

THE HUMAN SIDE OF THE LIBRARY : A PROFILE OF MANIPUR

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An empirical study based on Herzberg's theory was conducted with the library professionals of Manipur during 1986-87 relating to job satisfaction and motivational approach towards the system. The summaries of the findings went nearly negative in almost all the areas of library service in the state. However, there are three platforms which have been slowly emerging and taking over leadership for reorientation of the library network of the state.

INTRODUCTION

Nearly 400 people are engaged in various libraries in different capacities in Manipur (Appendix I) 70% of them do not have any professional qualification and they have been working as non-technical personnel. All but some libraries are at an initial stage without proper building, proper staff, management and finances.

A survey was conducted during 1986-87 on the personnel's attitudes and experiences with the library system in Manipur. The framework of human behaviour studied by Herzberg [1]. 'Motivation-Hygiene Theory' or 'Two Factor Theory' was followed in the survey methodology. His 'hygiene' factors cover management policy and administration, supervision, relationship with supervisions, colleagues, subordinates, salaries, job security, working conditions and status. The factors are similar to Maslow's [2] 'lower order needs' (viz. physiological, security and social needs). Motivational factors related to the job itself include achievement, recognition, advancement, work itself, possibility of growth and responsibility (Maslow's 'higher order needs viz. ego and self actualisation'). These factors produce motivation and high job satisfaction. The present study is an attempt to view a cross section of practising library professionals in the above framework. It is an attempt to know their present constraints and explore the possibility of getting rid of them.

METHODOLOGY

Considering the poor academic background of the professionals and their service ranks (as most of the workers of the libraries here are generally of the lower cadre), the questionnaire was made as simple as possible and complicated details were excluded so that any employee of any grade could answer the 'hygiene part from his own day-to-day experiences and the motivational part from the maturity he has gained.

Nearly 160 copies of the questionnaire were distributed among all sections of the employees of the library (technical & non-technical). A population of 150 responded and this can not be considered complete for some studies. But for the present purpose this was considered good enough.

MANIFESTATIONS OF THE STUDY

As pointed out earlier, the present study examines the library professionals of Manipur from two angles: first through their interaction with today's library system in Manipur (based on Herzberg's 'hygiene' factors) and second, through their feedback in the form of suggestions for a better network of tomorrow (based on Herzberg's motivational factors). This analysis of the responses begins with job satisfaction as a priority.

SATISFACTION

As Table 1 illustrates, more than 68% of the respondents did not take sides with the issue, and this indicates their negative attitude towards it. The essence of their arguments on the question is: If liking a job is satisfaction, we are satisfied. But if 'satisfaction' means the 'pleasure' of achieving qualitative results in the job, it certainly is a misnomer for us because qualitative result comes only from a combination of various factors and though we are one of the variables we are not decisive'.

Undoubtedly, what they meant by 'other variables' were the same paradigms of Herzberg, that is, 'company policy and administration, supervision etc' as mentioned earlier. As Herzberg observed, any drawback in these 'extrinsic factors' cause dissatisfaction among the employees. The respondents also voiced the same feeling confidently though not very loudly. Maybe it is because of their poor professional and academic background that they adopt such a low profile.

Interestingly though the percentage of respondents was high enough (68%) on the question of dissatisfaction it was not less either (more than 52%) when the question came to best-service given. In other words, job dissatisfaction while discouraging a sizable number (47%) of employees could not prevent more than 52% of the respondents from giving their best, overcoming the dissatisfaction factors. This trend shows a very good example of work ethics.

through his 'immature' factor [3], a satisfaction has its strong roots in it. Table 2 shows Manipur's library professionals as professionals elsewhere are victims of these delicate issues. To the majority of the respondents both the authorities (65%) and the supervisors (60%) failed to appear benevolent, and subordinates (58%) loyal. It was indeed a gloomy picture when it was found that 50% of the respondents did not have good relations even with their colleagues of same level (Table 2).

The small fraction (35%) who favoured the authorities maintaining good relations with them was in the category of supervisors. It was essential for them in their self-interest to maintain good relations with the bosses. But for many (40%) it was the supervisors/incharges, not the authorities, who really matter. The choice of their preference i.e., the colleague-subordinate-supervisor-authority hierarchy however established their strong practical sense: realisation that they had to work with the first three but not with the last.

