessary to have a subsequent reference on the material which was gone through earlier. The facility and its relative importance on the basis of university are analysed and presented in Table 87.

**Table 87**  
**Photocopying facility**

University	Number	Mean score	Standard deviation
Calicut	72	10.74	7.52
CUSAT	51	7.92	5.12
Kerala	64	8.20	4.71
M G	73	6.75	5.18
Total	260	8.44	5.98

The 260 library users responded to the facility of photocopying service. It is found that the users in Calicut University Library could secure a mean score of 10.74 with a standard deviation of 7.52. In Cochin University of Science And Technology Library, the aspect secured a mean score of 7.92 with a standard deviation of 5.12. The Kerala University Library secured a mean score of 8.20 and a standard deviation of 4.72. The value recorded in Mahatma Gandhi University Library is 6.75 with a standard deviation of 5.18.

### 7.8.6 Online search service

Online search service is a specialised service by which information could be searched and retrieved via online from the Internet or bibliographic databases. The University-wise analysis of the responses of the library users is presented in Table 88.

**Table 88**  
**Online search service**

University	Number	Mean score	Standard deviation
Calicut	45	7.93	8.40
CUSAT	50	8.2	5.16
Kerala	54	6.31	3.90
MG	59	8.72	6.97
Total	208	7.80	6.30

The relative importance of online search service is assessed and the responses of the library users on the basis of their University shows that Calicut University Library secured a mean score of 7.93 with a standard deviation of 8.40. The Cochin University of Science And Technology Library registered a mean score of 8.2 and a standard deviation of 5.16. While the Kerala University Library recorded a mean score of 6.31, the Mahatma Gandhi University Library recorded a mean score of 8.73 and a standard deviation of 6.97.

#### 7.8.7 Current Awareness service

Current awareness service is a specialised service which alerts users to information that is current or new or of recent origin. Table 89 presents the University-wise responses of the library users.

**Table 89**  
**Current Awareness service**

University	Number	Mean score	Standard deviation
Calicut	40	5.4	3.62
CUSAT	48	7.37	7.24
Kerala	60	7.45	4.89
MG	57	6.10	4.86
Total	205	6.66	5.36

The facility of current awareness service is assessed and the responses of the library users show that in Calicut University Library, the mean score is 5.4 with a standard deviation of 3.62. The Cochin University of Science And Technology Library secured a mean score of 7.37 with a standard deviation of 7.24. The Kerala University Library recorded a mean score of 7.45 with a standard deviation of 4.89. The Mahatma Gandhi University Library secured a mean score of 6.10 and a standard deviation of 4.86.

### 7.8.8 Newspaper Clipping service

Newspaper clipping service is a service in which the clippings of newspaper articles on particular topics which are considered to be of interest to the user group are clipped and pasted on thick sheets of paper. They are filed in a continuous manner so that retrieval is easy. Table 90 provides the analysis of university-wise responses of library users.

**Table 90**  
**Newspaper Clipping service**

University	Number	Mean score	Standard Deviation
Calicut	50	7.56	5.42
CUSAT	42	7.17	7.72
Kerala	53	7.28	4.87
MG	59	4.71	2.73
Total	204	6.58	5.37

The relative importance of the facility of newspaper clippings service found 204 respondents. The university-wise analysis showed that Calicut University Library secured a mean score of 7.56 and a standard deviation of 5.42. The Cochin University of Science And Technology Library recorded a mean score of 7.17 with a standard deviation of 7.72. While Kerala University Library registered a mean score of 7.28 with a standard deviation

of 4.87, it is 4.71 with a standard deviation of 2.73 in Mahatma Gandhi University Library.

### 7.8.9 Reservation facility

Reservation facility helps to reserve documents if they are on loan. The analysis of university-wise responses of library users is shown in Table 91.

**Table 91**  
**Reservation facility**

University	Number	Mean score	Standard deviation
Calicut	65	6.91	4.42
CUSAT	42	7.12	7.43
Kerala	64	6.41	2.85
MG	65	6.08	4.14
Total	236	6.58	4.69

The reservation facility was found to be responded by 236 users only. In Calicut University Library, it secured a mean score of 6.91 with a standard deviation of 4.42. The Cochin University of Science And Technology Library found that the mean score was 7.12 with a standard deviation of 7.43. The Kerala University Library recorded a mean score of 6.41 and a standard deviation of 2.85. The mean score recorded by Mahatma Gandhi University Library is 6.08 with a standard deviation of 4.14.

### 7.8.10 Bibliographic service

Preparation of bibliographies is an important service provided by libraries. The bibliographies provide information about the sources in the particular subject or area. The importance of bibliographic service as responded by library users on the basis of university is presented in table 92.

**Table 92**  
**Bibliographic service**

University	Number	Mean score	Standard Deviation
Calicut	47	5.98	3.72
CUSAT	41	5.83	2.91
Kerala	60	6.97	4.03
M G	64	6.70	5.14
Total	212	6.45	4.16

The library users were asked to rate the relative importance of bibliographic service for which Calicut University Library secured a mean score of 5.98 with a standard deviation of 3.72. The mean score secured by Cochin University of Science And Technology Library is 5.83 and a standard deviation of 2.91. While Kerala University Library recorded a mean score of 6.97 with a standard deviation of 4.03 and in Mahatma Gandhi University Library the mean score recorded was 6.70 with a standard deviation of 5.14.

#### 7.8.11 Information provision

Information provision refers to the willingness of the staff to provide the information sought by the reader. Table 93 presents the university-wise analysis of the aspect in question.

**Table 93**  
**Information provision**

University	Number	Mean Score	Standard deviation
Calicut	49	7.57	7.46
CUSAT	40	6.3	3.45
Kerala	62	5.87	3.79
MG	59	5.66	3.96
Total	210	6.29	4.91

The relative importance of the facility of information provision found 210 respondents. The university-wise analysis showed Calicut University Library securing a mean score of 7.57 and a standard deviation of 7.46. The Cochin University of Science And Technology Library recorded a mean score of 6.3 with a standard deviation of 3.45. While Kerala University Library registered a mean score of 5.87 with a standard deviation of 3.79, it is 5.66 with a standard deviation of 3.96 in Mahatma Gandhi University Library.

#### 7.8.12 Document delivery service

Document delivery service is a service in which parts of the documents which are in the collection of another library will be delivered even without being a member in it. Table 94 presents the University-wise analysis of the respondents.

**Table 94**  
**Document delivery service**

University	Number	Mean score	Standard deviation
Calicut	38	5.89	3.67
CUSAT	41	6.02	3.98
Kerala	47	5.55	2.92
MG	61	5.41	3.57
Total	187	5.68	3.52

The aspect of document delivery was found to be responded by 187 library users. The facility could record a mean score of 5.89 with a standard deviation of 3.67 in Calicut University Library. The Cochin University of Science And Technology Library users registered a mean score of 6.02 and a standard deviation of 3.98. In Kerala University Library the respondents could secure a mean score of 5.55 with a standard deviation of 2.92. Mahatma Gandhi University library recorded a mean score of 5.40 with a standard deviation of 3.57.

### 7.8.13 Indexing /Abstracting services

Indexing/abstracting services are important links in the chain of communication between the originator of information and the ultimate user. These facilitate location of original documents in a given subject. Table 95 presents the analysis of responses of library users regarding this service.

**Table 95**  
**Indexing/ Abstracting services**

University	Number	Mean score	Standard deviation
Calicut	46	5.43	4.01
CUSAT	39	5.59	2.98
Kerala	58	6.15	2.48
MG	59	4.73	2.86
Total	202	5.46	3.11

The facility of indexing/abstracting service was analysed and the acceptance of the same was assessed. It is seen that 202 library users responded to the aspect in question. The library users of Calicut University recorded a mean score of 5.43 with a standard deviation of 4.01 whereas in Cochin University of Science And Technology it is 5.59 with a standard deviation of 2.98. The indexing service secured a mean score of 6.15 and a standard deviation of 2.48 in Kerala University Library. The mean score recorded by Mahatma Gandhi Library users is 4.73 with a standard deviation of 2.86.

### 7.8.14 Referral Service

Referral service refers to directing the users to other institutions or persons for getting the required information. Table 96 presents the university-wise analysis of the library users regarding this aspect.

**Table 96**  
**Referral Service**

University	Number	Mean Score	Standard deviation
Calicut	42	5.45	2.62
CUSAT	37	5.19	3.12
Kerala	53	5.38	2.19
MG	57	5.17	4.23
Total	189	5.30	3.17

The referral service was assessed and the responses of the respondents show that, in Calicut University Library this service secured a mean score of 5.45 with a standard deviation of 2.62. The service recorded a mean score of 5.19 with a standard deviation of 3.12 in Cochin University of Science And Technology Library. Referral service could register in Kerala University Library a mean score of 5.38 with a mean score of 2.19 and in Mahatma Gandhi University Library it could secure a mean score of 5.17 with a standard deviation of 4.23.

#### 7.8.15 Selective Dissemination of Information

Selective Dissemination of Information is a library service which is concerned with new information or information of recent origin or that information which is current. The university wise analysis of this service is presented in Table 97.

**Table 97**  
**Selective Dissemination of Information**

University	Number	Mean score	Standard deviation
Calicut	33	4.64	2.19
CUSAT	34	5.47	4.98
Kerala	47	5.72	2.63
MG	52	4.42	2.49
Total	166	5.05	3.17

The library users numbering 166 responded to the service of selective dissemination of information. It is found that the library users in Calicut University Library could secure a mean score of 5.47 with a standard deviation of 2.19. In Cochin University of Science And Technology Library, the aspect of selective dissemination of information could secure a mean score of 5.47 with a standard deviation of 4.98. The Kerala University Library secured a mean score of 5.72 and a standard deviation of 2.63. The value recorded in Mahatma Gandhi University Library was 4.42 and a standard deviation of 2.49.

#### 7.8.16 Inter-library loan

Inter-library loan is a facility which is made use of by the library users if they are in need of documents from other libraries which have a policy of exchange with the library in which they are members. Table 98 gives the university-wise analysis of responses of the users.

**Table 98**  
**Inter-library loan**

University	Number	Mean score	Standard deviation
Calicut	26	4.38	2.43
CUSAT	30	4.8	2.31
Kerala	37	4.84	4.07
MG	50	4.24	3.10
Total	143	4.54	3.12

The facility of inter-library loan was assessed and the responses of the users towards this facility found that Calicut University Library users secured a mean score of 4.38 with a standard deviation of 2.43. The Cochin University of Science And Technology Library recorded a mean score of 4.8 and a standard deviation of 2.31. While the Kerala University Library could secure a mean score of 4.84 with a standard deviation of 4.07, Mahatma

Gandhi University Library secured a mean score of 4.24 with a standard deviation of 3.10.

