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PROFESSIONAL ATTITUDES AND BEHAVIOR AMONG LIBRARY PERSONNEL IN THE COLLEGES AFFILIATED TO UNIVERSITY OF MYSORE

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ABSTRACT

Satisfaction of users is essential in increasing its scope of library services because role and efficiency of library personnel are of prime importance. The inherent qualities of an employee may develop depending upon his/her job satisfaction. Organisational atmosphere do increases his/her positive activities of rendering better and library services to users, which ultimately reflects on the image of institution. Hence, job satisfaction of an employee depends upon welfare facilities, workload, family relationship among colleagues, work environment, recognition of service and motivation. The paper is based on the survey carried out to know the job satisfaction and job involvement of the library personnel in the colleges affiliated under university of Mysore. It is a quantive empirical study based on the data collection through questionnaire from the college librarians and information professionals of 150 colleges. Besides the socio-economic and demographic characteristics of the respondents, the questionnaire consisted of questions intending to elicit the response pertaining to the job and job environment, performance appraisal system and job satisfaction of the library professionals. 120 respondents submitted their filled-in questionnaire, which accounts for a response rate of 80%. The collected data has been statistically analyzed and interpreted. The study concludes that not due importance has been given by the authorities /managementand hence a few suggestions are given to improve employees working environment.

KEYWORDS :job involvement, attitudes, professionalism, organisational c ommitment.

INTRODUCTION :

Library being a service oriented organization depends on its human resources to achieve its goals of providing adequate service to its users. Librarians are employed to perform their professional duties of satisfying the information needs of staff and students. Lack of motivation and proper funding

to provide library information resources have affected the performance of libraries in rendering qualitative service to users of the library. This has greatly affected this attitude and commitment to work. Career commitment of staff affects the quality of service they render and this consequently affects their satisfaction on the job. Work is an important aspect of an individual's life because it occupies a lot of personal time compared to any other single activity and provides the financial basis for a person's lifestyle. It is believed that satisfaction at work influences many aspects of work such as efficiency, productivity, absenteeism, turnover rates and intention to quit.

Performance Management is a process which reflects normal good management practices of setting direction, monitoring and measuring performance. Intrinsic factors such as achievement, recognition, responsibility, advancement and growth seem to be related to job satisfaction. An effective organisation will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. There is need for strong and effective motivation to make employees satisfied and committed to their jobs in academic and research libraries. Motivation is basic psychological process it is not only explanation of behaviour perception, personality, attitudes and learning. Motivation is an important element of behaviour it interacts and acts in conjunction with other cognitive process.

Luthans 1998 asserts that motivation is the process that arouses, energizes, directs and sustains behaviour and performance. That is the process of stimulating people to action and to achieve a desired task. Employee attitude relating to job satisfaction, job involvement and organisation commitment are of major interest to the field of organisational behaviour and practice of human resource management. Ranganathan's fifth law of library science tells us about the ever-growing nature of libraries to support this growth the resources must be accumulated as the expansion of physical facilities and extension of services. Thus it is necessary that library professionals should work with dedication to serve the users effectively.

Behaviour refers to various patterns of actions resorted to buy individuals in organization. Interestingly attitude may not necessarily predict human behavior. It is precisely due to the fact that there may exist attitude-behavior discrepancy rather than attitude-behaviour consistency that is why it is quite often reported that it is extremely difficult to understand ,predict and control human behavior especially in the work place. Thus the need and Importance of library professionals' attitude and behavior for better and efficient work performance needs no further emphasis.

REVIEW OF LITERATURE

Pervin, L.(2012) has made a study on the relationship between job satisfaction and organizational commitment of female college librarians. The study has been on good management consists of recognizing and working with those individual differences. Motivation has continuously been an area of interest to managers of different types of organizations including profit and non-profit based organizations with special reference to gender equation.

Ullah, I.(2012)is a study on Relationship between work motivation and job satisfaction of male college librarians is also an important study that has been conducted in corollary to the study conducted by Previn L. entitled Relationship between job satisfaction and organizational commitment of female college librarians as mentioned above. It is a study conducted on the basis of survey to find out the relationship between work, job satisfaction in college libraries among the library and information professionals on the basis of gender bias.

Juliana James(2011)In the study effective motivation of paraprofessional staff in Academic Libraries in Nigeria mentions that it is a general notion that if only management can identify other

things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rise because money only plays the role of common denominator of all things. Less time will be spent on the annual ritual of management/workers union negotiation meetings. This paper argues that the effective manager needs to recognize that different motivators are appropriate for different staff and that different staff will demonstrate differing inherent levels of motivation in setting their own targets and striving towards them.

