Chapter 7
FINDINGS, SUGGESTIONS AND
FURTHER AREAS OF RESEARCH

1. INTRODUCTION

The community of library professionals and the libraries as organizations are passing through a phase of transition since the last decade of the 20\textsuperscript{th} century. This study aims to explore the professional ethos of a select community of the special library executives of Delhi and analyses in-depth its manifestations in organizational ethos of two special libraries, i.e., NASSDOC and NCERT library. As ethos is an experiential concept it has been studied at two levels. At one level the study focuses on understanding of the value system, the core constituents of professional ethos, of special library professionals through a questionnaire survey. It also makes an effort to identify change in the value system, thereby in the ethos of special librarianship, due to the impact of new technological and economic environment. At another level, the study analyzes the interplay of professional and personal values of professionals that shapes organizational ethos of a special library through case study method (using both qualitative and quantitative techniques). The two case studies, specifically, aim to understand the change in ethos in terms of creation of an innovative ethos with applications of ICTs and the role of leadership.

The data for this two-pronged study have been collected through a general survey of 81 special library executives through questionnaires and in-depth case studies of NASSDOC and NCERT. A Three Dimensional Ethos model has been applied that uses both the types of data including narratives from literary sources, interviews, interactions and observations to study the organizational ethos of both the libraries. The findings based on the analyses of data are presented below in this chapter.
2. FINDINGS BASED ON QUESTIONNAIRES

This section presents the findings based on analysis of the responses collected through questionnaires about professional ethos of a select community of 81 special library executives of Delhi. It includes study of core components of professional ethos, such as, preferences about core professional values, professional beliefs and their dilemmas; and also the change in professional ethos.

2.1. PERSONAL PROFILES OF LIBRARY EXECUTIVES

The personal profile of each professional is essential to infer common characteristics of a community that help to construct its ethos. Findings based on the analysis of data collected from the executives regarding their personal characteristics i.e., Name, Designation, Age, Academic Qualifications, Professional Qualifications and Professional Experience are as follows:

2.11. Age and Gender Distribution

It can be inferred from the analysis of data regarding age of the professionals, that majority (76.54%) of the respondents falls in the age group of 41 to 60 years which is natural since the population of the study included only the senior most executives of libraries (Table 6.1). Very few are 30 years and below and only one is above 61 years. Among 81 professionals there were 50 male and 31 female.

2.12. Distribution by Qualifications

Regarding academic and professional qualifications of the professionals, it has been found that majority of them are highly qualified both in LIS and an academic discipline. Majority of them (77.78%) are Post-graduates in an academic discipline and 50.62% are in Library & Information Science. A substantial number of professionals (27.16%) are found in possession of higher professional degrees in Library & Information Science, such as M. Phil and Ph. D. Only 16.05% of library executives have graduation in an academic discipline and 18.52% have graduation in LIS (Table 6.2).
2.13. Distribution of Professional Experience

It has been observed that senior professionals with long experience are in managerial positions in the libraries (Table 6.3). Majority of the respondents (62.96%) are found to be having experience ranging between 21 to more than 31 years. But, interestingly, 13.58% respondents are having less than 10 years of professional experience who also found to be holding managerial positions. However, 49.38% are having 10 years or lesser experience in their current managerial designation. Only a miniscule minority of 2.47% respondents had experience of more than 30 years in their present position.

2.2. INFORMATION ABOUT THE LIBRARY WEBSITE/WEBPAGE

Regarding availability of websites/web pages, which are vehicles for communicating official ethos of the libraries, majority of the respondents (66.67%) indicated that their libraries were having web pages/websites (Table 6.5). Interestingly, a substantial number of these professionals (64.81%) claimed that their library websites/web pages were having Vision, Mission or Core Values/Objectives Statements. A minority of 33.33% of respondents indicated that their libraries were not having any web pages/websites.

Findings based on analysis of the data regarding purpose of having Vision, Mission, or Core Values/Objectives statements reveal that Communicating Organizational Values is ranked as the top most purpose, while Communicating Professional Values and Image Building share the second rank. Marketing is placed at the third rank (Table 6.6).

2.3. PROFESSIONALISM AMONG SPECIAL LIBRARY EXECUTIVES

Levels of professionalism of the practitioners influence ethos of the profession to a great extent. Librarians were asked various questions on this aspect and the findings based on analysis of the data (ref. Table 6.7) about various issues related to professionalism are as follows:

• Regarding the professional status of Library Service, there is a near total consensus, as 91.36% are in agreement. However, 7 respondents disagreed
with the professional status - among them are 2 post graduates and 1 Ph. D. in LIS serving in reputed institutions, who categorized Library Service as a semi-profession.