### 7.9 User Perception Score

User Perception in the major University libraries of Kerala was calculated after giving due importance to the factors which came under the concept. Factor analysis was used to find out the contributions of the factors namely, Library collection, Arrangement of collection, Library Physical facilities, Library services, User-staff interaction and Satisfaction. Factor Analysis was carried out to get the factor loading value. The contribution of each of the components towards the working of the total system could be assessed by the factor loading value. User Perception Score(UPS) was calculated with the factor loading value in the following manner:

$$\text{UPS} = \frac{\Sigma(\text{Mean score of each study variable} \times \text{respective factor loading})}{\Sigma \text{ Factor loadings}}$$

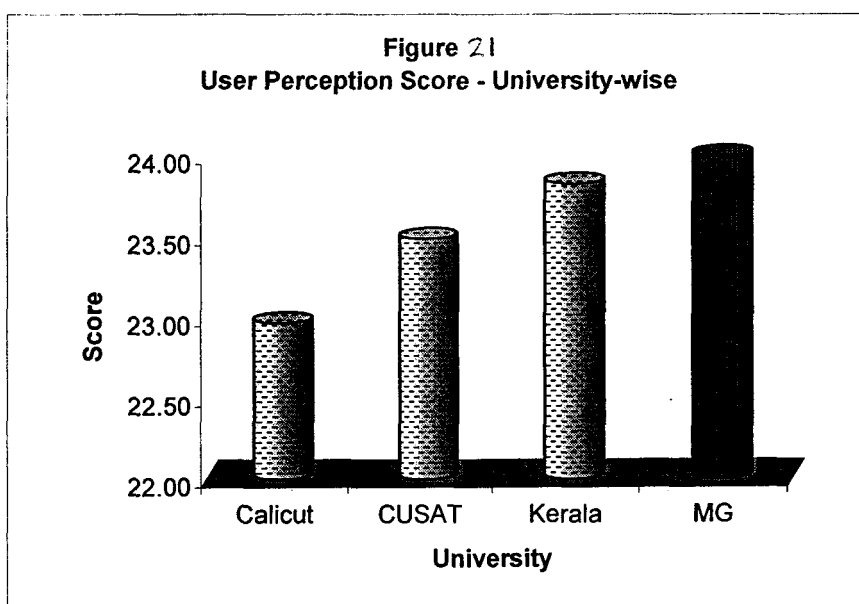
User Perception Score of each of the 369 respondents was calculated initially and the average of these scores was taken as the overall User perception score. The user perception score of University libraries selected for the present study is given in Table 99.

**Table 99**  
**User Perception Score-Universities**

University	Number	UPS	Standard deviation	p-value
Calicut	100	22.97	3.4505	0.00000
CUSAT	82	23.49	3.1114	
Kerala	93	23.83	3.0824	
MG	94	24.14	2.6658	
Total	369	38.97	3.4200	

It can be understood from Table 99 that user perception score of Universities varies from 22.97 to 24.14. The overall user perception score of the major University libraries is 38.97 with a standard deviation of 3.42. The highest user perception score is recorded in Mahatma Gandhi University Library (24.14) with a standard deviation of 2.66. The lowest user perception score is recorded in Calicut University Library (22.97) with a standard deviation of 3.45. The variance analysis carried out to test the significance of the user perception score of the university libraries taken up for the study indicates that the variation is significant at one percent level as the p-value is zero.

User perception score of the University libraries is diagrammatically represented in figure 21.



### 7.10 Ranking of Components

The ranking of components according to the user perception score of the major University libraries has been calculated by giving due consideration

to the six variables/components. Ranking of these components was carried out on the basis of their respective contributions to User Perception scores. Factor analysis was undertaken in order to get their respective factor loading. The factor loading indicated the contribution of the component towards the total system. The contribution of the component was significant to the total score with a standard level of 0.7 and above. The University library managements could make improvements and give emphasis to different aspects by identifying the weak areas. The ranking of components according to their contribution to the user perception score of the major university libraries taken together is presented in Table 100.

**Table 100**  
**Ranking of components-Universities**

Components	Factor loading	Rank
Arrangement of collection	0.745590959	1
Library Collection	0.711059607	2
Satisfaction	0.71041882	3
Physical facilities	0.70183618	4
User-staff interaction	0.621104291	5
Library services	0.186196067	6

Out of the six components, arrangement of collection has been ranked as one on the basis of its contribution to User perception score. As the factor loading 0.745590959 is significant at the standard level of 0.7, it can be assumed that the contribution of this component to the user perception score is significant. Under the variable arrangement of collection, aspects like, classification scheme (factor loading=0.29), helpfulness of card catalogue (factor loading=0.38), helpfulness of computerized catalogue (factor loading=0.17), display of new books (factor loading=0.09), helpfulness of arrangement of reference books (factor loading=0.62), helpfulness of

arrangement of periodicals (factor loading=0.33), indexing of periodicals (factor loading=0.41), non-availability of needed books (factor loading=0.55), non-location of books in catalogue (factor loading=0.64) and shelf arrangement (factor loading=0.62) have to be addressed.

The component ranked second is collection with a factor loading of 0.711059607, which is significant at the standard level of 0.7. All the types of materials need to be made familiar and aspects related to the same have to be addressed.

Satisfaction is the component ranked third with a factor loading of 0.71041882. Under this component, issues like general environment (factor loading=0.51), circulation section (factor loading=0.58), periodical section (factor loading=0.63), maintenance section (factor loading=0.63), reference section (factor loading=0.64), documentation section (factor loading=0.69), internet section (factor loading=0.47) and the status of library (factor loading=0.44) needs to be given attention.

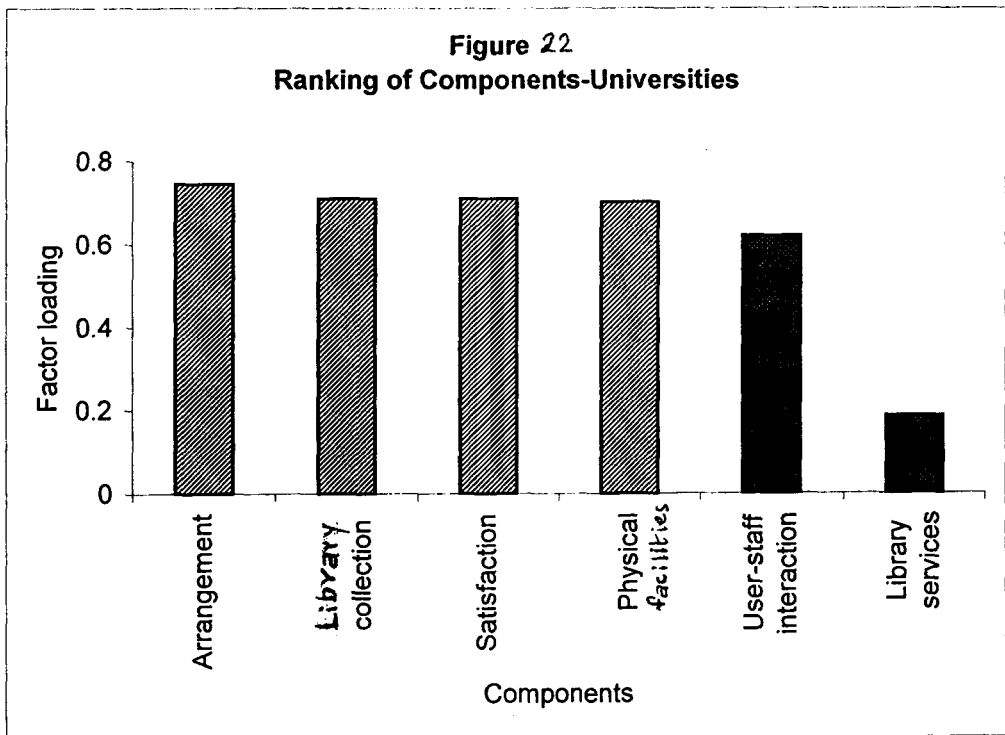
The component which has been ranked fourth is physical facilities with a factor loading of 0.70183618. The aspects which come under this component are convenience of location (factor loading=0.02), working hours (factor loading=0.02), physical maintenance of reading materials (factor loading=0.65), lighting and ventilation (factor loading=0.59), cleanliness of documents (factor loading=0.64), drinking water facility (factor loading=0.21), toilet facility (factor loading=0.54), atmosphere for serious reading (factor loading=0.55) and cabins for serious reading (factor loading=0.27).

The fifth rank has been secured by the component user-staff interaction with a factor loading of 0.621104291. The issues which need to be addressed are interaction between staff and users (factor loading=0.68), discretion less service (factor loading=0.66), positive human relations (factor loading=0.45),

help in location of books (factor loading=0.66), behaviour affects use (factor loading=0.002), knowing staff for better service (factor loading=0.31), use of library to the maximum (factor loading=0.004), exhibition of good communication skills (factor loading=0.46) and internal relations between staff and superiors affects provision of service(0.26).

The component library services is ranked last with a factor loading of 0.186196067. Under this variable issues like reasonability of collection of fine (factor loading=0.47), reservation facility (factor loading=0.16) and renewal facility (factor loading=0.003) should be given more attention.

Ranking of components of user perception score of the major university libraries taken together is diagrammatically presented in figure 22.



Ranking of components of Calicut University Library on the basis of their contribution to the user perception score is given in Table 101

**Table 101****Ranking of Components - Calicut University Library**

Components	Factor loading	Rank
Physical facilities	0.749341	1
Satisfaction	0.747721	2
Arrangement of collection	0.717036	3
Library Collection	0.683431	4
User-staff interaction	0.627784	5
Library services	0.180956	6

The component physical facilities has been ranked as the first with a factor loading of 0.749341. The different aspects which come under the component are convenience of location (factor loading=0.38), working hours (factor loading=0.46), physical maintenance of reading materials (factor loading=0.45), adequacy of seating arrangement (factor loading=0.50), lighting and ventilation (factor loading=0.46), cleanliness of documents (factor loading=0.33), drinking water facility (factor loading=0.58), toilet facility (factor loading=0.66), atmosphere for serious reading (factor loading=0.56) and cabins for serious reading (factor loading=0.24).

Satisfaction has been ranked second with a factor loading of 0.747721. The different aspects which need improvement are general environment (factor loading=0.66), circulation section (factor loading=0.61), periodical section (factor loading=0.56), maintenance section (factor loading=0.58), reference section (factor loading=0.67), documentation section (factor loading=0.65), internet section (factor loading=0.19) and status of library (factor loading=0.67).

Arrangement of collection is ranked as third component with a factor loading of 0.717036, which is significant at the standard level of 0.7. The

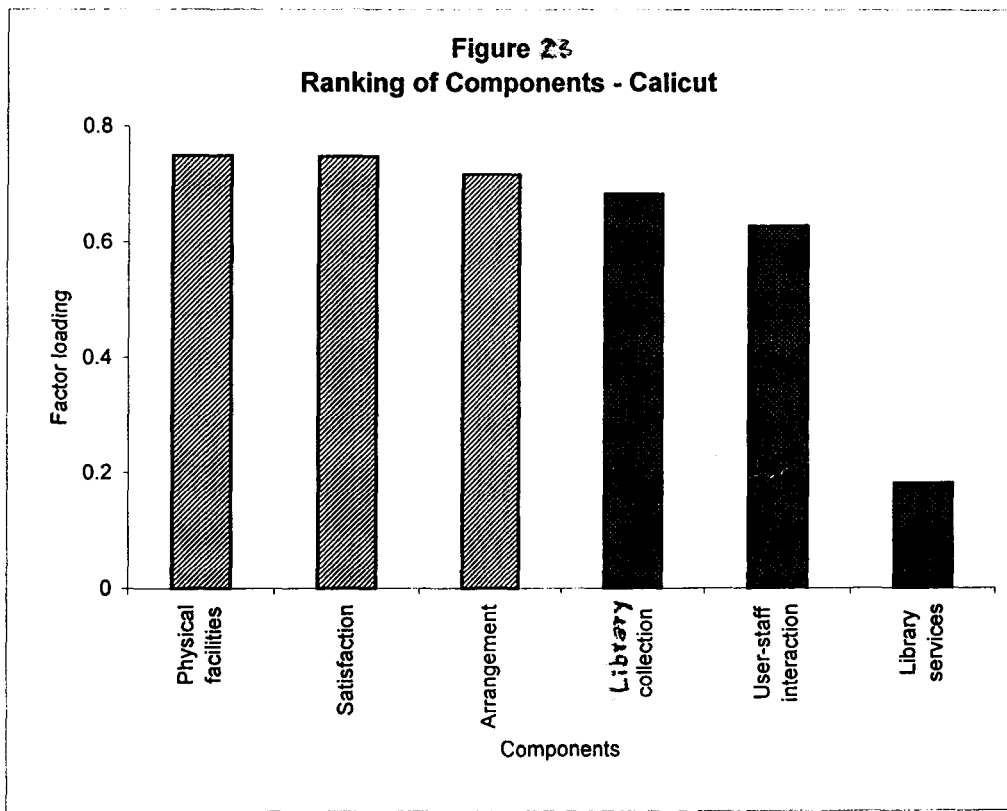
aspects to be highlighted are classification scheme (factor loading=0.54), helpfulness of card catalogue (factor loading=0.03), helpfulness of computerized catalogue (factor loading=0.29), display of new books (factor loading=0.31), helpfulness of arrangement of reference books (factor loading=0.63), helpfulness of arrangement of periodicals (factor loading=0.01), location of materials from shelves (factor loading=0.67), indexing of periodicals (factor loading=0.10), availability of books (factor loading=0.57) and shelf arrangement (factor loading=0.54).

