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Job Analysis of Library Professionals in University Libraries in Kerala

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ABSTRACT

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. The library professional has witnessed a paradigm shift and phenomenal change in the job description and job analysis. The purpose of this paper is to conduct a job analysis among the library professionals in University libraries in Kerala. The survey was conducted using a questionnaire. The respondents were library professionals of University libraries, Campus Library, Study centers and Department libraries of University of Kerala and Mahatma Gandhi University. Likert scales were used in the questionnaire for measuring the opinion of respondents. The results revealed that the highest motivating factor among library professionals is job security in Kerala University Library and promotion in MG University Library. Also, analysis shows that the majority of the staff are skilled in library classification and cataloguing and have less skills in reprographic services. The study concludes with recommendations to librarians for ensuring effective methods for job satisfaction among library professionals.

Keywords: Job analysis, University libraries, Library professionals, Kerala university library, Mahatma Gandhi university library

INTRODUCTION

Human resource professionals and consultants use job descriptions and job analyses as basic building blocks for many human resource (HR) functions, including recruitment and hiring, performance evaluations, and salary ranges (Levine *et al.,* 1988). Reliable job analysis assists in decision making by providing considerable support to all human resource management practices (Chang and Kleiner, 2002). Before informed decisions can be made about recruitment and development needs, compensation plans, training and career development objectives, performance management systems, and job design, data must be collected and analyzed. The technique used to acquire the data necessary to make informed decisions is called job analysis.

At present, the situation of libraries is changing with ICT application along with the job description and job specification. Changing the nature of libraries in the way of services offered, information gathered, stored, retrieved and disseminated has become very vital. Modern ICT enabled sources and services have increased the need and practice of job analysis. Job analysis requires maximum possible data to bring together a job description and job specification which is

the recurrent result of job analysis (Evans and Alire, 2013). Apart from this, recruiting procedures, position, postings and advertisements, performance development planning within the performance of management system are also included as additional outcomes of job analysis. In job analysis the important aspect is that it conducts special analysis of the job but not of the person. Here vital data might be gathered from the working incumbents through a wide variety of ways viz. interviews, questionnaires etc. but the outcome of the concerned analysis is indeed a description or specifications of the particular profession, not a description of the person who possesses the job.

REVIEW OF LITERATURE

Cherinet (2018) conducted a study and revealed that some of the roles and skills required by librarians are evolutionary, while others are revolutionary, but the ultimate future role of librarians is to change knowledge revolution into society through re-socializing and shaping the young generations. The result also confirmed that a synergy of passion, knowledge, skills and cultural intelligence yield blended librarians that fit the future library landscape. To be a librarian is more than just equipped with knowledge and skills; it requires passion and solid discipline. For librarians, unlearning is equally relevant to skills like learning.

Mouza and Grigoriadou (2016) conducted a study on the topic "Job analysis of academic librarians in Greece: Investigating differences among institutions regarding obligations and responsibilities" and revealed that no significant differences regarding importance of duties while many differences were detected across all main categories regarding difficulty. Differences were also recorded concerning the frequency of duties for some of the subcategories under general and collection management, materials organization and the subcategory cultural events and programs. Finally, professional duties represented 86 percent of total duties, indicating the necessity of professional librarians for the effective management of their responsibilities.

Singh and Gupta (2015) in their study had examined the relationship among and the generational differences for job involvement, organizational commitment, professional commitment, and team commitment. A structured, closed questionnaire was used to obtain data from the employees of different organizations. In the analysis, it was found that there was a significant difference among younger and older generations in terms of their mind-set, work values, longing for promotion and the significance of work. The study suggested that job involvement has a positive relationship with organizational commitment and professional commitment. The employees who have attachment towards organizations have high job involvement while employees with more professional commitment show less job involvement and normative commitment. It is essential for leaders to maintain a positive work to reach organizational efficacy.

Job analysis study conducted among Korean academic libraries by Kim and Lee (2011) surveyed levels of frequency, importance, and difficulty of duties in the field of academic libraries and average values for each duty were compared and analyzed to prepare a duty model and action plan. A basic library duty model representing the rapidly changing information technologies and information types of Korean academic libraries based on the job analysis was thus presented with considerable caliber. It is hoped that through this process, university libraries will be able to optimize human resources management and achieve efficiency in organizational management. It would also create materials to support education/training and performance management, which would ultimately help in the process of the rationalization of their operation.