- Majority of the professionals (71.60%) are optimistic about the future of the profession as they admitted that they would advise their close relatives to join the profession. An overwhelming majority (90.12%) believe that the profession would survive after 20 years.

- About the present and future of this profession, a growing insecurity and pessimism have been reflected as 27.16% expressed that they would not advise their close relatives to join the profession. Again, among 9.88% professionals who believe that the profession will not survive after 20 years, at least 3 are Ph D. holders in LIS and active in organizing professional collaborative activities. No doubt, statistically it is an insignificant number but the influence of this attitude may have rippling effect on fellow professionals.

- Strangely pessimism about the future of the profession has no relationship with its professional status. Only 1 of the 5 respondents who categorized it as semi-profession has given negative replies to the 2 questions asked about the future of the profession.

2.31. Membership of Professional Associations

Findings regarding status of membership of professional associations, a significant criterion of professionalism, most notably, reveal that, a substantial number of professionals (32.10%) are not members of any association. However, a majority of the library executives (58.02%) are members of the general Indian Association i.e., Indian Library Association and other 32.10% are the member of the Indian Association of Special Libraries & Information Centres (IASLIC) and rest are members of other associations (Table 6.9).
2.32. **Awareness about the Code of Ethics**

Findings reveal that only a minority of 19.75% Special Library Executives are aware of the Code of Ethics, an expression of professional ethos, formulated by JOCLAI (ref. Table 6.10). Among the respondents there is no agreement about the issuing body ILA, IASLIC or JOCLAI. The majority of the respondent population (82.72% ) feel that the Code of Ethics should be given more publicity. The ignorance about the Code, is perhaps reflection of the general apathy of Indians towards any written law/rules or code.

2.33. **Relevance of Ranganathan’s Five Laws of Library Science**

Ranganathan’s Five laws of Library Science have been found to have far-reaching impact on the professional psyche of Indian Library professionals and it still provides the ethical base to Indian library service. Only 2 professionals out of 81 felt the Laws had lost their relevance (Table 6.12).

2.34. **Perceptions about Status of Professional Activities**

Perceptions about the status of professional activities reflect the beliefs of the professionals, which are also constituents of their ethos. It has been found that **Access** is considered the **Most Important** activity which is closely followed by **Acquisition** (rank 2). Other activities as per preferences are : **Preservation** (rank 3), **Resource Generation** (rank 4), **Promotion** (rank 5) and **Marketing** (rank 6) (Table 6.11).

3. **ANSWERS TO RESEARCH QUESTIONS**

The study has been conducted to search results for various critical questions related to professional ethos. The literature survey and content analysis of documents combined with the analysis of data collected through the questionnaire survey offered answers to the research questions. Following are the research questions with their answers derived from the analysis:


3.1. IDENTIFICATION OF PROFESSIONAL CORE VALUES

- **Research Question (i)** Which are the core professional values cherished by the professionals in special libraries?

- **Answer:**

For the study of ethos of any professional service, identification of a shared set of values is indispensable. The special library professionals, being part of the wider community of the library professionals, hold a common set of professional values, while they share a different set of values being special library professionals. The identification of core professional values of the general community of library professionals and of the special librarians has been done on the basis of content analysis of aspirational statements of professional associations and literature survey. The findings of the literature survey have been presented in Chapter 5, Sections 4.2 and 4.5. A list of general core professional values has been developed by combining two sets of common values i.e., values derived from a textual analysis of frequency of word counts from the code of ethics of Joint Council of Library Associations of India (JOCLAI) formulated in 1989 and Koehler, Hurych, Dole & Wall’s (2000) set of top core values. Both the sets show similar values.

The final list of six core values for the questionnaire survey has been compiled by merging both the lists of JOCLAI’s and Koehler, et al.’s that included four common values i.e., Service, Equality of Access, Information Literacy and Intellectual Freedom. The fifth top value of Koehler et al.’s list i.e., Preservation of the record (not figuring in JOCLAI’s) has been included in the final list due to its currency during the 21st century. The sixth top value in Koehler et al.’s list is Literacy, since this value is not of much relevance to special libraries, the same was excluded from the list. In its place the value of Integrity has been included that figures prominently in the preamble of JOCLAI’s code due to the strong moral overtone of the document. Koehler et al.’s final ranking has been followed in the listing of values.
For the core values of special library professionals, SLA’s four Core values taken from its Vision, Mission and Core Value Statements adopted in 2003 after a re-branding exercise of the association have also been included in the survey of core values of the professionals. These values represent the New Age or New Public Management (NPM) values and principles due to induction of private sector management or corporate values in public sector.