RELATION

It is a known fact that delicacies of inter-personal relations can make the working environment pleasant or unpleasant. As viewed by Herzberg through his 'hygiene' factor and by Argyris

SECURITY

An interesting characteristic of human behaviour was revealed in Table 3. This was perhaps from Maslow's 'security need' and one of Herzberg's 'hygiene' factors which made nearly 54% of the

Table 1
Job Satisfaction and Best Service Given (N = 150)

Category	Yes (%)	No (%)	Silent (%)
Satisfaction	49 (32.6)	47 (31.3)	54 (36)
Best Service	79 (52.6)		71 (47.3)

Table 2
Relation (N = 150)

Category	Good (%)	Bad (%)	Normal (%)	Silent (%)
Authority	52 (34.6)	03 (2)	39 (26)	55 (36.6)
Section Incharge	60 (40)	03 (2)	38 (25.3)	49 (32.6)
Colleagues	74 (49.3)	02 (1.3)	23 (15.3)	53 (35.3)
Subordinates	63 (42)	02 (1.3)	33 (22)	52 (34.6)

respondents admit that the authorities have been doing justice to them. Nearly 47% found the authorities' a source of inspiration in their work. This confession contradicts the responses of 65% who did not confirm good relations with the authorities earlier.

But in this case also the respondents gave much weightage to their immediate masters. 60% of them acknowledged the inspiration they received from the supervisors/incharges. (This factor, of course, may act as a motivator also).

Salary and promotion were the other 'hygiene' factors of Herzberg : which Maslow called 'security' factors. Regarding salary there was no item in the questionnaire because of the investigator's prior knowledge about the satisfactory revised pay scale (State Govt.). This was confirmed by the lower percentage of votes for a 'salary as motivator'.

The findings show that the majority of the respondents were in the age group 30-45 with more than 10 years of experience. At this stage, if 'growth' is blocked or avenues of promotion to the next higher post are meagre nothing but a series of dissatisfactions will only be left with the employees. So, this factor if rectified could inspire and motivate the employees. Table 4 illustrates that more than 66% of the respondents did not get any promotion i.e. opportunities for vertical mobility. This fact might be one of the causes which constrained a section of the employees from giving their best. A large number of this stagnant block pointed out that 'absence of career path' and 'absence of organisational growth' were the main hurdles in the way of promotion. Though small in number, it is significant that at least 16% of this frustrated section made the authorities responsible for their stagnation.

Table 3

Justice and Inspiration (N = 150)

Category	Yes (%)	No (%)	Silent (%)
Justice from authority	81 (54)	23 (15.3)	46 (30.7)
Inspiration from authority	71 (47.3)	27 (18)	52 (34.7)
Inspiration from supervisor	90 (60)	16 (10.6)	44 (29.4)

Table 4

Promotion (N = 150) and Stagnation (N = 99)

Category	Yes (%)	No (%)	Silent (%)
Promotion	50 (33.3)	99 (66)	-
Causes of Stagnation			
(i) Absence of Career path/ organisational growth	83 (83.8)	-	-
(ii) Biasness of the authority	16 (16)	-	-

The 'hygiene factors' of the employees, discussed so far, confirm the basic conflict with managerial hangover which generally prevails in an organisation like the library - the conflict between library management and decision-makers of the parent body and conflict between library management and library staff. The library management in Manipur was able to sense the actual need of the library but somehow it failed to convince the decision-makers outside the library. The roots of all the factors causing dissatisfaction as opined by the professionals in Table 5, can be traced not to library management but to decision makers in the parent body. In this connection Edward Evans [4] is a little blunt when he says that the staff often fails to understand that the library is a part of a parent body and the management is not able to go beyond the limited authority available to it. Higher levels of decision making outside the library can and does override decisions made by library administrators. The second line of conflict, was expressed distinctly in the analysis of relations (Table 2, 3, 4), shown earlier. It exhibits the reservation of the management over staff loyalty on the one hand and staff suspicion of the management integrity on the other.

The study of hygiene factors, however, leads us to the proposition that there is formidable ground for dissatisfaction.

MOTIVATOR

In the situation thus revealed, how can the library personnel be effectively motivated to produce a higher volume and quality of work? In an earlier study [6], it was pointed out that a combination of economic factors, pressure and recognition, alongwith personal feeling of success, accomplishment and self-satisfaction were dominant concerns of the employees. With this in mind let us explore how they themselves have been reacting to the motivational factors.

