CHAPTER -10-

DISCUSSIONS AND SUGGESTIONS

In the seven states of the Northeast namely, Arunachal, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura there are 110 professionals who have the requisite designation[1] and at least 2 subordinates. Questionnaires were distributed to 108[2] of them and out of which, a population of 91.81% (n=101) responded to participate in this study. In this chapter the findings from the data collected are potted and integrated as follows:

ORGANIZATIONAL CLIMATE

Four factors namely, interpersonal relations, benevolent, reward and structured were derived in the organizational climate. However, the presence of a certain climate seems to lead to the existence of another. Among these organizational climate factors interpersonal relations shows significant relations with the other three factors. Most of the libraries are found to have cohesive personal relations. Structured climate, being the most favoured, have its presence in all the types of libraries without any significant difference amongst them. Among the types of libraries Academic and Special libraries are found to have more favourable climate whereas Public libraries are attributed with unfavourable climate.

Organisational climate does not significantly affect the way respondents assess their own leadership style but it has a considerable influence on how they assess their

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[1] Chief Librarians or Librarians, Deputy Librarians, Documentation Officers, Information Scientists, Information Officers and Assistant Librarians.

[2] One of the professional was on study leave and the other on duty leave.

superiors In other words subordinates perceived the superiors as the creator of the organisational climate.

LEADERSHIP STYLES

Through varimax rotated factor analysis four factors were derived from each leadership styles, self assessment and assessing superior. Authoritative, bureaucratic, and participative styles emerge in both the leadership styles whereas, nurturant leadership style is found only in leadership style self assessment and task oriented style emerged only in leadership style assessing superiors. Respondents endorsed bureaucratic style as the most favoured style whereas superiors were perceived mostly as being task oriented. Academic libraries with the most favourable climate have mainly participative style of leadership. Special libraries with favourable climate have more of authoritative leaders. Public libraries with unfavourable climate have more of bureaucratic and nurturant leaders. These findings are rather interesting. Public libraries are under the direct control of state and its bureaucracy. The findings reflected that these bureaucrats have to some extend influenced the public library professionals' choice of leadership. Subjects in academic libraries reported that their superiors as authoritative and participative. Special libraries consistently rank second in assessing the superior as authoritative, participative and task oriented. Public libraries with unfavourable climate reported the superiors as task oriented and bureaucratic. As per designation wise analysis, Deputy Librarians are found to be the most authoritative, bureaucratic and nurturing leaders whereas, Assistant Librarians are the most participative leaders.

Among the background variable the age factor have significant implication on the choice of leadership. Older respondents are found to be more bureaucratic. Respondents who join the profession later are more nurturant and participative than those who joined early. These late entrants, before joining the profession, must have acquired more academic and professional maturity than those who join at an earlier age. It is also likely that they must have a certain degree of satisfaction to the job they are assigned with.

BASES OF POWER

The sources of power from which subjects based their influence process and change the mind of the subordinates and the immediate superiors have certain surprising elements in it. For influencing subordinates subjects appears to have used all bases of powers. As for influencing the superior information, referent and reward are significantly correlated with all the other factors. Expert is the first choice for influencing the subordinates and superiors both. Coercion and connection remains the last choice for influencing subordinates and superior. With the exception of coercion and legitimate all the other bases of power for influencing subordinates are significantly correlated with the respective counterparts for influencing superior.

The types of libraries have no significant differences among the bases of power for influencing subordinates and influencing superior. However, the more authoritative, bureaucratic and surprisingly, nurturant the leaders are they draw their power from coercive sources. The professionals with more nurturant and participative style of leadership rely more on showing expertise to influence the subordinates. Similarly, the authoritarian leaders obtain power more on information. As for influencing the superiors,

the more authoritative leaders use more of coercion and information as the bases of power to influence the superior. Bureaucratic leaders also use more of coercive means to influence the immediate superior. The respondents used connection to influence their leaders whom they perceived as nurturant and participative. To those bureaucratic leaders the subjects show expertise to change their superior's mind. Reward base of power is also used more by bureaucratic and nurturant leaders.