i. **General Professional Core Values**

Findings based on analysis of the professional preferences based on the questionnaire survey conducted among a select group of special library executives, reveals that Service is ranked as the Most Important general professional value by majority of the respondents. It is followed by Equality of Access in second rank, Information Literacy and Preservation of the Record are ranked as 3rd and 4th. Intellectual Freedom of Expression emerges as the 5th ranked value and Integrity at the 6th rank (Table 6.13).

ii. **SLA Core Values**

Among SLA Core values, Innovation and Continuous Learning are the top most ranked value, closely followed by Leadership. Result and Accountability are ranked at third place and Collaboration & Partnering at fourth place (Table 6.14).

3.2. **CHANGE OF PROFESSIONAL ETHOS**

- **Research Question (ii). Is there any change in professional ethos during the digital age?**

- **Answer:**

The change of professional ethos has been studied both in terms of historical context as well as in specific organizational locations. Findings in the historical context is based on the analysis of data regarding preferences of values collected through the questionnaire survey reflecting change of professional ethos from the late 1980s when JOCLAI’s Code of Ethics was drafted to the present day. A comparison based on content analysis of the
JOCLAI’s Code of Ethics and the ranking of general core values and SLA’s core values presented in Table 6.23 reveal that change of professional ethos has taken place in the second decade of the 21st century. The value of Service dominates in JOCLAI’s document of late 1980s and is also the top rated value of special library executives of this digital age. However, changes in terms of preferences of the value of Preservation and of the New Age value of Innovation have taken place. Preservation, a very significant value of the digital age, does not occur in the JOCLAI’s document, while in the general survey in the beginning of the 21st century it has been ranked at the 3rd place. Analysis of data in Table 6.24 shows not much significant variations in frequencies of occurrences of all SLA’s values in JOCLAI’s document. However, the ranking of SLA values in the survey reveals that Innovation is placed on the top by the respondents. In terms of preferences of other values there are no remarkable change. This analysis shows that there is a change in professional ethos in the new millennium. It also proves that JOCLAI’s code of ethics is indeed a quite contemporary document.

4. FINDINGS ON HYPOTHESES

Following are the hypotheses related to the professional core values, the main constituents of ethos, which have been tested with the related findings derived from analyses of the data collected through the questionnaires:

Hypothesis I:

*Service is the top most ranked core value for the special librarians but it is restrictive in nature in a special library.*

Regarding this hypothesis, analysis of data in Table 6.13 reveals that among the general professional core values, Service is the highest ranked value. Majority of the Special Library Executives (65.43%) believe in a restrictive concept of Service as they agree with the statement that *Library service is a public service but not in a special library* as per responses in Table 6.22.

*Thus the hypothesis is supported.*
Hypothesis II:

Age, professional qualification, total professional experience and experience in current position do not influence ranking of core values.

An analysis of the data in Table 6.17A shows no significant variations in the ranking of Most Important general core values among various age groups of professionals except in the case of the value of Service. There is notable increase in percentage of professionals in three age groups from 50% (upto 40 years) to 63% (41 - 50 years) and 75% (51 years and above) who ranked Service as the Most Important.

Analysis of Table 6.17B reveals an increase in percentage of professionals who ranked Leadership as Most Important in each correspondingly higher age group e.g., 27.8% (upto 40 years) to 33.3% (41 to 50 years) to 50.0% (51 years and above). Interestingly, the percentage of professionals ranking Innovation as Most Important decreases with increase in age. While 55.6% of the professionals of the age group of upto 40 years ranked it as Most Important, 51.9% of the age group of 41 to 50 years and the number decreases further to 30.6% in the age group of those above 51 years. Ranking of other values do not show such influences of ageing.

Analyses of the pattern of ranking of general professional core values and SLA core values in Tables 6.18A and 6.18B do not show any influence of professional qualification.

