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THE RELATIONSHIPS OF PERCEIVED MANAGEMENT SYSTEMS AND JOB SATISFACTION OF PUBLIC LIBRARIANS

by
Roland Bernard Welmaker

A dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Philosophy
(Library Science)
in The University of Michigan
1984

Doctoral Committee:

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For Terri Broadnax Welmaker
and
Olivia Walker Welmaker

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CHAPTER I

INTRODUCTION

Satisfaction with one's work and workplace is an important aspect of life, especially since more than one-third of a person's waking hours is spent on the job handling assigned tasks, discharging pertinent responsibilities, and interacting with others trying to get the job done. Locke noted two reasons for being concerned with job satisfaction:

> (1) it can be viewed as an end in itself, since happiness, after all, is the goal of life;
>
> (2) it should be studied because it contributes to other attitudes and outcomes; . . . however, such research findings must be interpreted with great caution.[1]

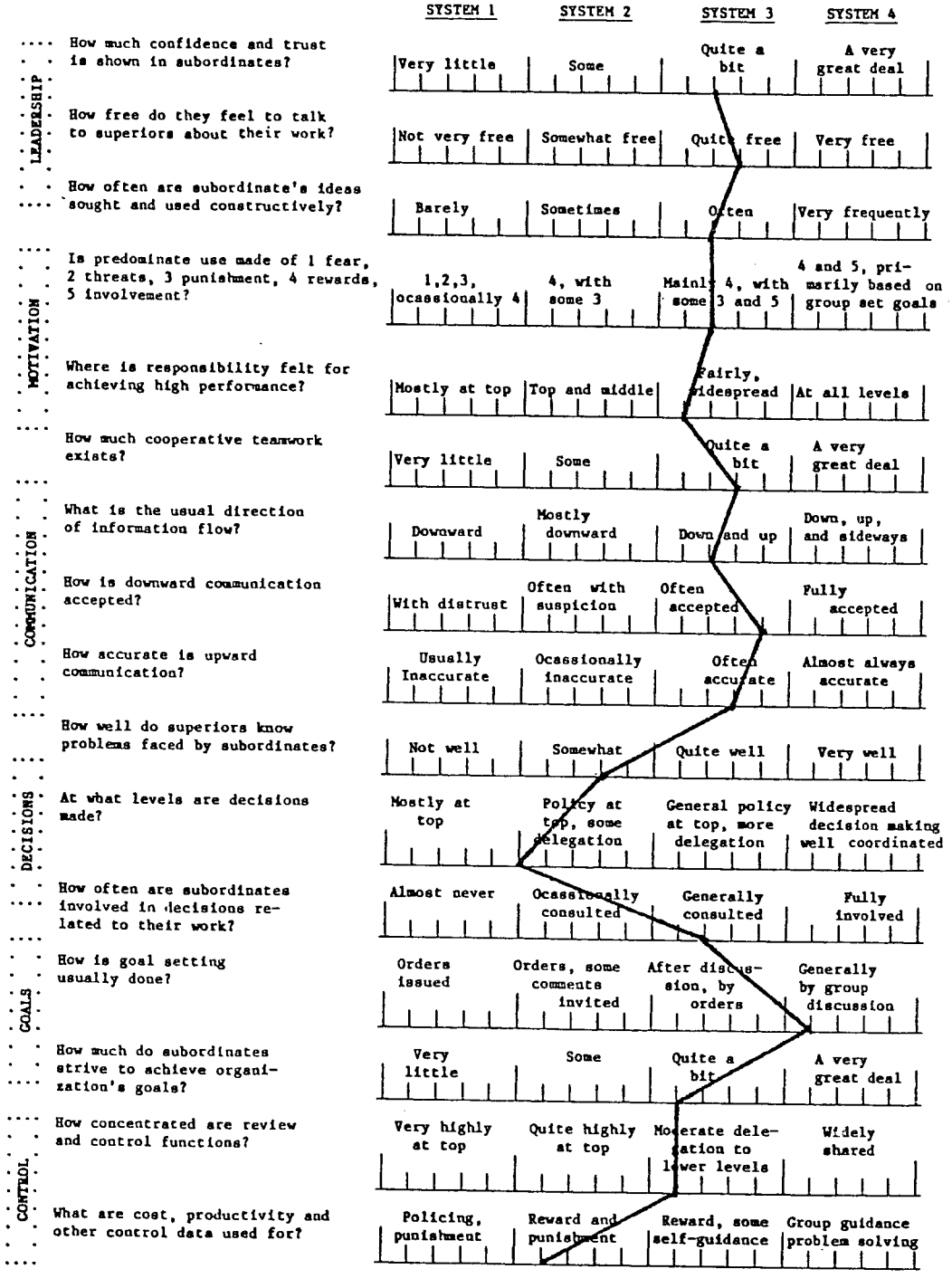
Given the complexity of organizations and people, many factors at the workplace can affect job satisfaction. Whatever the totality of factors, perceptions about management decisions appear to be a major factor affecting pay, vacation, promotion, job responsibilities, rewards, and punishments, any of which can lead to satisfaction or dissatisfaction with some aspect of the job.

Workers may be satisfied with a job under one management style, yet be dissatisfied under another. They may even be revitalized, go into a slump, or exhibit no change in reactions when a new manager with a different style takes charge. Beyond personal reactions, workers display reactions to the manager's approach to getting the job done; they react to the style of the management and the emphasis which management places on the knowledge, skills, and abilities which they, as workers, bring to the job. If workers do react to their managers' styles, approaches, and emphases, then to determine whether any given style of management is related to the level of worker satisfaction with the job would be helpful.

Many social scientists have engaged in research involving organizational factors and their relationship to management processes.[2] From his studies, Likert developed the Four Systems concept which is a means of identifying the particular management style of an organization. An organization's management style, as perceived by organization members, can be determined by the absence or presence of practices, the degree to which they are perceived to operate, particularly as the practices relate to means of motivating workers, determining goals, making decisions, exercising control, and fostering group interaction and varied communications patterns. If Likert's model (see Figure 1) is viewed as a continuum from left to right, the far left position

FIGURE 1

PROFILE OF ORGANIZATIONAL CHARACTERISTICS



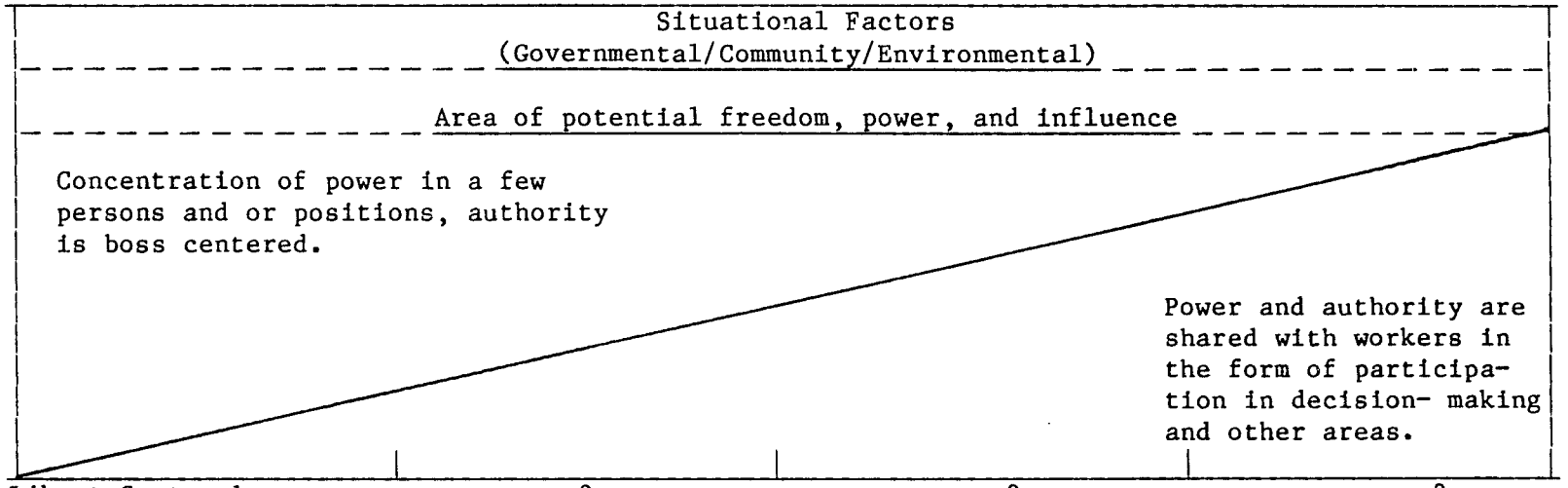
SOURCE (DERIVED FROM): Rensis Likert, The Human Organization: Its Management and Its Values. (New York: McGraw-Hill, 1967), pp. 4-10.

would represent his System 1, the Exploitive Authoritative system, where management controls and powers are found concentrated at the top of the organization. The far right end of the continuum represents System 4, the Participative Group system, where management and workers share in the planning, decision-making, control and operation of the organization. Between these two extremes are System 2, the Benevolent Authoritative system, and System 3, the Consultative system. Figure 1, an abbreviated version of the form used to determine the type of management system, illustrates how an organization is scored and emphasizes that whereas an organization may fall into an overall rating under System 3, as in this example, it may have some processes which have been rated in some or all of the other systems.[3]

Likert's typology, as noted in the simplistic depiction in Figure 2 reflects from left to right a gradual increase in the level of worker participation in the management process as organizations are placed along the continuum. As an organization moves toward the right, more persons become involved to a greater extent in the management process because the concentration of power shifts from a few persons or positions to more persons and positions. Decisions are made and goals are established through group actions. In problem solving, many persons are involved who normally would not be a part of this process if the organization is located to the left on this continuum. Moving toward the right, the nexus of power and authority evolves from interactions being between

FIGURE 2

THE MANAGEMENT SYSTEM CONTINUUM AND ORGANIZATIONAL CLIMATE



SOURCE (based on): Robert Tannenbaum and Warren H. Schmidt, "How to Choose a Leadership Pattern," Harvard Business Review 51 (May/June 1973):164.

supervisor and supervisee into being between groups and teams of workers at all levels. Thus, this direction along the continuum also represents a decrease in the level of authoritative or unilateral actions and an increase in the levels and nature of worker participation. In an interpretation of the Likert model (see Table 1), Bowers noted the expected consequences of the various management system practices. The effects of each system on the functions of management can be anticipated in such areas as: motivational forces, leadership patterns, goal-setting processes, decision-making processes, control processes, and communication patterns.

The study of job satisfaction has been approached from different theoretical directions, i.e., need assessments (Maslow), motivator-hygiene factors (Herzberg), and value frames of reference (Smith, Kendall, and Hulin). Of these approaches, Locke referred to the first two as content theories of job satisfaction in that they "attempt to specify the particular needs that must be attained for an individual to be satisfied with his job."[4]

Maslow contends that there is a hierarchy of needs consisting of (1) basic physiological, i.e., food, survival, and shelter, (2) safety and security, (3) social, (4) self-esteem and status and (5) self-actualization, self-realization, and sense of achieve-

TABLE 1
MANAGEMENT SYSTEMS' PRACTICES

System	System Property	System Method Description
1	Motivational Forces	Taps fear, need for money, and status. Ignores other motives, which cancel out those tapped. Attitudes are hostile, subservient upward, contemptuous downward. Mistrust prevalent. Little feeling of responsibility except at high levels. Dissatisfaction with job, peers supervisor, and organization.
2		Taps need for money, ego motives such as desire for status and power, sometimes fear. Untapped motives often cancel out those tapped, some times reinforce them. Attitudes are sometimes hostile, sometimes favorable toward organization, subservient upward, condescending downward, competively hostile toward peers.
3		Taps need for money, ego motives, and other major motives within the individual. Motivational forces usually reinforce each other. Attitudes usually favorable. Most persons feel responsible. Moderately Moderately high satisfaction with job, peers, supervisor, and organization.
4		Taps all major motives except fear, including motivational forces coming from group processes. Motivational forces reinforce one another. Attitudes quite favorable. Trust prevalent. Persons at all levels feel quite responsible. Relatively high satisfaction throughout.
1	Interaction Influence Process	No cooperative teamwork, little mutual or upward influence. Only moderate downward influence, usually overestimated.
2		Very little cooperative teamwork, little upward influence except by informal means. Moderate downward influence.
3		Moderate amount of cooperative teamwork. Moderate upward influence. Moderate to substantial downward influence.
4		A great deal of cooperative teamwork. Substantial real influence upward, downward, and laterally.

TABLE 1 (CONT)
MANAGEMENT SYSTEMS' PRACTICES

System	System Property	System Method Description
1	Goal Setting Process	Orders issued. Overt acceptance. Covert resistance
2		Orders issued, perhaps with some chance to comment. Overt acceptance but often covert resistance.
3		Goals are set or orders issued after discussion with subordinates. Usually acceptance both overtly and covertly, but some occasional covert resistance
4		Goals established by group participation, except in emergencies Full goal acceptance, both overtly and covertly.
1	Communication Pattern	Little upward or lateral communication. Some downward communication, viewed with suspicion by subordinates. Much distortion and decption.
2		Little upward or lateral communication. Great deal of downward communication, viewed with mixed feelings by subordinates. Some distortion and filtering.
3		Upward and downward communication is usually good. Lateral communication is fair to good. Slight tendency to filter or distort.
4		Information flows freely and accurately in all directions. Practically no forces to distort or filter.