Mudor and Tooksoon (2010) In the study entitled Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover has given a detailed description of HRM practices including professional attitudes and behaviour. Further, this paper attempts to propose a conceptual framework consisting of three human resources management (HRM) practice (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relationships among these variables. Job satisfaction played an important role to employees' turnover because it would lead employee resigned when their job satisfaction is low. The results indicate HRM practice a positively and significantly correlated with job satisfaction. On the other hand HRM practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

Scott W.E. (2009) study states that attitudes are the positive or negative feelings about the contents of individuals physical and cognitive environment. Job satisfaction is visualised as a complex several attitudes possessed by the individual. These attitudes may contribute to the morale but it relates to both intrinsic and extrinsic factors. If attitudes are positive, job satisfaction also tends to be positive. If the employees are interested in their job, they actively seek to create in them positive attitudes towards their jobs and the organisation.

Mallaiah (2009) in his study on, performance planning says that, any organisation should aim in identifying and defining the key performance areas for the employees at the individual level, provide role clarity and direction to employees through these key performance areas, provide performance feedback about the potential of employees for higher jobs in the organisation. The process for measuring outputs in the shapes of delivered performance compared with expectations expressed, as objectives. It is also concerned with inputs and processes the knowledge, skills, attitudes and behaviour required to produce the required results.

Bussing (2002) identifies three sources of commitment: the instrumental, affective and normative source. Affective commitment emphasizes attachment to the organisation; individuals put all their energy into their work, which is not expected of them. Instrumental commitment focuses on the idea of exchange and continuance. Normative commitment focuses on an employee's feelings of obligation to stay with an organisation.

OBJECTIVES OF THE STUDY

a. To access the overall and specific job satisfaction, Job involvement and organizational commitment as perceived and reported by the respondents.
b. To examine the possible overall satisfaction and organizational commitment.
c. Identify and discuss the key determinates of professional attitudes and behavior among the respondents.

METHODOLOGY:

This study is mainly based on the primary data collected from the professionals working in 150 college Libraries with the help of a pre-tested, structured, comprehensive, postal questionnaire. The

respondents were professionals working in various degree college libraries affiliated to university of Mysore. The total population considered for the current study was 150 library professionals distributed across 150 questionnaires consisted of questions intending to elicit the responses pertaining to the perceived importance and performance of 15 attributes present in the job and job environment, performance appraisal system and job satisfaction of library professionals. 120 respondents submitted their filled in questionnaire, which accounts for a response rate of 80%. Hence, the information, opinions, perceptions and attitudes of these library professionals were collected and analyzed.

RESULTS AND DISCUSSIONS:
Age wise classification of Respondents:

Any organization requires a blend of both experienced and young employees if it is to grow and march forward. The older and the experienced staff contribute to the growth of the organization with their rich experience and expertise. In addition , they can also guide new incumbents. The continous inflow of new and young professionals helps the organization to adjust to newer and advanced techniques that they have learnt in the recent past. The respondents are classified in accordance with their age as presented in table1 below.

Table1: Age wise classification of Respondents

Sl.No	Category	21-30 years	31-40 years	41-50 Years	51-60 years
1.	Librarians/Information professionals	30 (25%)	40 (33.3%)	26 (21.6%)	24 (20%)

The above table reveals that majority of Library professionals are in the age group of 31-40 years, and they account for 33.3 per cent. There is a significant presence of younger professionals in the age group of 21-30 years as well and they account for 25 per cent of the staff members in the college libraries under study. About 26 (21.6%) and 24 (20%) respondents are in the age groups of 41-50 years and 51-60 respectively.

Gender-wise distribution of respondents

Library is primarily a service oriented organization. Service organizations like banking, Insurance etc., have attracted female workers. Women are serving today in every sphere including defence, police and corporate management. In many organizations, diligent, committed and efficient services of women are often appreciated and highlighted. Against this backgroung information was collected to know the gender-wise composition of professional manpower in university libraries. Out of total 120 respondents 45 are male (37.5%) respondents, 75 are female (62.5%) respondents respectively.

Table 2: Gender-wise distribution of respondents

Sl.No.	Category	Male	%age	Female	%age
1.	Library / Information Professionals	45	37.5	75	62.5

Origin and background of respondents

It is also important to know the origin/background of the respondents. Rural or Urban background of the employees becomes significant when we analyze the performance and behavioral

aspects of employees. The background of the employee may speak of the availability or denial of certain facilities and privileges necessary for acquiring certain kind of knowledge, skill and competency. Therefore, data was collected with particular care in this regard and are presented in table.3 The table indicates that 64 (53.3%) respondents are born and brought up in the rural area whereas 20 (16.6%) and 36 (30%) respondents come from semi-urban and urban background respectively.