Table 6.19A shows significant difference in percentages of professionals who ranked the value of Service as Most Important as indicated among the groups of respondents having total professional experiences upto 20 yrs (50%), 21 to 30 years (71%) and those having experiences of 31 yrs and above (80%). A clear pattern of increase in ranking of the value of Service with increase in total professional experience emerges. No other groups have indicated any significant differences in ranking of any other professional value. Analysis of the data in the Table 6.19B shows influence of duration of professional experience on Most Important ranking of two SLA core values, i.e.,
Leadership and Innovation. The value of Leadership has been ranked as Most Relevant by only 26.7% of professionals with upto 20 years of professional experience and 51.6% of those with 21 to 30 years and 40% of those above 31 years of experience. Similarly, Innovation is ranked as Most Relevant by only 32.3% of those in the group within 21 to 30 years of experience and 40% of those with above 30 years of experience. While 56.7% of those with experience upto 20 years have ranked it as Most Relevant. Though the differences in percentages of respondents in at least two of these groups are significant in both the cases, no clear pattern emerges with increasing years of experience.

Analysis of the data in the Table 6.20A shows that only the ranking of the value of Service show clear preference in Most Important ranking and there is a notable difference between three groups in percentages of professionals who ranked e.g., 62.5% of those with experience upto 10 years in present position have ranked Service as the Most Important, 57.1% of those with experience between 11 to 20 years and 80% of those with experience above 20 years. Though this distribution does not show any increase or decrease in ranking along with years of experience.

Table 6.20B indicates significant differences in ranking of the values of SLA Core values of Leadership and Innovation between the group of respondents having 11 to 20 yrs of professional experiences in present position and those having experiences of 21 yrs and above. Percentage of professionals in the group of 11 to 20 yrs, who ranked Leadership as Most Important value is low (14.3%) and it rises sharply to 55% in those with experiences of 21 yrs and above. Similarly, in ranking of Innovation, there is a dip in percentages of professionals from 57.1% in the age group of 11 to 20 years of experience to 30.0% in the group having experiences of 21 years and above.

Thus the hypothesis is partially sustained.
Hypothesis III:

*Gender does not influence ranking of professional core values.*

Analysis of data in the Table 6.16A and 6.16B show that *Most Important* ranking of the six general core values and SLA’s Core values do not show any significant variation on the basis of gender.

*Thus, the hypothesis is supported.*

Hypothesis IV:

*Majority of the special librarians are unaware of JOCLAI’s Code of Ethics.*

Table 6.10 reveals that a very significant majority (80.25%) is unaware of the existence of the code of ethics formulated by JOCLAI.

*Therefore, the hypothesis stands vindicated.*

Hypothesis V:

*Acceptance of new values signify change in professional ethos of Special Library Executives of India.*

A comparison of values in Table 6.23 derived from JOCLAI’s code of ethics and the findings of the preferences of general and SLA values show a change of ethos in terms of preferences of value of *Preservation* (though not a new value but not referred in JOCLAI’s Code) and change in preferences of the New Age value of *Innovation* in the professional ethos of Special Library Executives have taken place (ref. Chapter 6, Section 8). Thus it can be inferred that change of ethos in terms of endorsement of new values has taken place.

*Thus, the hypothesis stands confirmed.*

Hypothesis VI:

*Conflicting attitudes towards the value of Service and Equality of Access reflect dilemmas among special library executives.*
Responses to conflicting statements in Table 6.22 reflect the true attitudes of the special library professionals towards the values of Service and Equality of Access. Slightly more than a half of the executives (50.62%) agree with the statement that Marketing of user services undermines the service value of the profession. While a substantial number of 30.86% are in disagreement and the remaining 18.52% are not sure. A majority of 75.31% also support Resource Generation by libraries for sustenance. It is obvious that a substantial number of the professionals did not perceive the dichotomy in two statements and disregarded the fact that Marketing is indispensable for Resource Generation. On the other hand, these conflicting responses reflect confusion or professional dilemma resultant of conflict between the altruistic value of Service and the Marketing ethos. However, 54.32% of the executives also believe that the library should not function as a profit center for survival in this age.

Professional attitudes towards relationship between Service and two concepts of Marketing and Resource Generation are ambiguous and reveal an area of dilemma.

There is a clear division among the professionals in their attitudes towards Equality of Access, as equal percentage (48.15%) of professionals are in agreement and disagreement with the statement i.e., All users cannot be treated equally. This sort of polarization of opinions can get reflected into dilemma at the professional community level.

Therefore, the hypothesis is supported.

Hypothesis VII:

Majority of the Librarians in special libraries are in a state of dilemma regarding their attitude towards the value of Intellectual Freedom of Expression.

