

Extent of Job Enlargement in University Libraries in Kerala: An Investigative Study

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Abstract - Rapid changes in information and communication technology require application of managerial techniques, human resource management and integration of several technologies in library and information centers. The present research aims at studying the extent of job enlargement in selected eight state university libraries in Kerala. Data of the study was gathered from a total of 266 qualified and permanent library and information science professionals. Analysis of data was done using SPSS and Micro Soft excel. The important finding of the research is that there is no significant level of job enlargement among library and information science professionals. It also finds that job enlargement situation of libraries in the universities in Kerala is low and different. The study reveals that there is significant variation in the level of job enlargement among the university libraries in Kerala. The highest level of job enlargement is found in Sree Sankaracharya University of Sanskrit, Kalady followed by Kannur University.

Keywords: Human Resource Management, Job Enlargement, University Library, University, Kerala, Library and Information Science Professionals

I. INTRODUCTION

The fifth law of library science enunciates principle of planning and organisation of libraries. S. R. Ranganthan [1] rightly pointed out that “library is a growing organism”. It is one of the fundamental laws of library science. In present era, there are tremendous managerial and technological changes occurred in academic libraries. Library and information science professionals are working hard for application of several technologies and modern management techniques such as library automation, digitisation, web development, server management, e-resource management, RFID, human resource management, job enrichment and job enlargement etc. in library and information centers. It is essential in library management and administration. Traditional and digital collections are part and parcel of modern university libraries. Role of library and information science professionals has changed from curator to custodian to facilitator. Job enlargement is one of the major techniques of work design. The professionals in libraries are expected to perform additional tasks in addition to their regular duties. It is known as job enlargement. Kerala is a state belonging to southern part of India. University libraries in Kerala are not far behind in keeping pace with time. The present paper tries to investigate extent of job enlargement among library and

information science professionals working in selected eight state universities in Kerala.

II. CONCEPT OF JOB ENLARGEMENT

Job enlargement is one of the major techniques of work design and concept of modern management. Hulin and Blood [2] defined Job enlargement as the process of allowing individual workers to determine their own pace (within limits), to serve as their own inspectors by giving them responsibility for quality control, to repair their own mistakes, to be responsible for their own machine set-up and repair, and to attain choice of method. Herzberg [3] referred it to the addition of interrelated tasks as 'horizontal job loading'. It is increasing scope of the work through extending range of its duties and responsibilities. It is the horizontal expansion of work and involves in combining various activities at the same level in the organization and adding it to the existing job. It helps to increase variety of skills of employees, learn more activities and job promotion.

Job enlargement is restructuring job horizontally. It assigns additional duties and responsibilities other than regular duties and responsibilities and helps to improve abilities and skills. It does not necessitate of new skills and abilities to perform it. It motivates employees by increasing their efforts and exposure towards achieving objectives of organization. Job enlargement increases scope of duties and responsibilities in quantitative nature. It leads to job satisfaction, higher performance in job. It creates an opportunity to perform various jobs at the same level in the library. Job enlargement has positive outcome and motivational impact and it may have negative impact that it is likely to be resisted.

III. REVIEW OF LITERATURE

Mahmoud (2014) studied the impact of job enlargement as a technique of job redesign on employees' motivation and job satisfaction in the UNRWA Gaza Field Office. The research surveyed the employees with various grades from 5 to 20. A total of 300 questionnaires were distributed with response rate of 87.3 per cent. The study finds that there is a significant relationship between job enlargement and the variables of motivation and job satisfaction. It also finds that that job enlargement can improve abilities and skills of

employees. Yahya *et.al* (2012) focused on improving job design for library assistants at UTHM. The study was conducted due to complaints received from UTHM library assistants regarding to the dissatisfaction and discomfort on their job design. The respondents of the study are among 20 UTHM library assistants. All survey was analyzed. As a result, a new job design was produced so as to improve productivity of library assistants' satisfaction.