Table 3: Origin and background of respondents

Sl.No.	Upbringing status	No. of responses	%age
1.	Rural	64	53.3%
2.	Semi Urban	20	16.6%
3.	Urban	36	30%

Performance appraisal

Performance appraisal has been considered as a significant and indispensable tool for an organization, for the information it provides as it is highly useful in making decisions regarding various personnel aspects such as promotions and merit increases. Performance appraisal/evaluation is the systematic process of evaluation of performance by authority recognizes hard work in the organization. Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel subdivisions such as recruiting, selection, training and compensation. The respondents were asked to indicate the authority that makes performance appraisal in the organization, bases of evaluation, competence and knowledge of worker performance of the appraiser, the opinion on the system and the suggestions of the respondents to improve the system. Their responses are summarized in the table 4.

Table 4: Respondents views on performance appraisal authority

Sl.No.	Who does performance appraisal	No. of. Responses	%
1.	Head of the Institution/College	102	85
2.	Committee	10	8.3
3.	Outside experts	8	6.6
4.	Based on contributions	0	0.0
	Total	120	100.00

The above results show that 102 (85%) respondents in the library said that they are appraised by the Institution/colleges. 10 (8.3%) respondents expressed that they are appraised by the committee, 8(6.6%)respondents each said evaluation is done by outside experts.

Table 5: Issues considered during appraisal

Sl.No.	Issues considered while appraisal	No. of Responses	%
1.	Superior-subordinate relationship	04	3.33
2.	Regularity / Punctuality	18	15
3.	Work performance	70	58.3
4.	Ability to take responsibility	26	16.6
5.	No response	08	6.6
	Total	120	100.00

The above table indicates that 70 (58.3%) respondents said that performance appraisal system followed in the library is based on the work performance. 26 (16.6%) respondents were of the opinion that they are evaluated based on the ability of the employees to take responsibility.18 (15%) respondents felt that evaluation was based on regularity/ punctuality.   About 4 (3.33%) respondents stated that performance appraisal was done by considering superior subordinate relationship. The remaining eight (6%) respondents did not respond to this question.

Table 6: Opinion on performance appraisal system adopted by the library

Sl.No	Performance appraisal system adopted by the library	No.of . respondents	%
1.	Can be easily manipulated	10	8.33
2.	Has harmed your interest	16	13.3
3.	Does not reflect merit properly	13	10.83
4.	Highly subjective	28	23.3
5.	Has promoted your interest	46	38.33
6.	No response	7	5.83
	Total	120	100.00

Forty six (38.33%) of the respondents felt performance appraisal system adopted by the library had promoted their interest. About 28 (23.3%) respondents felt that it was highly subjective.10.83 per cent opined that it did not reflect merit properly and 13.3 per cent stated that it has harmed their interest, 8.33 per cent stated that the system could be easily manipulated. About 5.83 per cent respondents did not respond to this question. In all, we find from the above analysis that 45 per cent professionals in the library are dissatisfied with performance appraisal system. This is a matter for serious concern as it can affect motivation of employees adversely in a big way.

Table 7: Suggestions to improve the appraisal system

Sl.No.	Suggestions to improve	No. of. responses	%
1.	Abolish performance appraisal	09	7.5
2.	Have competent appraisers	49	40.8
3.	Change appraisal criteria	20	16.6
4.	Link appraisal with promotion	22	18.3
5.	De-link appraisal from promotion	20	16.6
	Total	120	100.00

It can be noticed from the above table that the pragmatic suggestions given by the respondents to improve the existing appraisal system include 49 (39.52%) appointing competent appraisers 20 (16.6%) changing the criteria used, and 22 (18.3%) link appraisal results with career advancement of employees. However, 20 (16.13%) of the respondents opined that de-link appraisal from promotion.

Levels of Satisfaction

Employees may report two forms of job-satisfaction, namely, subjective satisfactions with reference to differentiable aspects of the job and job environment on the one hand, and their overall satisfaction about the job on the other. The most frequently cited differentiable aspects of the job and job environment include quality of supervision, autonomy, recognition for the job well done,

responsibility, opportunity to use one's own skills, performance feedback, promotional opportunity, importance given to employees by seeking suggestions and ideas from them, amount of variety in job duties and responsibilities, and empathetic personal concern shown by the superiors.