The value of Intellectual Freedom of Expression, brings forth conflicting attitudes. Majority of the professionals (90.12%) are in agreement with the
view that *A library should offer its users access to all view points without any ideological or ethical bias*, reflecting an *Intellectual Freedom* of most unbridled form as per Table 6.22. Interestingly, 79.01% of the professionals also believe that *Censorship is desirable against unlawful expression and activities* thus endorsing restrictions on *Intellectual Freedom*. This proves that the professionals are driven by idealism and opposite realism at the same time and this contradiction proves existence of professional dilemma.

*Thus, the hypothesis stands confirmed.*

**Hypothesis VIII**

*Accountability towards the profession, the organization and users generate conflicting attitudes among special librarians.*

Majority of the professionals (90.12%) are in agreement with the idea that *Integrity means always acting consistently with professional values* (ref. Table 6.22). However, most of the professionals have conflicting attitudes towards *Accountability* to the profession, organization and users. Thus professionals are divided in their responses regarding loyalty to her/his profession rather than his/her organization. Only 49.38% agree, 14.81% are unsure and 35.80% disagreed with the statement i.e., *A library professional should be loyal to her or his profession rather than his or her organization*. The proportion of agreement decreases further when the question of *Accountability* to users versus organization arises. Only 43.21% agree that *A library professional should be accountable to the users rather than his or her organization* whereas 37.04% disagree and 19.75% are unsure.

However, a clear majority of executives (65.43%) place themselves above personal biases and prejudices and place the organization above their personal values as they agree that *A library professional should follow rules even though he or she may disagree with them.*

*Thus, the hypothesis is supported.*
5. FINDINGS BASED ON CASE STUDIES:

There are following few more research questions which remained unanswered by the questionnaire survey:

4.1. Relationship between Organisational and Professional Ethos:

Research Question (iii)

How do the libraries communicate their official / aspirational ethos through websites?

Research Question (iv)

Are there differences in value preferences of the professional community in specific organizational locations?

Research Question (v)

What is the relationship between organizational ethos and professional ethos of the serving professionals?

Research Question (vi)

Do applications of Information and Communication Technologies generate an innovative ethos among professionals and in the organization?

Research Question (vii)

Is effective leadership essential for changing the ethos of a library?

• ANSWERS BASED ON COMPARISON OF TWO CASE STUDIES

Keeping in view the research questions listed above qualitative method of case studies that used both quantitative and qualitative techniques has been
adopted. Answers to the Research Questions from (iv) to (vii) as listed above are presented in this section in a comparative analysis of the findings of the two separate case studies.

Case studies have been conducted in two leading libraries of Delhi, i.e., the National Social Science Documentation Centre (NASSDOC) and the Library of National Council of Education and Research (NCERT). The comparative analysis below answers the following research questions –

Firstly, Research Question (v) regarding relationship of organizational ethos with individual professional ethos that shape the organizational character. This question is answered by the comparisons of the three dimensions of organizational ethos.

Secondly, Research Questions (vi) and (vii) regarding the roles of ICTs and the leadership in change of organizational as well as professional ethos. The process of change in ethos has been studied from two different perspectives to answer these questions in view of the different levels of development and infrastructure of the two libraries. Since innovation has emerged as the most significant value in the digital age, analysis of change in both the cases focus on development of an innovative ethos at both organizational and personal levels. In case of NASSDOC, the role of applications of ICTs in developing an innovative ethos among the professionals and the library has been studied. While in NCERT library the transformational role of leadership in changing of ethos and creation of an innovative ethos has been studied.

Other research questions have been also answered during the course of analysis of the three dimensions. The findings of the three dimensional ethos of both the libraries are as follows:

i. Aspirational Ethos

Aspirational Ethos as derived from the content analysis of the texts related to the libraries in the Annual Reports of the institutions, web texts and narratives based on interviews of the leadership of both the libraries show various
similarities. The values of *Service, Innovation and Leadership* figure quite prominently in the aspirational ethos of both the libraries. In the case of NCERT, the value of *Collaboration* is also a leading value.

With reference to Research Question (iii), it has been found out that both the libraries have used the most significant tool for communication of official ethos to the public, i.e., the website, with varying degrees of effectiveness. A research model adapted from Business Communication has been used to analyse the rhetorical strategies applied to communicate Aristotelian ethos qualities of *Expertise, Trustworthiness* and *Empathy* by the Web texts of both the libraries as explained in Chapt. 6, part II. It has been found that both the libraries have stressed more on communication of the ethos quality of *Expertise* through the rhetorical strategy of self-promotion. Ethos appeals of *Resources, Abilities and Knowledge /Skills* have been communicated through detailed descriptions of various services and collections of the libraries. Other two ethos qualities such as *Trustworthiness* and *Empathy* have negligible presence. Trustworthiness is primarily reflected through ethos appeals of Integrity, Accountability, Honesty and the value of Leadership. While leadership has a prominent presence in the tagline of NASSDOC and a negligible presence in NCERT library website other ethos appeals of trustworthiness are hardly present. It seems that since the public funded institutions under the aegis of the Govt. of India enjoy *Trustworthiness* and related ethos appeals such as *Integrity* and *Accountability* by default so there is no additional effort by these two institutions to express these qualities through their websites.