For a comparative study, the following two items are brought together in a single Table (Table 5). The first item was replied to by respondents when they were asked to make their suggestions for removing the present constraints. The second was in reply to the question 'which factors account for motivation? As Herzberg contends, 'hygiene factors' are those realities, absence of which causes great dissatisfaction. The first item of Table 5 may be treated in this group. But the fact to be remembered is that,

according to him, the rectification of these factors will never be motivators. Motivators are different. While the rectification of the causes of dissatisfaction will help the system in smooth running, motivational factors will generate extra energy, will power, enthusiasm among the workers for improving the quality and quantity of work. The second item in Table 5 belongs to this category.

It has been observed that a large number of respondents, though a majority of them were being deprived of personal promotion and/or opportunity for growth as shown earlier, were on the side of improving the 'working environment' by suggesting appointment of more staff, purchase of more reading materials, setting up of proper library blocks/buildings with modern furniture, equipment etc. It is quite a mature way of professional thinking. (And this inference helps to modify the first-hand finding [7] that the library professional here lack any idea of professionalism). It is obvious that no one even after getting a handsome pay packet will be professionally happy if the working environment is not healthy. Some inferences could also be drawn in the analytical observation of the motivational factors. The preference pattern of the majority went undoubtedly for 'work itself' and its related items viz. responsibility of the work, working environment etc. Of course, here they (36%) could not ignore their personal benefits such as 'opportunity for training and growth', which was quite usual.

The choice of the majority for 'work itself' and 'working environment' as the *prima facie* factors for better library network in the state, has anyway confirmed the McGregorian line [5] of Theory Y: 'The average human being does not inherently dislike work; depending upon controllable conditions, work may be a source of satisfaction (and will be voluntarily performed) or a source of punishment (and will be avoided, if possible)', and 'the average human being learns, under proper conditions, not only to accept but to seek responsibility'. The library personnel of Manipur have also corroborated the other finding of McGregor's 'Theory Y' which sounds almost prophetic: 'avoidance of responsibility, lack of ambition, emphasis on security are generally consequences of experiences, not inherent human characteristic'.

Table 5

Hygiene and Motivational Factors (N = 150)

(1) Factors Needed for Removing Dissatisfaction	No. (%)	(2) Factors Needed for Motivating personnel	No. %
More staff, reading materials, equipments, furniture	79 (52.6)	Work itself	73 (48.7)
More cooperation from staff	72 (48)	Responsibility	57 (38)
More attention from authorities	46 (30.7)	Growth (Training etc)	54 (36)
Proper library buildings/Block	41 (26.3)	Working environment	47 (31.4)
Reader's initiative	22 (14.7)	Recognition	33 (22)
Personal promotion/ Training facilities	21 (14.)	Salary	22 (14.7)
		Participative Management	16 (10.7)

CONCLUSION

This study highlights the poor state of affairs in the library network in the state which have affected the professionals seriously. There seems to be lack of social awareness about the role of the library. The network also failed to receive liberal government support.

Every cloud, it has been said, has its silver lining. There are at least three platforms which can play a significant role in improving the library network and its manpower:

1. The revival of the Manipur Library Association with new vigour under the new leadership of young enthusiastic professionals promising fresh impetus to the library movement in the state. Its endeavour of bringing people from different fields on issues connected with library and information services through seminars/conferences is an encouraging attempt for establishing social awareness. Besides its programme of opening a certificate course in library science and of persuading the government of Manipur to introduce library legislation in the state gives new hope to the movement.

2. The establishment of a Department of Library and Information Science at Manipur University. Every year the department will be producing a set of future library personnel. It is expected that they will be the torch-bearers. Through them the society, which is still unaware of the implications of library service and the importance of library professionals, will become conscious. And this social consciousness will help library service in the state to grow.

3. The North-Eastern Council (NEC) at Shillong. It has been planning to create a Regional Centre for library and information services with explicit responsibilities of framing policy, guidelines and other measures to create awareness and develop a network of library and information services throughout the region. It is expected that under the auspices of NEC, a Sub-Centre will be set up in Imphal through which professionals here will be getting further scope to develop the library system in Manipur keeping track of other parts of NER. One of the proposed objectives of NEC [8] is to support and provide active encouragement for the development of facilities for education and training in library

and information science and information technology. And to implement this objective NEC will

- provide scholarships for education and training in library and information science
- support research projects in library and information science
- sponsor conferences, symposia, seminars & workshops etc. in library and information science.

