

Promotional Avenue for Public Sector Universities Librarian of Lahore: Experts Views and New Proposal

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Abstract – Promotion Avenue is important for the employees as well as the organization. Unfortunately, in Pakistan, there is no standard promotion Avenue for Librarians. The purpose of this study was to know the view of experts on existing promotion Avenue of public sector universities Librarian, Lahore, Pakistan. Proposal of Promotion Avenue was purposed, based on expert's views. Offered designation, scale with required qualification and experience for procedure of promotion was focused. Qualitative research applied and Interview tool was used. Librarians and faculty members who have more than 15 years of experience of all public sector universities of Lahore were targeted.

Keywords: Librarians, Avenue, Motivation, Promotion

I. INTRODUCTION

Libraries play a vital role in enhancing the community and the librarian is the heart of any library. In the modern age librarians are not satisfied by their promotion criteria as it is not according to modern trends. Promotion policies may affect extrinsic motivation and their attitude towards global education initiatives. Therefore adoption of modern criteria of promotion that satisfied the librarians is necessary.

Bore (1997) perceives promotion to be as an integral part of establishing a good and strong relationship between an employer and organization. On the other hand a worker thinks that "promotion is not only an expression of gratitude and reward for effort, but also a chance for self-fulfillment and career advancement, satisfying an individual's need for achievement and success". Lazear and Rosen (1981) contended that there are two purposes of promotion, the first is to select an able, experienced and qualified individual for

a position of greater responsibilities and the second is to motivate the individual to work harder and more efficiently so that he/she can reach the next higher status.

Some issues relevant to the promotion criteria in Pakistan are:

(a) Professional dissatisfaction, (b) Non-suitability with reference to modern trends, (c) experts opinions on promotion (d) changing recommendations (e) and opinion on new promotion draft still required. These issues should be analyzed and determined for the effectiveness of professional activities and satisfaction of library staff, so that librarians can enhance their services. This study aims to provide views of experts on existing promotion criteria and aims to draft a new promotion criterion for library professionals in public sector universities of the Lahore, Pakistan.

The purpose of this study was to know the views of experts on promotion Avenue of librarians working in public sector universities of Lahore, Pakistan. To purpose a promotion structure/Avenue for universities librarian, proposed structure/ Avenue based on experts views and experience.

II. AIM OF THE STUDY

Aim of this study was to know the experts views on Promotion Avenue of Librarians in all public sector universities of Lahore, Pakistan recognized by Higher Education Commission. This study tried to know the views of experts toward promotion Avenue of professional Librarians

of all public sector universities of Lahore and proposed a promotion structure on the bases of expert's suggestion to make the similarity and symmetry in Promotion Avenue.

III. OBJECTIVES OF STUDY

- [1] To seek the opinion of experts for proposing a new criteria for promotion of Librarians.
- [2] To propose a draft criteria for the promotion/service avenue for University Librarians.

IV. SIGNIFICANCE OF THE STUDY

Higher educational institutions are playing vivacious role in the society and the growth of the country and library is the heart of any educational institution whereas librarians are the managers of the libraries so to run the educational institution properly it is necessary to manage the library activities and services according to modern and virtuous way and it may only possible if professional library staff satisfied with their jobs, satisfaction of any staff depended on good promotion avenue that is according to the modern requirements. This study tried to know the experts views toward Promotion Avenue of librarians working in public sector universities of the Lahore and proposed a promotion structure for professional librarians of public sector universities that may help for promotion policy makers.

V. REVIEW OF LITERATURE

Promotion in its most restricted definition is “an organizational political game in which tactics are used by workers to chase individual benefits such as pay and authority” (Vigoda and Drory, 2006; Deondra, 2006).

Ruderman (1994) said that after detail literature review and research, it was clarified that promotion depends upon quite complex aspects, blending competency, situational factors and political skills. Promotion is an employee's progress and advancement which entails a greater degree of responsibility in a higher post. It is a rise in rank or increases in salary of any employee. Baptiste (2008) stated that promotion is a sensitive and emotional topic for employees and organization; therefore if there are no certain rules for promotions in the organization, there will be no transparency. In the absence of transparency in promotion there might be unsatisfactory performance by employees. It will lead to development of frustration among staff.