TABLE 1 (CONT)
MANAGEMENT SYSTEMS' PRACTICES

System	System Property	System Method Description
1	Decision-Making Process	Decisions made at top based upon partial and inaccurate information. Contributes little motivational value. Made on man-to-man basis, discouraging teamwork.
2		Policy decided at top, some implementation decisions made at lower levels based on moderately adequate information. Contributes little motivational value. Made largely on man-to-man basis, discouraging teamwork.
3		Broad policy decided at top, more specific decisions made at lower levels based upon reasonably accurate and adequate information. Some contribution to motivation. Some group-based decision-making.
4		Decision-making done throughout the organization, linked by overlapping groups and based upon full and accurate information. Made largely on group basis, encouraging teamwork.
1	Control Process	Control at top only. Control data often distorted and falsified. Informal organization exists, which works counter to the formal, reducing real control.
2		Control largely at top. Control data often incomplete and inaccurate. Informal organization usually exists, working counter to the formal, partially reducing real control.
3		Control partially at top, but some delegation to lowere ranks. Informal organization may exist and partially resist formal organization, partially reducing real control.
4		Widespread real and felt responsibility for control function. Informal and formal organizations are identical with no reduction of real control.

ment needs.[5] Conceptually, man is a wanting animal who seeks to fulfill his needs in the indicated hierarchical order. As a lower order need becomes satisfied, attention is given to the next higher level need until the self-actualization level is reached. A satisfied need does not remain as a motivator and an unsatisfied need prevents a person from striving to fulfill the next higher level. Although researchers have noted a need hierarchy, evidence does not support consistently a hierarchy of needs beyond the security level.[6] Thus Maslow's theory may have only two, rather than five, tiers.

Frederick Herzberg's theory of job satisfaction identifies two types of factors on the job which are presumed to affect satisfaction.[7] The first type, hygiene factors, relate to characteristics thatare extrinsic to the work i.e., policies, working conditions and salaries and wages. Hygiene factors are presumed not to lead to satisfaction, but can lead to dissatisfaction. Motivation factors, i.e., recognition, achievement, responsibility, advancement, personal growth in competence, however, are intrinsic to the job and can lead to satisfaction. Herzberg's theory postulates that hygiene factors are minimum expectations of the job's rewards, and motivation factors are higher level rewards that one earns because of being motivated inwardly to do so. Many researchers have studied job satisfaction using Herzberg's theory. Some results suggest that his theory may be confounded with the methods used to gather results to test his theory.[8] Herzberg's hygiene and motivation factors can lead both to satisfaction or dissatisfaction.[9]

Smith, Kendall, and Hulin have taken a different approach to the concept of job satisfaction. Rather than attempting to measure satisfaction directly, these researchers seek inferences to it by measuring the the causes of satisfaction. They suggest that satisfaction may be predicted from perceptions of the job, "individual capacities and experiences, alternatives available in the company and the community, and of the values of the individual."[10] Thus, perceptions pertaining to the work to be done, pay, promotion opportunities, co-workers, and supervision are measured. These measurements represent the workers' determinations of: opportunities available to use varied skills and abilities; creativity, variety, and challenge of the job; equity and level of pay; frequency, availabilty, and fairness of promotions and promotion procedures; manner of supervision received; and relationships with coworkers. Smith, Kendall, and Hulin viewed man's basic needs or drives, and their relevance to job satisfaction as anything but clearly established. Therefore, they sought to measure job-referrent, rather than self-referrent perceptions.[11]

Harry Peterson, former director of the Public Library of the District of Columbia, in a 1964 treatise on public library management assumed that the democratic system of management similar to Likert's System 4, one that utilized the participative approach, had a positive effect on the morale (job satisfaction) of the person involved.[12] Gamaluddin in a later study noted that outstanding authorities voiced confidence in participative management and its ability to bring about increased employee job satisfaction. The premise was based more on assumption than on research in the

area of library management.[13] A most critical point in studying job satisfaction in libraries lies in the report by Presthus where he noted that two-thirds of the librarians sampled indicated they would not choose to be in the profession if presented with the career choice. He also noted a low level of job satisfaction.[14] Therefore,to investigate possible determinants of satisfaction and their relationships to various aspects of organizational life is of great importance. This study is an attempt to determine whether there is any evidence of relationships between the various perceived management systems, as described by Likert, and the level of job satisfaction of librarians. The nature and extent of these relationships were investigated at all managerial levels in selected large public libraries in the southeastern United States.

Footnotes to Chapter I

[1]Edwin A. Locke, "The Nature and Causes of Job Satisfaction," in Handbook of Industrial and Organizational Psychology, ed. Marvin D. Dunnette (Chicago: Rand McNally and Company, 1976), p. 1328.

[2]Some of these studies are mentioned in the "Related Research" section. Their scope of inquiry concerned the relationships between participative management and job satisfaction or productivity and between job satisfaction and worker reactions, i.e., absenteeism, tardiness, and tenure.

[3]Rensis Likert, The Human Organization: Its Management and Its Value (New York: McGraw-Hill,1967), p. 14.

[4]Locke, "Nature and Causes of Job Satisfaction," p. 1307.

[5]Abraham Maslow, "A Theory of Human Motivation," Psychological Review 50 (July 1943):372-382.

[6]Edward E. Lawler, III and J. Lloyd Suttle, "A Causal Correlational Test of the Need Hierarchy Concept," Organizational Behavior and Human Performance 7 (April 1971):282.

[7]Frederick Herzberg, Work and the Nature of Man (Cleveland: World, 1966), p. 71.

[8]M. D. Dunnette, J. P. Campbell, and M. D. Hakel, "Factors Contributing to Job Satisfaction and Job Dissatisfaction in Six Occupational Groups." Organizational Behavior and Human Performance 2 (May 1967):173.

[9]Lyman W. Porter, Edward E. Lawler, III, and J. Richard Hackman, Behavior in Organizations (New York: McGraw-Hill, 1975), p. 300.

[10]Patricia C. Smith, Lorne M. Kendall, and Charles Hulin, The Measurement of Satisfaction in Work and Retirement (Chicago: Rand McNally, 1969), p. 83.

[11]Ibid., p. 71.

[12]Harry Peterson, "Public Library Administration," in Local Public Library Administration, ed. Roberta Bowler (Chicago: International City Managers Association, 1964), p. 118.

[13]Ahmad Fouad M. Gamaluddin, "Decision-Making at the Level of Middle Management: A Study of Medium Sized Public Libraries." (Ph.D. Dissertation, University of Pittsburg, 1973), p. 145.

[14]Robert Presthus, Technological Change and Occupational Responses: A Study of Librarians (Washington: Bureau of Research, Office of Education, 1970), p. 86.

CHAPTER II

RELATED RESEARCH

There are a number of studies pertinent to this endeavor. Although many have been done by persons in such disciplines as sociology, psychology, and business administration, some of the studies have implications for libraries. Others specially have included analyses of libraries or professions such as librarianship (see Table 2 for selected major studies). Research in the field of librarianship, in the academic and public areas, has provided an added impetus for this particular study.

This section examines aspects of job satisfaction research. The first part deals with general studies of job satisfaction as it concerns employee behavior and organization structure. It also includes studies of professions other than librarianship. The second part deals only with selected studies of job satisfaction and related topics in public and academic libraries.

General Studies

From the Western Electric (Hawthorne) studies begun in the 1920s, manifestations of low morale among employees were revealed.[15] Roethlisberger and Dickson reported that behavior such

TABLE 2

MANAGEMENT STYLE-SATISFACTION STUDIES*

Vroom 1959	Industry blue collar	Democratic leadership and satisfaction	Significantly positive
Vroom and Mann 1960	Industry blue collar	Leader authoritarianism and satisfaction	Negative in small but positive in large groups
Marchant 1970	Academic librarians	Management style (participative) and satisfaction and productivity	Positive, but not significant
Milutinovich 1970	Industry blue and white collars	Management style (participative) and satisfaction	Positive
Powell and Schlacter 1971	State workers blue collars	Participative management and morale	Positive
Sorenson and Sorenson 1974	Certified public accountants	Bureaucratic management and satisfaction	Negative
D'Elia 1975	Librarians recent graduates	Job environments (participative) and satisfaction	Positive
Hanna 1975	Social workers	Job satisfaction and organizational structure (bureaucracy)	Negative

*This table excludes those studies mentioned in the text that did not include both of the variables, management style (system) and job satisfaction.

as strikes, absenteeism, and labor turnover were caused by strong affective reactions of employees to incidents on their jobs. These results were supported by Summers,[16] Vroom,[17] Riday,[18] Powell and Schlacter,[19] Ross and Zander,[20] and Lawler and Porter.[21] Job satisfaction has been viewed as a reaction to one's work and organizational membership. From findings that job satisfaction is a reasonably good predictor of absenteeism and turnover, Porter and Steers advanced the notion that the more satisfied the employees, the less likely they are to be absent or to sever their ties with the organization.[22]

Professional Workers in Organizations

A pervasive feeling among social scientists has been that goals of professionals within organizations are opposed diametrically to those of their organizations. Some characteristics of the professional include respect for colleagues' knowledge, expertise, contributions made to the profession, and loyalty toward the colleagues and clients. Conflict was expected because organization members command respect based on hierarchical position and loyalty toward the organization for its continued maintenance and existence. Harrison and Rosenzweig, in looking at scientists in organizations, found, to the contrary, that although differences existed between the scientists' and organizations' perceived roles and norms, a dichotomy was not present. Where perceived professional roles and norms and organizational goals were concerned,

they suggested that professional norms could have represented a positive force toward the attainment of organizational goals; however, management must make commitments not to reject professional values.[23]

There has not been consistent evidence that participation by workers in the management process increased levels of job satisfaction. However, there have been some that demonstrated this phenomenon,[24] Vroom's studies indicated that job satisfaction will increase if the workers desire to participate in a democratic form of management,[25] and if there is a high level of interdependence between the worker and the supervisor.[26] Rosenfeld and Smith argued that participation would not lead to increased satisfaction if it were predicated only on the directive of management.[27]

In a study which involved nurses, Corwin found that the adjustments nurses made to organization conditions depended to a large degree on the place where they received their training. The role expectations of nurses with diplomas from hospital related institutions were aligned more closely with actual conditions than was the case for nurses holding university degrees. These differences existed because university programs, under the control of educators, stressed professional norms and theories while the hospital related programs emphasized the pragmatic approach to nursing in their course contents.[28]

In a study of the morale and performance of physiologists, Meltzer and Salter[29] tested Worthy's theory,[30] which suggested that the number of levels in an organizational hierarchy was related negatively to staff morale. With size held constant, results

indicated that the number of levels in the structure is negatively related to employee morale. In a comparison of large and small organizations, they noted that increasing the size led to a proliferation of hierarchical levels and bureaucratization.

Montagna[31] and Sorenson and Sorenson[32] found that certified public accountants (CPA) employed in the nation's CPA firms were not exempt from bureaucratization within their professional organizations. The professional organization was viewed as an entity with the majority of its members belonging to a particular profession and setting and achieving the organization's goals. Administrative authority rests within the organization, and professional norms lie within the province of professional associations, which also are the arbiters of professional ethics. Montagna noted the trend toward the centralization of authority as the organizations grew, and Sorenson found that even in professional organizations, there were conflicts between the organization and professional goals which led to dissatisfaction and turnover.

Hall examined several professions with 1) autonomous professional organizations, i.e., law and CPA firms, 2) heteronomous professional organizations, i.e., schools and public libraries, and 3) professional departments, i.e., legal department within a labor union.[33] Through the analysis of professional attributes versus bureaucratic attributes, Hall measured the bureaucratization of the various types of organizations. Of the groups studied, heteronomous organizations were found to be the most bureaucratic, followed by the departmental and autonomous, respectively. The public library possessed a higher degree of bureaucratization than

many of the others within the heteronomous group.

