

Sound organizational climate in University Libraries: a study with reference to Mahatma Gandhi University Library, Kottayam

Sujatha R

Assistant Librarian Sel. Grade, Mahatma Gandhi University Library,
Kottayam, sujathasasi@gmail.com 91-9495654679

Dr. P Ganesan

Assistant Librarian, Alagappa University,
Karaikudi. gharieni2003@yahoo.com 91-9865621121

Laila T Abraham

University Librarian i/c, Mahatma Gandhi University Library,
Kottayam, lailababu@gmail.com 91-9447568044

Abstract: For any organization, whether it is business, educational, corporate, the climatic condition should be conducive. A sound organizational climate is very much essential for any organization in order to achieve the goals. If the organization has a sound climate, it will induce the employees' skills and these employees are the real executors for success of any organization. A positive climate enhances the involvement in assigned job. In these circumstances, an attempt is made to study the existing organizational climate at Mahatma Gandhi University Library by surveying with the library professionals. In this study, organizational climate factors, such as physical facilities, infrastructure, human relations, professional development, and job satisfaction have been studied and found that the factors like physical facilities, measures for professional development, rewards and transportation facilities have to be strengthened for developing a sound organizational climate in M G University Library. Suggestions have been made for making a conducive organizational climate and thereby increasing the overall productivity of the Library.

Keywords: Organizational climate, University Library, Library professionals, Communication, Leadership, Commitment.

1. Introduction:

Sound organizational climate plays major role in achieving the goals of the organization. University library is a knowledge resource centre and should have conducive climate to enhance the skills of its employees. It should maintain a good atmosphere to the user community also because they are spending most of their time in the library for their academic and research activities. The physical environment, organizational structure, motivation, training, giving chance in decision making are some of the factors of the organizational climate. These climate factors are interrelated and by improving all these factors, a sound organizational climate is possible. Hence, it is very important to create a good environment to provide best services to the user community, which is the ultimate goal of any library. In this connection, an attempt is made to study the organizational climate in Mahatma Gandhi University Library by conducting survey among the library professionals, and the findings and suggestions drawn from the study are given at the end of the paper.

2. Organizational Climate:

. Organizational climate is often referred to as the atmosphere, surrounding milieu, environment and culture etc. (V.S.P.Rao). It is similar to the personality of a person. Just like each person has a character of his own, each organization has an organizational climate which distinguishes it from other organizations (George Rodriguets). It is like the air in a room. We cannot see it or touch it. But it is there. It can be compared to the description of the weather and the way in which the climate of a geographical region results from the combination of environmental forces. It has a deep influence on the attitude of organizational members. Organizational climate encompasses all those behaviors that permit cordial interpersonal relationships among staff of an organization or institution (Idogho).

The organizational concept is the quality of the working environment. It influences the physical environment, infra-structure, human relation, commitment and work motivation of the individuals and affects almost everything in an organization.

3. Review of literature:

Literature review finds that a number of studies have been conducted to explore the need for a sound organizational climate. George Rodriguets³ through the survey among 72 library professionals working in professional college libraries in Mangalore shows that job security, performance evaluation and guidance, appointments and promotions plays positive roles in the level of satisfaction, while responsibility and decision making aspects play the negative role (George Rodriguets). Idogho⁷ conducted a study on Academic staff perception of the organizational climate in Universities in Edo State, Nigeria among 1025 participants from three universities and participants were favorable about the academic climate. Bolarinwa⁵ pointed out that information is vital for librarians and in acquiring, processing and disseminating the information, also he stressed that good communication is must and barriers in communication will lead for low productivity. Sadullah and Selahattin Kanten⁸ conducted a study to investigate the relation between organizational climate safety and safety behaviour of the staff. The study found that safety and training, absence of work pressure, maintenance and spares were the factors that influence the safety behavior positively whereas communication factor influences the safety behavior negatively.

4. Profile of Mahatma Gandhi University Library:

Mahatma Gandhi University Library was established in 1989 and is a central facility to support the teaching and research needs of the University. The library is fully automated using the software KOHA. The MG University Open Access Digital Archives provides access to the full text of all the theses awarded by the University. This digital archive is the first of its kind among other Indian Universities and has got national and International recognition. INTUTE, the consortium of UK based Universities has rated this archive as one of the best research resources. The Library has a book collection of about 55000, 300 print journals, 8500 e journals, 2500 + e books, and also access to many databases like EBSCO, PROQUEST, CMIE, J Gate etc. The library has 1875 digitally archived doctoral theses from various disciplines. The internet facility

is opened to all members of the library free of charge. 35 computer terminals have been arranged for this purpose. The Dewey Decimal Classification Scheme is followed in the Library. The library has 4000+ active library members which include Teachers, Research scholars, students of University Departments and Affiliated Colleges etc. Recently the library has introduced Graduate membership also through which any graduate residing in the State can become a Library member. There are 18 Department Libraries and 4 Study Centers under M G University.

