Chapter 3
RESEARCH METHODOLOGY

1. INTRODUCTION

Methodology is the process of conducting research in any discipline. Each discipline tends to favour certain research methods “that correspond to theories it embraces” (Repko, 2008, p.104). There are three approaches to research paradigm – the positivist or quantitative, constructivist or interpretive or qualitative and mixed methods or Mixed Method Research (MMR) (Gorman & Clayton, 2005, p.3, 12; Ngulube, Mokwatlo & Ndwanwe, 2009, p.105-6). Traditionally, Library and Information Science (LIS) research favoured scientific method of positivism but in recent years few researchers started conducting qualitative and mixed method research as well. In this context Gorman and Clayton (2005) observed, “by complementing the traditional quantitative approach with thoughtful qualitative studies we can only improve our organizations, our service to clients and our profession” (p.16).

Generally, multiple research methods are used for study of experiential concepts such as culture and ethos which are quite different from other areas of LIS. The present study also uses mixed methods of research to study the ethos of library service and its change. For identifying general professional ethos, survey method using questionnaire has been applied for data collection. Further, since ethos is more an experiential than a concrete phenomenon, the qualitative method of case study has been preferred for studying its manifestations in organizational locations of selected libraries. In case studies mixing of methods of both qualitative and quantitative investigations have occurred throughout the research cycle in all stages, i.e., theoretical assumptions, research question formulation, data collection and analysis and while drawing inferences from the research process. The purpose of using various methods is to investigate the research problem from different vantage
points. The integration of methods also helped in validating the results obtained by individual methods.

MMR also involves methodological triangulation by applying multiple theoretical frameworks from various disciplines with combined research paradigms of qualitative and quantitative methods. Organizational culture studies (which have affinity to study of ethos) in LIS use multiple theoretical frameworks combining both quantitative and qualitative techniques of research (Davies, Kirkpatrick and Oliver, 1992, p.72; Dalbello, 2008, p.376-377, Fidel, 2008, 256-272). In this study a research model has been adapted from Educational Studies and another analytical model from Business Communication has been applied with modifications. While various research techniques have been applied following patterns adopted in LIS and Public Service Management.

2. LITERATURE SURVEY

Literature survey is an indispensable step of every research as it provides the researcher with already available theoretical, methodological, practical and experiential insights. Earlier writings on the same and related topic/s offer various approaches and trends in research. The literature survey was conducted with the objective of understanding different dimensions of the concept of ethos in LIS and other professional disciplines and also research methods applied therein. The review of Indian library literature on ethical issues was also conducted with the purpose to identify the value system reflected through writings of the professionals.

Initially, leading online abstracting periodicals such as Library & Information Science Abstracts (LISA) and Library and Information Science and Technology Abstracts (LISTA) were searched from inception of these databases till 2011 to compile relevant references of journal articles for literature review. Library Science Abstracts from 1950 till 1968 were searched in print. For Indian sources Indian Library Literature 1981-85, Indian Library and Information Science Literature (1988,1991,1994), 25 Years of Library
Science Writings with Slant to Documentation (1992), the Indian Library Science Abstracts (1967 - 2010) were used. The other online international abstracting services searched included ABI Inform, EBSCO’s Business Source Premier and Humanities International Complete, ERIC and J-stor. In addition, references of books, monographs, conference papers, online databases, Internet sources and websites were also compiled.

At the second stage the references thus compiled were traced and collected in full text in print or online to be reviewed. On account of paucity of literature on ethos in LIS, the literature survey was widened to include other professional disciplines such as, Educational studies, Organizational Behaviour, Public Service Management and Business Communication. All these references were then analysed to identify suitable methods from various disciplines to develop a research model that could be applied. The chapter on Literature Review presents the findings of the literature survey.

3. SURVEY METHOD

The survey method has been used to study the professional ethos of a select group of special library executives. Using survey method for a socio-psychological phenomenon like ethos is aimed to document and analyze frequency of its components and distribution in the population. This method of collecting empirical data of contemporary nature to test hypotheses or answer research questions, involves selection of sample from a population. The tool used for the survey has been mainly the questionnaire and interviews.