The fourth ranked component is collection with a factor loading of 0.683431. The aspects which need attention are adequacy of collection (factor loading=0.48), user suggestion for procuring books (factor loading=0.016), timeliness of request (factor loading=0.27), processing of books in maintenance (factor loading=0.37), quality of reading materials (factor loading=0.06), subject book collection (factor loading=0.67), general books (factor loading=0.49), subject reference books (factor loading=0.53), magazines (factor loading=0.28), newspapers (factor loading=0.18), patents/standards (factor loading=0.60), manuscripts (factor loading=0.61), bound volumes (factor loading=0.63), subject journals (factor loading=0.62), microfilm (factor loading=0.62), floppy (factor loading=0.61) and audio-visual materials (factor loading=0.56).

The component user-staff interaction has secured the fifth rank among the components with a factor loading of 0.627784. The aspects which come under this variable are positive human relations (factor loading=0.38), help in location of books (factor loading=0.62), behaviour affects use (factor loading=0.18), knowing staff for better service (factor loading=0.10), use of library to the maximum (factor loading=0.20), exhibition of good communication skills (factor loading=0.53) and internal relations between staff and superiors affects provision of service (factor loading=0.25).

The component library services has been ranked last among the components with a factor loading of 0.180956. The areas to be improved are adequacy of loan period (factor loading=0.50), reasonability of collection of fine (factor loading=0.58), sufficiency of number of borrower's tickets (factor loading=0.61), reservation facility (factor loading=0.55) and renewal facility (factor loading=0.41).

The ranking of components of user perception score of Calicut University Library is given in figure 23.



The ranking of components according to their relative contribution to the user perception score is presented in Table 102.

**Table 102**  
**Ranking of components-Cochin University of Science And Technology**  
**Library**

Components	Factor loading	Rank
Library Collection	0.791583	1
Arrangement of collection	0.771962	2
Satisfaction	0.758835	3
Physical facilities	0.477884	4
Library services	0.390415	5
User-staff interaction	0.357895	6

The component collection has been ranked first with a factor loading of 0.791583 which is significant at 0.7 level. Under the component, all the types of documents which are part of the collection except audio-visual materials need to be made familiar and sufficient improvement has to be made.

Arrangement of collection has been ranked second among the components with a factor loading of 0.771962. In this variable, aspects which are to be given attention to are classification scheme(factor loading=0.69), helpfulness of computerized catalogue(factor loading=0.52), display of new books(factor loading=0.22), helpfulness of arrangement of reference books(factor loading=0.60), helpfulness of arrangement of periodicals(factor loading=0.44), location of materials from helves(factor loading=0.66), indexing of periodicals(factor loading=0.60), availability of needed books(factor loading=0.54), non-location of books in catalogue(factor loading=0.59) and shelf arrangement(factor loading=0.64).

The component satisfaction has been ranked third with a factor loading of 0.758835. The areas to be addressed in this component are general environment(factor loading=0.53), circulation section(factor loading=0.45), maintenance section(factor loading=0.62), reference section(factor

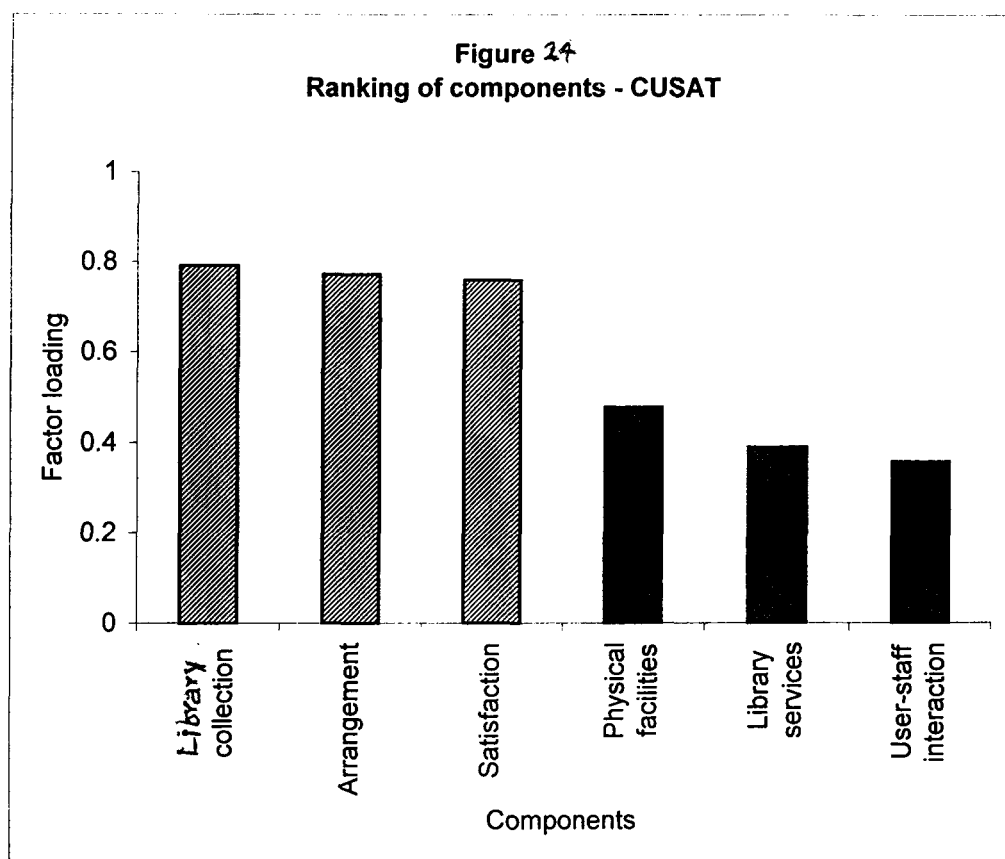
loading=0.56), internet section(factor loading=0.28), overall facilities(factor loading=0.67) and status of library(factor loading=0.67).

Physical facilities has been ranked as fourth component with a factor loading of 0.477884. The issues to be highlighted are convenience of location(factor loading=0.51), convenience of working hours(factor loading=0.38), physical maintenance of reading materials(factor loading=0.46), cleanliness of documents(factor loading=0.50), drinking water facility(factor loading=0.44), toilet facility(factor loading=0.35), atmosphere for serious reading(factor loading=0.68) and cabins for serious reading(factor loading=0.21).

Library services is the component ranked fifth among the components with a factor loading of 0.390415. Aspects which should be taken care of are adequacy of loan period(factor loading=0.67), reasonability of collection of fine(factor loading=0.61), reservation facility(factor loading=0.51) and renewal facility(factor loading=0.29).

The component ranked last is user-staff interaction with a factor loading of 0.357895. The aspects like interaction between staff and user(factor loading=0.69), discretion less service(factor loading=0.42), positive human relations(factor loading=0.52), help in location of books(factor loading=0.61), provision of service to the expected level(factor loading=0.62), behaviour affects use(factor loading=0.09), knowing staff for better service(factor loading=0.39), use of library to the maximum(factor loading=0.31), exhibition of good communication skills(factor loading=0.63) and internal relations between staff and superiors affects provision of service(factor loading=0.63) need to addressed.

The ranking of components of user perception score of Cochin University of Science And Technology Library is diagrammatically presented in figure 24.



The components which constitute the user perception score and their respective factor loadings of Kerala University Library are given in Table 103.

**Table 103**

**Ranking of components-Kerala University Library**

Components	Factor loading	Rank
Physical facilities	0.735226	1
Arrangement of collection	0.733678	2
Library Collection	0.700539	3
User-staff interaction	0.592748	4
Satisfaction	0.529482	5
Library services	0.271194	6

The component physical facilities has secured the first rank among the components with a factor loading of 0.735226. The different aspects which are to be given attention to are convenience of location(factor loading=0.20), convenience of working hours(factor loading=0.06), physical maintenance of reading materials(factor loading=0.66), lighting and ventilation(factor loading=0.65), cleanliness of documents(factor loading=0.39), drinking water facility(factor loading=0.20), toilet facility(factor loading=0.60), atmosphere for serious reading(factor loading=0.32) and cabins for serious reading(factor loading=0.16).

The component arrangement of collection has been ranked as second with a factor loading of 0.733678. The issues like classification scheme(factor loading=0.30), helpfulness of card catalogue(factor loading=0.24), helpfulness of computerized catalogue(factor loading=0.17), display of new books(factor loading=0.05), helpfulness of arrangement of reference books(factor loading=0.64), helpfulness of arrangement of periodicals(factor loading=0.25), indexing of periodicals(factor loading=0.35) and availability of needed books(factor loading=0.54) have to be looked into.

The component collection has secured the third rank with a factor loading of 0.700539. Under this component, all the types of materials need to be improved and made known.

The fourth rank has been secured by the component user-staff interaction with a factor loading of 0.592748. The areas to be improved are interaction between staff and user(factor loading=0.49), positive human relations(factor loading=0.30), help in location of books(factor loading=0.62), user-friendliness(factor loading=0.65), provision of service to the expected level(factor loading=0.64), behaviour affects use(factor loading=0.29),

knowing staff for better service(factor loading=0.34), use of library to the maximum(factor loading=0.18), exhibition of good communication skills(factor loading=0.57) and internal relations between staff and superiors affects provision of service(factor loading=0.50).

The component satisfaction has been ranked as the fifth component. Under this component, the issues to be taken into consideration are general environment(factor loading=0.65), circulation section(factor loading=0.65), periodical section(factor loading=0.61), maintenance section(factor loading=0.63), reference section(factor loading=0.63), documentation section(factor loading=0.69), internet section(factor loading=0.54) and status of the library(factor loading=0.59).

The component which is ranked last is library services with a factor loading of 0.271194. The aspects to be considered are reasonability of collection of fine(factor loading=0.62), sufficiency of number of borrower's tickets(factor loading=0.49), reservation facility (factor loading=0.55) and renewal facility(factor loading=0.39).

The components have been ranked according to their factor loadings. Figure 25 presents the diagrammatical representation of the contribution of the components towards the user perception score in Kerala University Library.