5. Objectives

Following are the objectives framed for the present study

1. To understand the existing organizational climate
2. To study the organizational climate factors such as physical facilities, Infrastructure facilities, human relational factors like communication, cooperation, motivation, training and job satisfaction
3. To measure the influence of organizational climate on the commitment of employees.
4. To offer suitable suggestions to develop a sound organizational climate.

6. Scope and limitations:

This study will help to make a change in the existing organizational climate and energize the employees to give better services to users. The study is restricted to the permanent library staff of the University Library.

7. Methodology

As the study is confined to the organizational climate of the university library, only the staffs presently working in the university library are taken for the present study. The data were collected from the library professionals in the University through questionnaire and interview method. The questionnaires were distributed among all library staff of university library. The collected data were tabulated and analyzed using MS-Excel.

8. Analysis

All questionnaires distributed among the respondents have been received and analyzed using percentage analysis. The analyzed part is displayed as tables with interpretation.

8.1 Gender wise distribution of respondents

Gender is one of the socio-demographic variables. Gender-wise distribution of respondents is displayed in the Table 1.

Table 1: Gender-wise distribution of Respondents

Sl.No	Gender	Number of respondents	Percentage (%)
1.	Male	17	60.8
2.	Female	11	39.2
3.	Total	28	100

From the Table 1 it is found that 60.8% of respondents are males and rest of them are females.

8.2 Qualification-wise distribution

Qualification is also one of the socio-demographic variables and qualification plays major role, which is important for further promotion and acquiring knowledge on the subject. Qualification-wise distribution of respondents is displayed in the Table 2.

Table 2: Qualification-wise distribution of Respondents

Sl.No	Qualification	Number of respondents	Percentage(%)
1.	BLISc	3	10.7
2.	MLISc	25	89.3
3.	UGC NET	13	46.4
4.	Ph. D	1	3.6
5.	Technical	6	21.4
6.	Doing Ph. D	9	32.1

(Note: The respondents have more than one qualification, total percentage exceed 100)

Table 2 shows that majority of the library staff have M LI Sc (89.3%) as qualification. It is also noted that only one respondent (3.6%) has acquired Ph.D, 32.1 % are pursuing their PhD, and 46.4% have qualified National Eligibility Test (NET) conducted by University Grants Commission (UGC) for the purpose of Assistant Professor, Assistant Librarian, College Librarian and 21.4% are technically qualified. From the table, it is interesting to note that out of 28 respondents, 9 of them have registered for Ph.D and one has acquired Ph.D. This shows that library science professionals are showing interest in pursuing the PhD, which is the highest qualification in the academia.

8.3 The organizational climate at M. G. University Library

The following tables show certain important factors of the organizational climate at M. G. University Library.

8.3.1 Physical Facilities

Physical facilities such as location of building, space, arrangement of Sections are very important for library, since the library is a growing organism as per the fifth law of Dr. S. R. Ranganathan. The respondents' view on physical facilities were collected and listed in the Table 3.

Table 3: Physical facilities

Sl.No	Particulars	Good	Moderate	Poor
1.	Location of the Library	3(10.7%)	11 (39.3%)	14 (50.0%)
2.	Library building	1 (3.6%)	9 (32.1%)	18 (64.2%)
3.	Library plan	2 (7.1%)	10 (35.7%)	16 (57.1%)
4.	Space in the Library	3 (10.7%)	10 (35.7%)	15 (53.6%)
5.	Utilization of space	3 (10.7%)	12 (42.9%)	13 (46.4%)

6.	Arrangement of Sections	5 (17.9%)	14 (50.0%)	9 (32.1%)
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The Table 3 shows that 50.0% of the Library staffs are of the opinion that the location of the library is poor. It may be due to its distance from the main entrance of the University and also the location on a hilly area. Similarly for library building and library plan also, majority of the respondents (64.2%) and (57.1% have stated as poor. From the results, it seems that the depth of fifth law of library science had not been considered at the time of construction of the building. This may be because, at the time of establishment of the University, number of affiliated colleges and courses were fewer under M. G. University. With the introduction of more courses, the book collections also have increased for which sufficient library space is necessary. It is also identified that (53.6%) are of the opinion that the library space is poor followed by 46.4% have the opinion that the utilization of space is poor. About the arrangements of sections, (50.0%) of them have opined that it is moderate. About the arrangement of Sections, 50% are of the opinion that it is moderate. This shows that the arrangement of Sections is not done properly utilizing the available space.

8.3.2 Infrastructure

Respondents' responses on available infrastructure facilities have been collected and the analyzed result is displayed in the Table 4.