Baro (2012) evaluated Niger Delta University Library job rotation program and impact of the program on newly employed librarians and their job performance, and the university library. First part of study results from focus group interviews with Niger Delta University librarians who participated in job rotation program. In the second part of study, an interview was conducted with the Niger Delta University librarian who adopted job rotation program to elicit insights into the impact and challenges of the library job rotation program. The study revealed that job rotation program is an important program for allowing librarians to acquire new skills, enhance staff productivity, develop new relationships across the university library and gain skills needed for future career advancement. The findings of this study will inform library administrators or management about adoption of job rotation programs in their libraries. The study calls for proactive effort by university libraries to adopt new strategies to enhance skills development for efficient productivity.

Malinski (2002) examined print and internet literature on job rotation as well as a discussion of pros and cons of job rotation and its application in the Ryerson University Library. The article illustrates process and insights of Job rotation through example. Olorunsola (2000) reports a study of staff opinion concerning job rotation at the University of Ilorin Library. Data of study were gathered using a questionnaire. The study found that the reaction to the possible in introduction of job rotation was generally positive. It is suggested that the library manager should consider introduction of a policy of job rotation in the library and indicates an approach that could be used when it is introduced.

Nandy (1985) analyses several studies on job satisfaction in library field and describes three methods. They are job enrichment, job enlargement and job rotation for increasing job satisfaction. The study asserts that job satisfaction leads to the effective functioning of individuals and the organization as a whole. The study further suggests that it is a good policy for any organization to ensure job satisfaction which is able to generate a favorable climate of employee-employer strained relationship.

Martell and Mercedes (1983) explore important quality of work life strategy of job redesign by discussing techniques of job enlargement and job enrichment. The study shows how introduction of automated systems in the University of California at Berkely Library has led to restructuring and enrichment of jobs. The study offers a number of

suggestions to indicate potential directions for librarians in quality of work life field.

IV. AIM AND OBJECTIVES OF THE STUDY

The main aim of this study is to explore the extent of job enlargement of library and information science professionals working in selected eight state universities in Kerala. In particular, the study is designed to obtain following specific objectives.

1. To study the level of significance of job enlargement among the library and information science professionals working in different state universities in Kerala.
2. To examine the situation of job enlargement among the libraries of the universities in Kerala.
3. To study the level of variation in job enlargement among the university libraries in Kerala.
4. To rank the universities in Kerala based on the level of job enlargement in their university libraries.

V. HYPOTHESES OF THE STUDY

The followings are the hypotheses that will be tested through the research.

H_1 : The level of job enlargement among library and information science professionals working in the universities in Kerala is significant.

H_2 : Job enlargement situation of all libraries in the universities in Kerala is different.

VI. RESEARCH METHODOLOGY

To undertake present study, relevant data for the purpose were collected, using a structured questionnaire, from 266 qualified and permanent library and information science professionals. A total of eight state universities in Kerala were selected for this study.

A. University Wise Distribution of Respondents

University wise distributions of respondents are given in Table I.

The table I shows that 28.20 per cent of data is collected from University of Kerala and 22.56 per cent of data is collected from University of Calicut. Data Collected from Mahatma Gandhi University is only 15.79 per cent and Cochin University of Science and Technology is 13.16 per cent. Total number of data collected from Kannur University is only 8.65 per cent. Data collected from Sree Sankaracharya University of Sanskrit is 5.64 per cent and 3.76 per cent of data is collected from Kerala Agricultural University. Data collected from Kerala Veterinary and Animal Sciences University is 2.26 per cent. From table I, it is seen that majority of respondents are from University of Kerala followed by University of Calicut.

TABLE I UNIVERSITY WISE DISTRIBUTION OF RESPONDENTS

S. No.	Name of Universities	Sanctioned Post (Numbers)	Frequency	Percent
1.	University of Kerala, Thiruvananthapuram	118	75	28.20
2.	University of Calicut, Tenzhippalam	71	60	22.56
3.	Mahatma Gandhi University, Kottayam	54	42	15.79
4.	Cochin University of Science and Technology, Kochi	49	35	13.16
5.	Kannur University, Kannur	27	23	8.65
6.	Sree Sankaracharya University of Sanskrit, Kalady	26	15	5.64
7.	Kerala Agricultural University, Vellanikkara	29	10	3.76
8.	Kerala Veterinary and Animal Sciences University ,Pookot	11	6	2.26
	Total	385	266	100.00

VII. SCOPE AND LIMITATIONS OF THE STUDY

The study covers extent of job enlargement situation in the selected eight state university libraries in Kerala. Only regular and qualified library and information science professionals were selected for gathering data for the study. The duration of study is limited to the period from 2014 to 2018.