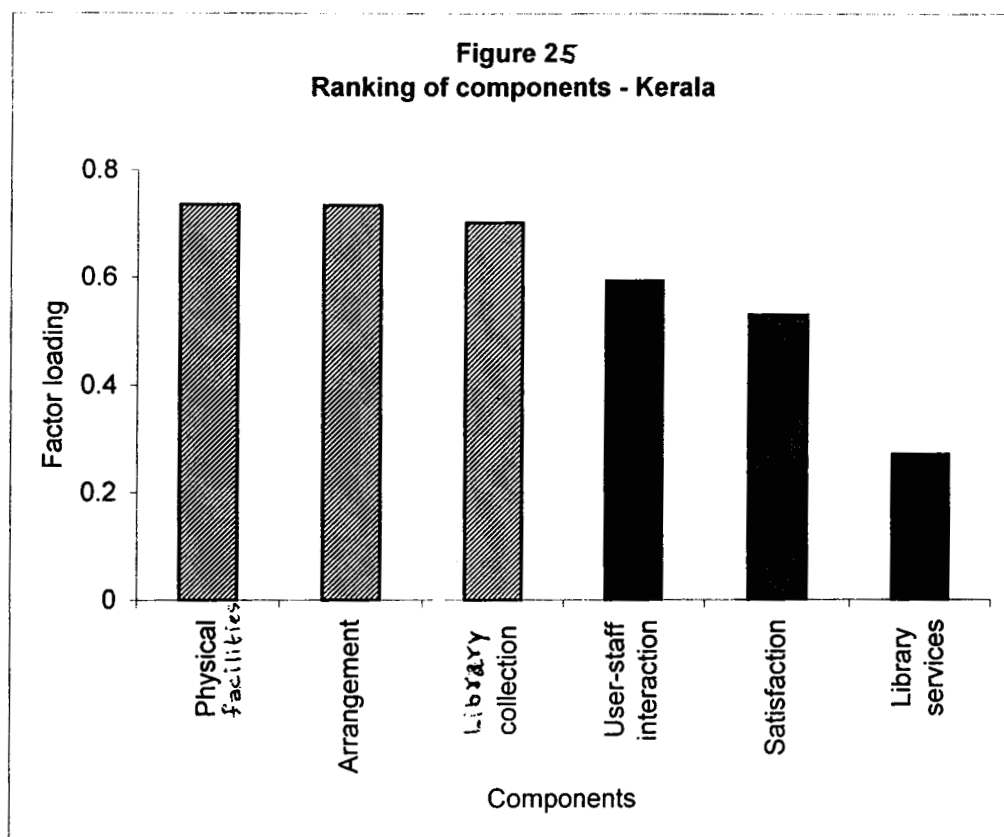


Table 104 presents the contribution of the components which constitute user perception score along with their factor loadings of Mahatma Gandhi University Library.

**Table 104**

**Ranking of components-Mahatma Gandhi University Library**

Components	Factor loading	Rank
Arrangement of collection	0.722064	1
Physical facilities	0.669004	2
User-staff interaction	0.640599	3
Library Collection	0.510862	4
Satisfaction	0.510749	5
Library services	0.471539	6

The component arrangement of collection has been ranked first among the components with a factor loading of 0.722064. Under this aspect all the issues ranging from classification scheme to helpfulness of arrangement of books are to be addressed.

The second rank has been secured by physical facilities with a factor loading of 0.669004. Under this component all the aspects except cleanliness of documents are to be highlighted.

The component which is ranked third is user-staff interaction. It has secured a factor loading of 0.640599. The areas to be improved are cordial nature of staff(factor loading=0.59), interaction between staff and user(factor loading=0.57), help in location of books(factor loading=0.69), user-friendliness(factor loading=0.53), provision of service to the expected level(factor loading=0.48), behaviour affects use(factor loading=0.10), knowing staff for better service(factor loading=0.29), use of library to the maximum(factor loading=0.08), exhibition of good communication skills(factor loading=0.23) and internal relations between staff and superior affects provision of service(factor loading=0.09).

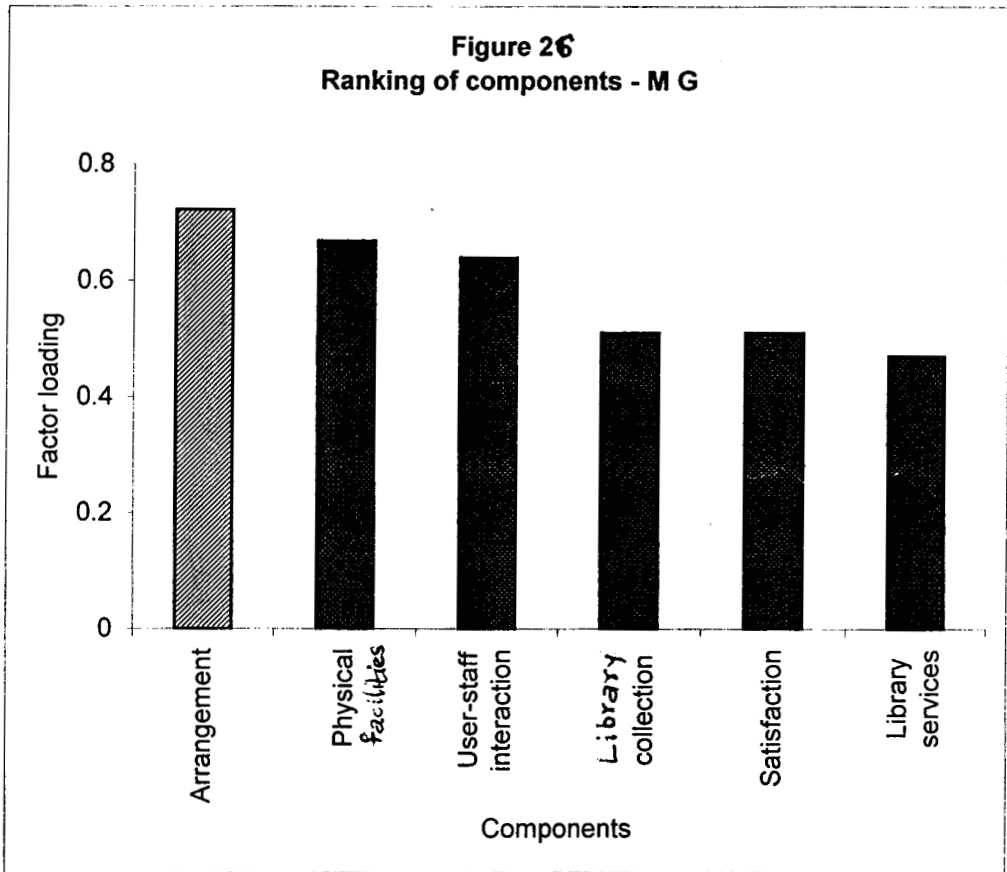
Collection has been ranked as the fourth component with a factor loading of 0.510862. Under this component all the aspects except general books need to be improved.

The fifth ranked component is satisfaction with a factor loading of 0.510749. The different issues to be highlighted are general environment (factor loading=0.03), circulation section(factor loading=0.44), periodical section(factor loading=0.58), maintenance section(factor loading=0.49), documentation section(factor loading=0.62), overall facilities(factor loading=0.63) and status of the library(factor loading=0.16).

The component which has been ranked last is library services with a factor loading of 0.471539. The aspects which need to be addressed in this

variable are adequacy of loan period (factor loading=0.57), reasonability of collection of fine(factor loading=0.41), reservation facility (factor loading=0.61) and renewal facility (factor loading=0.55).

The ranking of components according to their importance as rated by the library users of Mahatma Gandhi University Library is diagrammatically represented in Figure 26.



# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
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**CHAPTER VIII**

**SUMMARY OF FINDINGS AND  
CONCLUSION**

## **8.0 Introduction**

This chapter presents the findings, conclusion, tenability of hypotheses, suggestions for improvement, suggestions given by users and suggestions for further research.

## **8.1 Findings**

### **Working conditions**

1. The library staff of the four major university libraries has good perception about their working conditions. Perception about working conditions of library staff between universities is statistically significant. The highest and lowest values have been recorded against Mahatma Gandhi University and Calicut University respectively.
2. The staff members in the supervisory cadre and subordinate ranks have good perception about their working conditions.
3. The perception of library staff differs with years of experience. Those library staff who have below 5 years of experience have good perception about working conditions while those staff who have 15-20 years of experience have average perception only about their working conditions.
4. There is no significant gender-wise difference in perception about working conditions.

### **Work groups**

5. The library staff have average perception about work groups. Perception about work groups of library staff between Universities is statistically significant. The library staff of Mahatma Gandhi University have the maximum perception about work groups. The minimum perception is recorded among the library staff of Calicut University.
6. There are no significant designation-wise difference in perception of work groups among library staff in university libraries.

7. Library staff have good perception about work groups, on the basis of their experience of service. The highest value has been secured by the staff who have below 5 years of experience.
8. The gender-wise perception of the library staff about work groups is an average one and there is no significant difference among them.

### **Rewards**

9. The library staff members of the University libraries have average perception only about rewards. Library staff working in Cochin University of Science And Technology have the highest level of perception regarding work groups.
10. There is no significant difference in the designation-wise perception among the library staff with regard to rewards.
11. Experience-wise perception about rewards is highest among the library staff who had service of below 5 years. The experience-wise perception is lowest among the library staff who have 15-20 years of service.
12. There is no significant difference in the gender-wise perception regarding rewards among the library staff.

### **Management policies and administration**

13. Library staff has average perception only about management policies and administration. The staff members of Cochin University of Science And Technology Library have strong perception about this aspect whereas the staff members of Calicut University Library have the lowest perception.
14. The staff who are in the supervisory rank have higher level of perception in the designation-wise analysis of perception about management policies and administration than their subordinates.

15. The staff members who have had below 5 years of experience of service recorded the highest perception about management policies and administration.
16. It is among the female library staff members that perception is high regarding management policies and administration.

### **Satisfaction with the nature of work**

17. It was found that library staff are not fully satisfied with their work. The staff members of the Cochin University of Science And Technology Library have good perception about satisfaction with the nature of work.
18. Satisfaction with the nature of work is highest among the staff members who are in the supervisory cadre than the subordinate staff members..
19. It is found that satisfaction with the nature of work is highest among those staff members who have service of below 5 years.
20. The female library staff members were found to be more satisfied with their nature of work than their male counterparts.

### **Leadership**

21. The library staff of university libraries has average perception only about leadership. Even then staff members of the Cochin University of Science And Technology Library have good perception about leadership. The highest level of perception regarding leadership is recorded in Cochin University of Science And Technology Library. The lowest perception of leadership has been recorded by library staff of Calicut University.
22. The values pertaining to perception of library staff regarding leadership on the basis of their designation finds the perception of supervisory level staff higher than that of subordinates.

23. The staff members who have below 5 years of experience have the highest perception regarding leadership. The lowest perception is with the staff members who have 15-20 years of service.
24. There is no significant difference in the perception about leadership on the basis of gender.

### **Communication**

25. The library staff members have average perception about communication. Library staff of Cochin University of Science And Technology have good perception about communication whereas the library staff of Calicut University have the lowest perception about communication. The variations of the mean values of the perception of communication between staff of different universities is statistically significant..
26. Staff members who are in the supervisory cadre have secured highest mean score with regard to perception of communication.
27. Perception regarding communication is found to be highest among the staffs who have had experience of below 5 years of service. Perception of communication is lowest among the staff who had 5-10 years of experience.
28. Highest degree of perception is found among the female staff members with regard to communication.

### **Supervision**

29. The University library staff has average perception about supervision. Even then the Library staff of Cochin University of Science And Technology have good perception about supervision and have the highest perception among the major universities. The lowest perception is recorded among the library staff of Calicut University.
30. It is among the supervisory level staff of the university libraries that perception is high with regard to supervision.

