Changing Dimension in Skills among the LIS Professionals: An Empirical Study

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Abstract

This paper highlights the leadership skill and decision making at work place of the library.The human relation skills such as leadership skill and decision making skills among the LIS professionals working in higher educational institutions in around Chennai are taken up for the study. Out of 425 LIS professionals, 376 were responded and the response rate is 88.47%. The necessity of interpersonal, intrapersonal and problem solving skills have been realized by the LIS professionals

Keywords

Changing Dimension; Decision making; Leadership skill; Human Relation Skill, Human Resource Management; Library Management

Electronic access

The journal is available at www.jalis.in

Journal of Advances in Library and Information Science
ISSN: 2277-2219 Vol. 3. No.4. 2014. Pp 278-287

INTRODUCTION

The dawn of 21st Century, libraries are facing serious transition (Raina, 211-216) on account of three main reasons such as: the transition from paper to electronic media as the dominant form of information storage retrieval and dissemination. Convergence of different media, such as text, graphics, and sound, into multimedia resources, has direct impact on this transition; increasing attention on accountability, with focus on quality customer services, performance measurement, bench marking and continuous improvement. In addition, shrinking financial resources have direct bearing on this shift; and new forms of work organization such as end-user computing, work-teams, downsizing, reengineering, outsourcing etc.

Current developments are directly affecting the knowledge, competencies and skill requirements of the information professionals to do their job effectively. Thus the need of the hour is that library professionals must address to critical information needs of their users by developing their core competencies and skills. Knowing how to get along with others, resolve workplace conflict, manage relationships, communicate well, and make good decisions are all critical emotional intelligence skills needed to succeed in career and in life. The technology related factors are mostly responsible for the constantly varying information requirements of the clientele. These constant changes require library professionals to be competent enough to handle technology effectively and efficiently and adapt managerial skills to provide them better services.

NEED FOR THE STUDY

Thamhain (2005), who is mastering the field of management has given few characteristics of today's technology based service environment, which are equally applicable in library environment. These are as follows:

- Complex library system and cross-functional linkages.
- Resource constraint, tough performance requirements.
- High task complexities, risks, and uncertainties.
- Fast-changing multidimensional user needs.
- Intense competition in open global markets.
- Collaboration in need of dealing with different organizations cultures and values.

- Need for continuous improvements, upgrades, and enhancements.
- Need for multidimensional skills, ability to deal with changing virtual learning environment.
- Increasing impact of IT on service delivery mode (Use of new means such as instant messaging, virtual reference desk, ask a librarian, Wiki's, blogs, podcasting, etc.).

Therefore an attempt has been made to study the human relation skills such as leadership skill and decision making skills among the LIS professionals working in higher educational institutions in around Chennai.

REVIEW OF LITERATURE

Their exist number of studies suggesting various skills for building the individual competency and increasing the competency among the individuals and professionals in the workplace. Few of the skills such as Information Skills (Pintos, Molina 2008, Walter 2008, Dell –Price and Cotton 2008), Information Literacy Skills (Ramesh Babu 2011, Ramesh Babu & Nageswara Rao 2011, Hagland and Herson 2008), ICT skills (Thomas and Rulter 2008, Owvia, Bada & Aimbonam 2006), Soft Skills (Harris 2007) that are needed have been discussed in the literature. Regarding personal qualities/characteristics of professionals, Bergman (1992), Kaufman (1994), Sherman et al (1998), Sanghi (2004), Deb (2006) and Opatha (2007 and 2009) have emphasized that many types of personal qualities/characteristics are necessary for professionals.

Continuing professional development, according to Pharmaceutical Society of Ireland (2013), involves an ongoing cyclical process of continuous quality improvement which allows professionals to learn and develop to meet their own personal and professional needs and needs of their patrons. Fitsimmons (2009) discussed that managing skill sets in practicing the performance standard of managing people effectively and results found that individuals are more productive when they have the chance to use their unique skill sets rather than having to do tasks for which they have little or no skills simply because those tasks are part of a larger function. Pors (2008) conducted leadership survey in Denmark based on extensive interviewing of directors and staff members from 24 public libraries.