VIII. RESULTS AND DISCUSSION

The focus of the study was on the extent of job enlargement situation in the libraries of selected eight state universities in Kerala. The data of the study were structured on the MS Excel and SPSS keeping in view of the objectives of study. The data were analyzed using mathematical and statistical expressions like, addition, frequency, percentage, mean, standard deviation, t test, and ANOVA. The results of responses were analyzed, discussed and presented below.

B. Gender wise Distribution of Respondents

Gender wise distribution of respondents is given in Table II.

TABLE II DISTRIBUTION OF RESPONDENTS BASED ON GENDER

Gender	Frequency	Percent
Male	118	44.4
Female	148	55.6
Total	266	100

Table II depict that female respondents is greater than male respondents. The percentage of male respondents is 44.4 per cent and percentage of female respondents is 55.6 per cent

C. Age wise Distribution of Respondents

The age group of respondents is shown in the following Table III. Table III depict that 32.7 per cent respondents are in the age group of up to 40 years of age and 22.9 per cent of respondents are in the age group of 41-45 years of age. Respondents in the age group of 46-50 years are 22.9 per cent and the respondents in the age group of above 50 years

of age are 21.4 per cent. It may be inferred that majority of the library professionals are below or up to 40 years of age. It indicates that there is scope for improving their job skills.

TABLE III DISTRIBUTION OF RESPONDENTS BASED ON AGE

Age group (Years)	Frequency	Percent
Up to or below 40	87	32.7
41-45	61	22.9
46-50	61	22.9
Above 50	57	21.4
Total	266	100

D. Professional Qualifications of Respondents

A professional qualification in library and information science is essential to enter into the career of librarianships as to work as a qualified professional. Professional qualifications possessed by the respondents are shown in table IV.

TABLE IV DISTRIBUTION OF RESPONDENTS BASED ON PROFESSIONAL QUALIFICATIONS

Professional Qualifications	Frequency	Percent
BLISc	17	6.39
MLISc	161	60.53
M.Phil.	49	18.42
Ph.D.	39	14.66

The table IV depict that majority of respondents (60.53 per cent) has MLISc degree. BLISc degree holders are only 6.39 per cent. M.Phil. holders belonging to 18.42 per cent and Ph.D. holders are 14.66 per cent. It indicates that the professionals are competent and qualified.

E. Distribution of Respondents based on Status of having National Eligibility Test (NET)

Qualifying National Eligibility Test (NET) in library and information science is an attribute that require for entering

into higher level of profession and managing university libraries. It is a mandatory qualification prescribed by University Grants Commission (UGC). It is also essential for teaching as per UGC regulations.

TABLE V DISTRIBUTION OF RESPONDENTS BASED ON STATUS OF HAVING NET ON LIBRARY AND INFORMATION SCIENCE

Status of having NET in Library and Information science Qualified	Frequency	Percent
Qualified NET	165	62.03
Not Qualified NET	101	37.97
Total	266	100.00

Table V depicts that 62.03 per cent respondents qualified National Eligibility Test (NET) and 37.97 per cent of respondents are not qualified National Eligibility Test.

F. Additional Qualifications of Respondents

It is an attribute required for library and information science professionals working in technological era. Additional qualifications will enhance ability of the professionals to integrate several technologies and application of management techniques for effective dissemination of information and services to the clientele.