31. The staff members of library who have had below 5 years of service have the highest perception with regard to communication. The lowest perception of communication is among the staff members who had 5-10 years of service.
32. There is no significant difference in the gender-wise perception about supervision among the library staff.

### **Human relations score**

33. The human relations score is not identical in the university libraries taken for the study and the highest human relations score is recorded in Cochin University of Science And Technology Library and the lowest human relations score is recorded in Calicut University Library.
34. The component work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision are contributing significantly to the human relations score of the University libraries taken together. The component working conditions is ranked last and it is not significant.
35. In the Calicut University Library, components supervision, satisfaction with the nature of work, leadership, management policies and administration, communication, rewards and work groups have contributed significantly. The component working conditions has been ranked last and its contribution is not significant.
36. In the Cochin University of Science And Technology Library, contribution of the components working conditions, work groups, rewards, satisfaction with the nature of work, leadership, communication and supervision are significant. The contribution of the component management policies and administration is not significant and it is ranked last.

37. In the Kerala University Library, contributions of the components which are found to be significant are communication, supervision, management policies and administration, leadership and satisfaction. The components, which are not found to be contributing significantly, are rewards, working conditions and work groups.

38. In Mahatma Gandhi University Library, the contributions of the components which are found to be significant are leadership and management policies and administration. The contributions of the remaining components satisfaction with the nature of work, communication, work groups, supervision, rewards and working conditions are not significant.

#### **Management of University Library**

39. The practise of job rotation is being followed in Cochin University of Science And Technology Library and Kerala University Library only. In Cochin University of Science And Technology Library, it is felt that staff should be capable of satisfying the varying information needs of the users. Therefore they should be conversant with work of all sections. Moreover this was an aspect of emphasis as far as Cochin University of Science And Technology Library is concerned. The attitude in Kerala University Library regarding this aspect is that rotation will enable the staff to understand even the minute aspects related to the work in which the concerned employee is interested. Apart from this, job rotation is followed in Kerala University Library as being posted continuously in a particular section for a long period might result in the employee losing interest in the work.

40. The practise of job rotation is not being followed in Calicut University Library and Mahatma Gandhi University Library.

41. The staff members of the four major university libraries enjoy their work.

42. Unlike other university libraries, the library staff of Cochin University of Science And Technology Library prefer to work in Central library rather than working in Department libraries.
43. Programmes like talk and in-service training programmes are conducted under the initiative of Cochin University of Science And Technology Library. In other libraries there are prospects for personal growth and development, which will be encouraged by the respective libraries.
44. The aptitude or interest of the library staff is taken into consideration while allotting work to the staff in Cochin University of Science And Technology Library.
45. Limited promotional prospects reflects in the work of library staff in Calicut University Library by which they are not able to give their best to their organization.
46. University libraries do not have or maintain personnel policies, which facilitate employee development. Even when personnel policies for staff development do not exist as such, the attitude of Cochin University of Science And Technology Librarian towards its staff is worthy of mention as there are ample opportunities for their development.
47. Meetings are conducted with the heads of section who represent the staff members of the concerned section.
48. Efforts from the part of University Librarians are taken up in Cochin University of Science And Technology Library and Mahatma Gandhi University Library to understand the off-the-job problems of staff. Eventhen it should be taken into account that the librarians of Calicut University Library and Kerala University Library are approachable.

49. The attitude of Cochin University of Science And Technology Library towards the merit of the work done by its staff is different from that of other libraries.
50. Suggestions by staff are considered by the Librarians of the four major university libraries taken up for the study.
51. There is specific job performance feedback mechanism in Cochin University of Science And Technology Library. There is no mechanism to assess the job performance of library staff in Calicut, Kerala and Mahatma Gandhi University Libraries.

### **Library collection**

52. The library users of Kerala have average perception about the library collection. There is significant difference of perception between Universities. Among the institutions, the Cochin University of Science And Technology Library users have the highest perception about library collection and the lowest perception is recorded by the users of Calicut University Library
53. Perception of library users on the basis of their experience as library users, with regard to library collection is maximum among the users who have below 2 years of experience whereas perception is minimum among users with experience of 12 years and more.
54. Status-wise perception of library collection among the users indicates that it is maximum among students. There is significant difference between the perception of the library staff on the basis of status. The perception of library collection is lowest among the research scholars.
55. Gender-wise perception about library collection indicates that the female users have a clear perception than their male counterparts and that there is

statistical significance in the mean values of the perception about the collection of the library on the basis of gender.

### **Arrangement of library collection**

56. The users of the University libraries have a good perception about the arrangement of library collection. The perception about the arrangement of collection is maximum among the users in Mahatma Gandhi University Library and minimum among the users in Calicut University Library. The perception of the arrangement of library collection between universities is statistically significant.
57. The user-experience-wise perception about the arrangement of library collection is maximum among users who have experience in using the library for 12 and more years. The perception is least among the library users who have experience of using library for 4-8 years.
58. The status-wise perception of library users with regard to arrangement of library collection indicates that it is maximum among teachers and minimum among the research scholars.
59. The female library users have high perception of arrangement of library collection than the male library users.

### **Physical facilities of the library**

60. The library users of the major university libraries have a good perception about the physical conditions of libraries. There is significant difference between the user perception about the physical facilities of the libraries between universities. The highest perception has been recorded by the users of Cochin University of Science and Technology Library and the perception is lowest among the users of Calicut University Library.
61. Perception about the physical facilities of the library on the basis of their experience as library users find that it is maximum among the users who

have below 2 years of experience. It is minimum among the users who have more than 12 years of experience as library users.

62. The perception of the library users about the physical facilities of the library, on the basis of their status indicated that it is maximum among the students and minimum among the research scholars.

63. The perception of library users on the basis of gender is found highest among the female users.

### **Library services**

64. The users of the university libraries have good perception about the services provided by the libraries. Among the institutions, the perception is maximum in Calicut University Library and minimum in Mahatma Gandhi University Library.

65. The library users who have had more than 12 years of experience have the maximum perception about library services and library users with 2-4 years of experience have the minimum perception about library services.

66. The teachers have the highest level of perception about library services while assessing the aspect among the library staff on the basis of their status. It is minimum among the students.

67. The gender-wise perception about library services indicated it to be maximum among the male gender.

68. Lending of books is the service which has been ranked as first by the library users. The second rank has been secured by internet facility. The third rank is for the periodicals service.

### **User-staff interaction**

69. The library users of university libraries have a good perception about user-staff interaction. There is significant difference between universities with regard to perception of user-staff interaction. Institution-wise perception

found to be maximum in Mahatma Gandhi University Library and minimum in Calicut University Library.

70. Perception of user-staff interaction among the library users on the basis of their experience as library users, it is maximum among the users who have 2-4 years of experience and minimum among the library users who have 4-8 years of experience as library users.
71. The perception of user-staff interaction is highest among the teachers and lowest among the research scholars while assessing the perception of the library users on the basis of their status.
72. The perception of the female library users was found to be high regarding the perception of user-staff interaction.

### **Satisfaction**

73. The library users of the university libraries are satisfied to a good extent. There are significant differences between universities. The maximum value has been computed against Mahatma Gandhi University Library and minimum value against Calicut University Library.
74. User-experience-wise perception of satisfaction was found to be maximum among the library users who have had experience in using libraries for 2-4 years and minimum among the library users with 12 and more years of experience as library users.
75. Students are found to be the most satisfied group and it is teachers who are least satisfied with regard to the functioning of libraries.
76. The female library users were found to be more satisfied than the male library users with the different aspects related to the library.

### **User perception score**

77. The user perception score recorded by the library users of the major university libraries is not identical and the highest score is recorded in

Mahatma Gandhi University library and lowest in Calicut University Library.

78. The contribution of the components arrangement of library collection, library collection, satisfaction and library physical facilities are significant to the user perception score of all universities taken together. The components user-staff interaction and library services are not significant.

79. In Calicut University Library, contribution of the components physical facilities, satisfaction and arrangement of library collection are found to be significant and the contribution of the components library collection, user-staff interaction and library services is not significant.

80. In Cochin University of Science And Technology Library, the components library collection, arrangement of library collection and satisfaction are significant. The components which are not significant are library physical facilities, library services and user-staff interaction.

81. In Kerala University Library, the significant components are library physical facilities, arrangement of library collection and library collection. The components user-staff interaction, library services and satisfaction are not significant.

82. In Mahatma Gandhi University Library, the component arrangement of library collection alone is significant and rest of the components library physical facilities, user-staff interaction, library collection, satisfaction and library services are not significant.

## **8.2 Conclusion**

From the findings stated above, it is understood that human relations among library staff and perception of the library users need to be assessed periodically. The analysis of the collected data has helped in framing

inferences regarding the same. The present study has helped the investigator to discover new avenues to be cleared and encouraged.

Among the study variables which were used to measure human relations, the institution-wise analysis found the perception of the library staff of Cochin University of Science And Technology to be highest in six of the variables barring two which were highest in the Mahatma Gandhi University Library.

Designation-wise analysis indicated six of the variables out of the eight to be highest among staff who belonged to supervisory cadre and for two variables among the subordinate staff members.

On analysing the library staff on the basis of their experience, the staff members who had below 5 years of experience of service recorded highest responses in seven of the eight variables and the variable Supervision was recorded by staff members who had 10-15 years of service. The lowest response was seen among staff members who had 15-20 years in 5 variables and in 3 variables among staff with 5-10 years of service.

The gender-wise analysis of library staff found that the perception was high among the female library staff in five of the eight variables and in the remaining three among the male staff members.

The study has identified eight components which constitute human relations in libraries as working conditions, work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision.

The highest human relations score is recorded in Cochin University of Science And Technology Library and the lowest human relations score is recorded in Calicut University Library.

When the major University libraries are taken together, the components work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision are contributing significantly to the human relations score. The component working conditions is not significant and is ranked last.

The component working conditions is significant only in Cochin University of Science And Technology Library which means that the other University libraries need to improve their working conditions as it has been identified as the weak area.

The contribution of the component work groups is significant only in Cochin University of Science And Technology Library whereas its contribution is not significant in the Calicut University Library, Kerala University Library and Mahatma Gandhi University Library. The weak areas need to be revitalized and improved as the human relations score is found to be highest in Cochin University of Science And Technology Library.

In the Calicut University Library, the component working conditions has been ranked last and its contribution is not significant. It is a weak area which has to be given more attention from the part of the library management. The components supervision, satisfaction with the nature of work, leadership, management policies and administration, communication, rewards and work group have contributed significantly.

The contribution of the component management policies and administration is not significant and it is ranked last in the Cochin University of Science And Technology Library. Contribution of the components working conditions, work groups, rewards, satisfaction with the nature of work, leadership, communication and supervision are significant.

In the Kerala University Library, the components, which are not found to be contributing significantly, are rewards, working conditions and work

groups. The contributions of the components, which are found to be significant, are communication, supervision, management policies and administration, leadership and satisfaction.

In the Mahatma Gandhi University Library, the contributions of the components satisfaction with the nature of work, communication, work groups, supervision, rewards and working conditions are not significant. The components which are found to be significant are leadership, and management policies and administration.

It is understood that meetings are convened periodically or on specific occasions by the University librarians. As the number of staff members is more in number, the heads of sections attend the meeting on behalf of their respective sections. The library staff who belong to the subordinate ranks have responded that meetings were not conducted regularly. Hence the subordinate staff members need to be appraised of the situation which prevailed in the organization with regard to the convening of meetings.

Opportunities should be there for the staff members of the library to interact among themselves in a healthy manner irrespective of their designations by organising various programmes of entertainment.