3.1. POPULATION OF THE STUDY

The population of the study covers senior most or top library executives or Heads known by various designations but here referred as Library Executives only of libraries of Delhi. Kumar (2010) has listed 549 special libraries in Delhi. The list compiled by him is divided into following eight categories, i.e., Defence, Delhi Administration, Education and Training, Health, Legal, Ministries and Departments; Quasi-governmental and Research (Kumar 2010, p.646-681). The categorization used therein is arbitrary and with overlapping
among categories. Strangely, Kumar (2010) listed only 38 special libraries under the category \textit{Research}, which is not at all comprehensive. Another recent publication referred is Pathak’s (2011) directory which does not contain a separate list of special libraries but has a list of \textit{Prominent libraries}, most of which are special libraries, besides \textit{Government and Academic libraries} of Delhi and NCR. On the basis of these two sources, a master list of special libraries of Delhi scattered under various categories in Kumar’s (2010) and Pathak’s (2011) books was compiled for this study.

The compiled master list of 209 special libraries of Delhi includes libraries of all research institutions or organization or bodies cutting across disciplines in both public and private sectors. Libraries of Ministries (since these are not research institutions) and private engineering, technology and medical colleges and institutions are not included in this master list. However, libraries of bureaus, commissions and secretariat of central Government in Delhi which are not research bodies \textit{per se} have been included for their significant research collections. Again, departments of universities, though conducting research, are also excluded since these libraries fall under the category of academic libraries and function differently under university systems. However, technical-academic institutions and specialised universities have been included.

3.11. \textbf{Criteria Used for Selection of Sample}

For the survey of professional ethos 109 library executives of research libraries (list at Appendix II) were selected as samples. The selection was purposive and it was ensured that most of the leading libraries were included in the list. Following criteria have been applied for selection of samples for the study:

- Reputation of the library is one of the criteria for selection which has been determined by their long standing and researcher’s long professional experience and their inclusion in the list of important libraries by Kumar (2010) and Pathak
To ensure wide representation of the population other special libraries with comparatively lesser standing have also been included in the sample.

- Accessibility of the library to non-affiliated users (on either payment basis or free of cost) is another criterion. The basic assumption behind this criterion is that professional ethos is best reflected in a library that serves both affiliated and non-affiliated users.

- The top executive or the leader has been treated as the representative of other professionals in an organization. This is in view of the positivist approach that believes that leadership mostly shapes and influences ethos of any organization.

- The level of comprehension required for understanding the questionnaire is another determinant in favour of selection of this group.

3.2. QUESTIONNAIRE

“A questionnaire is a data gathering instrument, containing a series of questions presented in a definite and specific order, meant to elicit responses from the respondents” (Singh, 2002, p.12). This research tool was used since the survey of a population scattered over a large metro city had to be conducted. Besides being highly economical in terms of time, cost and efforts, it provides anonymity, elicit brief and relevant responses compared to personal interactions. Another advantage is that the questionnaire is “an entirely standardized measuring instrument (as) the questions are always phrased exactly in the same way for all respondents” (Sapsford, 2007, p.110).

3.21. Designing of the Questionnaire

A questionnaire (Appendix I) was designed with the purpose of understanding ethos of the professionals in general as well as in specific libraries where case studies were carried out. There was no specimen questionnaire available that could have been suitable for the purpose of this study. So a questionnaire was
designed to address all the dimensions of professional ethos such as, value preferences, general professionalism and beliefs, awareness of ethical issues and code of ethics, dilemmas etc. Various components from different disciplines were adapted for identification of core values. The questions were included keeping in view of the research questions and hypotheses of the research and scope of the study. Various types of questions ranging from simple dichotomous choice, multiple choice, exploratory and rank order questions were used to get the required responses. Special care was taken to use simple comprehensible language while framing the questions.

3.22. Contents of the Questionnaire

The questionnaire is divided into following six sections.

Section A – Personal Information for constructing the demographic profile of the respondent;

Section B -- Information about the Library for basic information about the parent organization and the library and details about the library website and its aspirational statements.

Section C – Librarianship as a Profession includes questions related to perceptions of the professionals about various aspects of professionalism. The first two questions are regarding nature of the profession and the third question is about nomenclature of the profession. It was felt essential to include these questions as the professional character and nomenclature of librarianship have generated lots of controversy in global literature. The fourth question is about understanding perception of the respondents about relative importance of activities of libraries. Last two questions are about future of the profession.