INFLUENCE STRATEGIES

There seems to be similarity in characteristics between the strategies for influencing subordinate and superiors. Base upon the mean score values rational and professional tactics are preferred more for influencing subordinates and superior. Tactics like ingratiation, rationality, diplomacy, and expertise are the most favoured strategies for influencing the subordinates. For influencing the superiors reasoning, expertise, ingratiation and personalised help are the more favoured strategies. The forceful and irrational tactics are the least preferred strategies in both upward and downward strategies.

Authoritative leaders used more influence strategies and they are found to have used both strong and weak strategies in influencing the subordinates. The nurturant leaders do not particularly use any of the downward strategies. For influencing superiors, professionals with all kinds of leadership style namely, authoritative bureaucratic, nurturant and participative resort to the weaker but rational tactic. Library professionals are more aggressive and forceful in influencing superior whom perceived their as authoritative. They resorted to weaker and rational tactic to influence the bureaucratic, participative and task-oriented superiors.

Interestingly, connection if found to be the base of power for most of the downward influence strategies. Having a connection with somebody more influential obviously helps in influencing subordinates and superiors as well. Legitimate base of power does not show any significant relation with the influence strategies. Coercive base of power for upward influence process is milder and not the same as coercive for the downward influence process. This coercive base of power for the upward influence process is extensively used for most of the upward influence strategies while reward is not significantly related with any of the strategies. The presence of connection as the source of power can be the reason for subjects resorting to coercive base of power.

SUMMARY

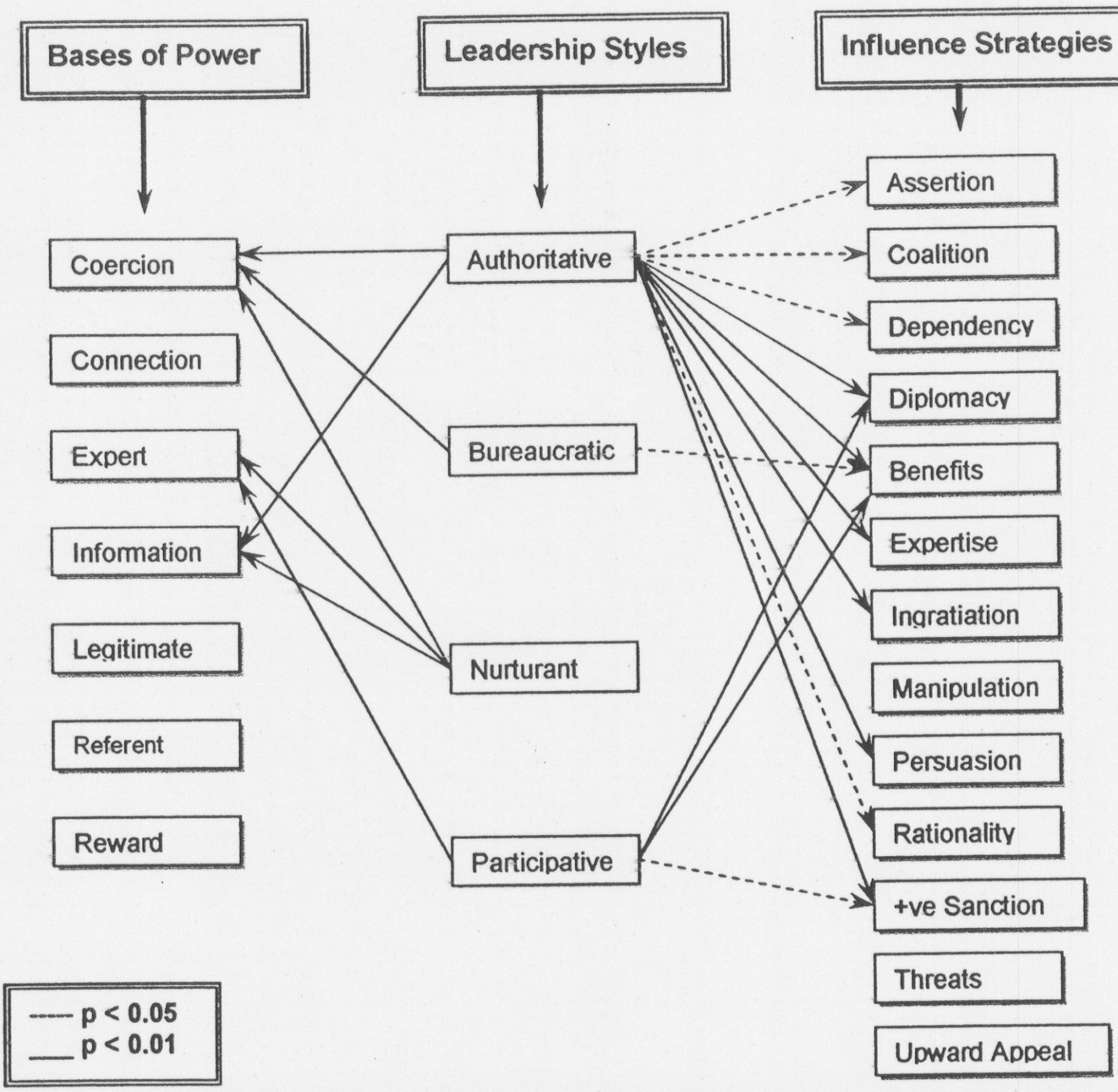
The power strategies discussed so far are of bi-directional, downward and upward. In many instances, professionals are found to have resorted to the same strategies towards the subordinates and superior. However, the strategies for influencing subordinates and superior have certain degree of similarity and dissimilarity. Therefore, bringing together all downward processes as one power strategy and all upward processes as another power strategy will sum up the whole findings.