The above possibilities, if implemented fairly and administered rationally may ensure a great change. And in that changed environment library professionals will certainly find avenues for growth. Growth of professional will in turn help develop the library system which finally will make the introduction of library legislation in the state a distinct possibility. Meanwhile library professionals in their own interest should start developing more positive thinking to channel their energies.

REFERENCES

1. Evans, G.E.: Management Technique for Librarians. 2nd ed. NY, AP, 1983, p.185.
2. Ibid, p 177.
3. Ibid. P. 183.
4. Ibid. p. 13.
5. Ibid. p. 180.
6. Lahiri, R.: The Human Side of the Library: A Study of Theory and Literature. *Annals of Library Science and Documentation* 1987, 34(2), 41-51.
7. Lahiri, R.: The Problems of Library Professionals in Manipur: A Brief Study. (Paper presented at the first state level seminar on the 'Movement and standard of Libraries in Manipur' held on August 11-12, 1987, organised jointly by Manipur Library Association, Manipur State Kala Academy and Department Art & Culture, Govt. of Manipur).
8. Quoted from document presented for discussion in the Vice-Chancellor's Conference (NER) at Manipur University held on 9th May' 87.

PROFESSIONALS OF LIBRARIES OF MANIPUR

Categories	Nos.	No. of libraries	Staff each college library average	With prof qualification	Without prof qualification	Total staff
*1 Affiliated Colleges (Govt.)	27	27	07			
Affiliated Colleges (Govt. Aided Private)	07	07	07	30	269	299
Affiliated Colleges (Non-Govt) Aided Pvt)	05	05	05			
Permitted private College	10	10	05			
**2 University Library	01	01	-	24	24	48
3. PUBLIC LIBRARIES (State Cent-1 District Libraries-5 INA Liby-1)	07	07	-	12	43	55
4. OTHER LIBRARIES				10	10	20
				76	346	422

*1) Report on the working of the College Development Council Manipur University (June 16, 1986- June 16, 1987)

**2 Information about the staff-positions of college libraries provided by Dean of Colleges MU is provisional (not filled up)

** MU library record

QUESTIONNAIRE

1. Name of your Institution:
2. Designation: Qualification.
3. Age:
4. Date of joining & total period of service:
5. Were you given any promotion & how many times? Yes/No
Once/twice/thrice
6. What factors account for your promotion? (Mark /)
 - a) Seniority
 - b) Job performance
 - c) Organisational Expansion
 - d) Others you feel

What factors do you account for your stagnation in the present position? (Mark /)

 - a) Poor job performance
 - b) Absence of career path planning
 - c) Bias of authorities
 - d) Others you feel
7. Are you satisfied with your job/position Yes/No
8. What factors motivate you to work (Mark /)
 - a) Work itself is interesting,
 - b) Recognition of work,
 - c) (from readers, authorities, colleagues)
 - c) Responsibility on the job;
 - d) Sense of achievement;
 - e) Cordial relation with the authorities, colleagues, subordinates (i.e. pleasant environment),
 - f) Opportunity for growth & advancement (i.e. training facilities, promotion, etc.)
 - g) Participation in decision making.
 - h) Salary & other benefits.
9. Which factors account for the dissatisfaction with your present job? (Mark /)
 - a) Work is boring, not suited to the nature of mind,
 - b) Lack of job clarity,
 - c) Lack of job variety;
 - d) Lack of responsibilities on the job,
 - e) Lack of recognition (from readers, authorities, colleagues),
 - f) Lack of promotion,
 - g) Lack of opportunities for further training,
 - h) Bad work environment,
 - i) Bad relation with the authorities,
 - j) Partial treatment and negligence from the authorities

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10. Do you think you are giving your best to the Library?
(if 'no' give at least two reasons) Yes/No
11. What in your opinion needs to be done in order to enable you to give your best to the Library?
(list at least three points)
 - 1.
 - 2.
 - 3.
12. What's your relation with
 - i) Authorities Good/Bad/Normal
 - ii) Section Incharge Good/Bad/Normal
 - iii) Colleagues Good/Bad/Normal
 - iv) Subordinates Good/Bad/Normal
13. Do the authorities always do justice to you?
(if 'no' give at least one instance) Yes/No.
14. Do you get any inspiration/
suggestion/guidance from
 - i) Your senior colleagues? Yes/No
 - ii) Your authorities? Yes/No

Signature.....

Full Name.....

(in capital letter)

Along with the questionnaire, the directive of the study is to be made clear, adding that it is purely of an academic work and must ensure to the respondents that the information disclosed by the individuals *will be strictly treated as confidential*.