OBJECTIVES OF THE STUDY

The major objectives of the study are:

- To study and analyze the job description of library professionals to manage libraries.

- To identify the skills and ability among the library professionals.

- To analyze the motivating factors of library professionals in their job.

- To identify the problems faced by the library professionals while working in the library.

METHODOLOGY OF THE STUDY

The population selected for the study includes library professionals in Kerala University Library and Mahatma Gandhi University Library. For this study, library professionals of University libraries, Campus Library, Study Centers and Department libraries of both Universities were selected. As the population comprises one hundred and sixty-three library professionals, a census method is adopted for collecting data. Data should be gathering through a structured questionnaire with open ended and closed ended questions. The questionnaire consists of 34 questions. Five-point likert scale was used in the questionnaire for measuring the opinion of respondents. First section is related to personal data and others are related to job analysis.

ANALYSIS

This section deals with statistical analysis and interpretation of data collected from the library professionals.

Gender wise Distribution of Respondents

Data regarding gender has been collected from the respondents and results are displayed in Table 1.

Table 1: Gender wise Distribution of Respondents

Gender	Number of respondents	Percentage
Female	92	63.01
Male	54	36.99
Total	**146**	**100.00**

It is observed from Table 1 that 63.01 percent of respondents were females and 36.99 percent of the respondents were males. It shows that female respondents are more in number than male respondents.

Designation wise Distribution

Job titles and descriptions vary from library to library, but there are some similarities. The different types of library positions are taken in libraries for effective library service. The distribution of the respondents on the basis of their designation is shown in Table 2.

From the Table 2, it is clear that the majority of the library professionals in the Kerala University Library are Library Assistants (39.13%), which is followed by Assistant Librarian (28.26%), Technical Assistant (19.56%) and 11.95 percent of Reference assistant. Majority of the library professionals in the MG University Library are Technical Assistant (35.2%) which is followed by Library Assistants (22.2%), Assistant Librarian (20.4%), and 16.7 percent of Reference assistant. Deputy librarians in Kerala University Library and MG University Library are 1.08 and 5.55 percentage respectively. In both of the University libraries, most of the respondents (32.87%) are Library assistants.

Table 2: Designation Wise Distribution

Designation	Kerala University Library		MG University Library		Total	
	Number of Respondents	Percentage	Number of Respondents	Percentage	Number of Respondents	Percentage
Deputy Librarian	1	1.08	3	5.55	4	3.42
Asst. Librarian	26	28.26	11	20.4	37	25.34
Reference Assistant	11	11.95	9	16.7	20	13.69
Technical Assistant	18	19.56	19	35.2	37	25.34
Library Assistant	36	39.13	12	22.2	48	32.87
Total	**92**	**100**	**54**	**100**	**146**	**100**

Section Wise Distribution

Different sections are provided in libraries for proper functioning of the library. For the functional convenience, Kerala University the library is divided into eleven sections. In Mahatma Gandhi Library there are seven sections. Table 3 represents the distribution of samples by section in which staff are working.

Out of 146 respondents, four staff are working in the acquisition section in Kerala University Library at the same time MG University Library has three professionals. In the technical section there were five staff in Kerala University Library and three staff in MG University Library. Maintenance section is the important section in the library. So, both libraries provide a large number of professionals in those sections. In Kerala University Library there were eleven professionals for maintaining this section and six professionals allocated for MG University Library. Among total respondents three professionals are working in the Periodical section in Kerala University Library and MG University Library has four professionals. In Kerala University Library three respondents from reference sections. At the same time there are no respondents from the reference section in the MG University Library. Out of seven respondents from documentation section three professionals from Kerala University Library and four from MG University Library. Out of total five respondents from computer section, three respondents from Kerala University Library and remaining two staff from MG University Library. Both libraries provide another section like UN, Kerala Studies, Research and Union catalogue etc. Out of total sixteen respondents from other sections. The professionals from department libraries are included. They are doing all the work in the library alone. Large number of the professionals from department libraries. 43.47% professionals from Kerala University Library and 42.59 from MG University Library.