While assessing the user perception, the analysis of the six variables on the basis of their institutions indicated that out of the six, perception of three of them is highest in Cochin University of Science And Technology Library, two in Mahatma Gandhi Library and one in Calicut University Library.

On analyzing the perception of library users on the basis of their status, students have the highest perception in three variables each along with teachers. The lowest value is seen on four occasions from research scholars.

The gender-wise analysis of the perception of library users indicated that out of the 6 variables, female library users had high perception on 5 occasions and in 1 occasion among the male library users.

The contribution of components towards user perception score is a pointer towards certain important findings. It is seen that the contribution of the variables user-staff interaction and library service are not significant in all the University libraries taken together as well as in each of the University library taken individually. These two components are vital as far as the working of University libraries are concerned.

The contribution of the component library collection is significant in all the university libraries taken together, Cochin University of Science And Technology Library and Kerala University Library. It may be noted that the contribution of the component is not significant in Calicut University Library and Mahatma Gandhi University Library. This implies that the collection of the library needs to be made more familiar to the library users.

The library services that are ranked by the library users need to be taken into account as they have given their preferences regarding different services according to their relative importance to them. The library users should be made familiar regarding the specialised information services provided by the libraries concerned. Use of library brochures and other publicity measures may be adopted for the same. Regular sessions of user education programmes may be conducted by the libraries.

The user perception score recorded by the library users of the major university libraries is highest in Mahatma Gandhi University library and lowest in Calicut University Library.

The study has identified the components which constitute the perception of library users with regard to the functioning of libraries as library collection, arrangement of collection, library physical facilities, library services, user-staff interaction and satisfaction.

The components user-staff interaction and library services are not significant towards the user perception score of the four major universities

taken together. The components arrangement of library collection, library collection, satisfaction and library physical facilities are significant to the user perception score of all universities taken together.

In Calicut University Library, the contribution of the components library collection, user-staff interaction and library services is not significant whereas the contribution of the components physical facilities, satisfaction and arrangement of library collection are found to be significant.

The components which are not significant in Cochin University of Science and Technology Library are physical facilities, library services and user-staff interaction whereas the components library collection, arrangement of library collection and satisfaction are significant.

In Kerala University Library, The components user-staff interaction, library services and satisfaction are not significant whereas the significant components are library physical facilities, arrangement of library collection and library collection.

In Mahatma Gandhi University Library, the components library physical facilities, user-staff interaction, library collection, satisfaction and library services are not significant whereas the component arrangement of library collection alone is significant.

### **8.3 Tenability of Hypotheses**

The tenability of hypotheses based on the analysis of the collected data is presented below:

The first hypothesis states that 'human relations in University libraries will be identical'.

The findings (number 33) of the study indicate that human relations is not identical in the University libraries and that human relations score has been

recorded highest in Cochin University of Science And Technology Library. Hence the hypothesis is rejected.

The second hypothesis states that ‘user perception will not be identical in the university libraries’.

The finding of the study (number 69) confirms that the user perception is not identical and that it is highest in Mahatma Gandhi University Library. Therefore this hypothesis is fully substantiated.

The third hypothesis states that ‘the contribution of the component working conditions will be significant to the human relations of all the University libraries’.

The findings (number 34) indicate that the component working conditions is not significant to the human relations of the University libraries taken up for the study. Hence the hypothesis is rejected.

The fourth hypothesis states that ‘the contribution of the component library services will be significant in all the University libraries towards user perception’.

The findings (number 78) indicate that the component library services is not significant towards user perception. Therefore this hypothesis is not substantiated.

#### **8.4 Suggestions for improvement**

1. Working conditions is a component which is found to be not significant in all the four university libraries taken together. Hence, the major university libraries need to give attention to the working conditions of the staff members of the library in order to improve the human relations.
2. In the Calicut University Library, the component working conditions has been ranked last and its contribution is not significant. Therefore, the

different aspects related to working conditions need to be attended to with urgency.

3. The component working conditions is a dimension of job satisfaction, which if improved will indeed result in healthy and harmonious human relations among the library staff. Hence thrust should be given to the different aspects which are connected with working conditions of the library staff.
4. The component of management policies and administration is found to be a weak area in Cochin University of Science and Technology Library. Library administrators may give thrust to this area.
5. In the Kerala University Library, the components rewards, working conditions and work groups are the weak areas. Therefore the library management have to address these areas so that the performance of the staff could be improved.
6. In the Mahatma Gandhi University Library, the contributions of the components satisfaction with the nature of work, communication, work groups, supervision, rewards and working conditions are not found to be significant. As such they are found to be weak areas which may be given special consideration.
7. The concept of work groups is linked with the performance of the library staff and their cooperation among themselves. This aspect needs to be boosted, as good performance will definitely have reward in the form of appreciation either from the authorities, senior professionals or the library users
8. Rewards received by the library staff need to be the best in the business as monetary benefits too are crucial these days. There has to be enough opportunities for professional development and the library staff themselves need to be ready for updating their knowledge so that they can equip

themselves for the competitive demands of the profession which might arise in future.

9. Management policies and administration are generally designed to have proper organizational communication, welfare of the personnel and organizational development. The action of the management to achieve effective human relations in the current environment are directed at changing both the structures and functions within organizations which involves participation of employees in decision-making process. There should be adequate provisions to suitably revise the policies according to the changing needs of the institution taking into account the requirements of the staff.
10. The library staff should have satisfaction with the nature of their work as work in this profession is entirely different from other professions. Service mentality has to be the hallmark of the staff who are the torchbearers of their profession. They should have freedom to use or present ideas which might be of help to the working of the various activities which are carried out in the library. Moreover the staff members should have prospects of personal growth which includes furthering of education, participation in seminars, workshops and refresher courses. The staff need to be responsible for the activities related to the work undertaken by them and they should be able to feel a sense of achievement by doing things in their own way. Above all they should cultivate interest in the work they do which will have positive benefits both for themselves and the institution.
11. Leadership is an aspect which requires emphasis as far as a non-profit institution is concerned. Much depends upon the pattern of leadership skills exhibited by the librarian towards his subordinate staff members. The environment in the institution should be such that the subordinate staff should be able to approach their superiors to tackle a problem or any particular situation which they encountered. Likewise the superiors also

should develop a fellow feeling towards their subordinates with healthy interactions.

12. Communication is a process through which one can relate to each other. As far as organizational communication is concerned, the staff members in the library need to communicate in a healthy manner and information should flow in all directions. Official information has to be communicated from top to bottom for which regular staff meetings should be conducted. Apart from official communication, personal relationships need to be developed between individuals so that they become friends along with being colleagues or co-workers. Moreover effective communication depends upon good interpersonal relations between management and employees.
13. Supervision is an art by which the subordinate staff and their problems need to be managed. For the proper and effective management, the superior staff members need to communicate with their subordinates, develop trust, enhance job competence, have consideration and give recognition towards the work done. These activities need to be carried out in an effective manner.
14. In the meetings in which the heads of sections attend, there may be situations where information need not be conveyed or there might not be any information which might affect the lower level staff. If decisions which affect the staff members at the lower level are taken during the meetings the information to be conveyed needs to be conveyed by the middle level staff members or the superiors.
15. The components user-staff interaction and library services are not significant towards the user perception score of the four major universities taken together. Therefore these components need to be treated as weak areas. The components user-staff interaction and library services are not

significant towards the user perception score of the four major universities taken together. Hence serious attention needs to be given to the components of user-staff interaction and library services in the four major university libraries taken together.

16. In Calicut University Library, the contribution of the components library collection, user-staff interaction and library services are the weak areas to be given emphasis.
17. The components which are not significant in Cochin University of Science and Technology Library are library physical facilities, library services and user-staff interaction which need to be improved.
18. Library collection is an aspect in the library which consists of the different types of documents which comprise the collection. The library users need to be oriented about the working hours, the sections and the various features of the library so that they are familiar with those aspects.
19. In Kerala University Library, the components user-staff interaction, library services and satisfaction are not significant and hence they may be treated as weak links.
20. The library should be arranged in such a manner that it is helpful to the users who come to the library. It is seen that many users have not agreed to the fact that library is situated in a convenient place. Moreover the investigator could understand that many of the people who are part of the University campus did not use the central library of the University as it should be used. It was so as their needs were satisfied by the Department libraries. It may be noted that, then the implication should be that the central library of the University should have services or collection by which they should attract the users, 'to be the heart of the University' and that the service should be such that the users should not feel the distance.

21. In Mahatma Gandhi University Library, the components library physical facilities, user-staff interaction, library collection, satisfaction and library services are weak areas which need to be addressed for improvement of the same.
22. The physical facilities of the library should be well maintained and the library users should feel welcome to enter it. It should be dust-free and comfort should be the emphasis. Lighting arrangement and ventilation need to be given attention so that modifications can be made to the advantage of both the library staff and users.
23. Library services need to be prompt to make them effective. The services essentially make a University library different from others by their specialty. Regular means should be there to check the provision of library services in a speedy manner.
24. The interaction between the library user and staff needs to be encouraged and energized. Without proper interaction meaningful relationships cannot be built whereby user satisfaction cannot be attained. The library staff should have the frame of mind which has eagerness to help as the foremost quality.
25. The library staff members should be cordial and cooperative to the users. They should be helpful to the users who require help. Regular sessions of training programmes should be employed by the institutions concerned to the library staff. These training programmes should have sessions with topics covering management, communication, supervision and advanced library activities.
26. In the long run, concepts in Behavioural Sciences should be included in the syllabus of Library & Information Science courses run by the Departments in the Universities so that the students imbibe those aspects into them before their entry in to the profession.

27. The most important aspect of all should be that, apart from the official activities there has to be provisions for entertainment and meaningful interactions. The staff should be able to spend some time together to improve their quality of life and to discover their tastes and attitudes towards different aspects.
28. Job rotation may be followed in Calicut University Library and Mahatma Gandhi University Library so that performance and productivity of the staff could be improved.
29. Programmes like lectures, seminars, workshops or training programmes should be conducted under initiative of the university libraries so that the staff members could participate and enhance their knowledge.
30. The aptitude or interest of the employee is found to play a major role in his performance. Therefore such aspects also may be taken into consideration while work is being allotted to the staff.
31. Prospects of promotions should be there as in every other organisation. This aspect should not be a hindrance to the service-mindedness of the library staff.
32. Personnel policies should be framed for enhancing the development of the staff.
33. Delegation of power should be effected properly as different levels of management need to carry out their duties in an efficient manner.
34. Information should flow from top to bottom through proper communication channels in an effective manner. Decisions should be conveyed to the staff members of the lower level by the superiors in a timely manner.
35. Guidelines for Human Relations to improve productivity provided by Costley and others<sup>1</sup> (261, 1) will be a benefit to institutions:

**‘Treat people as Individuals**

**Make the best use of each person’s abilities**

**Tell people how they are getting along**

**Give credit when due**

**Tell people in advance about changes that will affect them**

**Be sure to keep your promises**

**Use authority with sound judgement’**

### **8.5 Suggestions given by library users**

1. The library staff should be courteous, helpful minded and willing to form a good relationship with users. While understanding the needs of the users, he/she should be aware of the activities of the community.
2. The better attitude of the staff in the library towards members is sure to become a motivational factor to the declining ‘reading community’.
3. Management should provide suggestion box in order to know the problems of the employees.
4. Political ideologies/differences should be kept out from the working area of the staff members.
5. The staff should be cooperative, helpful and give proper direction to the users.
6. Cordial, healthy relationships among the staffs themselves and with the users have to be maintained.
7. Adequate importance needs to be given to the perceptions and suggestions from the users. The participation and cooperation need to be ensured in the day-to-day functioning of the library.
8. Strict silence should be maintained for serious reading.
9. Professionally qualified and well-educated persons need to be appointed as library professionals.