Hanna's investigation of social workers and possible influences on their levels of job satisfaction provided an interesting insight into what could be expected in a similar study regarding librarians, since both groups may be in a similar stage of emerging professionalization. His concern was with the social worker's value orientation and professional attitudes, the organizational structure of the social welfare agency, and consideration of the contrast between those who have and have not had a social work education. His major findings were that: 1) a higher social work orientation was found among persons with, as compared to those without, a social work education; 2) a high social work orientation is associated with a high sense of job satisfaction when the organization's level of bureacracy is low; and 3) a high degree of professionalization is associated with a high sense of job satisfaction when the organization's level of bureaucracy is low. Thus, he concluded that social workers are most satisfied when the level of bureaucracy is kept to a minimum.[34]

Librarians in Organizations

Although much of the work and research related to job satisfaction and management systems was performed in fields other than librarianship, there have been some efforts by librarians and others to investigate the problem in libraries. In a general survey of the development of management theories in public libraries from 1925 to 1955, Kittle noted that librarians, with a time

lag of several years, eventually reacted to and implemented changing trends in management techniques and theories.[35] After 1925 librarians began to emphasize concepts pertaining to library organization. From these efforts at organizational theory, librarians proceeded to implement management principles related to personnel administration in the areas of professionalization, supervision and training, participation in management, and democracy in administration.[36]

Farley, in the 1960s found that public library administrators were more likely to advance scientific management approaches to library operations during a time when other types of managers were more interested in the human elements of organizations.[37] As Marchant stated, the most recent books on library administration at the time of his research in the 1970s indeed did reflect the bureaucratic or non-participative orientation of management.[38] Whether or not rank-and-file librarians were demanding greater opportunity for participation in decision making, as Marchant postulated, and whether or not they referred to modern participative management theory to justify their demands,[39] staff participation in management was not a common aspect of library administration. Hess, in 1970, had reported that staff participation in California academic and public libraries was not a dominant aspect of any of the administrative functions and that formal decision-making and the review and control functions tended to be concentrated at or near the top.[40] This tended to support Hall's earlier findings of public libraries as possessing high levels of bureaucratization.[41]

Kenneth Plate, in 1969, in a study of middle managers in academic libraries, identified and then characterized three types of upward-mobile middle managers - the specialist, the executive, and the technocrat.[42] The specialist was described as being frustrated with the bureaucratic milieu, the executive as authoritative, and the technocrat as the least comfortable with superiors who attempt to introduce democratic or participative management, and most comfortable with authoritarian or paternalistic superiors. In an attempt to gauge the reaction of middle managers in middle size public libraries, Gamaluddin, in 1973, discovered that middle managers, who tended to be either middle-aged or at the midpoint of their careers, were least supportive of participative management, while more junior or senior level managers were usually more supportive.[43]

Concerned about the placement of organizations on the management system continuum developed by Likert, Hess in 1970 found that academic libraries in California were primarily consultative,[44] and Vincent (1974) found several academic libraries to be consultative with the desire to become participative in nature.[45] Vincent also noted that the sharing of decision-making, receptivity of management to staff ideas, and the use of teamwork ranked as mediocre.[46] Marchant in 1970, also using Likert's Four System typology on academic libraries, found a positive relationship between participation in decision-making and job satisfction of academic librarians.[47]

As far as need gratification was concerned, Presthus'[48] results, supported by D'Elia,[49] indicated that librarians sought attainment of higher level needs. He stated that "the low ranking of external rewards such as salary and prestige indicated that librarians tend to place a high value on 'intrinsic' highly personal gratification."[50] Plate and Stone found that "responsibility," a motivator in Herzberg's theory, was a strong satisfier at all levels of library work. Several librarians wrote that the responsibility they felt as a result of participative management made them feel particularly good about their jobs.[51] However, the difference between Plate and Stone's findings and D'Elia's conclusion in 1979 presents a theoretical schism. The former study used Herzberg's two factor theory of job satisfaction while the latter was intended to present a better methodology for studying job satisfaction. D'Elia noted that the "responsibility" motivator found by Plate and Stone could only lead to satisfaction, if present, but if not present, it would not lead to dissatisfaction. On the other hand, a poor supervisory climate in the environment a hygiene factor in Herzberg's theory would lead to job dissatisfaction, but a good supervisory climate would not lead to satisfaction.[52] Not only did D'Elia indicate that he found a strong positive relationship between job satisfaction and job environment, "which is characterized by both a good supervisory climate and the presence of factors related to mastery of the job itself,"[53] but he felt that a good climate is a prerequisite of satisfaction with mastery of the job.

In the above approaches to the study of job satisfaction and management systems, none of the studies attempted to isolate libraries which would give a generalizable view of the relationship between a library's position on Likert's Four System continuum and that library staff's level of job satisfaction. Whereas Marchant was concerned with academic libraries, this study sought to support or refute his results within a milieu of large public libraries. Unlike the Hess study, lower, middle, and upper levels of management were scrutinized, since groups would exhibit variations in perceptions of management systems and in degrees of job satisfaction. Another difference is that this study did not attempt to draw evidence for or aganist an assumed relationship between job satisfaction or management system and productivity.

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[42]Kenneth Plate, "Middle Management in University Libraries: The Development of a Theoretical Model for Analysis" (Ph.D. Dissertation, Rutgers University, 1969), pp. 5563.

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CHAPTER III

THE INSTRUMENTS AND METHODOLOGY

The Instruments

Likert proposed that employee attitudes are affected by their expectations "since attitudes depend upon the extent to which our experiences meet our expectations"[54] or desires. If employees expect a certain level of involvement in decision-making, then the assumption can be made that they would be satisfied if their expectations are met or exceeded. However, if their expectations are not met, then the assumption can be made that employees would indicate a lack of satisfaction with their work.

Employees are presumed to be more satisfied when they are a part of a democratic or participative style of management, Likert's System 4, but are less so in System 3 and become even less satisfied as they find themselves in organizations with System 2 or 1 management styles. In traditional organization theory, managers are concerned with grouping work to enhance efficiency by providing the structure which best enables the leader to control the organization. Thus hierarchy, span of control, specialization, authority, and staff relationship concepts are delineated in bureaucratic theory. These concepts

under different management styles are subjected to varying degrees of organizational control.

Characterized by Likert's System 1, an organization is concerned with the division of the work and the tightness of controls to insure success. It is also concerned with protecting the organization from its members as noted by its heavy emphasis on a monocratic structure.

In contrast to Likert's System 1,the tightly controlled organization, is Likert's System 4. This organization is noted not only for its decision-making process including those persons located at various levels of the "traditional hierarchy", but also for lines of communication which traverse up, down, and across the hierarchy. Essential to the System Four organization is the "linking pin" concept. Instead of relying on unit managers alone to act as contacts between hierarchical levels, this organization also utilizes staff represented on ad hoc problem solving groups, again representing vertical and lateral interactions within the total organization. In this situation of problem solving groups, the individuals represent cross-functional attempts of the organization in group decision-making. Each member works as the representative of his/her area of expertise rather than as a representative of the supervisor and seeks innovative solutions that will be decided by the group. Each member also serves as the linking pin between this ad hoc group and the larger functional unit in which he/she normally works in order to facilitate the exchange of needed information and ideas needed in decision-making.

The task of this study was to determine the types of organizations represented in this study. The bureaucratic and participative organizations merely represented the extremes.

Management System

Likert's short form of the Profile of Organizational Characteristics was used to determine which managment system was prevalent in the nine libraries studied. Respondents were asked to rate their library's management in six areas: (1) motivational forces, (2)communication, (3)leadership patterns, (4) decision-making, (5) goal-setting and (6) control processes. The directions given were:

> This questionnaire was developed to enable persons to describe the management system or style used in their organization. Therefore, in completing the questionnaire, it is important that you answer each question as thoughtfully and frankly as possible. There are no right or wrong answers.
>
> 1. Please mark your answer by filling in completely one of the parenthesis sets, e.g.:
> (3) (4) (5) (6)
>
> 2. On the line below each item, fill in the parenthesis set which in your experience describes your library system at the present time (N=NOW). If on Item #1, for example, you believe there is "Quite a Bit" of confidence and trust shown subordinates, but the amount is closer to "Some" than to "A very great deal," fill in the parenthesis set marked (5). If you believe that the amount is closer to "A very great deal," fill in (6).
>
> 3. In addition, fill in the numbered parenthesis set on the "L" line (L=LIKE) which describes where you would like your organization to be.

The Profile of Organizational Characteristics (POC) was used to determine the respondents' perceptions, at that time, of the managerial styles in each library. The instrument denotes four styles: (1) authoritative-exploitive, (2)authoritative-benevolent, (3)consultative, and (4) participative-group, for Systems 1, 2, 3, and 4, respectively. The POC, in its measure of the independent variable, is an eight point, sixteen item short-form version of the original instrument. Questions are clustered under the following categories: leadership, motivation, communication, decision-making, goal-setting, and control. Each management style is divided in order to be scored on one of two possible integer determinants located on a continuum with respondents being asked to indicate the integer which most appropriately rated the library system as it presently exists and as one would like to see it in the future. As the POC scale ranges in value from one to eight, it was divided into four equal segments so that an individual question would yield:

1 and 2	System 1
3 and 4	System 2
5 and 6	System 3
7 and 8	System 4

The POC is scored by computing the arithmetric mean of the response values from the component sections. This yields an interval level scale divided into four equally sized ranges of length 1.75:

1.00 - 2.75	System 1
2.76 - 4.50	System 2
4.51 - 6.25	System 3
6.26 - 8.00	System 4[56]

Investigation of the suitability of the POC has shown that even with several different categories in the instrument, the scale exhibited "high item homogeneity in that single management systems tended to fall in the same segment of the scale on almost all items. Split half reliabilities of over 0.90 were reported for the entire scale.[57]

Job Satisfaction

Just as production organizations are affected economically by absenteeism, tardiness and frequent turnovers, so are service organizations such as libraries. Whether an organiza tion is production or service oriented, it is concerned with achieving its goals as efficiently and effectively as possible. Employee satisfaction levels can indicate the health of the organization. Thus, organizations have a vested interest in the satisfaction levels of their members and in ways of positively affecting member satisfaction.

This researcher was interested in measuring librarians' satisfactions with several characteristics of the job without attempting to structure the factors as causes of satisfaction or dissatisfaction. A reliable instrument, the Job Descriptive Index (JDI), developed by Smith, Kendall, and Hulin, measured five factors - satisfaction with pay, work, advancement opportunities, coworkers and supervision. These factors had been found to emerge most consistently in studies involving satisfaction inventories.[58] In the JDI each of the five factors is described by nine or eighteen adjectives, which have been statistically related to represent

either satisfaction or dissatisfaction with the factor described.[59] The directions given were:

> These questions are concerned with various descriptive aspects of your job. For each of the categories (WORK, PAY, SUPERVISION, PROMOTIONS, AND COWORKERS) please:
>
> > put a "Y" beside the item if the item describes the category;
> >
> > put an 'N' if the item does not describe the category;
> >
> > put a '?' if you can not decide.

This instrument is scored so that an affirmative response to a positive descriptor term or a negative response to a negative descriptor term is scored three points. An affirmative response to a negative or a negative response to a positive descriptor term is scored zero point. However, a non-response or a neutral response was found to most closely approximate dissatisfaction rather than satisfaction or a midpoint between the two satisfactions. Therefore, such a response is scored one point. Final scores for "Pay" and "Promotions" were doubled so that the maximum score for each category was fifty-four, and the point of indifference, where a question mark was the response to each item, was scored eighteen. Although the JDI does not provide a dimension to measure composite satisfaction, a mean score was obtained by averaging the values of the five component parts.

The JDI which measures perceived job satisfaction in relation to the individual's values, has been described by Locke "as the most carefully developed scale to date."[60] Crucial to Locke's determination were the efforts taken to identify areas of satisfac-

tion included and to validate the JDI. Discriminant validity, the ability of the instrument to distinguish between its measures, i.e., between satisfaction with work and pay, and convergent validity, the ability of the instrument to have significantly similar evaluations when compared to maximally different instruments which measure the same concept i.e. job satisfaction being measured by the JDI and a Likert scale or graphic depiction form, were demostrated by the multitrait-multimethod matrix.[61] In developing a suitable measure, those methods of measurement which failed to show discriminant and convergent validity - both within and across samples -- were eliminated.[62] Reported split half reliabilities were reported to exceed 0.80.[63]

Unlike some other instruments, the JDI measures satisfaction indirectly. Rather than seeking the respondents' feelings about the job, persons are asked to describe the jobs. The underlying premise is that one's perception of his job is highly colored by his/her satisfaction with it.[64]

The developers of the JDI viewed job satisfaction as "an effective response to distinguishable aspects of the job."[65] Their view is reflected in the categories measured, which were validated as stated above. The instrument has proved its reliability and validity and has been used in studies of industries and libraries.

Both instruments, the Profile of Organizational Characteristics and the Job Descriptive Index, were pretested for this study. Statements made by the participants indicated a consist

ency of respondent interpretations in both questionnaires and the section which requested personal and professional information from the respondents.

Definitions

Several terms used in this study have different meanings to different people. For purposes of this study, the following definitions are provided below:

Management System - A designation of the approach or style which management utilizes to allow or display employee participation in the management process. In Likert's Four System typology, management systems are characterized as Sytem 1 (Exploitive Authoritative), System 2 (Benevolent Authoritative), System 3 (Consultative), or System 4 (Participative Group).[66] The management system is determined by the organization's ratings on several variables - leadership, motivation, communication, decisions, goals, and controls. See Table 1, page 7, for a comparative description of these variables as they pertain to each management system.