Nature of Job

Broadly speaking, there are two categories: permanent and contract employees. Figure 1 shows percentage distribution of respondents by the nature of job type.

Respondents were analyzed according to their nature of job; 64.38 percentage professionals were permanent while the remaining 35.62 percentage staff were contracted.

Duties/ Responsibility

There were a wide variety of jobs to be done, and all

Table 3: Section Wise Distribution

| Section	Kerala University Library		MG University Library		Total	
	Number of respondents	Percentage	Number of respondents	Percentage	Number of respondents	Percentage
Acquisition	4	4.35	3	5.55	7	4.79
Technical	5	5.43	3	5.56	8	5.48
Maintenance	11	11.95	6	11.11	18	12.32
Circulation	8	8.69	6	11.11	14	9.58
Periodicals	3	3.26	4	7.41	7	4.79
Reference	3	3.26	0	0.00	3	2.05
Documentation	3	3.26	4	7.41	7	4.79
Binding	0	0.00	0	0.00	0	0.00
Computer Section	3	3.26	2	3.70	5	3.42
Others	12	13.04	4	11.11	16	10.95
All the above	40	43.47	23	42.59	63	43.15
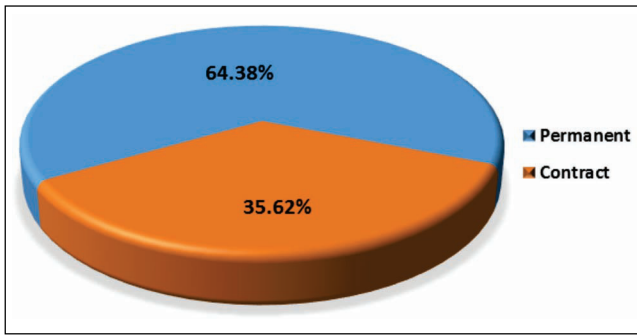
Figure 1: Distribution of Respondents by Nature of Job

are important. Table 4 presented the distribution of samples by their duties and responsibility.

Table shows the frequency of important duties and responsibilities performed by the different library professionals in the Kerala University Library and the Mahatma Gandhi University Library. Among the different important duties and responsibilities listed in main and sub categories, the highest frequency is 93 (63.69%) for shelving and the lowest is 2 (1.36%) for reprography service. In the main category of general management, majority (48.63 %) staff are done by library overall planning and operation and lowest (19.17%) duties are facility maintenance and management. In another main category was user service. In this category the highest number of professionals were (50%) for lending or circulation of documents service and lowest number of professionals (1.36%) for reprography service. In the materials management category, highest is 93 (63.69%) for shelving and lowest is 14 (9.58%) for preservation of documents. In the main category of system utilization and operations management, highest 85 (58.22%) is for digital library operations and lowest 18 (12.33%) for implementation and maintenance. E-resource and internet service managed by 9.58 percent of staff.

Personal Skill

There are many skills required for all library professionals. Different types are given for analyzing the skills of each professional. Table 5 given the analysis

Table 4: Distribution of respondents by Duties/ Responsibilities

Duties/ Responsibility	No. of respondents	Percentage
General Management		
Library overall planning and operations	71	48.63
Library committee arrangement	29	19.86
Library statistics	65	44.52
Human Resource Management	23	15.75
Financial Management	48	32.88
Facility maintenance and management	28	19.17
General affairs, miscellaneous duties	35	23.97
User service		
Comprehensive service management	43	29.45
User education	18	12.32
Reference service	12	8.21
Current awareness service	19	13.01
Reprography service	2	1.36
Referral services	12	8.21
Lending or circulation of documents	73	50
Material Management		
Selection and collection of documents	56	38.35
Classification and Cataloguing of materials	74	50.68
Mechanical preparation of materials	74	50.68
Shelving	93	63.69
Preservation of document	14	9.58
Software and hardware maintenance	57	39.04
Data entry	61	41.78
System Utilization and Operational Management		
Implementation and maintenance	10	6.84
E-resources/Internet service management	14	9.58
Web database management	13	8.9
Homepage construction and maintenance	17	11.64
Digital library operations	18	12.33

of the mean scores rating of personal skills by the respondents.