STRATEGIES TOWARDS SUBORDINATES

As shown on figure 10.1 authoritative leaders reported that they change the mind of their subordinates through coercion and information bases of power. Relying on these two sources of power authoritative leaders use various influence strategies like diplomacy,

exchange of benefits, showing expertise, ingratiation, persuasion, positive sanction,

Figure 10.1: Strategies towards Subordinates



assertion coalition dependency, and rationality. Understandably, the 6bureaucratic leaders base their power on coercive sources but they significantly use exchange of benefits to influence the subordinates. Participative leaders rely on expert base to influence the subordinate with strategies like diplomacy, exchange of benefits and positive sanction. The nurturant leaders also show that they base on coercion, expertise and information. These

nurturant leaders do not stick to any particular influence strategies and therefore, no significant relation is found with any of the strategies for influencing subordinates.

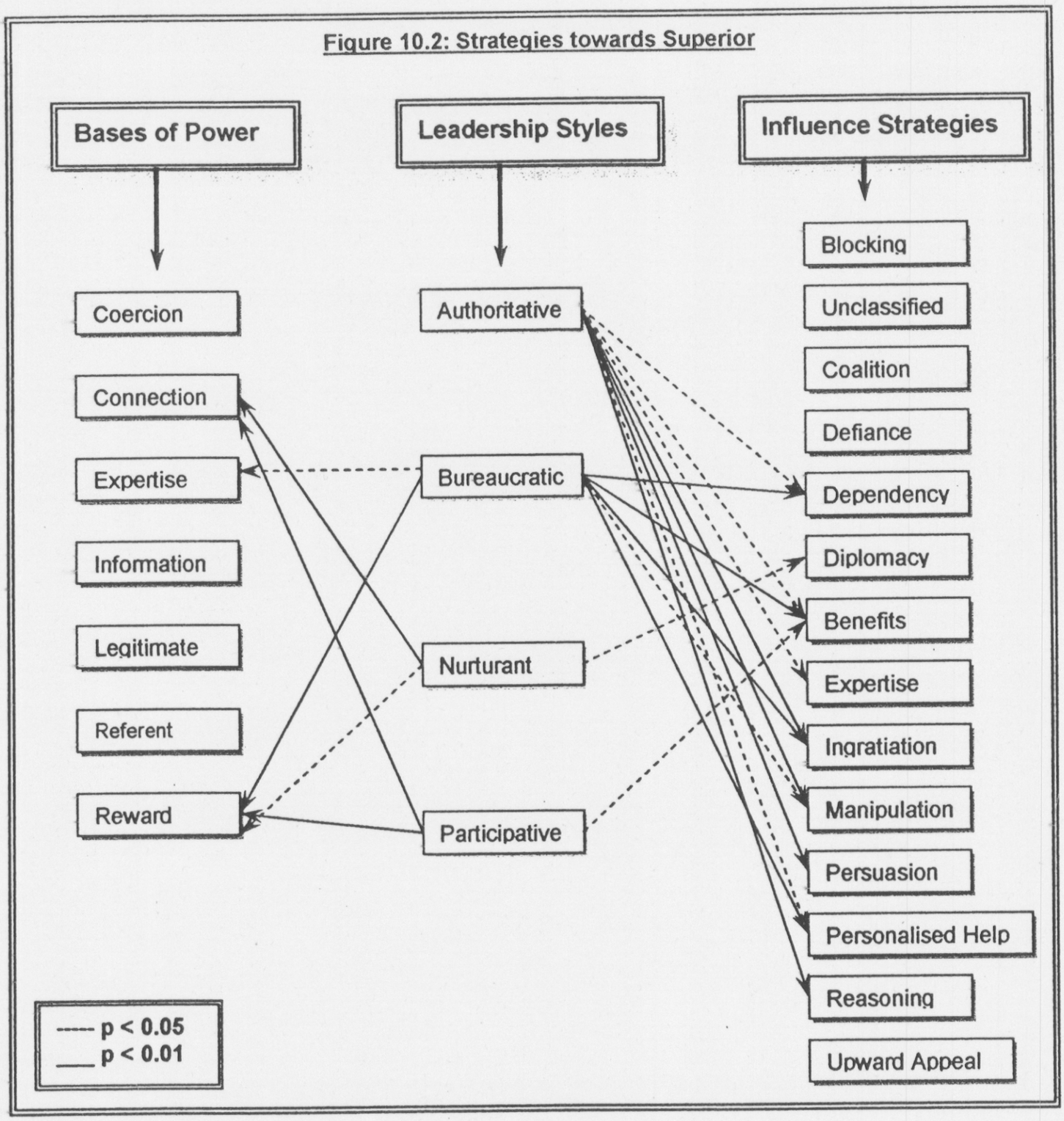
The bases of power like connection, legitimate, referent and reward are not significantly related with any particular leadership styles. Similarly, among the influence strategies manipulation, threats, and upward appeal do not show significant relation with all the leadership styles. The nurturant leadership style also show not significant relation with the influence strategies.

STRATEGIES TOWARDS SUPERIOR

As shown on figure 10.2, the authoritative leaders do not rely on any particular bases of power but they use more influence strategies to influence the superior than any other leaders. To influence the superiors the authoritarians use more of ingratiation, manipulation, persuasion, and reasoning than other strategies like dependency, exchange of benefits, showing expertise and personalised help. The bureaucratic leaders base their power on expertise and reward. With these two sources of power they utilised the strategies like showing dependency, exchange of benefits, ingratiation, personalised help and manipulation to influence their superior. Nurturant leaders reported that connection and reward is the two base of power which helps them change the mind of their superiors. The nurturant leaders use only diplomacy to influence their superior. Similarly, connection and reward are the two sources of power that makes the participative leaders change the mind of their superior and they use exchange of benefits as the influence strategy to influence the superior.