Section D – Core Professional Values and Ethics is the main part of the questionnaire that has 7 questions related to professional values and awareness about code of ethics. The most significant are the first two questions designed to find out preferences of professional values. These two questions are framed in ranking format following the model of determining ethos through allegiance to a set of values in Public Service Management. The list of core values
presented in the first question is a prerequisite for such a survey. The list 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 (2000) set of top core values. Both the sets show similar values. Details are in Chapter 5.

In all following six common core values upheld by the general community of library professionals have been identified as: Service, Equality of Access, Information Literacy, Intellectual Freedom, Preservation of the Record and Integrity.

The second question is about ranking of the set of four core values taken from the Vision, Mission and Core Values statement of Special Library Association’s (SLA) adopted in 2003 after a re-branding exercise of the association of special libraries (“Branding”, 2003, p.13). The set of SLA’s core values has been selected as it reflects a shift to a new ethos for library service. Again, SLA is the only association of special library professionals which has an international stature and substantial presence in India. This question follows the Rayner et al’s (2000) research method in Public Service Management wherein the change in ethos is measured in terms of deviance or confirmation to specific new values through attitudinal surveys.

Section D also queries about change agents or catalysts in the library profession for which a deterministic mode has been adopted. The options provided for ranking are based on review of the Indian library literature. An open option has also been included to elicit other opinion about change agent.

Questions 4 to 7 in multiple parts in section D contains exploratory questions to measure general awareness about the code of ethics issued by JOCLAI and international codes.

Section E is related to relevance of Ranganathan’s Five Laws of Library Science in contemporary times.
Section F has an attitudinal survey based on Rayner et al’s (2010) empirical survey for gauging change in professional attitudes and Miltenoff and Hauptman’s (2005) survey for ethical dilemmas. This section has been designed to find true attitudes of professionals towards values and identify areas of ethical dilemmas due to conflicts of values. Contradictory statements and options have been used to elicit true attitudes and ethical dilemmas. The responses have been collected on scale of five point developed by Likert.

3.23. Pilot Study for Testing the Questionnaire
For any research study, a Pilot Study plays a significant role to assess the validity of the questionnaire. A Pilot study was conducted to gather respondents’ opinions about the clarity of language and content of the questions, their suitability of sequencing, ambiguities, doubts, if any. The Pilot Study was conducted in October-November 2010 to pre-test the questionnaire designed for Library Executives in four libraries namely, Indian Council of Historical Research, Institute of Human Behaviour and Allied Sciences, Ministry of External Affairs Library and Bal Bhavan. During this survey the responses revealed few drawbacks in the designing of the questionnaire. Important suggestions were duly considered while redrafting the questionnaire. Many questions were reframed to elicit desired responses.

3.24. Administering the Questionnaire
The finalized questionnaire was distributed among 109 senior most Library Executives of the special libraries selected for the study. Questionnaires were distributed during December 2010 to August 2011 and were collected till December 2011. Since the questions were related to the attitudinal aspects, it was insisted that questionnaires be filled by the executive herself or himself. In few cases that hurt ego of the senior most executives and as a result the questionnaires were not filled. In few cases the researcher had to translate the questions as language proved to be a barrier. Non-familiarity of professionals with value terminologies necessitated explanation of the same to the respondents in at least 20% cases.
The response rate was 74.31% and the cases of spoiled responses were few. The list of respondent library executives is at Appendix III. The response rate was good because the questionnaires were administered personally in majority of the cases. Even when the same was e-mailed, the researcher collected the questionnaire in person. In few cases, the filled up questionnaires were received after several visits and telephone calls. In most cases, the unusual theme of the questionnaire, its brevity, and directness appealed the respondents and they enjoyed the experience of filling up. In at least 20% of the cases the respondents had to be approached many times for filling unfilled responses.

4. CASE STUDY METHOD

This study also uses the case study approach of qualitative research. Case studies provide insight into a particular issue or theory in rich detail (Repko, 2009, p. 240). According to Yin (1984), a case study is a method of empirical inquiry as it “investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (p. 22). The term case can be used for persons, communities, organizations or institutions. The aim of case studies is precise description or reconstruction of a case (Flick, 2009, p.134). Case studies employ a range of qualitative methods – historical, documentary, ethnographic etc. (Gorman & Clayton, 2005, p.48). Donnelly (2000) justifies the use of case study method as “given the intricate and complex nature of ethos, it seemed more logical to use a method which allowed the researcher to get as close to the subjects as possible”(p.138). In view of this case study method has been found most suitable to study change in professional and organizational ethos in specific libraries.