Authoritative Systems - Burns and Stalker,[67] in a study of industry in Great Britain, identified two types of management systems, mechanistic and organic, which are comparable to authoritative and participative systems, respectively. Of the former system they stated:

> . . . Interaction within management tends to be vertical, i.e. between superior and subordinate. Opinions and work behavior are governed by instructions and decisions issued by superiors. This command hierarchy is main-

tained by the implicit assumption that all knowledge is or should be available to the head of the firm. Management, often visualized as the complex hierarchy familiar in organization charts, operates a simple control system, with information flowing up through a succession of filters and decisions and instructions flowing downward through a succession of amplifiers. Thus, an authoritative system is a management concept that reflects a tendency for the organization to have a structure which concentrates authority, power, and decision-making apparatus in a small number of people and/or positions and which forms rigid structures through the strict adherence of rules, regulations, and procedures. In the Exploitive Authoritative System (System 1), management motivates through fear and other punitive means, issues orders, and reserves all decision-making and goal-setting prerogatives. Benevolent Authoritative System (System 2) organizations also use the same approach to management, but to a lesser degree.

Participative Systems - The participative mode of management is defined as more than the mere absence of the tight controls exhibited in the authoritative systems. Here, as in the 1975 policy statement made by the Rochester (New York) Public Library and Monroe County Library System, participative management systems are defined as structures which allow employees to become actively involved in "making

decisions that will improve library services or solve library problems."[68] As noted from Table 1, these systems also encourage teamwork and employee input into goal-setting; a participative system is a decentralized organization in its control function and relies on members to interpret broad-guide lines in their actions and interactions. The Consultative System (System 3) retains more of the managerial controls than does the Participative Group (System 4) but less so than the other two more authoritative systems (Systems 1 and 2).

Job Satisfaction - Job satisfaction and morale are used as synonymous terms. Rather than viewing morale as a group descriptor of esprit de corps, as in some studies,[69] both terms are regarded as an indication of the "evaluation of one's job and employing company as contributing suitably to the attainment of one's objectives."[70] It is the degree to which one reports satisfaction or contentment with the job (i.e., pay, opportunities for advancements, working relationships with coworkers and supervisors, and the assigned duties and responsibilities) and the needs which are being met through, on, and because of the job.

Purpose of the Study

The purpose of this study was to ascertain the relationship between the perceived management systems of public libraries and

the levels of job satisfaction of librarians within these public libraries. The independent variable was the perceived management system and was determined by using a short form of the Profile of Organizational Characteristics developed by Rensis Likert (see Appendix A). Levels of job satisfaction, the dependent variable, were measured using the Job Descriptive Index, which was developed by Patricia C. Smith, Lorne M. Kendall, and Charles L. Hulin (see Appendix B). Data were collected from nine large southeastern public libraries from Florida, Georgia, North Carolina, Tennessee, and Virginia. A Georgia public library was used in the pretest. The pretest was used to determine the clarity of the forms.

By fulfilling the purpose of this study, further knowledge of organizational and individual factors which affect job satisfaction levels within libraries is gained. A general view of the disparity of perceptions between the various managerial levels of libraries also is noted.

Objectives and Hypotheses

This study sought to determine whether there is evidence of a relationship between perceived type of management system and level of job satisfaction in selected public libraries in the southeastern United States. The objectives of the study were as follows:

1. to determine the perceived degree and nature of participation in the management of public libraries by persons holding librarian positions in public libraries;

2. to determine the level of job satisfaction of librarians at various levels in public libraries;
3. to test the assumption that librarians are more satisfied with participative than authoritative management systems, i.e., higher levels of job satisfaction will be found for Likert's System 4 over System 3, System 3 over System 2, and System 2 over System 1.

The following hypotheses will guide this study:

Hypothesis 1 - Public librarians who perceive themselves to work in more participative library systems will have significantly higher mean levels of job satisfaction when compared to public librarians who perceive themselves to work in less participative library systems;

Hypothesis 2 - Job satisfaction among public librarians will increase with the librarian's levels in the hierarchy and they will perceive a greater degree of input into organizational operations, through decision-making, goal-setting, and control functions as one rises in the organizational hierarchy;

Hypothesis 3 - Job satisfaction among women will be significantly lower than among men and women will perceive themselves to have lower levels of participation in the management process as compared to men;

Hypothesis 4 Persons not holding a fifth-year or master's library degree will have a lower mean level of job satisfaction than those who do hold at least one of the degrees and the non-degree holders will perceive themselves to have lower levels of participation in the management process as compared to the degree holders.

Methodology

Library Population

This study focused on those public libraries in the southeastern United States (Alabama, Georgia, Florida, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia), which met the following criteria:

1. each public library represented a system that serves a city and/or county where the major city has a population of at least 150,000 persons;
2. each system had a staff of at least ten librarian positions.

The process of determining the target libraries began with the identification, through the Statistical Abstract of the United States,[71] of those cities of 150,000 persons or more in the Southeast. Staff sizes were then obtained for the public libraries of those cities from the American Library Directory (1978)[72] and adjusted to reflect information supplied by the directors of the fifteen libraries so identified; nine public libraries participated in the study (see Table 3).

TABLE 3

THE SAMPLE POPULATION

Library System	Number of Librarians
Participating	
B	47
H	58
A	108
C	48
D	99
E	61
F	35
G	50
I	16
Total	522
Non-Participating	
J	49
K	25
M	151
N	81
O	26
P	13

SOURCES: American Library Directory 31st Edition, (New York: Bowker, 1978). and American Library Directory 30th Edition, (New York: Bowker, 1976).

By limiting the selection of public library systems to those city andcity-county systems in the Southeast, then:

1. complexities involved with federated and regional systems' jurisdictional problems are minimized;
2. the probability of the sample including both unionized and non-unionized systems is less in this region of right-to- work states;
3. a thorough study can be made of this limited, yet sizable, subset of the many large public library systems while future studies may involve libraries of other regions, types, or sizes.

Limits on population size insured the study of an urban focus, while the restricted staff sizes served to reduce the probability of selecting atypical situations that may be found in either very large or very small organizations.

Librarian Population

Due to the small sample size (nine library systems from Alabama, Florida, Georgia, North Carolina, Tennessee, and Virginia), each person occupying a librarian position in the system was

invited to participate. Participation was sought by contacting the directors of the various libraries and soliciting cooperation of the organization. Return was requested of an organization oriented questionnaire, an organizational chart, a list of persons holding librarian positions including positions, titles, and addresses (see Appendix C).

Each person in a librarian position identified was sent an invitation to participate in the study and a questionnaire for completion (see Appendix D). Participants were assured that their responses would be confidential and that neither individuals nor library systems would be identified in any form, publication, or report. A self-addressed, stamped envelope was enclosed for return mailing. There was a total response rate of seventy-six percent. Table 4 indicates response rates for each library with the range being from fifty-four to ninety-five percent. A note should be made that although 192 respondents returned the POC, there were only 149 forms completely answered. This response pattern resulted in a survey population for the various POC components of 192 for Leadership, 177 for Motivation, 183 for Communication, 187 for Decision-Making, 184 for Goal-setting, and 163 for Control. Thus a determination of a composite POC score was a mean score based on 149 completed forms. The component score, therefore may appear higher or lower than warranted when compared to component scores.

TABLE 4

QUESTIONNAIRE RETURN RATES

Library	Number Questionnaires Mailed			Number Questionnaires Returned			Percent Returned		
	POC	JDI	TOTAL	POC	JDI	TOTAL	POC	JDI	TOTAL
A	54	54	108	51	52	103	94	96	95
B	23	24	47	16	18	34	70	75	72
C	25	23	48	11	15	26	44	65	54
D	49	50	99	31	38	69	63	76	70
E	30	31	61	23	27	50	77	87	82
F	20	15	35	9	11	20	45	73	57
G	26	24	50	25	19	44	96	79	88
H	29	29	58	18	20	38	62	69	66
I	9	7	16	8	6	14	89	86	88
TOTALS	265	257	522	192	206	398	72	80	76

From the list of librarians obtained from the directors, two groups were determined. Group One included the library directors and/or their immediate subordinates (i.e., associate, deputy, and assistant directors), plus fifty percent of the personnel randomly determined from each of the three designated categories:

1. entry level librarians up to but not including branch and department heads;
2. branch and department heads;
3. branch and department heads' supervisors up to but not including the director's immediate subordinates.

Group Two consisted of the remainder of the population (see Figure 6). Persons whose responsibilities or functions did not fall into a single category, because of divided responsibilities, were aligned as closely as possible according to the category in which they spent more than fifty percent of their time.

Data Collection

This was a cross-sectional survey utilizing a mailed questionnaire. No interviewing was done. Organizational data were obtained through a questionnaire sent to the library directors. These data included staff size, number of branches, organizational structure, presence of collective barganing units and their structures, and the period of time of the director's tenure.

Groups One and Two received a two part questionnaire. Part I of the questionnaire, sent to both groups, sought selected personal and professional information from the respondents, such as that listed in the analysis section (see Appendix E). Group One's Part II of the questionnaire measured perceptions of the types of management systems in the various libraries. This instrument was a short form of Likert's Profile of Organizational Characteristics.[73] Group Two's Part II of the questionnaire measured the respondent's level of job satisfaction using the Job Descriptive Index, a questionnaire developed by Smith, Kendall, and Hulin.[74] This methodology provided for random sampling and the short forms provided tools conducive to completion by the respondents. Two reminder notices were sent to non-respondents who were identified for that purpose through the use of a code number on each questionnaire (see Appendix F and Appendix G).

Pretest

Part I of the survey instrument was pretested to help insure that the questions and directions were understood clearly and designed in order not to hinder the analysis of the information collected or a respondent's completion of the form. From the twenty-seven persons requested to participate in the pretest, twenty-three, or eighty-five percent, did participate. Results of this segment of the study indicated that all parts of the questionnaires were understood. The decision of the investigator to

change the descriptor-term "Satisfactory Profit Sharing" under the Pay category of the JDI to "Fringe Benefits" was found to be appropriate for these public sector employees.

Analysis

For comparative purposes on a broad basis, the unit used for analysis is that of the library system, represented by mean scores derived from the requisite individual responses. As this study also focuses on the individual librarian's personal and professional characteristics, some analysis concerned the individual. The data were gathered:

1. to determine the relationships between job satisfaction and personal characteristics such as age, sex, education, tenure, experience, and union membership;
2. to determine correlations between the perceived management system determination and personal characteristics such as age, sex, education, tenure, experience and union membership;
3. to determine correlations between the librarians' levels in the organizations and perceived management systems and job satisfaction levels;
4. to ascertain the most important correlates among the various job satisfaction factors.

Job satisfaction, the dependent variable, and perceived management system, the independent variable, are both interval scale measures and their relationships were analyzed using appropriate statistical

tests, i.e., analysis of variance and correlation analysis. In tests for relationships between variables, a significance level of 0.05 was used as the basis for accepting or rejecting the null hypotheses. The determinations of more participative and more authoritative systems were based on the samples POC scores.

Assumptions

The sample of selected public libraries will provide information that is generalizable to non-unionized public libraries of similar size in other geographic areas of the United States. Further, there is no significant difference between the perceptions of respondents and nonrespondents and the respondents provided accurate accounts of their perceptions.

Footnotes to Chapter III

[54]Rensis Likert, New Patterns of Management (New York: McGraw-Hill, 1961), p. 2.

[55]Ibid., pp. 113-114.

[56]This scoring, outlined in personal correspondence,is consis-with Likert's description of the scoring of the 16-point scale mentioned on page 36 of The Human organization.

[57]John Robinson, Robert Athanasion, Kendra B. Head, Measures of Occupational Attitudes and Occupational Characteristics (Ann Arbor: Survey Research Center of the Institute of Social Research University of Michigan, 1974), p. 276.

[58]Smith, Measurement, pp. 25-30.

[59]Ibid., pp. 31-34.

[60]Locke, "Nature and Causes of Job Satisfaction," p. 1334.

[61]Smith, Measurement, p. 39.

[62]Ibid.

[63]Robinson, Measures, p. 105.

[64]Ibid.

[65]Smith, Measurement, p. 87.

[66]Likert, The Human Organization, p. 27.

[67]Tom Burns and G. M. Stalker, The Management of Innovation, (London: Tavistock, 1961), p.5.

[68]From a September, 1975 "Policy Circular" on the library director's explanation of participatory management in Rochester (New York) Public Library and Monroe County Library System.

[69]Herbert E. Krugman, "Contentment or Morale? A Case Study," Personnel 33 (March 1967):452.

[70]Louis Davies, "Job Satisfaction Research: The Post Industrial View," Industrial Relations 10 (May 1971):179.

[71]United States Bureau of Census, Statistical Abstract of the United States: 1977 (Washington, D.C.: Bureau of the Census, 1977), pp. 22-24.

[72]American Library Directory, 31st Edition, (New York: Bowker, 1978.)

[73]Likert, The Human Organization, pp.197-211.

[74]Smith, Measurement, p. 83.