There is however, difference in the degree of effectiveness in communication of *Empathy*. Both the libraries generally follow the consumption model of unidirectional and informational, mostly verbal and very less visual, for communication of ethos. The language used is official and authoritative. The style of rhetoric adopted by NASSDOC communicates *Empathy* reflected through concerns for and responsiveness to user needs, attention to their enjoyment etc. not quite effectively. While in the website texts of NCERT
library Emaphy is exuded at a slightly higher level through expression of partial concerns to user needs. The communication with the reader or user is not direct but there are efforts to reach out to them and build a bridge. This attitude is a progress from self-centred me- attitude of many other organizations towards the you-attitude that shows concerns for the users.

ii. Ethos of Outward Attachment

*Ethos of Outward Attachment* of both the libraries are dissimilar. On one hand, NASSDOC with its totally computerized services and well maintained air-conditioned interiors appears as a state-of–the art library. On the other hand, NCERT library is functioning with minimal use of computerized services and with old and worn out infrastructure. The innovative ethos that the official aspirational ethos projects through the official website is reflected in case of the NASSDOC library through its infrastructure but the same is not true in the case of NCERT library. Though the information service products in NASSDOC belie any effort of innovation as all are old and outdated. Again, human interfaces of the library are more responsive to user needs in NASSDOC than in NCERT. Both the libraries have huge staff structure, however, in case of NCERT library it is more stratified than that of NASSDOC which has a flattened structure due to disappearance of one stratum at the middle level of the organizational structure of the library. NASSDOC has more avenues of promotion to the professionals upto top senior levels. However, both the organizations are going through manpower crunch due to lots of vacancies at various levels. Finally, the position of NASSDOC in the parent organizational structure is also far more significant than that of the NCERT Library.

iii. Ethos of Inward Attachment

The third and the most critical dimension of the three dimensional model is the ethos of inward attachment. It deals with the personal values, beliefs and dilemmas of the professionals working in an organization and reflects the divergence or convergence with the official or aspirational ethos of the organization. The analyses of personal professional ethos in NASSDOC and
NCERT show few similarities as well as divergences. The attitudes towards professionalism show slight differences. The overwhelming majority in both the libraries believe in the professional character of library service, but the professionals are divided in both the libraries regarding the most comparable profession to librarianship. Almost half of the professionals opted for Teaching, while slightly less than half is for IT profession. NASSDOC professionals are quite hopeful about survival of the profession in future while nearly 44.44% of the professionals in NCERT do not agree.

Change in character of the profession is reflected in perceived significance of various activities that constitute the library service. Acquisition is the top ranked activity for NASDOC professionals and Access is at second rank while it is just the reverse for the NCERT professionals. Preservation is ranked 3rd by the NCERT professionals, it is at 5th place for NASSDOC professionals. Promotion and Marketing are at 3rd rank at NASSDOC, while at 5th and 6th places respectively at NCERT library. Resource generation is at 4th rank in both the cases.

A comparison with findings of the general survey provides an additional perspective to this analysis. Access has been found to be the top most ranked library activity in the general survey conducted among special library executives of Delhi. It is closely followed by Acquisition at rank 2. Preservation is ranked at 3rd place, followed by Resource Generation at 4th rank and Promotion at 5th and Marketing at 6th rank. In view of this, ranking of the professionals of NCERT seem to be closer with that of the general community of library executives.

With reference to the Research Question (iv), the analyses of preferences of professional values of the professional staff in both the libraries (refs. Chapter 6, pt.2, case I sec. 4.44 and case II, sec. 5.34) show various differences. In the ranking of general core values, Service emerges as the most important value for professionals in both the libraries. Information Literacy and Equality are at 2nd and 3rd ranks in NASSDOC and vice versa in NCERT Library. Professionals of NASSDOC have ranked Intellectual Freedom at 4th place,
Integrity at 5th and Preservation at 6th place, while ranking has been reversed at NCERT Library as the professionals ranked Preservation at 4th place, and Intellectual Freedom at the 6th rank. However, Integrity has received the same i.e., 5th rank in both the libraries. The ranking of the value of Preservation is critical in the digital age, while NCERT Library professionals with skeletal digital infrastructure have placed it at 4th place, that of NASSDOC with ample infrastructure do not show realization of its significance and rank it at the lowest rank (6th position).