The mean score rate of leadership skill in Kerala University Library professionals is 3.84, which indicates that the majority of the library professionals possess good

Table 5: Rating of Personal Skills by the Respondents

Skills	Kerala University Library		MG University Library		Total		t	P
	Mean	SD	Mean	SD	Mean	SD		
Leadership skills	3.84	0.65	3.74	0.97	3.8	0.78	12.34	0.000*
Decision-making skills	3.46	0.72	3.31	0.7	3.4	0.71	6.87	0.000*
Inter-personal skills (with staff)	3.96	0.55	3.8	0.86	3.9	0.68	15.90	0.000*
Stake - holder relationship skills (with users)	3.58	0.77	3.61	1.05	3.59	0.88	8.05	0.000*
Supervisory skills	3.43	0.68	3.85	0.94	3.59	0.81	8.78	0.000*
Planning and organising skills	3.89	0.58	3.72	0.53	3.83	0.57	17.64	0.000*
Skills pertaining to library automation	3.38	0.68	3.94	0.79	3.59	0.77	9.28	0.000*
Technical skills to develop local in-house database.	3.21	0.66	3.41	1.09	3.28	0.84	4.02	0.000*
Skills of database maintenance and searching	3.34	0.65	3.69	0.91	3.47	0.77	7.29	0.000*
Skills in hardware and software selection	3.64	0.74	3.69	0.86	3.66	0.78	10.15	0.000*
Skills in electronic communication systems (e-mail, fax etc.)	3.91	0.63	3.78	1.27	3.86	0.92	11.31	0.000*
Skills in network access	3.5	0.7	3.94	0.98	3.66	0.84	9.55	0.000*
Skills in reprography	3.04	0.81	3.26	0.94	3.12	0.86	1.73	0.086
Skills in technical writing	3.62	0.77	3.72	1.09	3.66	0.9	8.85	0.000*
Skills in collection development and management	3.11	1.07	4	0.78	3.44	1.06	4.98	0.000*
Skills in technical organisation and preservation	3.08	1.09	3.72	1.17	3.32	1.16	3.28	0.001*
Skills in library classification and cataloguing	4.41	0.79	4.04	0.95	4.27	0.87	17.75	0.000*

*Not significant (P>0.05); * significant (P<0.05)*

leadership quality. In the case of Mahatma Gandhi University library professionals mean score rate is 3.74, which means majority of the library professionals have good leadership skills. The leadership skill is greater in Kerala University Library professionals. Total mean score rate of leadership skill is 3.80. It means that all professionals possess good leadership skills.

The level of skills in decision making in Kerala University Library professionals is good. Because the mean score rate of decision making is 3.46. The mean score rate of decision making in Mahatma Gandhi University library professionals is 3.31, which indicates that the majority of the library professionals possess good decision-making skills. The mean score rate of interpersonal skills (with staff) in Kerala University Library professionals is 3.96 and in Mahatma Gandhi University library professionals is 3.8. Total mean score rate of both libraries is 3.90. From the total mean score rate (3.59)

it is clear that the responses for the skills in holder relationship skills (with users) is good. Kerala University Library professionals possess higher stakeholder relationship skills. The mean score rate of supervisory skill is 3.43 in Kerala University, whereas the mean score rate of Mahatma Gandhi University library respondents is 3.85. i.e., all library professionals possess good supervisory skills. Kerala University Library respondents have higher planning and organization skills. Mean score rate of skills pertaining to library automation in Kerala University Library respondents is 3.38 and Mahatma Gandhi University library respondents is 3.94. Total mean score rate of library automation skill is 3.59, which indicates library automation skills of both library professionals are 'Good'.

Data analysis revealed that respondents have good Skills in hardware and software selection which has a mean score rating of 3.66. The mean score rate of skills in

electronic communication systems (e-mail, fax etc.) in Kerala University Library professionals is 3.91 and in Mahatma Gandhi University library professionals is 3.78.