Coercion, information, legitimate, referent bases of power are not significantly related with the leadership styles. The strategies for influencing superior like blocking,

Figure 10.2: Strategies towards Superior



coalition, defiance, and upward appeal are not significantly related with any style of leadership.

From the above discussions it is clear that the same strategies are not implemented on both upward and downward strategies. In the downward strategies authoritative leaders

reportedly change the subordinates' mind because they are coercive and have important information. In the upward process authoritative leaders do not show any significant relation with any source of power. However, authoritarians are found to have used the maximum number of strategies in both downward and upward strategies. The bureaucratic leaders change the mind of their subordinates through coercion but they show expertise and compensate (reward) to change their superior's mind. With the exception of exchanging benefits the bureaucratic leaders do not used much influence strategies towards their subordinates whereas, they use more strategies like showing dependency, exchange of benefits, ingratiation and personalised help to influence the superior. In the downward process nurturant leaders reportedly change the mind of their subordinates through coercion, expertise and information whereas; they change their superior's mind through connection and reward. The nurturant leaders do not particularly utilized any of the strategies to influence subordinates but they use diplomacy to influence the superior. Expertise helps the participative leaders change the subordinates' mind but connection and reward help them change the superior's mind. Participative leaders use strategies like diplomacy, exchange of benefits and positive sanctions in the downward process whereas, they use exchange of benefits in the upward process.