Arora (2004) highlighted leadership skills and personal traits that were used successfully for transforming a traditional library into a hybrid library in precarious circumstances and conditions that exist in some of the organizations in India. Unaeze (2003) focuses on the dynamics of leadership and management of academic library reference services and what is expected of the reference department head of the 21st century.

OBJECTIVES

The major objectives of the study are

1. To identify the personal qualities/characteristics needed or expected by the Libraries and information centre in the present digital environment.
2. To find out the feasibilities of developing a sort of illustration to understand personal qualities expected in libraries.
3. To identify the decision making and leadership among the library and information science professional.
4. To determine the leadership qualities possessed by library professionals.
5. To elucidate the current challenges faced by library professionals in managing the Libraries in the present day environment
6. To explore the leadership Managerial Traits needed for Library Managers and
7. To determine any association between category of professionals and leadership skills of library professionals

HYPOTHESES

Based on the objectives, the following hypotheses were formulated.

- There exist significant differences in Leader ship skill among the librarians.
- There are no significant differences in Decision making skills among the librarians/

DATA ANALYSIS

The capability has an association with three parameters such as Professional Knowledge, Professional Skill and Professional development. These three parameters put together will enhance the leadership skill and decision making skill. A well structured questionnaire was distributed among the library and information professionals working in higher educational institution libraries in around

Chennai, India. Their opinions were obtained and analyzed using the SPSS Software.

Distribution of questionnaire

There exist 289 higher educational institutions in different domain such as Arts & Science, Engineering and Technology and Medical sciences. Based on the number of professionals working in these institutions, questionnaires were distributed. The responses received from each domain has also shown in table 1 The percentage thus calculated between received and distributed in each domain is shown in table

Table 1:Distribution of questionnaires

S. No	Domain of Institutions	No. of Institutions	Distri-buted	Received	%
1	Arts & Sciences	118	120	97	80.83
2	Engineering and Technology	127	230	213	92.60
3	Medical Sciences	44	75	66	88.00
Total		289	425	376	88.47

Out of the 425 questionnaires distributed, 376 were received and the response rate is 88.47%. More over it can be seen that 80.83% of responses were received from Arts and Science, 92.60% from Engineering and Technology and 88% from medical sciences.

Demographic Data

The demographic details of the respondents are given in Table 2.

Table 2:Demographic Details of the Respondents

S. No	Description	Engineering & Technology	Arts & Sciences	Medical Sciences	Total
1	SEX				
	Male	154 (41.0)	72 (19.1)	47 (12.5)	273 (72.6)
	Female	59 (15.7)	25 (6.6)	19 (5.1)	103 (27.4)
2	AGE				
	21 to30	88 (23.4)	43 (11.4)	27 (7.2)	158 (42.0)
	31 to40	71 (18.9)	29 (7.7)	23 (6.1)	123 (32.7)
	41 to50	37 (9.8)	16 (4.3)	10 (2.7)	63 (16.8)
	51 and above	17 (4.5)	9 (2.4)	6 (1.6)	32 (8.5)
3	STATUS				
	Librarian	119 (31.6)	55 (14.6)	36 (9.6)	210 (55.9)
	Asst. Librarian	94 (25.0)	42 (11.2)	30 (8.0)	166 (44.1)
4	YEARS OF EXPERIENCE				
	Below 10	177 (47.1)	79 (21.0)	55 (14.6)	311 (82.7)
	10 to 20 years	15 (4.0)	7 (1.9)	5 (1.3)	27 (7.2)
	Above 20 years	21 (5.6)	11 (2.9)	6 (1.6)	38 (10.1)
Total		**213 (56.6)**	**97 (25.8)**	**66 (17.6)**	**376 (100.0)**

Out of 376 responses received, 273 (72.6%) are male and 103 (27.4%) are female. Based on their age the respondents are divided into 4 groups such as 21 to30 (158, 42.0%), 31 to 40 (123, 32.7%), 41 to 50. (63, 16.8%) and 51 and above. (32, 8.5%). The data were collected from Librarians and Assistant Librarians only. There are 119 (37.4%) responses received from Librarians and 199 (62.6%) are from the Assistant Librarians.