The ranking of values by NCERT professionals are almost similar to the ranking of the general core values by the general community of the Special Library executives of Delhi, except that they ranked Integrity at the 6th place. However, the ranking by NASSDOC professionals differ from the preferences of the general community of library executives. Thus, it is evident that ranking of professional values can differ in specific organizational locations.

The preferences of SLA’s core values as presented in (refs. Chapter 6, pt.2, case I sec. 4.44 and case II, sec. 5.34) analysed on the basis of Weighted Index reveals lots of similarities. It is noteworthy that Innovation and Leadership got equal ranking followed by Results and Accountability and Collaboration and Partnering, both of which again got the same 2nd rank in case of the professionals of NCERT. However, the professionals of NASSDOC ranked Innovation on top, followed by Leadership; Results and Accountability at 3rd rank and Collaboration and Partnering on 4th rank. The ranking of SLA values by NASSDOC professionals are exactly similar to the ranking of the same values by the general community of Special Library executives of Delhi collected through the questionnaires.

iv. Dilemmas

Analyses of attitudes towards specific values on the basis of responses to specific statements reveal another interesting aspect of ethos, i.e., dilemmas, generally due to conflict of values and beliefs. Firstly, the professional value of Service presents dilemmas in practice in special libraries due to its association with altruistic and social welfare mission of the profession in
general. The case studies reveal that the majority (NASSDOC, 63.64%) and (NCERT, 66.67%) agreed with the restrictive nature of Service offered by a special library. Though, in both the libraries, a significant minority as is obvious are in disagreement and Not Sure or in a state of dilemma. The relationships of the value of Service with the concepts of Marketing and Resource Generation are also complicated due to diverse interpretations of the value. A significant number of professionals (NASSDOC, 45.45%) and (NCERT, 44.44%) are in disagreement of varying extent with the statement, Marketing of user services undermines the service value of the profession. Interestingly, in both the libraries, majority (100% in NASSDOC and 66.67% in NCERT) show pragmatism over idealism in showing agreement with the statement, i.e., A library should generate adequate resources to sustain its basic services in this age of financial stringency. Interactions also revealed that this is an area of dilemma since the professionals could not clarify how resource generation was possible without Marketing. While a clear majority (63.64%) in NASSDOC and 44.44% in NCERT library takes an idealistic position in disagreeing with the statement i.e., A library should function as a profit centre for survival in this age.

Secondly, the value of Intellectual Freedom of Expression presents a source of dilemma in both the libraries. The majority (63.64% in NASSDOC and 55.56% in NCERT) in both the libraries supports the idea that a library should offer access to its users to all viewpoints without any ideological or ethical bias. Interestingly, many of those who support total Intellectual freedom also support the statement Censorship is desirable against unlawful expressions and activities. This absence of realization of the contradictions in both the statements shows a clear state of dilemma and pragmatic outlook of the professionals.

Thirdly, Integrity and Accountability are two analogous values. The question of Accountability of the library professional to the profession, employer organization and the users always brings forth contradictions. In NASSDOC 90.91% and in NCERT 66.67% of the professionals agree with the statement
Integrity means always acting consistently with professional values. But in NASSDOC a majority of the professionals (54.55%) disagree with the statement that *A library professional should be loyal to her or his profession rather than his or her organization*, while in NCERT a minority of 33.33% disagree. Thus, majority in NASSDOC and a minority in NCERT take contradictory positions in relation to the question of Accountability to the profession and the employer organization. Professionals of NCERT show more consistency in their attitude towards Accountability to the profession. It is also notable that 88.89% of them are in agreement with the statement that *A library professional should be accountable to the users rather than his or her organization*, while in NASSDOC only 36.36% are in agreement with the statement. Thus, a substantial number of professionals in NASSDOC expose a state of dilemma as they vacillate between their loyalty to the profession and the organization.

These personal and professional dilemmas due to conflicting values also get reflected in the functioning of the organizations and result into organizational dysfunction according to Froehlich (1997, p.80). However, according to the pluralistic view of management, conflicts are desirable phenomena for the organization since these enable members of an organization to express their own needs freely, and also lead to responsible behaviour and greater participation in functioning of the organization (Žikić, Marinović, Trandafilović, 2011, p.203). Conflict can be considered functional when its results are positive and when the people with divergent views intend their disagreement to have positive results. Disagreements may signal the emergence of innovative and novel concepts as yet unrealized as Flanagan and Runde (2009) argued (as cited in Singleton et al., 2011, p.150).