CHAPTER IV

RESULTS

Perceptions of the same incident or process can vary among individual observers because of the individuals' varying frames of reference. This was the situation when respondents described, on a rating form, Profile of Organizational Characteristics, POC, perceptions of the components that comprise their organizations' management styles. Individual variables investigated were chosen to determine if factors found to affect requisite perceptions in other studies, were also present in this sample population, i.e., as in studies relating to sex and job satisfaction by Hulin and Smith,[75] Miniter[76] or Wahba[77]. The individual characteristics categorized against management style components, leadership, motivation, communication, decision-making, goal-setting, and control processes of the organizations, were: respondents' sex, age, years since becoming a librarian (yrs. lib.), years worked as a librarian (emp. yrs. or experience), years employed with this library (pos. yrs. or tenure), years in current position (lib. pos.) education, and position level. These characteristics were analyzed against the management style components for each sample library and for the composite sample population. The same analyses also were compared to the composite perceptions of job satisfaction as measured by the Job Descriptive Index, JDI. Analysis of the data is presented in these areas of concern:

1. descriptive representation of the sample
    a. organizational characteristics
    b. individual variables
    c. comparision of groups that completed the JDI to the groups that completed the POC
2. comparison of individual characteristics with:
    a. the variable, management system, as measured by the POC
    b. the variable, job satisfaction, as measured by the JDI
3. testing of the hypotheses

Organizational Characteristics: Sample Description

Fifteen public library systems met the desired characteristics for inclusion and nine or 67 percent actually participated in this study. Of the six public library directors who declined to participate, three felt the study called for too great of an expenditure of time; one library director indicated his willingness to participate but never followed through; another library director was recently appointed to the position and did not wish to begin his tenure in the midst of this type of study; and the last director had only recently led his library system through a laborious year long planning survey. The nine participating public libraries were different in several organizational aspects, and represented library directors of varied backgrounds and perceptions. Table 5 indicates the staff size and data collected for each sample library system. The size of the staffs ranged from ninety-five to three hundred twenty-one, while

TABLE 5

STAFF SIZE OF SAMPLE LIBRARY SYSTEMS

Library	Total Staff Size	Number of Librarians	Percent Librarians	Number Organizational Levels
A	240	108	45	4
B	150	46	31	4
C	137	38	28	4
D	321	95	30	4
E	240	50	21	4
F	131	37	28	4
G	95	50	53	3
H	192	85	44	4
I	109	16	15	3

the number of persons in librarian positions ranged from sixteen to one hundred and eight. The number of librarians represented anywhere from fifteen to fifty-three percent of the total staffing of the sample libraries.

The number of branch libraries for the sample ranged from five to twenty-seven, while total budgets ranged from 1.461 to 5.501 million dollars (see Table 6). Salary and materials budgets are listed in Table 6.

TABLE 6

SYSTEM BUDGETS AND BRANCHES

Library	Branches	Salary Budget	Materials Budget	Total Budget
A	27	$2,909,327	$1,069,758	$5,176,498
B	17	2,148,000	484,000	3,100,000
C	15	1,539,913	405,685	2,717,696
D	21	3,552,296	642,168	5,501,804
E	15	2,241,091	339,016	3,143,832
F	11	1,830,683	285,216	2,425,571
G	6	1,241,206	313,785	1,652,854
H	14	3,048,385	600,000	4,594,057
I	5	877,800	223,757	1,461,349

The library directors were represented by two females and seven males ranging in ages from thirty-three to sixty-four, with an average age of fifty-two years. They represented an average of 26.1 years since entering the profession and 25.4 years of actual library experience. Time since entering the profession ranged from ten to forty-four years and length of experience ranged from ten to forty years. Four of the nine directors have worked at their current libraries only in the directorship, while the other five have spent from one-third to one-half of their tenure as director of their current institutions. The shortest tenure and time in the directorship was three years. The mean tenure and length of time were 13.3 and 10.0 years, respectively. The predecessors of these directors spent an average of 14.8 years in the directorships, ranging from three to thirty-two years (see Table 7).

TABLE 7

DIRECTORS' CHARACTERISTICS

Sex	Age	Years in Profession	Experience	Tenure	Time as Director	Predecessors' Time as Director
F	52	28	28	7	3	8
M	35	11	11	16	3	6
M	47	19	17	17	9	30
M	64	32	32	21	21	33
M	63	44	40	20	20	14
M	57	27	27	3	3	28
M	60	32	32	20	20	3
M	57	32	32	8	8	7
F	33	10	10	8	3	4
Mean	52	26.1	25.4	13.3	10	14.8

Each director had either the masters (six) or the fifth-year degree (3) in library science. Three of the master's degree holders held a second graduate degree. Two of the fifth-year degree holders held graduate level degrees in areas other than library science (see Table 8).

TABLE 8

DIRECTORS' EDUCATION*

Degree Held		
Library Degree		Other Masters Degree
Masters	Fifth-Year	
xx		xx
xx		xx
xx		
	xx	xx
	xx	
xx		
	xx	xx
xx		
xx		xx

*The table is displayed in this manner to maintain the anonymity of the respondents.

Individual Variables

Of the 522 questionnaires mailed to the sample libraries, 398 (76 percent) were returned. Return rates for each library system are listed in Table 4. The respondents include 310 females and 88 males or 78 and 22 percent, respectively. The mean age of all respondents was 38.9 years. For females, the mean age was 39.4 years, while for males, it was 37.3 years (see Table 9).

Although respondents were asked to indicate the various library and non-library related degrees earned, respondents were divided into two dichotomous groups -- those who held either a masters (MLS) or fifth-year (FYD) library degree and those who held neither

degree. Since the fifth-year library degree was once recognized as the professional degree, such recipients were grouped with persons who hold the currently recognized professional degree. Three hundred twenty-eight persons, 82 percent, held at least one of these library degrees. Of the 82 percent, eighteen persons had the fifth-year degree, and two of these eighteen persons also held the MLS (see Table 9).

TABLE 9

RESPONDENTS BY SEX, AGE, AND EDUCATION

	Sex		Mean Age			Education	
Library	Male	Female	Male	Female	Total	MLS/FYD	Neither Degree
A	16	87	33.8	36.6	36.1	88	15
B	7	27	32.1	37.5	36.3	18	16
C	5	21	42.4	38.7	39.4	20	6
D	22	47	36.3	38.1	37.5	63	6
E	10	40	41.5	43.7	43.2	40	10
F	6	14	40.5	45.5	44.0	18	2
G	6	38	40.8	43.4	43.0	33	11
H	10	28	41.5	39.7	40.2	35	3
I	6	8	30.7	33.8	32.4	13	1
Totals	88	310	37.3	39.4	38.9	328	70

The average number of years since the respondents received their first positions as librarians was 10.3 years. This ranged from a low of less than one year to a high of forty-eight (48) years. The mode, or most frequent response, was one year. Since some of the respondents' careers were interrupted due to education, family,

or times in other careers, the population's average time in the profession was only 9.5 years. Actual time in the profession ranged from less than one year to forty-eight years. The average tenure was 7.7 years. The range for tenure was also less than one year to forty-eight years. Time spent in the current positions averaged 4.6 years with a range from less than one year to thirty-two years. The mode for each variable was one year (see Table 10).

TABLE 10

AVERAGE EMPLOYMENT PATTERN

Library	Mean Years in Profession	Mean Experience (Years)	Mean Tenure	Mean Years in Position
A	8.1	7.3	6.3	2.8
B	7.6	7.6	7.8	4.8
C	11.9	10.3	9.3	4.9
D	9.4	9.0	6.5	3.9
E	14.5	13.2	11.6	7.5
F	13.5	12.3	8.7	5.5
G	12.3	11.0	9.0	6.4
H	10.8	10.2	6.7	4.4
I	6.6	6.6	4.8	3.7
Total	10.3	9.5	7.7	4.6

Test for Homogeneity of Respondents Across Instruments

The total mailings included 265, 50.4 percent, Profile of Organizational Characteristics, POC, forms and 257, 49.6 percent, Job Description Index, JDI, forms. There were 192, 72 percent, POC and 206, 80 percent JDI forms returned. Return rates for each library system are listed in Table 4.

Chi Square and, where necessary, Fisher Exact Tests were run to evaluate the presence or absence of significant differences between respondents of the two survey groups by sex, age, education, years since entering the profession, experience, tenure, and years in current position. In each test, the null hypothesis was that respondents were not similar in personal characteristics across instruments. Results indicated that respondent groups were homogeneous across participating library systems. Within individual library systems, respondent homogeneity across instruments was generally evident, except for:

(a) Library F, by sex

(b) Library H, by age

Intercorrelation of POC Dimensions

The POC dimension scale has been reported to exhibit "high item homogeneity in that single management systems tend to fall in the same segment of the scale on almost all items."[78] Likert noted that managers generally did not view an organization as using System 1 on some items, System 3 on others, and System 4 on

additional items. Instead, a particular organization was viewed as "following approximately the same point along the management system continuum on each of the items" of the POC .[79] The intercorrelations among each respondent's answers were rather high.[80]

In this study the intercorrelation of each POC dimension to the other dimension was determined (see Table 11).

TABLE 11

INTERCORRELATIONS AMONG POC DIMENSIONS

	Dimension					
Dimension	Leader-ship	Moti-vation	Communi-cation	Decision-Making	Goal-Setting	Control
Leader-ship						
Motiva-tion	0.90					
Communi-cation	0.96	0.98				
Decision	0.90	0.98	0.98			
Goals	0.86	0.94	0.96	0.98		
Control	0.94	0.95	0.97	0.94	0.90	
Total	0.95	0.98	1.00	0.98	0.96	0.97

These intercorrelations ranged from 0.86 to 1.00. As the values were very high, and without factor analysis, one can only surmise the cause of such high values. Likert eliminated the possibility

of spurious responses due to labelled columns, i.e., "Exploitive Authoritative", "Benevolent Authoritative," "Consultative", or "Participative".[81] Also, the possibility of a substantial range of response values can be eliminated as affecting the magnitude of the correlations, due to the narrow range of actual response values. Thus, respondents quite possibly could have adopted response sets as the content of possible responses from left to right, displayed the same relationship for each question, i.e., System 1 on the left to System 4 on the right.

Analysis of Characteristics and Variables

Perceived Management System

The POC consisted of subsections concerned with perceived management practices in the areas of leadership, motivation, communication, decision-making, goal-setting, and control mechanism practices. The mean score for these combined areas or components was obtained and considered as the composite management system score. This section is a discussion of individual characteristics compared to the component and composite scores on the POC. The individual characteristics are by sex, age range, education level, years of experience, tenure in the organization, time in the current position, time receiving the first professional degree, and level in the hierarchy.

Of 149 respondents to the POC, 110 females scored their management system with a mean score of 4.28 compared to the mean score of 4.33 by the 39 males and the population mean of 4.3. Both groups viewed their management systems as System 2, Benevolent Authoritative; however, the males' scores indicated a perception that the management systems were slightly closer to Consultative, System 3, style than did the females. Also, these same perceptions held true for the various component scores on the POC, except for communication practices where the females' perceived slightly higher management system practices in their organizations (see Table 12). Although library systems did receive these slightly higher POC scores from males, an analysis of variance between the respondents' scores by sex indicated insuf-

TABLE 12

POC SCORE BY SEX

	Mean POC Scores							
Sex	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Control	Com posite	N
F	4.43	4.50	4.45	4.03	4.71	4.51	4.28	110
M	4.54	4.55	4.39	4.12	4.81	4.80	4.33	39
Total	4.46	4.51	4.44	4.05	4.73	4.58	4.30	149
N	192	177	183	187	184	163	149	

ficient evidence, at the 0.05 level of significance, to conclude that perceptions of management style or system will vary with respect to the sex of the respondent (see Table 13).

TABLE 13

POC SCORE BY SEX: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site
Sum of squares							
BSS	0.439	0.057	0.149	0.259	0.361	2.701	0.076
WSS	505.228	396.157	286.878	520.307	399.590	444.931	258.930
DfBSS	1	1	1	1	1	1	1
Df WSS	190	175	181	185	182	161	147
Mean square							
-BSS	0.439	0.057	0.149	0.259	0.361	2.701	0.076
WSS	2.659	2.264	1.585	2.812	2.196	2.764	1.761
F ratio	0.165	0.025	0.094	0.092	0.165	0.977	0.043
Signifcn.	0.687	0.848	0.753	0.756	0.687	0.326	0.817
N	192	177	183	187	184	163	149

Comparison of composite POC scores with the respondents' age ranges indicated that the highest mean score, 4.50, was recorded by persons from 50 to 59 years of age (see Table 14). As noted in Table 14, there was not an apparent progression of composite or component scores from one age group to an adjacent age group as scores

TABLE 14

MEAN POC SCORES BY AGE RANGE

Age	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site	N
20-29	4.29	4.28	4.18	3.86	4.67	4.31	4.05	37
30-39	4.54	4.63	4.60	4.12	4.64	4.59	4.43	54
40-49	4.35	4.09	4.09	3.57	4.35	4.53	4.05	19
50-59	4.46	4.58	4.56	4.36	5.19	5.08	4.50	22
60-	4.61	5.00	4.41	4.38	5.06	4.47	4.36	14
Total	4.46	4.51	4.42	4.05	4.73	4.58	4.29	146
N	189	174	180	184	181	160	146	

ranged from highest to lowest. Although the total results indicated that such processes as motivation, goal-setting, and control fell within the consultative management system, only the 50 to 59 year old group gave a composite rating that was near an overall consultative score. The other component scores were decidedly within Likert's System 2, Benevolent Authoritative, when respondents were viewed by age across all library systems. Also the analysis of variance indicated that, at the 0.05 level, age was not a significant determinant of how respondents viewed the management systems of the various libraries (see Table 15).