REALIBILITY TEST

Reliability is concerned with consistency of a variable. There are two identifiable aspects of this issue: external and internal reliability. Nowadays, the most common method of estimating internal reliability is Cronbachs alpha (α). The formula used is

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum_{i=1}^{K}\sigma_{Y_i}^2}{\sigma_X^2}\right) \quad \ldots \quad (1)$$

A commonly accepted rules for describing internal consistency using Cronbachs alpha (Cronbach, Lee and Shavelson 2004) are $\alpha \geq 0.9$ (Excellent), $0.9 > \alpha \geq 0.8$ (Good), $0.8 > \alpha \geq 0.7$ (Acceptable), $0.7 > \alpha \geq 0.6$ (Questionable), $0.6 > \alpha \geq 0.5$ (Poor) and $0.5 > \alpha$ (Unacceptable).

The concepts taken up for the study, variables and the Cronbach alpha value are shown in Table 3.

Table 3: Reliability Analysis – alpha value

S. No.	Concepts	No. of Variables	Alpha value
1	Key Requirements	5	0.7257
2	Decision making skill	10	0.7531
3	Leadership skill	10	0.7721

The reliability values indicate that all the variables thus taken up for the study were acceptable.

KEY REQUIREMENTS OF PROFESSIONALS

The factors "Analytical skill", "Work experience", "Knowledge on domain", "Ability" and "Useful ideas" were considered as key requirements of the professionals for dynamic capability in the work environment. The respondents view on key requirements has been ascertained based on the above five variables in a five point scale such as "*Strongly Disagree", "Disagree", "No Opinion", "Agree", "Strongly Agree"* and the same is shown in Table 4. Mean and Standard deviation were calculated based on a five point scale. The ranks were assigned and the same is shown in Table 4.

Table 4: Key Requirements of Professionals

S.No	Description	SD	D	UD	A	SA	Mean	Std	Rank
1	Analytical skill	0	11(3.5%)	12(3.8%)	208(64.4%)	87(27.4%)	4.17	0.65	3
2	Work experience	0	5(1.6%)	15(4.7%)	199(62.6%)	99(31.1%)	4.23	0.61	1
3	Knowledge	12(3.8%)	27(8.5%)	0	175(55.0%)	104(32.7%)	4.04	1.00	5
4	Ability	0	12(3.8%)	29(9.1%)	165(51.9%)	112(35.2%)	4.19	0.75	2
5	Useful ideas	0	17(5.3%)	16(5.0%)	202(63.5%)	83(26.1%)	4.10	0.72	4

SD - Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

The mean value of the variables lies between 4.04 and 4.23 which indicates that the essentiality of the variables lies between "Agree" and "Strongly Agree". The standard deviation for the variables range between 0.61 and 1.00 indicates that there is no much deviation on opinions among the respondents.

LEADERSHIP SKILL

The leadership skills were ascertained from the LIS professionals on ten variables that exhibits the interpersonal skill. The questions that reflects each term is shown in Table 5.

The opinions thus obtained on ten variables in a five point scale were shown in table 6. The respondent's opinions, mean and standard deviation thus calculated shown in the table with the rank.