Table 4: Infrastructure

Sl No	Particulars	Good	Moderate	Poor
1.	Library furniture	7(25%)	15(53.6%)	6(21.4%)
2.	Furniture for each section	9(32.1%)	14(50%)	5(17.9%)
3.	Furniture for staff	10(35.7%)	11(39.3%)	7(25%)
4.	Computer for each section	7(25%)	12(42.9%)	9(32.1%)
5.	Internet facility	21(75%)	7(25%)	0
6.	Printer and Scanner	13(46.4%)	11(39.3%)	4(14.3%)
7.	Xerox	16(57.1%)	12(42.9%)	0
8.	Lighting & ventilation	3 (10.7%)	11(39.3%)	14(50%)
9.	Air condition	2(7.1%)	11(39.3%)	15(53.6%)
10.	Drinking water	4(14.2%)	10(35.7%)	14(50%)
11.	Refreshment facilities	1(3.6%)	8(28.6%)	19(67.9%)
12.	Cleanliness	1(3.6%)	9(32.1%)	18(64.3)

Table 4 tells about the infrastructure facilities available in the library. Most of the respondents (53.6%) and (50.0%) have moderate opinion on library furniture and furniture for each section and 39.2% stated moderate for staff furniture. Whereas for Internet facility, Printer and Scanner and Photocopying service, (75.0%), 46.4%, and (57.1%) have rated well. The facilities like lighting & ventilation, air condition, drinking water, refreshment facilities and cleanliness are rated as poor. This is due to the limitations in the plan of the library building itself.

8.3.3 Human Relations

Human relation is very much necessary in any organization to increase the output of the results. In this regard, data has been collected from the respondents and analyzed. The analyzed results are shown in the Table 5.

Table 5: Human Relations

Sl.No	Particulars	Good	Moderate	Poor	Total
1.	Communication between Authority & staff	15 (53.6%)	10(35.7%)	3(10.7%)	28
2.	Motivation from Superiors	10 (35.7%)	11(39.3%)	7(25%)	28
3.	Relationship among library staff	6(21.4%)	9(32.1%)	13(46.4%)	28
4.	Relationship among library staff of each Section	12(42.9%)	14(50%)	2(7.1%)	28
5.	Cooperation between authority & Staff	11(39.3%)	13(46.4%)	4(14.3%)	28
6.	Friendliness & cooperation from Superiors	8(28.6%)	15(53.6%)	5(17.9%)	28
7.	Cooperation among library staff	10(35.7%)	13(46.4%)	5(17.9%)	28
8.	Knowledge sharing among staff	4(14.3%)	12(42.9%)	12(42.9%)	28

Table 5 shows that that the communication between authority & staff (53.6%), superiors and subordinates are good. Regarding motivation, only 25% stated as poor and about the relationship among staff, 46.4% are of the opinion that it is poor, which warrants that cooperation and knowledge sharing among library staff have to be improved. The relationship among library staff of each Section, cooperation between authority and staff, friendliness and cooperation from superiors are not bad. But altogether, the human relationship in the University Library has to be improved as the success of any organization is due to its employee's cooperation and team work. Similarly, the knowledge sharing among staff should be enriched. There should be discussion among the authority and staff about the latest technological developments so that the services of the library can be made much more qualitative.

8.3.4 Professional Development

Data regarding Professional development has been collected from the respondents and results of the analysis are displayed in the Table 6.

Table 6: Professional development

Sl.No	Particulars	Yes	No
1.	Does your library organize programmes for professional development	16 (57.1%)	12 (42.9%)
2.	Do you get opportunities to attend training programmes?	17 (60.7%)	11(39.3%)
3.	Are you satisfied in the duty leave and incentives to attend conferences and seminars?	14 (50%)	14 (50.0%)

4.	Do you get study leave with all allowances for attaining higher degrees?	6 (21.4%)	22(78.6%)
5.	Does your library provide regular training in latest developments in IT?	5(17.9%)	23(82.1%)

Table 6 indicates that the library staffs are not fully satisfied with the measures for professional development. The library should organize more in-house programmes for increasing the technical know-how of the library staff. Even though, the library is fully automated, to absorb its maximum benefits, the staff should be aware of the advanced technologies. Majority of the staff (78.6%) have the opinion that they are not getting study leave and allowances for higher studies, will get frustrated, which leads to low morale and unwillingness to work.

8.3.5 Job satisfaction

The table (7) showed below shows the job satisfaction level of University Library staff.