4.1. SELECTION OF CASES

The effectiveness of case study method is dependent on selection of the samples. As noted by Flick (2009) “in case studies sampling is purposive…. A case is studied because it is a typical or particularly instructive example for a
more general problem” (p. 134). In view of limitation of a single case study for inferring generalizations, case studies were conducted in two leading special libraries of Delhi included in the master list i.e., the National Social Science Documentation Centre (NASSDOC) from September 2010 to February 2012, and the National Council of Education Research & Training (NCERT) from May 2011 to April 2012. It enabled to compare findings and investigate particular phenomenon in diverse settings. The libraries were selected in view of the following major research questions:

- Do applications of Information and Communication Technologies generate an innovative ethos among the professionals or the organization?
- Is effective leadership essential for changing the ethos of a library?

NASSDOC is one of the very few special libraries in Delhi where computerization and digitization took place early and at a very significant scale. NCERT library is at the other end of the spectrum where no computerization worth mentioning happened but there has been a change in leadership during the last five years and a concerted image building exercise through the library website.

The researcher has been familiar with both of these libraries over the last twenty years as occasional professional user. Absence of regular attachment created necessary detachment required for objectivity in qualitative research, getting easy access to the libraries and in interaction with the employees at all levels. This also helped in gauging the level of change in ethos of each library – especially, behaviour and value systems of the staff over the years.

### 4.11. Sampling in Case Studies

The population in the two libraries selected for case studies comprised of all the professional and semi-professional employees (professionally qualified) who were interviewed, observed and were made part of the questionnaire survey. The semi-professional staff members without graduation degree in Library and Information Science were not included in the questionnaire survey.
but were interviewed and observed. The inclusion of the semi-professionals was in view of the anti-positivist approach of sharing of values by all employees. Professionals working on contract basis of less than three years at Assistant level were not included in the studies of both the libraries as imbibing ethos of a library takes a substantial period of association. Details of the total population and sample size studied in both the libraries have been presented in Table 3.1.

Table 3.1. Sampling in Case Studies

<table>
<thead>
<tr>
<th>Name</th>
<th>Category</th>
<th>Total population</th>
<th>Sample studied</th>
</tr>
</thead>
<tbody>
<tr>
<td>NASSDOC</td>
<td>Professional*</td>
<td>18 (11Regular +7 Contract)</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Semi-Professional</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>NCERT</td>
<td>Professional#</td>
<td>10 (5 Regular + 5 Contract)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Semi-Professional</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

*includes professionals as Apprentices, Documentation Officers & above; # includes professionals from Prof. Asstt. level & above

4.2. QUALITATIVE & QUANTITATIVE TECHNIQUES USED IN CASE STUDIES

Various interpretive techniques such as interviewing, observation and historical study were used for applying the qualitative method of Case Study along with quantitative techniques mentioned above. Application of observation, interviews and other techniques of qualitative method are collectively known as ethnographic research as these methods were initially applied in Anthropology, Sociology and Education before being applied to other disciplines in social sciences. “Current ethnographic research is characterized by flexible research strategy, employing all sorts of methods and focusing on writing and reporting experiences in that field” (Flick, 2009, p. 234). Various techniques of qualitative research used for data collection for this study are explained below.

4.21. Interview Technique

Interview is the best technique to study attitudes of the population. Interactions enabled the researcher to understand the reasons behind actions of
professionals and getting insights into constraints and incentives influencing the population studied. The biggest advantage of this method has been that the respondents could tell their own stories and overcoming subjectivity in results due to framing of questions. However, due to personal interactions there are chances of researcher’s or interviewee’s personal biases to influence the conversation. The interviewee can even mislead or misrepresent due to personal prejudices or faulty memory.

Semi-structured interviews were conducted in both NASSDOC and NCERT with the top executives only to elicit reactions to questions related to specific services in libraries and their attitudes towards values. The conversations were initiated with open-ended questions and in a non-directive style. Due precautions were taken not to intimidate the interviewee with the purpose of the interview so that the subjectivity in the behaviour of the interviewee could be avoided. A general interview brief was prepared with structured questions related to each value listed in *Appendix IV*.