Haskell (1997) contended that salary, promotion and the tenure track system issues are important in any organization that helps to retain the staff and he suggested that there should be a promotional committee in the universities. This committee should perform the duty of making rules about promotion. These rules should clearly define and sanctioned in the form of the organizational policy and approved by administrators.

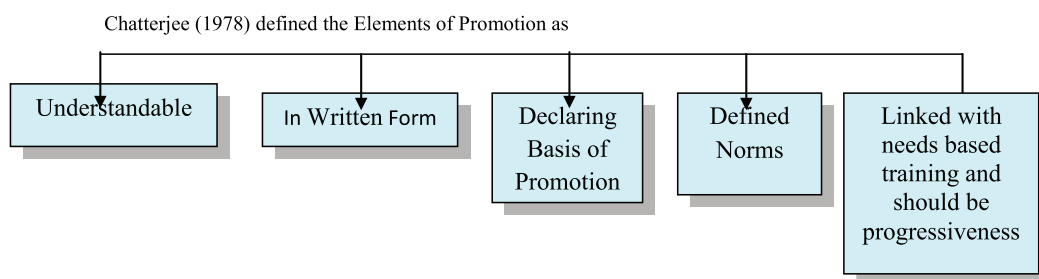


Fig.1 Elements of Promotion

Neely (2007) claimed that librarianship is considered a female dominated profession that has been facing many problems such as less opportunities of promotion, low salary which has debilitated the popularity of the library profession and some librarians leave the profession due to very few promotion opportunities. To retain the librarians, a specified promotion avenue is needed so that academic

librarians are retained by using retention tricks like increment in salary, benefits, advancement and promotion.

Gelfand (1949) said that the academic librarians should also be promoted on the same basis as the teaching faculty on the premises of higher degree, experience and publications. For the libraries it is an effective way to encourage professional as well as non-professional staff to prepare themselves for internal exams that lead to promotions.

Coker (2010) described promotion as a way to motivate the staff. To motivate the academic librarians there should be a specific promotion avenue similar to that of the teaching faculty. Academic librarians should hold same faculty status. He also suggested that by achieving the mentioned status librarians should become critically strong, improve qualification and organize the library services effectively. Mitchell (1992) suggested that librarians should be promoted like other faculty members and there should be some rules for promotion of librarians to avoid embarrassment.

Depew (1983) contended that in ACRL standards librarians should be promoted like other faculty. Same statement have been given by Hoggan (2003) pertaining to the fact that library professionals should have the same privileges and responsibilities as other faculty members and they should be offered better jobs, improved status and good salaries.

Jayasundara (2011) found that in USA some universities and college librarians are granted Emeritus status. Emeritus status is an honor awarded to librarians and the status is granted to those librarians who are distinguished by their work and have commendable achievements in the professional field. He also found the three problems that hinder the career advancement in Sri Lanka; these three problems are stated, first one is based on a combination of professional duties with research publications, second one deal with the insufficiency of opportunities to reach the next rank and third one is lack of opportunities for higher education. To resolve these problems he also suggested some strategies like improved policies toward publications. There should be some professional avenue for the librarians based on defined rules and regulations with professional training and opportunities for higher studies. He also suggested that librarians should also be the part of faculty board. In conclusion, he stated that some development is required in the library profession and library professionals need recognition like the teaching faculty. On the other hand, he concluded that the library professional staff should also take serious steps like qualification improvement and interest in research publications so that they can receive incentives such as those given to faculty members.

Bushra (2010) said no rules and regulations had been observed to hire and to promote library professionals in

Pakistan. The Libraries are working in small pockets of separate administrative jurisdictions, with various service rules, Promotion Avenue, working environments and administrative structure. Libraries and Librarians have to fight their own separate battles with highly dissatisfying working conditions. Even Librarians' job is not clear to many administrators.

VI. RESEARCH METHOD

The study was conducted by Qualitative research method. Interview was used as data collection tool. Interview questions based on documents on Promotion Avenue of all public sector universities of Lahore recognized by the Higher Education Commission (HEC) and on available literature.