Mean score rate of network access skills in Kerala University Library respondents is 3.5 and Mahatma Gandhi University library respondents is 3.94. Reprography skills among Kerala University library professionals are good (3.04), whereas Mahatma Gandhi University library respondents is 3.26. Total mean score rate is 3.12 indicates that reprographic skills of library professionals is 'Average'. The mean score rate of technical writing skill in Kerala University Library professionals is 3.62 and in Mahatma Gandhi University library professionals is 3.72.

The level of skills in collection development and management in Kerala University Library professionals is good. Because the mean score rate of collection development is 3.11. The mean score rate of decision making in Mahatma Gandhi University library professionals is 4 which indicates that majority of the library professionals possess very good collection development and management skill. Mean score rate of technical organisation and preservation skills in Kerala University library respondents is 3.08 and Mahatma Gandhi University library respondents is 3.72. Mean score rate of classification and cataloguing skills in Kerala University Library respondents is 4.41 and Mahatma Gandhi University library respondents is 4.04. Total mean score rate of library classification and cataloguing skill is 4.27. As it is clear that classification and cataloguing skill of both library professionals is 'Very Good'.

According to 't test' the highest skill of library professionals is in classification and cataloguing (17.75). The lowest mean score in reprography (1.73). The table reveals that all library professionals possess average skill in reprography. The mean score rate of reprography is3.12 and p value is 0.086. The significant value of reprography is greater than 0.05. As it is clear that skill in reprography of both library professionals is 'Average'.

Association between the Skills and Professional Qualification of Library Professionals

This section deals with the significant relationship between respondents' qualification and skills. The test results of the above framed hypothesis are listed in Table 6.

However, when the relationship between skills and professional qualification taken together there is significant variation. As the significance level of MANOVA (MANOVA =3.129, P=0.000) is less than 0.05. Hence the result accepts the hypothesis that there is a significant relationship between the skills of library professionals and their professional qualification.

Motivating Factors in Job

Performance is a product of both ability and level of motivation. There are 12 items categorized under the heading motivating factors. Table 7 represented the distribution of samples by motivating factors.

Several motivating factors are existing among library professionals. Among the respondents, the best motivating factor is job security. In Kerala University Library it is 90.22 and 74.04 percentage from Mahatma Gandhi University Library professionals says that job security is the best motivating factor behind their profession. Another best motivating factor in Kerala University Library professionals is flexibility of time schedule. At the same time, 77.87 percent respondents from Mahatma Gandhi University Library clear that promotion is their motivating factor. Out of 92 respondents from Kerala University Library, 40.22 percent professional's motivating factor is salary scale. In Mahatma Gandhi University Library 68.55 respondents were motivating the salary scale. Sense of achievement factor is influenced by 71.74 percent in Kerala University Library professionals and 48.15 in Mahatma Gandhi University Library respondents. Openness and share of information factor motivated higher in Kerala University Library professionals (78.26) and lower in Mahatma Gandhi University Library

Table 6: Association between the Skills and Professional Qualification of Library Professionals

| Skills | Professional Qualification | | | | | | MANOVA | |
| | BLISc | MLISc | M Phil | PhD | ANOVA | | | |
					F	P	F	P
Leadership skills	2.6	3.84	3.96	3.64	4.703	0.004		
Decision-making skills	2.6	3.34	3.85	3.36	5.693	0.001		
Inter-personal skills (with staff)	2.8	3.86	4.27	3.91	8.050	0.000		
Stake - holder relationship skills (with users)	3.4	3.53	3.92	3.45	1.496	0.218		
Supervisory skills	3	3.47	3.85	4.36	6.366	0.000		
Planning and organising skills	3.4	3.81	3.96	3.91	1.316	0.272		
Skills pertaining to library automation	3.2	3.49	3.85	4.09	3.634	0.015		
Technical skills to develop local in-house database.	2.8	3.25	3.38	3.55	1.107	0.348		
Skills of database maintenance and searching	2.6	3.48	3.73	3.09	4.471	0.005	3.129	0.000*
Skills in hardware and software selection	2.6	3.7	3.62	3.82	3.507	0.017		
Skills in electronic communication systems (e-mail, fax etc.)	2.6	3.84	4.08	4.18	4.384	0.006		
Skills in network access	2.4	3.55	4.08	4.36	10.426	0.000		
Skills in reprography	2.8	3.14	3.08	3.18	0.342	0.795		
Skills in technical writing	2.6	3.69	3.54	4.09	3.777	0.012		
Skills in collection development and management	4	3.3	3.73	3.82	2.161	0.095		
Skills in technical organisation and preservation	3.8	3.23	3.54	3.36	0.643	0.588		
Skills in library classification and cataloguing	3.8	4.45	3.77	4	5.733	0.001		