SUGGESTIONS

As per the hypotheses libraries with more favourable climate are assumed to have more conducive climates like structure and reward. Those favourable climates in turn are expected to encourage more of participative and task-oriented leaders. The less controlling leadership styles assumed to have used more of rational tactics than autocratic type of

strategies. The findings in this study show varying result. Based upon these findings the following suggestions are made: -

1. There is a need for developing a scientific method of evaluating the performances of the professionals. With such method, parent bodies of the libraries should identify the finer points and productive performances of the professionals and give them due recognition. In recognition to the job well done, the parent bodies can reward them with incentives to those who deserved.
2. Library professionals' knowledge of the Human Resource Management seems to be quite poor. In-service training on Personal Relation should be an appropriate innovation for the better management of the library professionals. These innovations on personal management can be conducted along side special trainings on Computer Applications, Database Management Systems and other library software which are imparted to keep pace with the changing trend.
3. Public libraries are directly controlled by the state to which they belong and the reveal that organisational climate is less favourable than other types of libraries. Therefore, managers of these libraries should ensure a more favourable and conducive organisational climate by interacting with the types of libraries with favourable climate.
4. Parent bodies should ensure a welfare services for more application and involvement in the job. Such welfare service will make the professionals concentrate and contribute more on their specified jobs and maximise their satisfaction to job.
5. In view of the current need in the profession, UGC/Curriculum Development Committee have emphasised on management, including personal relation, along with information technology in the model published by the UGC (2001). To accustom the

library professionals with these trend libraries should sponsored and encourage the professionals to participant in courses that caters to these developments.

6. Personal interaction, during the process of data collection, with the professionals shows a very low level of motivation. Modernization of the libraries with emphasis on automation, collection development, and special services to the users should be incorporated. Keeping in tune with the technological development and satisfying the users will increase the motivational level of the professionals. Highly motivated professionals are a workforce with more productivity which can be translated into better users' satisfaction.

DRAWBACKS OF THE STUDY

1. Owing to the limited number of professionals from the selected site the number of population was comparatively less as against the questionnaire items. This could be one reason why the final findings are not distinctively prominent. The study can be conducted on a larger population in order to find out if distinctive results can be derived.
2. As Saraf (1995) suggested, although the scales have universal application and were tested in different environments it was borrowed from other disciplines. Keeping in mind the library professionals' differential state of affairs modification of the scale is necessary to suit the profession and derive better outcome.
3. Owing to the complexities and inconsistencies involved in human behaviour and nature data collected in a multiple time frame is likely to show varying results. Multiple data collected in multiple time frames eliminate the inconsistencies involved and the results

are more reliable. However, due to time constraint the findings in this study are derived from data collected in a single time frame.

FUTURE RESEARCH

1. The study was conducted to find out upward (strategies towards superior) and downward (strategies towards subordinates) interpersonal relationship. A further study on a similar pattern can be conducted on lateral relationship to find out the strategies adopted among peers.
2. Methodologies sometimes contribute to the weaknesses of the study. The same study on the same population but with a different methodology can be conducted, as further research, to ascertain if the results are the same.
3. Samples are drawn from library professionals of the north eastern states of India alone. Similar study can be conducted on library professionals from other parts of the country for generalization of the findings.
4. Users' satisfaction is the primary most important objective of all libraries. However, no studies have been done to examine the impact of power strategies on user satisfaction. To investigate the impact of power strategies on user satisfaction the following points are suggested for further studies: -
   (a) As pointed out by D'Elia and Walsh (1983) there are two basic approaches to the measurement of user satisfaction – objective and subjective. In the objective approach library is the unit of analysis whereas in subjective approach users are the unit of analysis. Accordingly, this study adopts the objective approach by

studying the library professionals. The ultimate objective of the library being user satisfaction, further studies can be conducted to find out what type of influence processes, leadership styles, organisational climate contribute to the enhancement of user satisfaction.

(b) Du Mont and Du Mont (1979) also suggested synthesising the whole library system to measure library effectiveness. Studies on other aspects of the libraries can be integrated to find out the power strategies that lead to library effectiveness.