Short and spontaneous interactions were held with every staff member during the visits which were mostly unplanned and unscheduled. The interactions with the staff members of each library were focused on finding out if they were sharing the official perspectives. In each interaction, open or focused questions were asked related to the research questions. However, the purpose of interaction was not clarified to minimize subjectivity in behaviour and responses of the interviewee. This technique was found most suitable to elicit true feelings of employees that formal interviews could never achieve at least in any organizational setup in India.

Interviews were also held with the Library Executives during the general survey for professional ethos to explain the questions and various value terminologies and it resulted into understanding their real attitudes and know their true beliefs.
4.22. Observation Technique

In ethnographic research participant or non-participant observations are vital techniques for data collection. Both these methods were used in case studies conducted at NASSDOC and NCERT library. Participant observation is “a field strategy that simultaneously combines document analysis, interviewing of respondents and informants, direct participation and observation, and introspection” (as cited in Flick, 2009, p.226). Non-participant observation refrains from interventions in the field as opposed to interviews and participant observation. Observation can be overt with making the objective clear to the observant or covert which is possible in public places only.

In this study both participant and non-participant observation took place alternatively for a limited period of time on any random day in NASSDOC and NCERT libraries to study the user-staff and inter-staff interactions and the real atmosphere of the library. Both the libraries were initially visited on the pretext of searching for specific information or titles or to avail of user services. The purpose was to study the actual behaviour of the staff members. The advantage of being a stranger disappeared soon due to professional identification. However, that led to easy access and participation in inter-staff communication. Notes on observations and interactions were taken on the spot covertly and later reconstructed.

4.3. PILOT STUDY FOR CASE STUDY

The three dimensional ethos model developed for case study was tested in the library of the Indian Council of Historical Research (ICHR), New Delhi. At the time of interpretation of textual data it was strongly felt that a model for data analysis for the communication of ethos of the library through the website was required. In view of this a model for textual analysis of website following Isaksson and Jørgensen’s (2010) ethos model from Business Communication was developed and tested there.

A questionnaire was also designed for the purpose of validation of findings of qualitative method. During the pilot study that stretched from 2009 - 10, it was
also felt that a questionnaire survey of a sizeable group of special librarians would help in better understanding of the professional ethos of the community. The same questionnaire was then modified for a general survey of professional ethos of special librarians.

5. MEASURING TECHNIQUES

For this study two sets of data have been collected - quantitative data through questionnaire; and qualitative data generated through content analysis, interviews and observations. Various techniques have been employed to collect measureable data for analysis. A significant aspect of designing of a questionnaire has been selection of suitable format and measurement techniques for the required data. Ranking technique has been used for assessing preferences of core values of the respondents. This technique is used following Koehler et al’s (2000) survey of ethical values. In Organizational studies ranking scale is used widely for measurement of values based on the premise that a person’s values are hierarchically organized according to their relative importance to the individual. Many theorists believe that using ranking scale for measuring values give results which are independent of social desirability bias and more stable compared to rating scale (Meglino & Ravlin, 1998, p. 358-363). Though many theorists differ with this argument but cognitive prioritization of values by individuals in resolving ethical conflicts cannot be denied. Likert type 5 point rating scale has been used for finding responses to attitudinal questions.

6. ANALYSIS AND INTERPRETATION

After collection of data through quantitative and qualitative techniques, the same have been analyzed in view of the hypotheses and the research questions.

6.1. STATISTICAL ANALYSIS

Measureable quantitative data have been analyzed using various statistical tools and compiled into tables using both Excel and SPSS package. Various
statistical techniques used are simple percentage and weighted index. Since application of ranking scale for measuring value preferences yield correlated scores, limited statistical techniques only can be used for data analysis. Simple questions related to personal and professional characteristics have been analyzed using simple percentage technique. Responses regarding preferences of professional values have been analyzed with the application of weighted index. These two techniques have been also used for analyzing data collected through the general survey as well as the limited surveys in case studies. Analysis of relationships between dependent and independent variables have been analysed by generating cross relation tables through SPSS and through comparisons of percentages of the first rated values. Further, analysis of attitudes towards values reflected through responses to listed statements in the questionnaire has been done by combining of responses of agreement and disagreement following Barsh & Liswewski’s (2009) analytical technique (p. 54).