Table 5: Leadership Skill

S. No	Term	Respondents asked
1	Motivation	Motivating subordinates
2	Inspiration	Inspiring subordinates
3	Time focus	Maintain time deadlines
4	Delegation	Delegating work to subordinates for smooth function
5	Strictness	Rigid and strictness
6	Friendly approach	Friendly approach
7	Social interaction	Social and community activities
8	Causing change	Fighting the establishment or unfair policies
9	Stirring people	Developing network among professional community
10	Result oriented	Productivity , result and Objective oriented approach

Table 6: Leadership Skill

S. No.	Description	SD	D	No	A	SA	Mean	Std	Rank
1	Motivation	0(0.0)	1(0.3)	69(18.4)	188(50.0)	118(31.4)	4.12	.703	3
2	Inspiration	20(5.3)	199(52.9)	157(41.8)	0	0	2.36	.582	9
3	Time focus	0	0	67(17.8)	169(44.9)	140(37.2)	4.19	.717	2
4	Delegation	0	94(25.0)	153(40.7)	102(27.1)	27(7.2)	3.16	.885	7

5	Strictness	124(33.0)	215(57.2)	37(9.8)	0	0	1.77	.613	10
6	Friendly approach	0	72(19.1)	194(51.6)	110(29.3)	0	3.10	.689	8
7	Social interaction	0	89(23.7)	58(15.4)	173(46.0)	56(14.9)	3.52	1.012	5
8	Causing change	20(5.3)	75(19.9)	62(16.5)	137(36.4)	82(21.8)	3.49	1.187	6
9	Stirring people	0	10(2.7)	75(19.9)	158(42.0)	133(35.4)	4.10	.807	4
10	Result oriented	0	18(4.8)	30(8.0)	168(44.7)	160(42.6)	4.25	.797	1

The mean value ranges between 3.10 and 4.25, except for the variables "Inspiration" that has mean of 2.36, and "Strictness" that has a mean value of 1.77. This indicates that all the eight variables are between "Agree" and "Strongly Agree". The standard deviation also ranges between 0.582 and 1.187 in a five point scale which indicates there is no much deviation in their opinion.

The first preference was given to "Result oriented". It is followed by "Time focus" and "Motivation". The least three preference were given for "Strictness", "Insperation" and "Friendly approch".

The study has further been extended to the type of institutions. The mean, standard deviation for each institution type were given along with the rank. The same shown in Table 7.

Table 7: Leadership Skill Vs Institution

S. No.	Description	Arts and Science			Engineering			Medicine			Total		
		Mean	Std.	Rank	Mean	Std.	Rank	Mean	Std.	Rank	Mean	Std.	Rank
1	Motivation	4.10	.714	3	4.14	.697	3	4.12	.713	3	4.12	.703	3
2	Inspiration	2.35	.596	9	2.35	.585	9	2.42	.556	9	2.36	.582	9
3	Time focus	4.22	.725	2	4.19	.722	2	4.18	.700	2	4.19	.717	2
4	Delegation	3.18	.890	7	3.16	.886	7	3.17	.887	7	3.16	.885	7
5	Strictness	1.73	.604	10	1.77	.611	10	1.80	.638	10	1.77	.613	10
6	Friendly approach	3.11	.690	8	3.11	.689	8	3.06	.699	8	3.10	.689	8
7	Social interaction	3.52	1.022	5	3.51	1.017	5	3.58	.993	5	3.52	1.012	5
8	Causing change	3.43	1.198	6	3.47	1.200	6	3.67	1.128	6	3.49	1.187	6
9	Stirring people	4.13	.824	4	4.08	.814	4	4.11	.767	4	4.10	.807	4
10	Result oriented	4.27	.771	1	4.24	.799	1	4.24	.842	1	4.25	.797	1

In the case of arts and science professionals, the mean value ranges between 3.18 and 4.27, except Strictness (mean value 1.73) and Inspiration (mean value 2.35). Similarly the standard deviation ranges between 0.596 and 1.198 which shows there is no significant variation in the opinion of respondents of Arts and Science professionals. The overall preferences among LIS professionals get synchronized with professionals working in Arts and Science too.