TABLE 15

POC SCORE BY AGE RANGE: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Com-posite
Sum of -squares							
-BSS	2.452	11.012	7.885	11.666	11.433	9.233	5.161
-WSS	484.415	370.382	261.865	484.894	370.302	419.867	234.757
Df-BSS	4	4	4	4	4	4	4
Df-WSS	184	169	175	179	176	155	141
Mean square							
-BSS	0.613	2.753	1.971	2.917	2.858	2.308	1.290
-WSS	2.633	2.192	1.496	2.709	2.104	2.709	1.665
F ratio	0.233	1.256	1.317	1.077	1.358	0.852	0.775
Signifcn.	0.918	0.289	0.265	0.370	0.249	0.496	0.546
N	189	174	180	184	181	160	146

Of 149 respondents who completed the entire POC, twenty-three, fifteen percent, were not recipients of the master's or fifth-year library degree, while the other 126 did hold at least one of the two degrees. The twenty-three had a mean composite score of 4.65

as compared to 4.23 for the system's degree holders (see Table 16). Non-degree holders had perceived themselves to have more participation, at the consultative level, in the management of their libraries than did the librarians, who held the professional degree, and who viewed their systems as Benevolent Authoritative.

TABLE 16

POC SCORE BY EDUCATION LEVEL

Education Level	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo site	N
No MLS	4.59	4.67	4.77	4.23	5.19	5.17	4.65	23
MLS	4.44	4.49	4.38	4.02	4.66	4.48	4.23	126
Total	4.46	4.51	4.44	4.05	4.73	4.58	4.30	149
N	192	177	183	187	184	163	149	

However, a significant difference between the respondents' educational levels and management perceptions was not in evidence at the 0.05 level (see Table 17).

TABLE 17

POC SCORE BY EDUCATION LEVEL: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site
Sum of squares							
BSS	0.566	0.741	3.342	1.007	6.368	9.594	3.464
WSS	505.100	395.473	283.685	519.559	393.583	438.038	255.543
DfBSS	1	1	1	1	1	1	1
Df WSS	190	175	181	185	182	161	147
Mean square							
BSS	0.566	0.741	3.342	1.007	6.368	9.594	3.464
WSS	2.658	2.260	1.567	2.808	2.163	2.721	1.738
F ratio	0.213	0.328	2.132	0.359	2.945	3.526	1.993
Signifcn.	0.650	0.575	0.142	0.557	0.084	0.059	0.156
N	192	177	183	187	184	163	149

The respondents' amount of experience was reported in ranges 0-9 years, 10-19 years, 20-29 years, and 30 and more years. Table 18 illustrates that persons with 20 to 29 years of librarian

TABLE 18

POC SCORE BY EXPERIENCE

	Mean POC Score							
Experience (years	Leadership	Motivation	Communication	Decision	Goals	Control	Composite	N
0-9	4.29	4.34	4.33	3.78	4.53	4.37	4.11	93
10-19	4.48	4.43	4.37	4.06	4.89	4.48	4.27	37
20-29	5.11	5.44	5.00	5.22	5.47	5.87	5.29	14
30-	5.38	5.57	5.14	5.50	5.50	5.57	5.20	5
Total	4.46	4.51	4.44	4.05	4.73	4.58	4.30	149
N	192	177	183	187	184	193	149	

experience rated their libraries' component and composite management systems higher than did other respondent groups. Respondents with twenty or more years of experience perceived a level of participation in the management of their libraries that placed them in the Consultative, or System 3, tier. Table 19 indicates a significant difference between the mean composite POC scores by the amount of experience of the respondents. Although the pattern

TABLE 19

POC SCORE BY EXPERIENCE: STATISTICS_

	Leadership	Motivation	Communication	Decision	Goals	Control	Composite
Sum of squares							
BSS	17.831	24.934	10.676	45.535	18.849	36.764	21.128
WSS	487.835	371.280	276.351	475.032	381.102	410.868	237.879
DfBSS	3	3	3	3	3	3	3
DfWSS	188	173	179	183	180	159	145
Mean square							
BSS	5.944	8.311	3.559	15.178	6.283	12.255	7.043
WSS	2.595	2.146	1.544	2.596	2.117	2.584	1.641
F ratio	2.291	3.873	2.305	5.847	2.968	4.742	4.293
Signfcn	0.078	0.010	0.077	0.001	0.033	0.004	0.006
	192	177	183	187	184	163	149

of each component score was not found to be statistically significant, the scores were in the same direction in Table 18. Perceptions of involvement in managament processes increased as one moved from lower to higher levels of experience among the respondents. Table 19 also indicates that, when controlled for experience, there were significant differences in respondent perceptions of the management components motivation, decision-making, goal-setting, and control mechanisms, but not for leadership and communication.

The respondent group with 20-29 years of tenure in libraries reported higher mean POC scores, composite and components, than did respondents with either more tenure or less tenure (see Table 20). However, the leadership, decision-making, goal-setting, control, and composite scores were not significant at the 0.05 level when they were analyzed using the analysis of variance test (see Table 21).

TABLE 20

POC SCORE BY TENURE

	Mean POC Scores							
Tenure (years)	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Com-posite	N
0-9	4.44	4.55	4.45	4.05	4.68	4.51	4.27	111
10-19	4.30	4.17	4.14	3.75	4.77	4.45	4.10	29
20-29	5.70	5.88	5.44	5.25	5.88	5.89	5.50	6
30-	3.60	4.00	4.50	4.20	4.20	5.00	4.67	3
Total	4.46	4.51	4.44	4.05	4.73	4.58	4.30	149
N	192	177	183	187	184	163	149	

TABLE 21

POC SCORE BY TENURE: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Com-posite
Sum of squares							
BSS	20.094	20.621	12.548	14.872	12.340	17.074	10.258
WSS	485.573	375.594	274.479	505.695	387.611	430.558	248.748
Df BSS	3	3	3	3	3	3	3
Df WSS	188	173	179	183	180	159	145
Mean square							
BSS	6.698	6.874	4.183	4.957	4.113	5.691	3.419
WSS	2.583	2.171	1.533	2.763	2.153	2.708	1.716
F ratio	2.593	3.166	2.728	1.794	1.910	2.102	1.993
Signfcn	0.053	0.026	0.045	0.148	0.128	0.101	0.116
N	192	177	183	187	184	163	149

Those persons who had been in their positions the longest amount of time, 20 to 29 years, perceived themselves to have more participation in the governance of their libraries than did the persons with 0 to 9 and 10 to 19 years in the same position (see Table 22). Except for the goal-setting component score, the 20

TABLE 22

POC SCORE BY CURRENT POSITION

	Mean POC Scores							
Current Position (years)	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Com-posite	N
0-9	4.39	4.46	4.41	3.95	4.64	4.53	4.26	129
10-19	4.77	4.70	4.43	4.57	5.43	4.79	4.53	17
20	5.20	5.40	5.20	5.25	5.00	5.50	4.67	3
Total	4.46	4.51	4.44	4.05	4.73	4.58	4.30	149
N	192	177	183	187	184	163	149	

and over year group consistently registered higher mean scores. However, the levels of significance ranged from 0.06 to 0.65 and indicated that at the 0.05 level of significance, the length of

time spent in the current position cannot be viewed as a significant operant on perceptions of management styles (see Table 23).

TABLE 23

POC SCORE BY CURRENT POSITION: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site
Sum of squares							
BSS	5.609	5.052	2.995	13.069	11.833	4.588	1.547
WSS	500.058	391.163	284.032	507.498	388.118	443.044	257.460
Df-BSS	2	2	2	2	2	2	2
Df-WSS	189	174	180	184	181	160	146
Mean square							
BSS	2.805	2.526	1.498	6.535	5.917	2.294	0.773
WSS	2.646	2.248	1.578	2.758	2.144	2.769	1.763
F ratio	1.060	1.124	0.949	2.369	2.759	0.829	0.439
Signifcn.	0.350	0.328	0.391	0.094	0.064	0.442	0.652
N	192	177	183	187	184	163	149

Data in Table 24 indicate that the earlier the respondent received the first librarian position then the greater the perception of participation in the library's management. Again, however, the differences in perception were not significant at the

TABLE 24

POC SCORE BY TIME SINCE FIRST LIBRARLAN POSITION

1st Librarian postn	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site	N
0-9	4.28	4.35	4.34	3.79	4.53	4.36	4.11	92
10-19	4.62	4.44	4.40	4.18	4.95	4.67	4.32	34
20-29	4.75	5.07	4.69	4.94	5.33	5.38	4.83	12
30	4.86	5.33	4.85	4.50	4.92	5.00	4.90	10
Total	4.44	4.49	4.42	4.03	4.72	4.56	4.27	148
N	191	176	182	186	183	162	148	

0.05 level except for the component, decision-making (see Table 25).

TABLE 25

POC SCORE BY TIME SINCE FIRST LIBRARIAN POSITION: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site
Sum of squares							
-BSS	8.593	15.589	4.300	23.435	12.648	15.766	10.268
-WSS	484.464	368.405	269.963	481.430	376.576	420.117	234.921
Df-BSS	3	3	3	3	3	3	3
Df-WSS	187	172	178	182	179	158	144
Mean square							
-BSS	2.864	5.196	1.433	7.812	4.216	5.255	3.423
-WSS	2.591	2.142	1.517	2.645	2.104	2.659	1.631
F ratio	1.106	2.426	0.945	2.953	2.004	1.976	2.098
Signifcn.	0.349	0.066	0.422	0.034	0.113	0.118	0.102
N	191	176	182	186	183	162	148

An examination of respondent mean POC scores by their level in the hierarchy revealed that as the level increased, so did the perception of the amount of participation in management (see Table 26). Table 27 revealed that the significance levels of the

TABLE 26

POC SCORE BY HIERARCHICAL LEVEL

	Mean POC Score							
Hier-archi-cal Levels	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site	N
Top	5.50	5.38	5.18	5.14	5.68	5.67	5.06	16
Middle	4.74	4.55	4.62	4.40	4.78	4.96	4.67	54
Lower	4.02	4.28	4.14	3.57	4.52	4.11	3.89	79
Total	4.46	4.51	4.44	4.05	4.73	4.58	4.30	149
N	192	177	183	187	184	163	149	

comparisons were within the 0.05 level.

TABLE 27

POC SCORE BY HIERARCHICAL LEVEL: STATISTICS

	Leader-ship	Motiva-tion	Communi-cation	Deci-sion	Goals	Con-trol	Compo-site
Sum of squares							
BSS	48.221	20.811	23.003	55.716	21.928	48.838	30.095
WSS	457.445	375.404	264.024	464.851	378.023	398.793	228.912
DfBSS	2	2	2	2	2	2	2
DfWSS	189	174	180	184	181	160	146
Mean square							
BSS	24.111	10.405	11.502	27.858	10.964	24.419	15.047
WSS	2.420	2.157	1.467	2.526	2.089	2.492	1.568
F ratio	9.962	4.823	7.841	11.027	5.250	9.797	9.597
Signfcn	0.0001	0.009	0.001	0.000	0.006	0.0001	0.0002
N	192	177	183	187	184	163	149

Job Satisfaction

The JDI consisted of five subsections concerned with respondents' perceptions of their work, pay, promotions, co-workers, and supervison. The scores for these component sections were added and averaged to obtain an overall or composite JDI score. The following discussion concerns the individual characteristics of the respondents and their indicated levels of job satisfaction as measured by the JDI. As with the POC, the relevant characteristics are sex, age range, education level, years of experience, tenure, time in the current position, time since receiving the first professional position, and level in the hierarchy.

The developers of the JDI discerned a pattern in the scoring

levels of the JDI components which indicated that the greatest satisfaction was expressed with coworkers, supervision, work, pay, and then promotions for males and females.[82] In this study, rank orders of satisfaction by many of the variables are usually slightly different. The predominant order of satisfaction is supervision, co-workers, work, pay, and promotion.

There were 206 respondents to the JDI. Unlike the response pattern of the POC, JDI respondent totals were more consistent. Variations existed due to the lack of responses on the personal data questionnaire. Therefore, the total N reflected in each table is also equal to the total number of responses to each of the JDI components.

From the JDI responses, 164 females had a mean composite score of 32.89 and 42 males had a mean composite score of 31.67. The population mean was 32.65 (see Table 28).