6.2 CONTENT ANALYSIS METHOD

Content analysis is a highly flexible methodology used for analyzing any form of textual material ranging from media products to interview data and applied in quantitative, qualitative and mixed method research frameworks. Quantitative content analysis is “a research technique for making replicable and valid inferences from texts to the contexts of their use” (as cited in White and Marsh, 2006, p.23-7). The method of content analysis if used quantitatively has its limitation as the findings may not match the true intentions of the author as each text can provide multiple interpretations. The qualitative content analysis aims “to capture the meanings, emphasis, and themes of messages and to understand the organization and process of how they are presented” (as cited in White and Marsh, 2006, p.35).

As in other LIS studies, a hybrid approach has been used in this study incorporating elements of both qualitative and quantitative content analysis for case studies. A predetermined general coding list (ref. Coding Descriptions at Appendix V) for value terminologies based on interpretations in LIS literature
(ref. Chapt.5) has been used for quantitative content analysis of the annual report, narratives of interviews and the webpage texts of libraries where case studies were conducted.

Simple conceptual coding of the content of the Annual reports and the webpage texts and scripted narratives from interviews for words, concepts, or themes related to core values has been done and inferences have been drawn based on the patterns that emerged. The analysis involves identifying semantic variants of value terms and combining all variants in the headings and the body of text under a single code for the purpose of coding. Interpretive technique of iterative reading of the texts and assessing the use of the terms and contexts has been used to identify intangible qualities such as empathy, sensitivity for users, attention to users needs and community feeling. In-depth context-dependent analysis of phrases in texts have been also applied where direct value equivalents have not been found. Thus, the coding method used is both *a priori* and exploratory. Finally, analysis based on relationships between the concepts and themes that surface from the analyzed text have been presented both in interpretive narratives and frequency counts and percentages. All the occurrences of each value term have been counted and percentages derived and then compared with other values to find out relative importance. Each occurrence has been given a score of one for calculating frequencies.

6.3. **RESEARCH MODELS DEVELOPED FOR ANALYSIS OF CASE STUDIES**

Two research models have been developed to analyze the existing professional and organizational ethos in specific libraries and to trace change of ethos. One framework has been developed adapting theoretical framework from Educational Studies to the specific needs of special libraries. Another model has been developed for analyzing communication of aspirational ethos of the library through the websites for case studies based on a research model from Business Communication.
6.31. **Three-Dimensional Model for Organizational Ethos**

The basic framework used for analyzing the organizational ethos of special libraries is Donnelly’s (2000) three-dimensional ethos from education studies. She has applied the model to analyse ethos of schools and the same has been adapted to the specific needs of special libraries. In this context, Oberg’s (2009) observation about categorizing school libraries as special libraries, since they also serve the interests of the parent organizations and have a defined clientele, seems relevant (p.11-12). Donnelly’s framework has been adapted due to its affinity with Froehlich’s (1997) concept of ideal ethos as a dynamic interplay among personal, professional and organizational and sometimes cultural values. The adapted three-dimensional framework of ethos applied to the special libraries in Table 3.2. Donnelly (2000) used purely qualitative methods, however, interpretative research paradigm has been supplemented with quantitative methods for analysis of ethos in this study.

**Table 3.2. Three Dimensional Ethos Model for Special Libraries**

<table>
<thead>
<tr>
<th>Description of Ethos</th>
<th>Dimension of Ethos</th>
<th>Manifested in…..</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superficial</td>
<td>Aspirational Ethos (Professional &amp; Organisational)</td>
<td>Documents/statements from authorities such as Associations, Parent organisation’s and its affiliated association</td>
</tr>
<tr>
<td>Internal</td>
<td>Ethos of outward attachment</td>
<td>Library’s position in institutional /organizational structures; physical &amp; work environment of the library; behaviour of staff/employees</td>
</tr>
<tr>
<td>Deep</td>
<td>Ethos of inward attachment (Personal)</td>
<td>Individuals’ deep seated thoughts, feelings and perceptions</td>
</tr>
</tbody>
</table>