10. The library users have to be attracted with modern information handling tools/services/utilities.
11. Quality circles need to be arranged among the staff to ensure their participation in the library functions and activities. Arrange get-together on a monthly basis, as it will help the staff to know each other, and also to maintain good relationships with each other.
12. Refresher courses need to be provided not only in Library Science but to the particular field in which the individuals are interested.
13. Compel the library staff to involve in various project work, or documentation that are directly related to the society.
14. Publish a journal sharing the responsibility of it by the staff of the library.
15. Sufficient training may be imparted in areas like Photography, Videography and Journalism.
16. Library has to bring the user and the staff together by conducting public programmes such as book exhibitions, talks and seminars, especially with reference to the wider use of the library facilities.
17. Cordial and helpful approach should be given to each user who visits the library for various purposes.
18. The chief of the library and superior officers in the library should create a good and happy working atmosphere to its staff.
19. The staff should keep a pleasant appearance and be user friendly.
20. The library staff should know the needs of readers and help them get maximum benefit of the library.
21. User friendly staff with good communication will improve library as a whole.

22. Service of the library staff should be more influential in order to strengthen the human relations as a way of social harmony and better understandings. They should not be lead by political principles which have timely achievements only.
23. Rigorous training should be given to all library staff including the librarians on the issue of how to create, direct and maintain human relations.
24. The library administration needs sprucing up and, the ambiance needs a redo to make it conducive to serious learning.
25. The library staff should be able to advice the user regarding matters like getting a book or to get some important information from the library.
26. The suggestion box feedback system should be improved.
27. In order to improve the system, suggestions need to be executed and the complaints should be ascertained from the end users of the library.
28. The library staff has to improve their communication skills as large numbers of students are from the states outside Kerala.
29. Drinking water facilities must be bettered.
30. If the library staff members are sincere and punctual in their job, then the relationship between the library users and library staff can be improved.
31. The authorities must ensure that, while rules are framed, it should be able to attract the users to the library. The existing rules make the library staff feel that the users are coming to the library to take away something, which they are not allowed to and the staff members were to protect the library materials very well.
32. The good relationship between the staff of the library and the users is highly significant. The dedication and cooperation among the staff is also important to make the library worth its name. The most important factor

for a good environment in the library is the awareness of the staff about availability of books.

33. Recording facilities should be made prompt. Cordial relationship between the user and library staff also enables the library to be more significant by smooth functioning.
36. The staff in the library, from the lower rank onwards, must strictly adhere to the professional ethics of Library science.
37. The library, at present offers many services apart from lending of books. The staff can interact with each user to find out the exact need of the user, and advice him/ her to avail the same by utilizing the apt service offered by the library, such as using CD-ROM or making use of WEBOPAC.
38. Cabins should be provided for self-reading with separate sections for male and female library users.
39. The information services such as audio visual materials and CD/DVDs should be provided
40. Modern facilities and other advanced methods should be introduced in the library to increase its effectiveness and efficiency.
41. In order to maintain good human relations, a joint forum of students/readers and library staff and other higher authorities related to the university could be organized.
42. The library staff should be more service-minded. There should be healthy interactions between the staff and the users of the library.
43. A reception counter should be there at the entrance in order to give information about the library and the services offered by it. In order to understand the expectations of the user from the library, a 'complaint suggestion box' should be kept before the reception counter.
44. Proper lighting facilities should be there.

45. The library staff should be more friendly, welcoming and receptive to the needs of the users.
46. The library staff should follow customer-friendly approach.
47. The staff should be pleasing and willing to help. They should guide the newcomers properly. Moreover, books in the shelves need to be kept neat, tidy and dust-free.
48. Staff should help those users who find it difficult to get books or other materials.
49. Better seating arrangements need to be there.
50. Readers' advisory services should be provided. There should be a cordial relationship between the library staff and users. Librarian should always be a 'information intermediary' in the present information glut environment.
51. The library staff must understand the function and status of university library in the midst of academic users and they must understand their needs and must provide better services and maintain warm approach towards the users.
52. The attitude of the library personnel should change as is required for any public service personnel. If they are offered training programmes in Behavioural Sciences, that could be a catalyst for better human relations.
53. The library staff should learn the art of smiling.
54. The library staff members need to help the users to locate the books on the shelf which might not be arranged.
55. A good talk may be organized about human relations with the help of an eminent person. The library staff should be aware of the importance of human relations and thereby help the visitors in a good way.

## 8.6 Suggestions for further research

The investigator feels that various studies may be attempted in human relations of library staff and perception of library users in different types of institutions.

1. Human relations of the library staff of public libraries in Kerala
2. Human relations of the library staff of special libraries in Kerala
3. A comparative study of human relations of library staff of public and special libraries could be carried out.
4. User perception studies could be taken up in public, special and other academic libraries.

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# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

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**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
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# **HUMAN RELATIONS IN UNIVERSITY LIBRARIES IN KERALA**

**Thesis submitted to the  
University of Calicut in partial fulfilment of the requirements of  
Ph.D in Library & Information Science**

**MEENA. V.**

**DEPARTMENT OF LIBRARY & INFORMATION SCIENCE  
UNIVERSITY OF CALICUT  
2007**

2/2/15 25

## APPENDICES

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### Appendix I

Dear Respondent,

I intend to collect some valuable information from you in connection with my research work on 'Human Relations in University Libraries in Kerala'. Kindly fill the questionnaire attached along with this. Your responses will be used for academic purposes only and will be kept confidential.

Thanking you,

Yours faithfully,

MEENA.V  
Research Scholar  
Department of Library & Information Science  
University of Calicut

#### PART A

(Please indicate your response with a tick mark)

Name of the Institution	:	
Designation	:	
Department/Section	:	
Age group	:	Up to 30 years 30-45 years 45 and above
Gender	:	Male Female
No of years of service	:	Up to 5 years 5-10 years 10-15 years 15-20 years 20 years and above
Educational qualification	:	
Academic		Professional
(Other than Library Science)		
BA BSc B Com		Certificate/Diploma in Library Science
MA MSc Mcom		BLISc
B.Ed M.Ed		MLISc
M.Phil		ADIS
Ph.D		M.Phil (Library Science)
Computer/IT		Ph.D (Library Science)
Any other (Please specify)		Any other (Please specify)
Computer Literacy		Yes No

## PART B

**Please record your response according to the following scale  
using a (√) mark**

Strongly Agree (SA)	Agree(A)	Neither Agree nor Disagree
(NA) Disagree(D)	Strongly Disagree (SD)	

1. Space available to perform my job is adequate (SA) (A) (NA) (D) (SD)
2. Tools and equipment required to perform my job are inadequate (SA) (A) (NA) (D) (SD)
3. Air and light are comfortable at my place of work (SA) (A) (NA) (D) (SD)
4. There are adequate provisions for non-job related facilities like rest rooms, drinking water and toilet facilities (SA) (A) (NA) (D) (SD)
5. My working area is unhygienic (SA) (A) (NA) (D) (SD)
6. Our library is the best possible place to work under the existing conditions (SA) (A) (NA) (D) (SD)
7. I understand work rules fully (SA) (A) (NA) (D) (SD)
8. The thrust of the library is to maintain friendly relations among its personnel (SA) (A) (NA) (D) (SD)
9. I do not get orientation about the latest developments in the related field (SA) (A) (NA) (D) (SD)
10. The library lacks team spirit (SA) (A) (NA) (D) (SD)
11. We get along well (SA) (A) (NA) (D) (SD)
12. We do not help each other in our jobs in the library (SA) (A) (NA) (D) (SD)
13. We encourage each other to improve the quality of our job performance (SA) (A) (NA) (D) (SD)
14. The employees of the library consider pay raises as fair and adequate (SA) (A) (NA) (D) (SD)
15. Support from library in service matters is inadequate (SA) (A) (NA) (D) (SD)
16. The library has a good leave programme (SA) (A) (NA) (D) (SD)

17. The library does not assist employees in their continuing educational programme  
(SA) (A) (NA) (D) (SD)
18. Having to work in shifts I get preference in the allotment of quarters  
(SA) (A) (NA) (D) (SD)
19. I do not have free access to the products/services of the library like the internet  
(SA) (A) (NA) (D) (SD)
20. Economic rewards are the best in the business  
(SA) (A) (NA) (D) (SD)
21. Duty leave facility for attending career improvement programmes is satisfactory  
(SA) (A) (NA) (D) (SD)
22. All the individuals in the library do not understand the objectives and policies of the library  
(SA) (A) (NA) (D) (SD)
23. Library does not formulate clear policies in all its area of operation  
(SA) (A) (NA) (D) (SD)
24. I am always informed of important changes before they occur  
(SA) (A) (NA) (D) (SD)
25. Management treats all staff equally  
(SA) (A) (NA) (D) (SD)
26. Management is bureaucratic in style  
(SA) (A) (NA) (D) (SD)
27. The employees who receive advancements and promotions are not the most deserving in the library  
(SA) (A) (NA) (D) (SD)
28. The qualified employees are allowed transfer to better jobs within the library  
(SA) (A) (NA) (D) (SD)
29. Library personnel are not posted in various positions according to their ability to perform  
(SA) (A) (NA) (D) (SD)
30. I am not allowed to set my own pace on the job  
(SA) (A) (NA) (D) (SD)
31. I am free to use my own ideas while performing my job  
(SA) (A) (NA) (D) (SD)
32. I am not able to learn new skills on my present job  
(SA) (A) (NA) (D) (SD)
33. I am able to further my education while with the library  
(SA) (A) (NA) (D) (SD)
34. I am not able to use my abilities fully on this job  
(SA) (A) (NA) (D) (SD)

35. I am responsible for decisions related to my job  
(SA) (A) (NA) (D) (SD)
36. I am responsible for planning and organizing my job  
(SA) (A) (NA) (D) (SD)
37. I have the authority to take decisions in emergency situations  
(SA) (A) (NA) (D) (SD)
38. Decisions taken by me in emergency situations are usually ratified  
(SA) (A) (NA) (D) (SD)
39. I am not included in the planning and goal setting phase of my institution  
(SA) (A) (NA) (D) (SD)
40. Accomplishment of tasks results in personal satisfaction  
(SA) (A) (NA) (D) (SD)
41. Library management is receptive to suggestions and recommendations made by all staff members  
(SA) (A) (NA) (D) (SD)
42. I enjoy my present work  
(SA) (A) (NA) (D) (SD)
43. Here, the librarian takes a decision and it is passed on to the subordinates to be implemented  
(SA) (A) (NA) (D) (SD)
44. Here, the librarian takes a decision after making consultations with the staff members  
(SA) (A) (NA) (D) (SD)
45. Staff participation in the management of the library is encouraged  
(SA) (A) (NA) (D) (SD)
46. The librarian of my library is a competent leader  
(SA) (A) (NA) (D) (SD)
47. The librarian of my library leads from the front  
(SA) (A) (NA) (D) (SD)
48. The librarian does not exhibit good communication skills  
(SA) (A) (NA) (D) (SD)
49. The librarian places high value on making group decisions that stick and wants group members to follow orders without raising questions  
(SA) (A) (NA) (D) (SD)
50. Librarian concentrates on motivating and developing individuals while achieving the highest possible level of task accomplishment  
(SA) (A) (NA) (D) (SD)
51. Informal links are maintained with the librarian apart from the formal relationship  
(SA) (A) (NA) (D) (SD)
52. The seniors in the library take active interest in their juniors and help them to learn the job  
(SA) (A) (NA) (D) (SD)