TABLE VI DISTRIBUTION OF RESPONDENTS BASED ON ADDITIONAL QUALIFICATIONS

Additional Qualifications	Frequency	Percent
DCA	45	16.92
PGDCA	43	16.17
PGDLAN	12	4.51
PGDIT	9	3.38
Others	5	1.88
Nil	152	57.14
Total	266	100.00

The table VI shows that 16.92 per cent of respondents are holding additional qualification of Diploma in Computer Applications (DCA) and 16.17 per cent of respondents are holding Post Graduate Diploma in Computer Applications (PGDCA). Post Graduate Diploma in Library Automation and Networking (PGDLAN) is holding 4.51 per cent of respondents, Post Graduate Diploma in Information Technology (PGDIT) is being hold by 3.38 per cent of respondents and other additional qualifications are possessed by 1.88 per cent of respondents. Nearly 57.14 per cent of respondents have no additional qualifications.

G. Distribution of Library Professionals by their Level of Agreement on Job Enlargement

From the table VII, the mean score of the statement I shall frequently transfer from one section to another is found to lowest score of 2.62 which is significantly lower than the

mean of the response scale as the significance level of t test is less than 0.05. It indicates that library professionals disagree that they are frequently transfer from one section to another section. The opinion score of the statement I perform the additional tasks as efficiently as the regular tasks is found to be the highest score of 3.51, which indicates that library professionals perform the additional tasks as efficiently as the regular tasks.

TABLE VII DISTRIBUTION RESPONDENTS BASED ON THEIR LEVEL OF AGREEMENT ON JOB ENLARGEMENT

Statements	Mean	SD	t	Sig.
I shall frequently transfer from one section to another.	2.62	0.89	6.881	0.000
There is no scope of increasing the experience of the job.	2.75	0.80	5.028	0.000
I am not satisfied with the type of professional experience which is getting in our library.	2.85	0.92	2.593	0.010
I have opportunities to perform various jobs at the same level in the library.	3.41	0.76	-8.833	0.000
Performing additional duties does not satisfy my needs of self-esteem, autonomy etc.	2.75	0.77	5.281	0.000
To assign employees additional tasks other than their regular job duties.	3.02	0.80	-0.306	0.760
I perform the additional tasks as efficiently as the regular tasks.	3.51	0.68	-12.266	0.000
Assigning me with additional tasks does not improve my abilities and skills.	2.58	0.81	8.454	0.000

The second important aspect of job enlargement is for the statement I have opportunities to perform various jobs at the same level in the library with a mean score of 3.41. It is significantly higher than mean of the response scale. The other important aspect of job enlargement is for the statement to assign employees additional tasks other than their regular job duties with a mean score of 3.02. It is significantly higher than the mean of the response scale. The other aspect of job enlargement is for the statements in order of descending level are I am not satisfied with the type of professional experience which is getting in our library with a mean score of 2.85. There is no scope of increasing the experience of the job, Performing additional duties does not satisfy my needs of self-esteem, autonomy etc., with a mean score of 2.75 each. The lowest score is found for the statement assigning me with additional tasks does not improve my abilities and skills with a mean score of 2.58. It indicates that library professionals disagree with assigning them with additional tasks does not improve their abilities and skills.

H. Descriptive Statistics of Score of Job Enlargement

Table VIII depicts descriptive statistics of score of job enlargement. From the study it is clear that the one sample t-test for mean score of job enlargement indicates that mean of the variable is significantly lower than the mean of the response scale. The mean value is 2.94. The result of study indicates that there is no significant level of job enlargement among the library and information science professionals working in the selected eight universities in Kerala.

TABLE VIII DESCRIPTIVE STATISTICS OF SCORE OF JOB ENLARGEMENT

Statistics	Values	One sample t-test for mean	
		t	Sig.
Mean	2.94	2.618	0.009
Median	2.88		
SD	0.39		
Variance	0.15		
Minimum	2.00		
Maximum	4.88		

I. Variation of Score of Job Enlargement among the University Libraries

The table IX presents variation score of job enlargement among the university libraries.