The three major dimensions of ethos of a library as per the new model are – firstly, the *Aspirational Ethos* that is derived from statements of Vision, Mission, goals/ objectives etc. statements and codes of the parent organization, professional bodies and associations of which the library is a member. In other words this is the official ethos of the organization. Donnelly’s framework does not take into account the shared professional aspirational values of teachers. In this modified framework professional values have also been added to *Aspirational Ethos*. 
The other two dimensions of this three dimensional model, i.e., *Ethos of Outward and Inward Attachments* reveal the actual ethos in relation to the projected official ethos. Donnelly’s second dimension namely, the *Ethos of Outward Attachments*, reflects the internal ethos that constitutes library’s place in the parent organization, library’s organizational structures, physical and work environment and inter-personal behaviour of employees in the library. This dimension takes care of the organisational ethos as reflected in the day-to-day behaviour of employees in the organisational locations. This aspect also analyses the confirmation and divergence of the actual environment from the projected image through aspirational documents and the website. Thirdly, *Ethos of Inward Attachment* includes personal values, beliefs, perceptions etc. of each professional. It covers the very personal views and opinions of each member of the library about the official ethos of the library. The analysis and findings does not follow Donnelly’s (2000) narrative pattern and has been presented in perspectives of core values in Chapter 6 Part 2 divided into three dimensions only for the sake of clarity.

### 6.32. Ethos Communication Model for Special Libraries

Another model developed for analysis of communication of ethos of an organization has been adapted from Business Communication. Presently, the official websites are more effective communicating tools for any organization than printed brochures and Annual Reports. The role of websites in communicating corporate or organizational ethos in this digital era is quite well known. Isaksson and Jørgensen (2010) noted, “Web sites have provided companies with a virtual shop window for communicating their ethos to a global audience” (p.120). Increasingly, organizational websites are also being used for similar purposes, and websites of libraries, generally though not in private sector, are no exceptions.

Though a website uses both text and images to communicate with its audience, this model has been applied for a text-driven approach to analysis i.e., rhetorical analysis of the web text of selected libraries and is partially based on Isaksson and Jørgensen’s (2010) Ethos model from Business
Communication. According to Babu (2009) two key components of credibility of library websites are Trustworthiness and Expertise (p.718). While Isaksson and Jørgensen (2010) used the Aristotelian term Ethos Qualities for these components and also added Empathy in the context of corporate communication. Though libraries studied as cases are not in corporate sector, the influence of private managerial values in public sector is undeniable in this era. Isakkson and Jorgensen’s (2010) three Ethos qualities are demonstrated through various ethos appeals as discussed in Chapter 4. In this adaptation selective ethos appeals have been equated with listed core professional values of LIS as in Chapter 5, following the practice in Public Service Management of equating Ethos primarily with professional values. The association of value terminologies with ethos appeals has been done for easy identification and to lend objectivity to the rhetorical analysis. Though the association is purely interpretive and it is based on semantic analyses of the value terms derived from the survey of LIS literature.

The Ethos quality of Expertise has 5 Ethos Appeals in the original model, of these only four have been selected and modified; these are Enhancements, Abilities/Attributes, Resources and Knowledge/Skills. In the context of a library the value terms which can be linked to these Ethos Appeals are Innovation, Preservation of Records, Information Literacy, Collaboration and Service. Ethos appeals for Trustworthiness are Integrity/Justice, Truthfulness, Courage and Passion. The analogous professional values are – Integrity, Equality of Access, Intellectual Freedom, Accountability and Leadership. The Ethos Quality of Empathy is dependent on linguistic execution of two ethos appeals, i.e., attention of client’s needs and enjoyment. It is manifested to some extent in the value of Service. The term Service has been used in this model to include its manifestations in qualitative and quantitative value-additions to information services; user-orientation, sensitivity and responsiveness to user needs and expectations, sympathetic attitudes to the users, even altruism (ref. Chapt. 5). In libraries the value terminology Service/s is generally used to indicate any or all facilities, resources and skills meant for users. Though these services may not always indicate value-
additions but due to practical difficulties in determining actual level of quantitative or qualitative value-additions, all the services of a library are included as manifestations of the ethos quality of *Expertise* and the value of *Service*. Thus the value of *Service* reflects both the Ethos quality of *Expertise* and *Empathy*.