Population

Professional librarians and faculty members of public sector universities of the Lahore recognized by HEC were the population of the study. The research started by identifying public sector universities in the Lahore recognized by HEC. According to Higher Education Commission there are 12 public sector universities recognized in Lahore city.

Data Collection

A request was put up to all library professionals and faculty members who have more than 15 years of experience and working in public sector universities of Lahore for interview. There are 25 professionals who were interviewed and there are only one public sector university which offer professional library education and four faculty members who have more than 15 years responded and interviewed.

VII. FINDINGS

Ten experts from the profession of library and Information science were the sample on the basis of:

1. Above fifteen years professional experience
2. Serving in the selected Universities
3. On job
4. Teaching and non-teaching professionals

Opinion on existing promotion Avenue of Public sector universities in Lahore:

All the respondents showed dissatisfaction views toward existing promotional avenue of Public sector universities in Lahore, their main dissatisfaction are given below:

1. No standardization
2. No similarity
3. No symmetry

All the respondents agreed that the existing promotion avenue not according to the modern environment in Public sector universities of Lahore. There is a need for some revolutionary change in the existing promotion avenue according to the modern trends in Public sector universities of Lahore. There should also be uniformity, similarity and symmetry in Promotion Avenue of Public sector universities.

About Scale:

All the respondents agreed that the scale for professional librarians should be 17 and BPS 16 should be eliminated, as diploma classes have been discontinued. With MLIS degree, the offered scale should be BPS 17. About the closing scale for professional librarians, 20% respondents agreed upon BPS 20. 20% respondents said that the starting scale should 17 but ending should depend on university strength, load, number of departments and number of required professional librarians. According to 60% of the respondents, professional librarian should be treated accordance with academics and they were in favor of four tiers like the teaching faculty and the starting pay scale should be 18 and should end in BPS 21 like the university teachers. They do have a valid point because in some universities the starting pay scale for librarians is still BPS 16 so the first step taken should be to eliminate scale 16 for professional librarians, at least their initial appointment and pay will be made in pay scale 17.

About Designation:

60% respondents suggested:

1. Librarian
2. Senior Librarian
3. Deputy Chief Librarian
4. Chief Librarian

Whereas 30% were in favor of:

1. Assistant Manager
2. Senior Manager

3. Deputy Manager

4. Manager

10% respondent said :

1. Librarian
2. Deputy Chief Librarian
3. Additional Chief Librarian
4. Chief Librarian

About Experience

BPS: 17

All of the respondents agreed that for promotion purposes, the requirement for the librarians in BPS-17 should be MLIS with no experience.

BPS 18

For the BPS 18 respondents said that MLIS degree candidate should have five to ten years of experience and 80% of them are in favor of eight year experience with MLIS. With MPhil Degree 30% respondents were in favor of 3-8 year of experience and the 70% agreed with 5-6 years of experience is sufficient. 90% respondents said there should be no need of any experience with a Ph.D. degree for BPS 18 but 10% of them said that candidates should have 2-4 year experience with a Ph.D. degree.

BPS 19

For BPS 19, 90% respondents said that with MLIS candidates should have 10-15 years' experience and with MPhil candidate should have 8-13 years' experience, with Ph.D. 5-10 years' experience is sufficient. However, 10% respondents said there is no need of any experience for the appointment of Librarian in BPS 19 with a Ph.D. degree.

BPS 20

80% respondent agreed that for the promotion of librarians in BPS 20, the basic qualification should be MLIS and the required experience must be 15-20 years, with MPhil, the experience should be 13-18 years and with Ph.D. the experience should be 10-15 years. Nevertheless, 20% respondents said that only Ph.D. degree holder should be appointed in BPS 20.

Age

BPS 17

All the respondents said that the age of the candidate for the appointment in BPS 17 as librarian should be from 20-28 with no experience required.

BPS 18-20

90% agreed that for the appointment of the professional librarian in BPS 18-20 there should be no need to set the minimum to maximum age range. Appointment should be on the basis of qualification and experience. 10% respondent said that for appointment in BPS 20, the maximum range should be 55 years.