Table 7: Distribution based on Motivating Factors in Job

| Motivating factors | Kerala University Library | | MG University Library | | Chi-square | Sig. |
	Number of Respondents	Percentage	Number of Respondents	Percentage		
Flexibility in time schedule	75	81.52	30	55.56		
Job security	83	90.22	40	74.07		
Promotion	74	80.43	42	77.78		
Satisfaction with pay and benefits	37	40.22	37	68.52		
Sense of achievement	66	71.74	26	48.15		
Openness and sharing of information	72	78.26	35	64.81		
Status	32	34.78	34	62.96		
Power	24	26.09	38	70.37	127.35	0.000*
Challenges	21	22.83	28	51.85		
Sense of usefulness	28	30.43	16	29.63		
Sense of belonging	18	19.57	11	20.37		
Good working condition	44	47.83	36	66.67		
Respect	35	38.04	37	68.52		
Ethical values	32	34.78	30	55.56		
Personal growth & continuous learning	32	34.78	35	64.81		

*Not significant (P>0.05); * significant (P<0.05)*

respondents (64.81). Sense of belonging factor is uninfluenced by both libraries. Because few professionals are responding to it. Among the respondents, another best motivating factor of Kerala University Library is good working condition. In the case of Mahatma Gandhi University Library respondents are power. Chi-square test is used to analyze the data. The chi-square value is 127.35. The significant value is 0.000.

Association between the motivating factors of library professionals with respect to designation

This section deals with the relationship between respondent's designation and motivating factors.

From the Table 8, it is observed that there is a significant relationship between the designation and motivating factors (Chi-Square =173.321, P = 0.000< 0.05) in professionals. Hence the result accepts the hypothesis that there is a significant relationship between the

motivating factors of library professionals with respect to designation.

Problems faced by library professionals in their work

Table 9 shows the different types of problems faced by the library professionals. There are various problems faced by the library professionals in their profession due to rapid advancement in technology and environment in the library. In Kerala University Library (13.64%) respondents face the poor working condition of the library. The same time 14(28%) respondents in Mahatma Gandhi University Library also face the problem of poor working conditions. Out of 146 respondents, 59.09 percent staff from Kerala University Library and 40 percent professionals from Mahatma Gandhi University Library feel of being overlooked. Majority of the library professionals faced by the main

Table 8: Association between the Motivating Factors and to Designation

Motivating Factors	Deputy Librarian		Assistant Librarian		Reference Librarian		Technical Assistant		Library Assistant	
	n	%	n	%	n	%	n	%	n	%
Flexibility in time schedule	2	67	15	58	9	69	14	78	64	75.3
Job security	3	100	20	77	11	85	14	78	74	87.1
Promotion	3	100	17	65	12	92	12	67	71	83.5
Satisfaction with pay and benefits	2	67	18	69	12	92	12	67	30	35.3
Sense of achievement	1	33	13	50	7	54	9	50	62	72.9
Openness and sharing of information	3	100	18	69	9	69	13	72	64	75.3
Status	1	33	15	58	8	62	10	56	32	37.7
Power	3	100	16	62	7	54	8	44	28	32.9
Challenges	2	67	9	35	8	62	7	39	23	27.1
Sense of usefulness	0	0	14	54	8	62	8	44	14	16.5
Sense of belonging	2	67	10	38	6	46	5	28	6	7.06
Good working condition	3	100	21	81	9	69	13	72	33	38.8
Respect	3	100	17	65	8	62	14	78	29	34.1
Ethical values	1	33	14	54	10	77	10	56	26	30.6
Personal growth & continuous learning	1	33	17	65	9	69	11	61	29	34.1
Chi-square	173.321									
Sig.	0.000*									