53. The seniors are not keen to guide the juniors and prepare them for the future responsibilities  
(SA) (A) (NA) (D) (SD)
54. The juniors take advantage of the delegation of authority as an opportunity for development  
(SA) (A) (NA) (D) (SD)
55. The employees in my library are afraid to express or discuss their personal problems with their superiors  
(SA) (A) (NA) (D) (SD)
56. Superiors allow employees to make decisions on their jobs  
(SA) (A) (NA) (D) (SD)
57. The superiors like employees to make decisions without first checking with them  
(SA) (A) (NA) (D) (SD)
58. Staff meetings are convened regularly  
(SA) (A) (NA) (D) (SD)
59. Informal discussions about work seldom takes place  
(SA) (A) (NA) (D) (SD)
60. Relevant information is accessible to all for enhancing their performance  
(SA) (A) (NA) (D) (SD)
61. The atmosphere in the library is very friendly and the employees spend enough time in informal social relations  
(SA) (A) (NA) (D) (SD)
62. Suggestions and guidance can be obtained from the superiors  
(SA) (A) (NA) (D) (SD)
63. Employees do not have any concern for one another and do not help each other spontaneously when such help is needed  
(SA) (A) (NA) (D) (SD)
64. Seniors in the library are aware of the problems faced by the people at lower level regarding their work  
(SA) (A) (NA) (D) (SD)
65. Employees in my library do not make an effort to find their strengths and weaknesses from their colleagues and superiors  
(SA) (A) (NA) (D) (SD)
66. Superiors do not seek subordinate participation in the day to day affairs  
(SA) (A) (NA) (D) (SD)
67. Superiors are courteous, pleasant and easy to approach  
(SA) (A) (NA) (D) (SD)
68. Superiors do not welcome criticism  
(SA) (A) (NA) (D) (SD)
69. Clear and understandable instructions are given by superiors  
(SA) (A) (NA) (D) (SD)

70. I am provided with all the information I need to do my job well by my superior  
(SA) (A) (NA) (D) (SD)
71. Superiors are reliable  
(SA) (A) (NA) (D) (SD)
72. Superiors do not give honest answers to the questions asked by the library staff  
(SA) (A) (NA) (D) (SD)
73. Superiors are effective organizers  
(SA) (A) (NA) (D) (SD)
74. Superiors are not competent to evaluate the work done by the library staff  
(SA) (A) (NA) (D) (SD)
75. Superiors are good man-managers  
(SA) (A) (NA) (D) (SD)
76. Superiors possess the technical qualifications to do their jobs well  
(SA) (A) (NA) (D) (SD)
77. Superiors are not considerate to the needs and interests of the library staff  
(SA) (A) (NA) (D) (SD)
78. Superiors genuinely look for the interests of the people in their areas  
(SA) (A) (NA) (D) (SD)
79. Good performance hardly gets appreciated in my library  
(SA) (A) (NA) (D) (SD)
80. Superiors reward those who perform their jobs well  
(SA) (A) (NA) (D) (SD)

## **Appendix II**

### **Interview Schedule**

1. Name of the institution
2. Gender
3. Educational qualification
4. Librarian since when
5. Period of service
6. Experience in any other post
7. What are the services provided by your library?
8. Does your library follow job rotation?
9. Does the top management of your library ensure that the employees enjoy their work?
10. Are you satisfied with your present job?
11. Is your library functioning effectively?
12. Do the employees have opportunities for personal growth and development?
13. Do the library staff cooperate in the ventures undertaken by the library?
14. Does the library management motivate the staff?
15. Are the employees giving their best to the organization?
16. Does the library maintain personnel policies which facilitate employee development?
17. Do you believe in delegation of power in different levels of management?
18. Do you take interest in the off-the-job problems of the employees?

19. Do you give credit for the work done by subordinates?
20. Do you welcome suggestions which are good for the organization?
21. Is there any programme to know job performance feedback of the library staff?
22. Do you frequently check upon your subordinates?
23. Do you permit them to alter the ways in which they performed?
24. Do you delegate authority to the workgroup and permit involvement in decision making?
25. Is acceptance of decision by subordinates essential for implementation?

### Appendix III

Dear Sir/Madam,

I intend to collect valuable information from you as a user of -----  
----- Library in connection with my research work on 'Human Relations in  
University Libraries in Kerala'. I assure that your responses will be used for  
academic purposes only. Your views will be kept confidential.

Thanking you,

Yours faithfully,

MEENA.V  
Research Scholar  
Dept. of Library & Information Science  
University of Calicut

#### PART A

(Please indicate your response with a tick mark)

Name of the library :  
Age : Below 25  
25-40 years  
40-50 years  
50 and above  
Gender : Male Female  
Status : Student  
Research Scholar  
Teacher  
Others  
Qualification : Degree  
P.G  
Research Degree  
Professional Degree  
Technical Degree  
Any other (please specify)  
Faculty/Section :

- Experience as a user of this library : Below 2 years  
2-4 years  
4-8 years  
8-12 years  
12+
- Frequency of library visit : Daily  
Once in a week  
Once in a fortnight  
Once in a month  
Rarely
- Hours spent in the library in a week : Half an hour  
One hour  
Two hours  
Three hours and above
- Purpose of visit : Study  
Reference  
General reading  
Research purpose  
To read newspaper  
To collect old question papers  
Any other (Please specify)
- At the library, do you : Help yourself  
Get the help of library staff  
Get the help of friends/colleagues
- Do you make use of any other library : Yes No
- If yes, please elaborate

**PART B**

**Please record your response according to the following scale  
using a (√) mark**

**Strongly Agree (SA)      Agree(A)      Neither Agree nor Disagree  
(NA) Disagree(D)      Strongly Disagree (SD)**

1. The collection of the library in my field of interest is adequate  
(SA) (A) (NA) (D) (SD)
2. The library does not generally encourages suggestions and opinions of the users while procuring reading materials  
(SA) (A) (NA) (D) (SD)
3. There is a long gap of time between the request made by the user and the availability of the document  
(SA) (A) (NA) (D) (SD)
4. The library processes(places on shelves for use of readers) the material acquired in a reasonable period of time to the maintenance section  
(SA) (A) (NA) (D) (SD)
5. The quality of reading materials is poor  
(SA) (A) (NA) (D) (SD)
6. The library has comprehensive and up-to-date collection in the following information sources:
 

Subject books	(SA) (A) (NA) (D) (SD)
General books	(SA) (A) (NA) (D) (SD)
Subject reference books	(SA) (A) (NA) (D) (SD)
Magazines(General)	(SA) (A) (NA) (D) (SD)
Newspapers	(SA) (A) (NA) (D) (SD)
Patents/Standards	(SA) (A) (NA) (D) (SD)
Manuscripts	(SA) (A) (NA) (D) (SD)
Bound volumes/Back volumes	(SA) (A) (NA) (D) (SD)
Subject journals	(SA) (A) (NA) (D) (SD)
Microfilm/Microfiche	(SA) (A) (NA) (D) (SD)
Floppy/CDs/DVDs	(SA) (A) (NA) (D) (SD)
Audio-visual materials	(SA) (A) (NA) (D) (SD)
7. The classification scheme followed in the library is easy to understand  
(SA) (A) (NA) (D) (SD)
8. The card catalogue is not helpful at all  
(SA) (A) (NA) (D) (SD)
9. The computerized catalogue is very helpful  
(SA) (A) (NA) (D) (SD)
10. The display of new books is very useful  
(SA) (A) (NA) (D) (SD)
11. The arrangement of reference books is not at all helpful  
(SA) (A) (NA) (D) (SD)
12. The arrangement of periodicals has to be more systematic  
(SA) (A) (NA) (D) (SD)



13. It is not easy to locate materials from the shelves  
(SA) (A) (NA) (D) (SD)
14. Indexing of periodicals is properly undertaken  
(SA) (A) (NA) (D) (SD)
15. Very often books needed for my study was not available in the library  
(SA) (A) (NA) (D) (SD)
16. Though in the catalogue, often books needed for my study could not be located  
(SA) (A) (NA) (D) (SD)
17. The shelf arrangement in the library is proper  
(SA) (A) (NA) (D) (SD)
18. The library is not located in a convenient place  
(SA) (A) (NA) (D) (SD)
19. The working hours of the library is convenient  
(SA) (A) (NA) (D) (SD)
20. The physical maintenance of reading materials is poor  
(SA) (A) (NA) (D) (SD)
21. The seating arrangement in the library is not adequate  
(SA) (A) (NA) (D) (SD)
22. The lighting and ventilation arrangement is proper  
(SA) (A) (NA) (D) (SD)
23. The documents in the library collection are not free from dust  
(SA) (A) (NA) (D) (SD)
24. Library provides clean drinking water facility  
(SA) (A) (NA) (D) (SD)
25. Library has good facility for primary needs  
(SA) (A) (NA) (D) (SD)
26. The library does not offer an atmosphere for serious reading  
(SA) (A) (NA) (D) (SD)
27. Cabins should be provided by the library for serious reading  
(SA) (A) (NA) (D) (SD)
28. The loan period of books is inadequate  
(SA) (A) (NA) (D) (SD)
29. Fine collected by the library is reasonable  
(SA) (A) (NA) (D) (SD)
30. Number of borrower's tickets issued is not sufficient  
(SA) (A) (NA) (D) (SD)
31. The reservation facility is very useful for the readers  
(SA) (A) (NA) (D) (SD)
32. Renewal facility by phone or letter is helpful for the readers  
(SA) (A) (NA) (D) (SD)
33. The attitude of the library staff is very cordial  
(SA) (A) (NA) (D) (SD)

34. The library staff are co-operative (SA) (A) (NA) (D) (SD)
35. The library staff are helpful by nature (SA) (A) (NA) (D) (SD)
36. The interaction between the user and the library staff is not good (SA) (A) (NA) (D) (SD)
37. Services are provided by the library staff without any discretion (SA) (A) (NA) (D) (SD)
38. Positive human relations is an essential aspects found in the professionals working in the library (SA) (A) (NA) (D) (SD)
39. Library staff helps the users in locating documents (SA) (A) (NA) (D) (SD)
40. Library staff are not user-friendly (SA) (A) (NA) (D) (SD)
41. The services provided by the library staff are to my expectations (SA) (A) (NA) (D) (SD)
42. The behaviour of the library staff affects my library use (SA) (A) (NA) (D) (SD)
43. I think I could get better service if I knew the staff (SA) (A) (NA) (D) (SD)
44. I am not making use of the library to the maximum (SA) (A) (NA) (D) (SD)
45. Library staff do not exhibit good communication skills (SA) (A) (NA) (D) (SD)
46. Internal relations between the library staff and their superiors affects the provision of service by the library staff (SA) (A) (NA) (D) (SD)

47. Indicate your level of satisfaction with regard to the following:

	Very much satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very much dissatisfied
General environment of the library					
Circulation section					
Periodical section					
Maintenance section					
Reference section					
Documentation section					
Internet section					
Overall facilities					

48. Distribute 100 points to the following facilities/services offered by the university library according to their relative importance

<b>Facility/service</b>	<b>Points</b>
Lending of books	:
Periodicals	:
Bibliographic service	:
Internet service	:
Reference service	:
Referral service	:
Indexing service	:
Selective dissemination of information	:
Current Awareness Service	:
Newspaper Clippings Service	:
Reservation service	:
Photocopying service	:
Inter-library loan service	:
Document delivery service	:
Information provision	:
Online search service	-----
	100

49. On the whole, how did you find the library?

Excellent / Good / Average / Poor / Very Poor

50. Please record your personal opinion about your perception about the library and human relations which exists in your library and give suggestions for the improvement of the same.