TABLE IX VARIATION OF SCORE OF JOB ENLARGEMENT AMONG THE LIBRARIES OF UNIVERSITIES

Sl. No.	Name of Universities	Mean	SD	ANOVA	
				F	Sig.
1.	University of Kerala, Thiruvananthapuram	2.99	0.38	3.559	0.001
2.	University of Calicut, Tenzhippalam	2.90	0.46		
3.	Mahatma Gandhi University(MGU) , Kottayam	2.89	0.39		
4.	Cochin University of Science and Technology(CUSAT), Kochi	2.82	0.29		
5.	Kannur University, Kannur	3.05	0.27		
6.	Sree Sankaracharya University of Sanskrit (SSUS), Kalady	3.27	0.38		
7.	Kerala Agricultural University(KAU), Vellanikkara	2.90	0.22		
8.	Kerala Veterinary and Animal Sciences University (KVASU), Pookot	2.58	0.23		
Total		2.94	0.39		

IX. MAJOR FINDINGS OF THE STUDY

Following are the major findings based on the analysis discussed above.

1. There is no significant level of job enlargement among the library and information science professionals working in the universities in Kerala.
2. The job enlargement situation of all the libraries in the universities in Kerala is low and different.
3. There is significant variation in the level of job enlargement among university libraries in Kerala.

From the study it is clear that variation score of job enlargement among the university libraries of selected eight state universities were assessed by one way ANOVA. The result of ANOVA shows that there is significant variation in the level of job enlargement among various university libraries as the significance level is less than 0.05. As far as the job enlargement is concerned the situation of university libraries in Kerala is low and different.

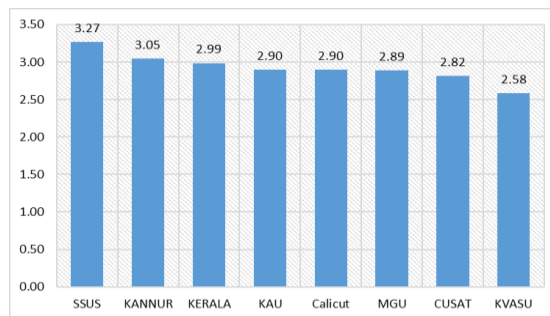


Fig. 1 Variation of Job Enlargement among Various University Libraries

From the diagram in fig. 1, presents that job enlargement of library and information science professionals is low and different in universities in Kerala. The level of job enlargement is highest in the Sree Sankaracharya University of Sanskrit, Kalady followed by the Kannur University, Kannur and lowest in the Kerala Veterinary and Animal Sciences University, Pookot.

4. The highest level of job enlargement is found in the Sree Sankaracharya University of Sanskrit, Kalady followed by Kannur University, Kannur. Job enlargement is found to be lowest in the Kerala Veterinary and Animal Sciences University, Pookot.

X. SUGGESTIONS

The following suggestions are put forward for extending the job enlargement of library and information science professionals working in the universities in Kerala.

1. The authorities of universities should consider that job enlargement is an effective tool and it provides variety of tasks and flexibility of work so as to encourage motivation and job satisfaction of library and information science professionals.
2. The authorities of the universities provide more opportunity to the library and information science professionals for their involvement in decision making process and make the professionals feel responsible and worthwhile in the functioning of the library.
3. Job enlargement has to be connected with monetary and non-monetary incentives so as to increase contribution of professionals in existing and anticipated services rendered in the university libraries in Kerala.

XI. CONCLUSION

In the present study, Job enlargement as a technique of job design is one of the important practices of human resource management. The study aims to investigate the extent of job enlargement in the selected eight state university libraries in Kerala. It is helpful for making policy decision and human resource management in library and information centers. There is immense scope of job enlargement in the university libraries because the concept has not gained much attention in libraries. The findings of the study revealed that there is no significant level of job enlargement among library and information science professionals in the universities. Besides, the study finds that job enlargement situation of all the libraries in the universities in Kerala is low and different and there is significant variation in the level of job enlargement among university libraries in Kerala. Accordingly, the results of the study rejected null hypotheses formulated and accepted alternative hypotheses

that there is no significant level of job enlargement in the university libraries in Kerala and job enlargement situation in university libraries in Kerala is low and different. The study will help human resource management, policy making and job motivation of library and information science professionals working in different organisational climate. It will also help to improve managing university libraries effectively and efficiently.

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