*Not significant (P>0.05); *significant (P<0.05)*

Table 9: Distribution of Respondents by Problems Faced in Work

Problems	Kerala University Library		MG University Library		Chi-square	Sig.
	Number of Respondents	Percentage	Number of Respondents	Percentage		
Poor working condition	12	13.64	14	28.00		
Feeling of being overlooked	52	59.09	20	40.00		
Dissatisfaction with pay and benefit	57	64.77	34	68.00	80.956	0.000*
Poor communication	15	17.05	21	42.00		
Unproductive group	50	56.82	15	30.00		
Unnecessary rules	12	13.64	4	8.00		
Lack of personal developmental opportunities	28	31.82	27	54.00		

Multiple responses
*Not significant (P>0.05); * significant (P<0.05)*

problem is the salary scale. Out of 146 respondents, 64.77 percent staff in Kerala University Library and 68 percent professionals from Mahatma Gandhi University Library dissatisfied with the pay and benefits. Poor communication is the problem faced by the 17.05 percent from Kerala University Library and 42 percent from Mahatma Gandhi University Library. The 13.64 percent respondents from Kerala University Library affected the unnecessary rules in the library. Only 8 percentage professionals in Mahatma Gandhi University Library affect that problem. In Kerala University Library 31.84 percentage professionals do not get an opportunity for personal development. Out of 54 respondents from Mahatma Gandhi University Library 54 percentage respondents say that they have no opportunities for professional development. Majority of the library professionals in both libraries are affected by the main problem is the salary scale.

FINDINGS

- In University libraries, all the works were carried out by professionals in different sections. But in the department libraries, the majority of the work is done by the librarian.

- Majority of respondents (12.32%) from University libraries are working in maintenance section.

- Reference section has the least (2.05%) number of professionals.

- Among the different important duties and responsibilities of the sub category, the highest (63.69%) frequency is for shelving and the lowest (1.36%) is for reprography service.

- In the main category of general management, 48.63 percent is for library overall planning and operation and lowest 15.75 percent for human resource management.

- In the main category of user service, highest (50%) is for lending or circulation of documents and lowest 15 (1.36%) for reprography service.

- In the main category of materials management, highest (63.69%) for shelving and lowest (9.58%) for preservation of document.

- In the main category of system utilization and operations management, highest (12.33%) is for digital library operation Implementation and maintenance and lowest (12.33%) for Implementation and maintenance.

- Analysis of the mean scores of the skill shows that among the seventeen items selected skills in library classification and cataloguing got the highest mean score of 4.27. Lowest mean scores are skills in reprography is 3.12.

- Majority (38.36%) of the respondents have very good knowledge to handle the electronic information and no one has very poor knowledge.

- Both library staff have sufficient skill for managing digital content.

- In Kerala University Library, the highest motivating factor among library professionals is job security (80.43%) and least factor is challenges (22.83%).

- In MG University Library, the highest motivating factor among library professionals is promotion (77.88%) and least factor is sense of belonging (20.37%).

- In Kerala University Library and Mahatma Gandhi University Library, the salary scale is the major problem affected by the professionals.

- There is a significant association between the problems of library professionals with respect to designation.

SUGGESTIONS

From the study, it is suggested that university libraries and department libraries should provide training programmes, library orientation programmes, seminars and workshops to encourage the library professionals. Librarians must attend orientation courses and refresher courses for their professional development. This will help to get better results in their job.

CONCLUSION

The study revealed that the staffing pattern and job analysis is the powerful contributor to a library's competitive position. Therefore, libraries must follow a staffing pattern and should conduct job analysis. From the study, it is revealed that the majority of the library professionals are satisfied with the staffing pattern. The job positions are the same in both libraries. The skill and ability of library professionals vary with qualification and experience. The motivating factors are varying with respect to designation. The respondents faced by the major problem is salary scale and the important motivating factors of library professionals is job security and promotion. Of all the resources of an organisation, the human resource is probably the most critical and important.

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