Similarly on comparing Engineering professionals, the preferences were similar with over all preferences of LIS professionals. The least preferences were identical with minor differences in mean and standard deviation values. The mean value ranges between 3.11 and 4.24 with the exception of "strictness" (mean value 1.77) which indicates the opinion were lies half way between agree and strongly agree. The differences in opinion could not be seen since the standard deviation ranges between 0.585 and 1.200.

In order to identify the relation between variables, Pearson correlation with two tailed significance test were administrated and the values were shown in Table 8.

Table 8: Correlations Technique for Leadership Skill Variables

Descroption	1	2	3	4	5	6	7	8	9	10
Motivation	1									
Inspiration	-.144(**)	1								
Time focus	.476(**)	.073	1							
Delegation	.323(**)	.023	.773(**)	1						

Strictness	.098	-.339(**)	-.638(**)	-.342(**)	1					
Friendly approach	-.054	-.265(**)	-.045	-.150(**)	-.020	1				
Social interaction	.171(**)	.474(**)	.081	-.063	.019	-.619(**)	1			
Causing change	.066	.248(**)	.034	.014	.165(**)	-.664(**)	.544(**)	1		
Stirring people	-.178(**)	.268(**)	-.002	-.038	-.265(**)	-.359(**)	.373(**)	.377(**)	1	
Result oriented	-.413(**)	.079	-.393(**)	-.206(**)	.102(*)	.517(**)	.387(**)	.396(**)	.669(**)	1

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

The test indicated that the correlation is significant at the 0.01 level (2 tailed). Their exist exception that the variable Reasoning ability and job satisfaction. Similarly, the Reasoning ability and team spirit.

The correlation value ranges between -0.664and 0.733. The correlation value always lies between -1 and 1. The number of variables has positive correlation. Only few variables has negative correlation. Among the negative correlation "strictness" has negative correlation with all the variables.. This has also seen from the mean value.

The highly correlated variables are

- Delegation and Time focus (0.733)
- Result oriented and Stirring People (0.669)

Decision making skill

The terms indicating the Decision making skills were ascertained and for each term the mean which respondents can be asked has been decided and the same is shown in Table 8. The questions that reflects each term is shown in Table 9.

Table 9: Decision Making Skill

S.No	Term	Respondents asked
1	Co-operation	No Decision making will be successful without the co-operation and enthusiasm of the colleagues team
2	User Needs	Decision making can be changed according to the needs of the user
3	Rules And Regulation	The decision making should be firm to achieve the objectives at right time, right direction and in a right manner to a right person
4	Ranking The Objectives	Decision will be success only when ranking the objectives according to the priority
5	Evaluation	Decision making is a evaluating the solution one by one
6	Best Alternative	Decision making is choosing a new single solution among the alternative
7	Rules And Procedures	Decision making are made on the basis of some rules and procedures framed by an organization
8	Priority	Creativity and Innovation are the main pillars of Decision making
9	Creativity And Innovation	Most of the employees feel that their ideas should be given importance by the management
10	Long Term Perspective	Strategic decisions with implications of long term perspective.

The decision making skill has been ascertained using 10 variables among the LIS professionals on a five point scale. The opinions were shown in table 9. Based on the opinion the mean and standard deviation were calculated. The ranks were ascertained based on mean, standard deviation. The opinion, mean, standard deviation and the rank were shown in Table 10.

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Table 10: Decision Making Skill with Responses