TABLE 28

JDI SCORE BY SEX

	Mean JDI Score						
Sex	Work	Supervision	Pay	Promotions	Coworkers	Composite	N
Female	35.01	41.35	29.05	18.33	40.73	32.89	164
Male	35.10	38.33	27.67	19.26	37.98	31.67	42
Total	35.03	40.74	28.77	18.52	40.17	32.65	206

The males expressed higher levels of satisfaction with their work and promotions, while females noted greater satisfaction with pay, supervision, and coworkers. An analysis of variance test on the data indicated significant levels well beyond the 0.05 level (see Table 29).

TABLE 29

JDI SCORE BY SEX: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares						
-BSS	0.231	305.024	64.437	29.084	252.760	49.302
-WSS	21,229.595	33,856.821	38,849.839	42,228.339	28,511.629	13,615.571
Df-BSS	1	1	1	1	1	1
Df-WSS	204	204	204	204	204	204
Mean square						
-BSS	0.231	305.024	64.437	29.084	252.760	49.302
-WSS	104.067	165.965	190.440	207.002	139.763	66.743
F ratio	0.002	1.838	0.338	0.141	1.808	0.739
Signifcn.	0.915	0.173	0.569	0.708	0.177	0.396
N	206	206	206	206	206	206

Respondents from age 50 to 59 appeared to be more satisfied with their jobs than did any other age group according to their composite JDI score (see Table 30). They were also most satisfied with their pay and co-workers, but least satisfied with promotions.

TABLE 30

JDI SCORE BY AGE RANGE

	Mean JDI Score						
Sex	Work	Supervision	Pay	Promotions	Coworkers	Composite	N
20-29	31.81	39.00	28.51	17.72	38.47	30.10	43
30-39	35.26	41.80	27.00	18.85	39.64	32.51	84
40-49	35.56	39.06	30.29	19.82	42.44	33.43	34
50-59	36.71	41.23	33.26	17.23	43.26	34.34	31
60	38.36	41.09	28.91	18.36	32.36	31.36	11
Total	34.97	40.62	28.93	18.50	40.02	32.61	203

Persons sixty and over were most satisfied with their work and least so with coworkers. Those respondents from 20 to 29 years of age had the lowest levels of satisfaction for the composite, work, and supervision. Table 31 indicates that the difference in levels of satisfaction by age was not significant at the 0.05 level.

TABLE 31

JDI SCORE BY AGE RANGE: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares	667.758	326.023	964.387	146.204	1,285.075	228.489
-BSS	20,458.065	33,599.770	36,868.648	40,856.545	27,128.847	13,195.403
-WSS	4	4	4	4	4	4
Df-BSS	198	198	198	198	198	198
Df-WSS						
Mean square						
-BSS	166.940	81.506	241.097	36.551	321.269	57.122
-WSS	103.324	169.696	186.205	206.346	137.014	66.643
F ratio	1.616	0.480	1.295	0.177	2.345	0.857
Signifcn.	0.170	0.753	0.273	0.948	0.055	0.493
N	203	203	203	203	203	203

By educational level, respondents to the JDI included 43 persons, 21 percent, without the fifth-year or master's library degree who had a mean composite score of 33.89. The other 163 respondents, who did hold a professional degree, scored a lower level of satisfaction at 32.32 (see Table 32). This latter group was more satisfied in only the area of pay. However, the differences were not significant except in the area of work (see Table 33) at the 0.05 level.

TABLE 32

JDI SCORE BY EDUCATION LEVEL

Educ. Level	Mean JDI Score						
	Work	Supervision	Pay	Promotions	Coworkers	Composite	N
No MLS	38.28	42.21	27.70	19.40	41.86	33.89	43
MLS	34.17	40.35	29.06	18.29	39.72	32.32	163
Total	35.03	40.74	28.77	18.52	40.17	32.65	206

TABLE 33

JDI SCORE BY EDUCATION LEVEL: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares						
-BSS	573.984	117.661	62.704	41.695	156.207	86.166
-WSS	20,655.841	34,044.184	38,851.573	42,215.727	28,608.181	13,578.707
Df-BSS	1	1	1	1	1	1
Df-WSS	204	204	204	204	204	204
Mean square						
-BSS	573.984	117.661	62.704	41.695	156.207	86.166
-WSS	101.254	166.883	190.449	206.940	140.326	66.562
F ratio	5.669	0.705	0.329	0.201	1.114	1.295
Signifcn.	0.017	0.407	0.574	0.658	0.293	0.255
N	206	206	206	206	206	206

When the data were analyzed by the respondents' years of experience, persons with 10 to 19 years of experience were most satisfied with their work and co-workers and least satisfied with promotions. Persons with thirty and more years of experience were most satisfied with pay, promotion, and supervision. Table 34 shows that each group was least satisfied with some aspect of the job: the 0 to 9 group, with work and pay; 10 to 19 group with promotions: 20 to 29 group, with supervision; and the 30 and over group, with co-workers. Work was the only area where a significant difference in the levels of satisfaction was found by the respondent's amount of experience (see Table 35).

TABLE 34

JDI SCORE BY EXPERIENCE

Experience	Mean JDI Score						
(years)	Work	Supervision	Pay	Promotions	Coworkers	Composite	N
0-9	33.57	40.43	27.67	18.60	39.52	31.96	135
10-19	38.23	42.17	29.77	18.29	42.29	34.15	48
20-29	36.88	37.25	32.50	18.88	41.81	33.46	16
30	37.50	44.33	35.00	19.67	34.00	34.10	6
Total	35.03	40.70	28.76	18.58	40.19	32.65	205

TABLE 35

JDI SCORE BY EXPERIENCE: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares						
-BSS	869.950	382.767	665.666	12.522	544.898	203.318
-WSS	20,358.811	33,726.081	38,238.138	42,087.400	28,202.058	13,459.979
Df-BSS	3	3	3	3	3	3
Df-WSS	201	201	201	201	201	201
Mean square						
-BSS	289.983	127.589	221.889	4.174	181.633	67.773
-WSS	101.288	167.791	190.239	209.390	140.309	66.965
F ratio	2.863	0.760	1.166	0.020	1.295	1.012
Signifcn.	0.037	0.521	0.324	0.992	0.277	1.390
N	205	205	205	205	205	205

Respondents with 20 to 29 years of tenure were most satisfied with all aspects of their jobs (see Table 36). The differences in scores, by tenure, were not within the 0.05 level of significance (see Table 37).

TABLE 36

JDI SCORE BY TENURE

	Mean JDI Score						
Tenure	Work	Super-vision	Pay	Promo-tions	Co-workers	Com-posite	N
0-9	34.40	40.87	27.99	18.68	39.99	32.39	142
10-19	36.46	39.85	29.80	17.33	39.98	32.68	54
20-29	37.83	46.17	34.67	29.33	43.67	38.33	6
30-	33.75	40.00	34.00	12.50	43.50	32.75	4
TOTAL	35.03	40.74	28.77	18.52	40.17	32.65	206

TABLE 37

JDI SCORE BY TENURE: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares						
-BSS	220.696	223.739	462.212	926.350	124.081	208.047
-WSS	21,009.129	33,938.106	38,452.064	41,331.073	28,640.308	13,456.826
Df-BSS	3	3	3	3	3	3
Df-WSS	202	202	202	202	202	202
Mean square						
-BSS	73.565	74.580	154.071	308.783	41.360	69.349
-WSS	104.006	168.010	190.357	204.609	141.784	66.618
F ratio	0.707	0.444	0.809	1.509	0.292	1.041
Signifcn.	0.552	0.726	0.493	0.212	0.833	0.376
N	206	206	206	206	206	206

Those persons with 10 to 19 years in the current position weremost satisfied with all aspects of their job as compared to the groups with less than 10 years and more than 19 years in the current position (see Table 38). The 0.05 level of significance was reached only for the area of work (see Table 39).

TABLE 38

JDI SCORE BY CURRENT POSITION

Current Position (years	Mean JDI Score						
	Work	Super-vision	Pay	Promo-tions	Co-workers	Com-posite	N
0-9	34.27	40.40	28.31	18.29	39.80	32.21	181
10-19	40.91	43.04	31.87	20.87	42.35	35.81	23
20-29	37.00	36.00	42.00	6.00	45.00	33.20	1
30-	36.00	54.00	28.00	18.00	51.00	37.40	1
Total	35.03	40.74	28.77	18.52	40.17	32.65	206

By the composite scores, respondents with 20 to 29 years since entering the profession as a librarian were most satisfied (see Table 40). However, they only scored highest in the areas of work and promotion.

TABLE 39

JDI SCORE BY CURRENT POSITION: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares						
-BSS	906.728	341.529	434.994	293.333	274.331	283.053
-WSS	20,323.097	33,820.316	39.479.283	41,964.089	28,490.057	13,381.821
Df-BSS	3	3	3	3	3	3
Df-WSS	202	202	202	202	202	202
Mean square						
-BSS	302.243	113.843	144.998	97.778	91.444	94.351
-WSS	100.609	167.427	190.491	207.743	141.040	66.247
F ratio	3.004	0.680	0.761	0.471	0.648	1.424
Signifcn.	0.031	0.569	0.520	0.707	0.589	0.236
N	206	206	206	206	206	206

TABLE 40

JDI SCORE BY TIME SINCE FIRST LIBRARIAN POSITION

First Librarian Position (years)	Mean JDI Score						N
	Work	Supervision	Pay	Promotions	Co-workers	Composite	
0-9	33.70	40.56	27.91	18.62	39.37	32.03	131
10-19	37.21	41.56	28.19	18.33	41.73	33.40	48
20-29	38.23	37.69	33.85	21.69	45.15	35.32	13
30-	37.23	41.92	34.31	16.00	37.69	33.43	13
Total	35.03	40.70	28.76	18.58	40.19	32. 65	205

Persons with 10 to 19 years since the first librarian position were most satisfied with supervision and co-workers. This variable did not appear to have had a significant impact on determining levels of satisfaction of the respondents (see Table 41).

In the various hierarchical levels, respondents in the top layers of the organizations were generally more satisfied with their jobs (see Table 42). Table 42 indicates that satisfaction with one's job increased as one climbed the hierarchical ladder. In the area of promotion, middle level employees were more satisfied than were their supervisors, possibly as a reflection of the narrowing of promotional opportunities for persons nearer the top of the organizational pyramid. Differences in satisfaction were significant within the 0.05 range for pay, work and composite (see Table 43).

TABLE 41

JDI SCORE BY TIME SINCE FIRST LIBRARIAN POSITION: STATISTICS

	Work	Supervision	Pay	Promotions	Coworkers	Composite
Sum of squares						
-BSS	654.840	175.145	847.130	215.570	602.344	179.198
-WSS	20,573.921	33,933.703	38,056.675	41,884.352	28,144.612	13,484.100
Df-BSS	3	3	3	3	3	3
Df-WSS	201	201	201	201	201	201
Mean square						
-BSS	218.280	58.382	282.377	71.857	200.781	59.733
-WSS	102.358	168.824	189.337	208.380	140.023	67.085
F ratio	2.133	0.346	1.491	0.345	1.434	0.890
Signifcn.	0.096	0.795	0.217	0.795	0.233	0.449
N	205	205	205	205	205	205

TABLE 42

JDI SCORE BY HIERARCHICAL LEVEL

Hierarchical Level	Mean JDI Score						
	Work	Supervision	Pay	Promotions	Coworkers	Composite	N
Top	40.42	45.58	31.67	19.00	42.33	35.80	12
Middle	36.93	42.28	31.48	20.90	42.01	34.72	82
Lower	33.06	39.09	26.48	16.72	38.58	30.79	112
Total	35.03	40.74	28.77	18.52	40.17	32.65	206

TABLE 43

JDI SCORE BY HIERARCHICAL LEVEL: STATISTICS

	Work	Supervision	Pay	Promotion	Coworkers	Composite
Sum of squares						
-BSS	1,076.785	781.272	1,287.195	829.783	617.457	869.027
-WSS	20,153.040	33,380.573	37,627.082	41,427.639	28,146.931	12,795.847
Df-BSS	2	2	2	2	2	2
Df-WSS	203	203	203	203	203	203
Mean square						
-BSS	538.393	390.636	643.597	414.892	308.729	434.514
-WSS	99.276	164.436	185.355	204.077	138.655	63.034
F ratio	5.423	2.376	3.472	2.033	2.227	6.893
Signifcn.	0.005	0.093	0.032	0.131	0.108	0.001
N	206	206	206	206	206	206

Testing the Hypotheses

This study sought to test four hypotheses. Each hypothesis is a consideration of some aspect of organizational life that may have a significant impact on members' perceptions. The perspectives were of management system or style, characterized on a continuum from authoritative to participative, and of job satisfaction as they relate to each other and to the variables sex, age, education, experience, tenure and hierarchical level. The hypotheses listed in Chapter III reflect these concerns.

Hypothesis 1 (H_1) Public librarians who perceive themselves to work in more participative library systems will have significantly higher mean levels of job satisfaction when compared to public librarians who perceive themselves to work in less participative library systems.

Testing of the first hypothesis required the sample population to exhibit the following characteristics:

(1) variations in scores on the POC that would allow characterizing the library systems (based on each library's composite mean scores) into at least two of the Likert Four Systems categories;

The sample libraries were characterized as either Benevolent Authoritative, Consultative, or Participative Group, Systems 2, 3, and 4, respectively (see Table 44).