Qualification and Division

For the division of candidate 60% agreed that 1st Division must be our requirement in last hired degree whereas 40% said there should not any compulsion of division, 1st & 2nd Div. should be considered in the same category but no 3rd division should be recommended.

All the respondents agreed that for BPS 17-19 promotion of qualification should be MLIS but M.Phil. and Ph.D. degree should be given preference. For BPS 20, 70% said basic qualification should be MLIS with experience whereas 30% said M.Phil. or Ph.D. should be hired with experience for BPS 20.

Publication/Short Courses

About publications all respondents agreed there is no need of publication for promotion in BPS 17 & 18, whereas for promotion in 19-20, 50% said no any publication should be required where as 50% said that there should be some publications for BPS 19 & 20. Those persons, who said there was no need of any publication, were also in favor of giving preference and benefit if the candidate has any publication. From 50% respondents 20% respondents said there should be eight publications for promotion in BPS 19 & 12 for promotion in BPS 20. 20% said that 2-3 publications were sufficient for BPS 19 & 20. 10% of respondents were said 5-10 publications should be required for BPS 19 & 20.

All the respondents agreed that there should be some management courses, skill improvement courses, training course, I.T course and need based training for BPS 18-20.

Mode of Promotion

40% of the respondents said that 25% should be hired from outside the organization and 75% within the organization. 50% of the respondents agreed that 50% hiring should be through promotion within the organization and 50% outside of the organization and 10% respondents said that the person who is already working in the organization has the right to promoted so give preference the person who already working, if she/he fulfills all the other requirements

Librarian like Faculty

70% of the respondents said that librarians should treated, promoted, facilitated or entertained and hired and appointed on the same basis as the faculty but 30% said that librarians should be treated as administrative staff.

Proposal

With the suggestion and recommendation of experts a proposal is designed.

Findings and discussion

1. There is no symmetry in library professional staff promotion Avenue of public sector universities of the Lahore.
2. There is no similarity in library professional staff promotion Avenue of public sector universities of Lahore.
3. Offered scales by public sector universities of Lahore to library professional staff are different.
4. Only two public sector universities of the Lahore offered Bps 20 to library professional staff.
5. Dissimilarity founded in required age and experience for promotion in same scale.
6. Basic required qualification for promotion in all offered scale is MLIS in all public sector universities of the Punjab province.
7. Promotion percentage within the organization also founded different.
8. Proposed promotional structure may be applied, that would source of similarity, symmetry and caused to achieve satisfaction of professional librarians.

TABLE I PROPOSED CRITERIA FOR PROMOTION

BPS	Designation	Qualification	Experience	Age	Mode of promotion	Publication and courses
17	Librarian	MLIS with 1 st div or 3:00 CGPA	Fresh graduate	22-28	Selection	Nil
18	Senior Librarian	MLIS with 1 st div or 3.00 CGPA Preference to higher qualification	7 years with MLIS 5 years with M.Phil 2 years with Ph.D	Nil	50% promotion 50% selection	No publication but have management/skills development courses
19	Deputy Librarian chief	MLISC with 1 st div or 3.00 CGPA Preference to higher qualification	12 years with MLIS 10 years with M.Phil 7 years with Ph.D	Nil	50% promotion 50% selection	2-3 publications and have management/skills development courses
20	Chief Librarian	MLISC with 1 st div or 3.00 CGPA Preference to higher qualification	15 years with MLIS 13 years with M.Phil 10 years with Ph.D	Nil	50% promotion 50% selection	5-7 publications and have management/skills development courses

VIII. CONCLUSION

Majority of the respondents agreed that the scales for librarians should be BPS 17 to BPS20. They were of the view that basic qualification for promotion of professional librarians should be MLIS but higher education should be given preference. For the appointment of BPS 17 fresh graduates should be hired with no experience required, started age for BPS 17 should be 22 years and ending should be 28 years and in BPS18 to 20 promotions should base on experience not age. Majority of the respondent agreed that the mode of promotion should be 50% from organization and 50% from outside. Majority of the respondents agreed on the value of publication for the promotion of library professionals.

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