S. No.	Description	SD	D	No	A	SA	Mean	Std	Rank
1	Co-operation	7(1.9)	6(1.6)	48(12.8)	176(46.8)	139(37.0)	4.15	.841	5

2	User Needs	4(1.1)	95(25.3)	129(34.3)	107(28.5)	41(10.9)	3.23	.983	8
3	Rules and Regulation	6(1.6)	6(1.6)	43(11.4)	123(32.7)	198(52.7)	4.33	.860	2
4	Ranking the Objectives	0	84(22.3)	149(39.6)	105(27.9)	38(10.1)	3.26	.918	7
5	Evaluation	0	0	67(17.8)	169(44.9)	140(37.2)	4.19	.717	3
6	Best Alternative	0	94(25.0)	153(40.7)	102(27.1)	27(7.2)	3.16	.885	9
7	Rules and Procedures	0	0	37(9.8)	124(33.0)	215(57.2)	4.47	.669	1
8	Priority	2(0.5)	34(9.0)	103(27.4)	139(37.0)	98(26.1)	3.79	.950	6
9	Creativity and Innovation	0	0	78(20.7)	154(41.0)	144(38.3)	4.18	.749	4
10	Long Term Perspective	0	102(27.1)	149(39.6)	103(27.4)	22(5.9)	3.12	.876	10

The mean value ranges between 3.12 and 4.47. This indicates that all the ten variables are between "Agree" and "Strongly Agree". The standard deviation also ranges between 0.717and 0.983 in a five point scale which indicates there is no much deviation in their opinion.
The first preference was given to "Rules and Procedures". It is followed by "Rules and Regulation" and "Evaluation". The least three preference were given for "Long term perspective", "Best Alternative" and "User needs".

The study has further been extended to the type of institutions. The mean, standard deviation for each institution type were given along with the rank. The same shown in Table 11.

Table 11: Decision Making Skill Vs Type Of Institutions

S. No.	Description	Arts and Science		Engineering		Medicine		Total	
		Mean	Std.	Mean	Std.	Mean	Std.	Mean	Std.
1	Co-operation	4.07	.992	4.17	.812	4.23	.675	4.15	.841
2	User Needs	3.23	1.026	3.21	.944	3.30	1.052	3.23	.983
3	Rules and Regulation	4.31	.906	4.35	.837	4.30	.877	4.33	.860
4	Ranking the Objectives	3.49	.980	3.18	.888	3.17	.870	3.26	.918
5	Evaluation	4.22	.725	4.19	.722	4.18	.700	4.19	.717
6	Best Alternative	3.18	.890	3.16	.886	3.17	.887	3.16	.885
7	Rules and Procedures	4.48	.647	4.48	.670	4.44	.704	4.47	.669
8	Priority	4.09	.902	3.83	.913	3.23	.908	3.79	.950
9	Creativity and Innovation	4.18	.736	4.16	.762	4.21	.734	4.18	.749
10	Long Term Perspective	3.13	.874	3.10	.882	3.17	.870	3.12	.876

In the case of arts and science professional, the mean value ranges between 3.13and 4.48,. Similarly the standard deviation ranges between 0.647 and 1.026 which shows there is no significant variation in the opinion of respondents of Arts and Science professionals. The overall preferences among LIS professionals gets synchronized with professionals working in Arts and Science too.

Similarly on comparing Engineering professionals, the preferences were similar with over all preferences of LIS professionals. The least preferences were identical with minor differences in mean and standard deviation values. The mean value ranges between 3.10 and 4.48 which indicates the opinion were lies half way between agree and strongly agree. The differences in opinion could not be seen since the standard deviation ranges between 0.585 and 1.200. In the case of professionals working in medical institutions, the preferences were similar with the overall preferences of LIS professionals. The mean value ranges between 3.17 and 4.40. This indicates that the opinion for all the variables lies between agree and strongly agree. There exist synchronized opinion among the professionals working in medical institutions since the standard deviation ranges between 0.669 and 0.950.

In order to identify the relation between variables, Pearson correlation with two tailed significance test were administrated and the values were shown in Table 12.