The final analysis based on the three dimensional ethos model, provides answers to the Research Question (v) i.e., *What is the relationship between organizational ethos and professional ethos of the serving professionals?* The relationship between organizational and professional ethos in two libraries show both similarities and dissimilarities. The aspirational ethos of
NASSDOC is reflected to a great extent through its physical manifestations of outward attachment i.e., infrastructure and actual user services, though not in its information service products. While in the case of NCERT, the aspirational ethos is not reflected in its physical infrastructure or services. However, the personal or ethos of inward attachment in NASSDOC or NCERT shows not much divergence in terms of value preferences from their respective official ethos studied through quantitative methods. But the qualitative analyses show lots of divergences in personal professional ethos from the official ethos in both the cases. In the case of NASSDOC, the apathy or negative attitude towards the values of Leadership and Innovation in personal professional ethos is most striking as these values dominate the official ethos. In the case of NCERT library, the values of Collaboration and Innovation that figure most prominently in official ethos are not present in actual internal ethos of the organization or individuals.

v. Change of Ethos in Two Libraries

Both the case studies also studied the change of ethos in the libraries. Analyses of innovations in NASSDOC library showed that the radical Innovation that was brought about by the management of the institution failed to develop an Innovative ethos due to lack of involvement of the leadership of the library and the staff in the process. Subsequently, the leadership even failed to bring in incremental Innovation required to sustain the infrastructure. Thus, with reference to the Research Question (vi), the case of NASSDOC shows that applications of ICTS do not always generate an innovative ethos.

In NCERT, the leadership of the library projects a virtual image of innovativeness. Absence of radical innovative activities in the library is responsibility of both the leadership of the library as well as the management of the institution. But absence of either participative or democratic style of leadership makes the leader appear responsible for this collaborative failure. The leadership has failed to involve the staff members of the library to develop an actual ethos of creativity, risk taking, freedom and teamwork – the
hallmark of innovation. Absence of democratic and participative Leadership has failed to infuse an ethos of Innovativeness among the professionals.

However in both the cases, it is inability of either the institutional or the leadership of the library to involve the majority of the staff members in innovative activities that explain the failure of various degrees. This finding answers the Research Question (vii) and proves that effective leadership is essential for changing the ethos of a library. The Critical theory of Organisational Behaviour observes that organizational change is not a linear process that begins with a plan of senior executives and then cascades down through the organization. Change is brought about by people and not systems (Grieves, 2010, p. 31).

6. MAJOR SUGGESTIONS

Following are major suggestions based on the study conducted for this research:

i. Interactions with the Library executives during the survey revealed widespread lack of sensitivities and awareness regarding professional values. This state of affairs is appalling, so there is a need that the professional associations, departments of LIS in Universities work in conjunction to improve professional sensitivities.

ii. Library Executives need to be trained about effective and ethical use of the organizational website for propagation of the aspirational/official ethos of the library.

iii. Lack of awareness of the existing Code of Ethics is unfortunate; the professional associations have to be proactive in propagating the Code among the professionals, especially, through uploading the document to their websites.
iv. Introduction of a module/paper on professional ethical values needs to be seriously considered by the departments of LIS in various Universities to improve general sensitivities of the students.

v. The LIS departments in Universities and the professional Associations have to assist/equip the young professionals to deal with real ethical dilemmas in work environment.

vi. In view of widespread apathy among the Library Executives about the contents of the website/page of their library, it is suggested that Library Executives need to be trained about effective and ethical use of the website of the library for propagation of the aspirational ethos of the library.

7. FURTHER AREAS OF RESEARCH

Traditional categorization of libraries are increasingly losing relevance in the digital age therefore the approach of this research is also applicable to a wider group of libraries. The findings from the Case Studies reflect that each case has its own unique characteristics, however, a trend can be identified in change of ethos in selected organizational locations and the same can be used as point of references for further researches. Suggestions regarding further areas of research are listed below:

iv. Qualitative studies in experiential concepts such as ethos, culture, etc. of all or various categories of library professionals of India

v. Ethical dilemmas in relation to everyday activities of library and information professionals

vi. Study of Ranganathan’s Five Laws of Library Science from value perspectives

vii. Greater application of inter-disciplinary approaches to LIS research in India
REFERENCES