Table 7: Job satisfaction

Sl.No	Particulars	Satisfied	Somewhat satisfied	Unsatisfied	Total
1.	As a Library professional	17(60.7%)	8(28.6%)	3(10.7%)	28
2.	Working hours	19 (67.9%)	7(25%)	2(7.1%)	28
3.	Mode of work in the Section	20 (71.4%)	7(25%)	1(3.6%)	28
4.	Salary	22 (78.6%)	4 (14.3%)	2(7.1%)	28
5.	Designation	20 (71.4%)	6 (21.4%)	2(7.1%)	28
6.	Promotion	11 (39.3%)	9(32.1%)	8(28.6%)	28
7.	Job transfer	9 (32.1%)	10(35.7%)	9(32.1%)	28
8.	Job security	17(60.7%)	9(32.1%)	2(7.1%)	28
9.	Job rotation	5(17.9%)	8(28.6%)	15(53.6%)	28
10.	Transportation & accommodation facilities provided	2(7.1%)	6(21.4%)	20(71.4%)	28
11.	Leadership style	8(28.6%)	6(21.4%)	14(50%)	28
12.	Rewards	3(10.7%)	10(35.7%)	15(53.6%)	28
13.	Role in decision making	9(32.1%)	9(32.1%)	10(35.7%)	28
14.	Support from Authorities	10(35.7%)	12(42.9%)	6(21.4%)	28
15.	Appreciation & recognition from superiors	10(35.7%)	13(46.4%)	5(17.9%)	28
16.	Work freedom	17 (60.7%)	8(28.6%)	3(10.7%)	28
17.	Adoption techniques and technology in your Section	13 (46.4%)	13(46.4%)	2(7.1%)	28
18.	Mutual trust among staff	8 (28.6%)	16(57.1%)	4(14.3%)	28
19.	Performance appraisal	9 (32.1%)	13(46.4%)	6(21.4%)	28

The above table 7 reveals that the employees are satisfied in the library profession. In the case of working hours, mode of work in the section, salary and designation, majority of the staff are satisfied. In the case of promotion, 39.3% are satisfied. 32.1% are somewhat satisfied and 28.6% are not satisfied at all. This may be due to the disparity in promotion and pay scales. The

deserved persons should be given the due promotion and parity without delay. Majority of the staff noted their desire for a good leadership.

9. Findings

The following are the major findings of the study

- From the analysis part, it is found that out of 28 respondents, one respondent acquired Ph.D. and 9 are pursuing, which is slightly more than one third of the respondents.
- Regarding physical facilities such as location of library, plan, building, space and utilization were poorly rated and majority (50.0%) rated moderate for arrangements of different Sections.
- Majority of the respondents have good opinion about the library furniture, Internet facilities and photocopy, whereas the respondents showed their dissatisfaction in the lighting and ventilation facilities, refreshing facilities and cleanliness of the library.
- Although the communication and cooperation between authority and library staff are good, majority of the respondents showed their desire to improve the interpersonal relationship among library staff.
- The respondents noted the importance for career advancement by providing measures for participating in seminars & workshops and also for attaining higher degrees.
- Majority of the respondents are satisfied in the library profession, salary, working hours, job security and work freedom. But in the case of promotion, job rotation, rewards, decision making, leadership style and transportation facilities, majority of the respondents showed dissatisfaction.
- The Inevitability of an organizational climate change is felt from the overall opinions of the respondents.

10. Suggestions

- The study revealed that the overall physical facilities of the University Library are poor and there is no provision for further extension of the library building. If the employees are placed in a clean, safe, comfortable and pleasant environment, his/her morale will be high resulting in high productivity. Employees feel suffocated if they compel to work in a congested environment. There should be ample space to do the job free from noise and dust. These demands for the construction of a new, well planned University library building in an accessible location.
- The study indicates that the inter personal relations among library staff should be revitalized as it has influence on the organizational climate. Usually, people desire to be continuously associated with others. An isolated employee dislikes his job, which in turn will affect the personality of the organization.
- The study points out that the superiors should listen to subordinates' views and confirm their participation in decision making. It will promote the feeling of belongingness and they feel that they are an integral part of the library. The superiors should display friendliness, respect and warmth towards the subordinates.
- To increase the morale of Library staff, responsibility and work freedom should be given. This will boost the commitment level of the employees.

- Encouraging the employees to pursue higher studies such as M.Phil. and Ph.D. with leave and salary will help the professionals to develop professional activities.

11. Conclusion

The study leads to the conclusion that a University Library should create an organizational climate that nurtures the prerequisites of its employees. To release the maximum potential of an employee, a stimulating work environment is essential. The employees in the library should feel comfortable, secure, and confident. The working conditions and the physical space characteristics influence organizational climate. An employee working in a clean, quiet and safe environment will have a favorable perception of the organizational climate. There should be good interpersonal relationship between librarian and staff. Employees should be respected and appreciated. They must be rewarded with promotions and monetary benefits. They should feel a sense of belongingness to the library. Good physical atmosphere, salary, job security, recognition, rewards etc will lead to job satisfaction which in turn will lead to a sound organizational climate. A happy and satisfied individual in a conducive climate can make others also happy and thus can fill the 'surrounding air' with positive energy.

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