The researcher made an attempt to elicit the perceived levels of satisfaction as indicated by the respondents in respect of the above mentioned job facets on Likert's five point scale (ranging from highly dissatisfied: 1, to highly satisfied: 5) Mean and standard deviation values for the data so collected are presented in the table below

Table 8:Levels of satisfaction

Sl.No.	Aspects	Mean	Std.Deviation
1.	The way your superiors deal with you	3.65	0.91
2.	Freedom to choose your own method of working	3.35	1.00
3.	The recognitions you get for good work	2.85	0.97
4.	The amount of responsibility given to you	3.34	0.99
5.	Opportunity to use your skills	3.33	0.99
6.	Guideline form the immediate superiors	3.23	1.07
7.	Promotional Opportunities	2.57	1.10
8.	The attention paid to the suggestions you make	2.77	1.00
9.	Amount of variety in your job	3.01	1.01
10.	Personal concern	2.99	1.11

As seen from the table 8, most of the respondents expressed their satisfaction with regard to the quality of superiors(mean 3.65; std. deviation 0.91). On the other hand, they reported only moderated level of satisfaction on respect of other job aspects such as autonomy (mean 3.35; std deviation 1.00), recognition for the job well done (mean 2.85; std. deviation 0.97), responsibility (mean 3.34; std. deviation 0.99)opportunity to use skills (mean 3.33;std deviation 0.99), performance feedback (mean 3.23;std deviation 1.07),importance given to the suggestions made by the employees (mean 2.77; std deviation 1.00), the amount of variety in job duties (mean 3.01; std. deviation 1.01), and the personal concern shown to them by their superiors (mean 2.99;std. deviation 1.11),However it is worth noting that most of the respondents were dissatisfied about the availability of promotional opportunity in their respective organizations (Mean 2.57; std. deviation 1.10)

In the ultimate analysis, it could be stated that the library staff are happy with the quality of supervision and unhappy with the promotional opportunities. Furthermore, most of them experienced moderate level of satisfaction in respect of other job facets. These observations bear sufficient implications for enhancing performance and satisfaction levels of the library professionals in the area covered by this study.

Satisfaction- overall assessment

The Library professionals were asked to give their overall assessment of their job satisfaction in the work they are doing. The opinions obtained from them are presented in the table below.

Table 9: Overall satisfaction

Sl.No	Overall Satisfaction	Respondents	%
1.	Completely dissatisfied	02	1.6
2.	More dissatisfied than satisfied	08	6.6
3.	About half and half	45	37.5
4.	More satisfied than dissatisfied	38	31.6
5.	Completely satisfied	27	22.5
	Total	120	100.00

It can be seen from the table9. That some of the respondents 45 (37.5%) expressed that job and job environment is satisfying to some extent. On the other hand, only 38 (31.6%) were more satisfied than dissatisfied in respect of job and their attitudes. However, it is worth noting that 27(22.5%) respondents were completely satisfied about the working environment of the library. Further, 8(6.6%) respondents stated that job attitudes and working conditions in the library is more dissatisfying than satisfying and 2(1.6%) were completely dissatisfied.

FINDINGS & CONCLUSION:

To Conclude majority of the respondents have staed that performance appraisal is very important and useful, table 4 to table 7.Hence it is suggested to the management of the college libraries there should be continous performance appraisal. since it is very useful in making decision regarding various personal aspects such as promotions, transfers and helps in employee motivation.

The level of the satifaction and the overall satisfaction has been cery high regarding job satisfaction table 8- table 9. However a few have sugessted that they are unhappy with regard to quality of supervisiopn and promotional opportunities, hence effect should be made to provide promotional opportunities and better avenues of work and responsibilities and looked into their personal problems so as to get the best from the employees to the organisation , library and increase their job satisfaction. Library personnel are a valuable asset for libraries to give best service to library users. Library officials and policy makers should know this fact and should construct such policies that may increase job satisfaction among library personnel to get maximum benefit from them and image of library may reflect to society. it is also concerned with inputs and processes the knowledge, skills, attitudes and behavior required to produce the required results. It is by defining these input requirements and assessing the extent to which the expected levels of satisfaction have been achieved by using skills and competencies effectively that development needs are identified. In the published literature on library management due importance has not been given to the management of employee expectations, job involvement and satisfaction in the college libraries.

The present study is an attempt made by the researcher in reporting the factors that contribute to the effective performance of the college library professionals. It is hoped that the findings of the study help the library managers in improving the working condition of library professionals. In the fitness of things, based on the need deficiency score, management of college libraries should not emphasize only hygine factors but mainly focus on the neglected factors of motivation in order to enhace the perceived levels of job satisfaction and superior job performance of college library professionals.

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