Table 12: Decision Making Skill Correlations Techniques

S.No	Terms	1	2	3	4	5	6	7	8	9	10
1	Co-operation	1									
2	User Needs	.619(**)	1								
3	Rules And Regulation	.040	.090	1							
4	Ranking The Objectives	.308(**)	.339(**)	.019	1						
5	Evaluation	.888(**)	.690(**)	.020	.353(**)	1					
6	Best Alternative	.690(**)	.888(**)	.099	.338(**)	.773(**)	1				
7	Rules And Procedures	-.140(**)	.005	.653(**)	.013	-.148(**)	.025	1			
8	Priority	.388(**)	.314(**)	-.025	.218(**)	.452(**)	.355(**)	-.103(*)	1		
9	Creativity And Innovation	.118(*)	.141(**)	.066	.054	.130(*)	.169(**)	.041	.037	1	
10	Long Term Perspective	.123(*)	.095	.071	.054	.137(**)	.112(*)	.008	.030	.781(**)	1

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

The test indicated that the correlation is significant at the 0.05 level (2 tailed). The correlation value ranges between -0.140 and 0.888. The correlation value always lies between -1 and 1. The number of variables has positive correlation. Only few variables has negative correlation. Among the variables "Rules and Procedure" has negative correlation with "Co-operation" and "Evaluation" has negative correlation. Out of 90 pair of variables, only 18 pair of variables do not have significance of correlation. The other 72 pair of variables are having significance of correlation at 95 to 99% level.

The highly correlated variables are

- Evaluation with cooperation (0.888) and User needs (0.690)
- Best Alternative with User needs (0.888) and cooperation (0.690)
- Long term perspective and creativity and innovation (0.781)

HIERARCHICAL CLUSTER ANALYSIS

The hierarchical cluster analysis for decision making has been carried out and dendrogram using average linkage has been drawn. The same is shown in figure 1

* * * * * * H I E R A R C H I C A L C L U S T E R A N A L Y S I S * * * * * *

Dendrogram using Average Linkage (Between Groups)

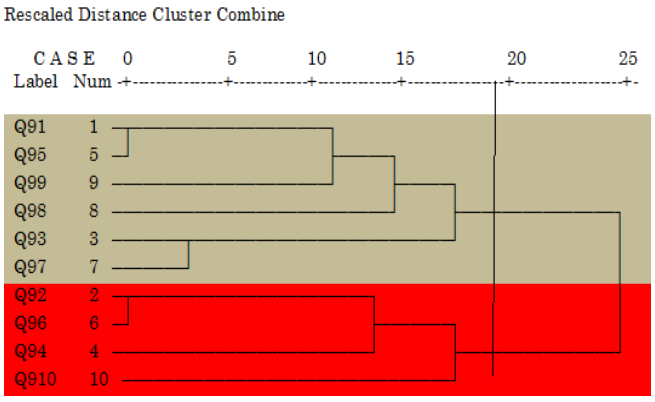


Figure 1 Dendrogram For Decision Making

There exist two clusters at 70% level. Cluster one consists of four variables such as "user needs", "Ranking and objective", " Best alternative" and "Long term perspective" and the same has been named as Prime decision making skill. The remaining variables that have formed as second cluster can be named as Secondary decision making skill.

SUGGESTIONS

Based on the analysis on the study taken, the suggestions arrived are:

- Librarian must understand the ways to learn new concepts and ideas, and constantly seek the new opportunities to learn additional skills and acquired systematic knowledge with scholarly application in all fields of the contemporary world. Main aim is to encourage them to work cooperatively as a team.
- Motivate the library professional to put in their best in the work environment. Besides, the skill enhancement will enable the LIS

professional to meet the need fulfillment, Attain economic, social and psychological satisfaction, Group behavior at work, Cooperative work, avoiding conflict, Secure economic, empowerment among staff and job satisfaction.

CONCLUSION

Today the library profession needs a multi-disciplinary subject with a fusion of educational technology, psychology, management, and information technology and computer science. The traditional roles of the library and information centres are no longer adequate to support the changed environment. As technologies grow, it becomes possible to manage various viewpoints emerging from concept formation and interpretation. Ideas of creation, seeking and use of information are methodologically shifted from positivistic (linear) traditions to phenomenological and hermeneutical approaches with the emphasis on social settings and interpretation

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