Isakkson and Jorgensen’s (2010) model identifies three rhetorical strategies of self-promotion, self-characterization and self-sacrifice; one for each *Ethos Quality*. However, in its adaptation here a multiple strategies approach has been used since each value can be expressed by multiple rhetorical strategies through the same text narrative as shown in Table 3.3. In a library scenario, rhetorical strategy of self-promotion is indicated by display of expertise, promotional expressions or marketing of infrastructure, other resources, services etc. usually through expressions of enhancements; self-characterization is indicated by explicit and implicit value based characterization of any entity be it self, profession or the organisation. The rhetorical strategy of self-sacrifice is indicated by altruism, community service or such characteristics. The rhetoric and linguistic representations of the *Ethos Appeals* in the web text have been studied applying interpretive and context-dependent semantic analyses and the frequency of occurrences of analogous value terms. The last column of Table 3.3 explains the textual expressions of the ethos appeals and values in the web text. The linguistic expressions of *Empathy* are generally though me-attitude, you-attitude or we-attitude that the web text author uses to communicate with the user/reader.
Table 3.3. Ethos Communication Model

<table>
<thead>
<tr>
<th>Ethos Qualities</th>
<th>Ethos appeals</th>
<th>Value Terminology</th>
<th>Rhetorical Strategies</th>
<th>Manifested in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expertise</td>
<td>Enhancements</td>
<td>Innovation</td>
<td>Self-promotion</td>
<td>Knowledge of new technology, Adaptation of technology, Progressive ideas</td>
</tr>
<tr>
<td></td>
<td>Abilities/Attributes</td>
<td>Preservation of Records ; Information Literacy ; Collaboration;</td>
<td>-do-</td>
<td>Sustenance of resources; Instructional, Educating ; Co-operation; Partnership; Resource sharing</td>
</tr>
<tr>
<td></td>
<td>Resources</td>
<td>Service</td>
<td>-do-</td>
<td>Quantitative &amp; qualitative value additions to Collections, Services, , Facilities etc.</td>
</tr>
<tr>
<td></td>
<td>Knowledge/ Skills</td>
<td>Service</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>Trustworthiness</td>
<td>Integrity/ Justice; Truthfulness</td>
<td>Integrity; Equality of Access; Intellectual Freedom; Accountability</td>
<td>Self-characterization</td>
<td>Truthfulness, Honesty, Reliability; Equal treatment; Tolerance of viewpoints; Responsibility for actions</td>
</tr>
<tr>
<td></td>
<td>Courage; Passion</td>
<td>Leadership</td>
<td>-do-</td>
<td>Trail blazer approach; Community Leadership</td>
</tr>
<tr>
<td>Empathy</td>
<td>Attention</td>
<td>Service</td>
<td>Self-characterization &amp; Self-sacrifice</td>
<td>User-orientation, Sensitivity towardsUser needs &amp; expectations, Responsiveness, Sharing, Sense of community, Altruism</td>
</tr>
<tr>
<td></td>
<td>Enjoyment</td>
<td>Service</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. STYLE USED FOR BIBLIOGRAPHIC REFERENCES

The 6th edition of the manual of the American Psychological Association (APA) has been followed for in-text citations, references and bibliographies only. However, few modifications have been made in case of in-text citations: firstly, the in-text citations within same parentheses are arranged chronologically and not alphabetically as per APA (2010) rule (6.16 p, 177). The purpose of this deviation is to present an evolutionary approach to
concepts. Secondly, in-text citations of a website/webpage have been also changed. To cite a specific part from an electronic source, here a website, in-text APA rules require only mentioning the name of the corporate author followed by page number, if available or the paragraph number preceded by the abbreviation "para" or the heading and following paragraph (APA, 2010, p.171 -172). However, for greater clarity while citing parts from a specific website the term ‘website’ has been added in the following manner:

“Corporate author website, Year, Heading of the Webpage, Para number”

Thus extracts from a webpage of ICSSR website and from NASSDOC homepage have been cited as per below:

(ICSSR website, n.d., NASSDOC homepage, para ii)

(NASSDOC homepage, n.d., Facilities Available at NASSDOC, para viii)

8. CONCLUSION

The data collected through quantitative research techniques are considered generalizable. However, the data collected through interpretive technique of case study is a researcher’s interpretations of the interviewee’s responses and textual analysis. Thus, findings of case studies cannot be generalized and applied to the whole population. However, findings of qualitative research can be applied for – development of concepts, generation of theory, drawing of implications, and the contribution of rich insights. In view of this, fusion of quantitative and qualitative techniques methods has been applied for additional perspectives for analysis of the concept of ethos.
REFERENCES