TABLE 44

MANAGEMENT SYSTEM SCORES

Library	Mean POC Score	Management System
A	4.21	2 Benevolent auth.
B	5.03	3 Consultative
C	4.41	2
D	4.96	3
E	4.65	3
F	3.29	2
G	3.93	2
H	4.02	2
I	6.40	4 - Participative
Mean	4.46	

(2) variations in the scores for each library system on the JDI (see Table 45).

TABLE 45

JOB SATISFACTION SCORES

Library	Mean "JDI" Score	Management System
A	29.95	2
B	38.02	3
C	34.13	2
D	33.85	3
E	30.96	3
F	29.87	2
G	30.17	2
H	33.95	2
I	41.50	4
Mean	32.65	

Both conditions were met and the null hypothesis, H_o was offered:

H_o: There is no significant difference between the levels of job satisfaction of the System 2 and System 3 libraries, System 2 and System 4 libraries, or System 3 and System 4 libraries.

In a series of two way analysis of variance tests comparing composite JDI scores of each library system with each remaining system H_o was rejected at the 0.05 level of significance, as noted in Table 46.

TABLE 46

ANALYSIS OF VARIANCE RESULTS FOR SYSTEMS' COMPOSITE JDI SCORES: TEST OF NULL HYPOTHESIS

Lib sys	A(2)	B(3)	C(2)	D(3)	E(3)	F(2)	G(2)	H(2)	I(4)
A(2)									
B(3)	reject								
C(2)	do not reject	do not reject							
D(3)	reject	reject	do not reject						
E(3)	do not reject	reject	do not reject	do not reject					
F(2)	do not reject	reject	do not reject	do not reject	do not reject				
G(2)	do not reject	reject	do not reject	do not reject	do not reject	do not reject			
H(2)	reject	reject	do not reject	do not reject	do not reject	do not reject	do not reject		
I(4)	reject	do not reject	do not reject	reject	reject	reject	reject	reject	

In all cases except one, a comparison of the mean composite JDI scores among System 2 libraries led to the accept ance of the null hypothesis. Among System 3 libraries, the null hypothesis, of no significant difference, was rejected twice in four comparisons. There were no comparisons to be made of System 4 libraries since there was only one. The above mentioned one to one comparisons indicated, in most cases, the absence of a signif icant difference in levels of job satisfaction among librarians within similarly perceived management systems. The exceptions pointed to significant differences among librarians from Libraries A and H (System 2), B and D (System 3), and B and E (System 3).

In a comparison of mean composite job satisfaction levels of System 3 to System 2 libraries, the null hypothesis was rejected in five of fifteen cases. These results indicated that for five cases, the job satisfaction levels of librarians within System 3 libraries were not significantly higher than the job satisfaction levels of librarians within System 2 libraries. However, when Libraries were grouped according to their management systems scores, significant differences were found in the job satisfaction levels of librarians in System 4 to System 3 to System 2 comparisons (see Table 47). Thus, for the sample population, there were significant differences in the levels of job satisfaction of librarians within libraries of different management systems. System 4 librarians were significantly more satisfied than were System 3 librarians, who were significantly more satisfied than were System 2 librarians.

TABLE 47

Analysis of Variance Results For Combined Systems' JDI Scores: Test of Null Hypothesis

Management System	Benevolent Authoritative	Consultative	Partiipative Group
Benevolent Authoritative			
Consultative	Reject H_o		
Participative Group	Reject H_o	Reject H_o	

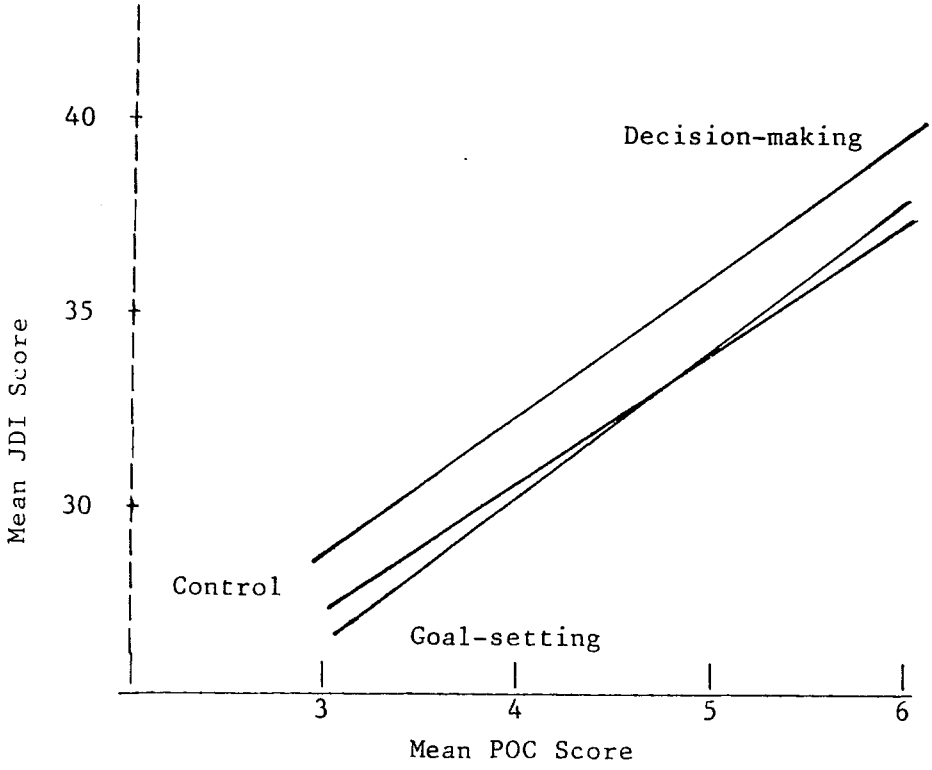
From the various patterns of comparisons, there is sufficient evidence to support the contention that there is a significant relationship between management style and levels of employee job satisfaction across the sample population. Further, from the data, the direction of the difference between the groups is that the level of job satisfaction may be expected to be greater for members of more participative organizations as compared to the job satisfaction of members of more authoritative organizations. A graphic plotting of observed and extrapolated mean POC scores against mean JDI scores depict a positive relationship between the two variables. The calculated correlation coefficient equals 0.865 (see Figure 3).

Hypothesis 2 (H_2): Job satisfaction among public librarians will increase with the librarian's levels in the hierarchy and they will perceive a greater degree of input into organizational operations through decision making goal-setting, and control functions as one rises in the organizational hierarchy.

As was noted in Table 42, satisfaction did increase with the respondents' level in the hierarchy in every area except promotions. However, the levels of significance for co-workers and supervision were beyond the 0.05 level of significance at 0.108 and 0.093, respectively. At the 0.05 significance level, there is reason to believe that satisfaction with pay, work, and composite satisfaction is significantly greater at successively higher levels of the hierarchy. Table 26 indicated that persons at higher levels in the organization perceived themselves to have

FIGURE 3

MEAN POC SCORE (DECISION-MAKING, GOAL-SETTING, AND CONTROL) BY MEAN JDI SCORE



	Data Points	Regression Line	r value
Decision-making	5.14, 35.80 4.40, 34.72 3.57, 30.79	y=3.22x + 19.69	0.96
Goal-setting	5.68, 35.80 4.78, 34.72 4.52, 30.79	y=3.51x + 16.24	0.81
Control	5.67, 35.80 4.96, 34.72 4.11, 30.79	y=3.26x + 17.77	0.96

greater degrees of input in decision-making, goal-setting, and control than did persons at lower levels of the hierarchy. The POC decision-making, goal-setting, and control scores were correlated at 0.96, 0.81, and 0.96, respectively, with the mean JDI composite score (see Figure 3). Each correlation indicated a positive relationship between the variables.

Hypothesis 3 (H_3): Job satisfaction among women will be significantly lower than among men and women will perceive themselves to have lower levels of participation in the management process as compared to men.

This hypothesis was rejected without a test as data illustrated that although the male population perceived greater levels of participation in all areas of management, except communication (see Table 12), the males also indicated a slightly lower level of satisfaction (see Table 28). There was not a significant difference between the levels of satisfaction for males and females.

Hypothesis 4 (H_4): Persons not holding a fifth year or master's library degree will have a lower mean level of job satisfaction than those who do hold at least one of the degrees and the non-degree holders will perceive themselves to have lower levels of participation in the management process as compared to the degree holders.

Hypothesis 4 also was rejected without a test because the data indicated that non-degree holders were generally more satisfied with their jobs than were the degree holders. However, the degree

holders were more satisfied with their pay while the non-degree holders were more satisfied with the other areas and also perceived greater levels of participation in the management process (see Table 16).

Summary

The two groups completing the JDI and POC forms in each library possessed similar personal characteristics in all cases but one. Respondents, by sex, were significantly different in one library. Comparisons of personal characteristics with components of the JDI and POC indicated that respondent sex nor age had a significant relationship to respondent perceptions. These results were similar to Vincent's in that the younger respondents were found to have the lowest levels of job satisfaction and perceptions of participation in the management processes.[83] Respondent education was significantly related to the JDI work component as was the respondent's time in the current position. Other patterns of significant relationships are highlighted in Table 48.

Testing of the hypotheses indicated that:

(1) management style and job satisfaction are significantly related and that job satisfaction can be expected to be significantly higher for Likert's System 4 over System 3, and System 3 over System 2; Extrapolation of the results could lead to the expectation that satisfaction would increase as management practices are found from left to right on Likert's continuum.

Marchant also found staff satisfaction to be significantly related

TABLE 48

INDICATIONS OF SIGNIFICANCE BETWEEN PERSONAL CHARACTERISTICS AND JDI AND POC COMPONENTS

	Personal Characteristics							
Components	Sex	Age	Education	Experience	Tenure	Time in Current Position	First Librarian Position	Hierarchical Level
Work			X	X		X		X
Pay								X
Promotions								
Supervision								
Coworkers								
Composite								X
Leadership					X			X
Motivation				X	X			X
Communication					X			X
Decision				X			X	X
Goals				X				X
Control				X				X
Composite				X				X

to participation in the management process in academic libraries.[84] Gamaluddin's results noted a "trickle-down" relationship between management style and job satisfaction. He found that the more satisfied the middle-managers then the more they allowed their staff to exercise responsibility and participate in a meaningful manner.Further, the more middle-managers were allowed to participate in a meaningful manner then the more the middle-managers allowed subordinates to participate in the management process.[85]

(2) job satisfaction (for pay, work, and composite) is significantly and positively correlated to hierarchical level.

(3) males and non-degree holders generally perceived themselves to have greater input into managerial processes as compared to females and persons who do have the master's or fifth-year library degree . However, males were less satisfied with their jobs than were the females, while the non-degree holders were more satisfied than were the degree holders. Neither comparison exhibited significant differences between the various groups.

Academic libraries studied by Vincent[86] and public libraries studied by Hess[87] were found to be primarily System 2 organizations. The libraries in this study had mean POC values that ranged from System 2 to System 4.

Footnotes to Chapter IV

[75]Charles Hulin and Patricia Cain Smith, "Sex Differences in Job Satisfaction," Journal of Applied Psychology (April 1963): 88-92.

[76]John J. Miniter, "An Analysis of Job Satisfaction Among Public, College or University, and Special Librarians" (Ph.D. dissertation, North Texas State University, 1975).

[77]Susanne P. Wahba, "Job Satisfaction of Librarians: A Comparison Between Men and Women." College and Research Libraries 36 (January, 1975):45-51.

[78]Robinson, Measures, p. 276.

[79]Likert, Human Organization, p. 116.

[80]Ibid., p. 117.

[81]Ibid., pp. 118-119.

[82]Smith, Measurement, p. 82.

[83]Vincent, "A Study of Administrative Style." p. 33.

[84]Marchant, "Decision-Making." p. 261.

[85]Gamaluddin, "Decision-Making." p. 107 and 119.

[86]Vincent, "A Study of Administrative Style." p. 101.

[87]Hess, "A Study of Human Response." p. 106.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This study was designed to determine whether there was evidence of relationships between the various management styles or systems, as described by Likert, and the level of job satisfaction of public librarians. Expectations of this study were that further knowledge would be gained about organizational and individual factors that may affect levels of job satisfaction.

Although there had been much written about organizations and management styles, in this study management style was viewed within the context defined by Likert in his Four Systems concept and measured by his Profile of Organizational Characteristics (POC). Perceptions of the respondents led to characterization of management styles as either System 1, Exploitive Authoritative, System 2, Benevolent Authoritative, System 3, Consultative, or System 4, Participative Group. Likert's typology can be depicted as a continuum extending from left to right, and placing System 1 on the extreme left, where management processes would be the province of one or very few persons. System 4 would be on the extreme right where management processes would be decentralized and shared among a broad base of persons.

Job satisfaction was viewed in terms of the job-referrent, rather than self-referrent, approach advanced by Smith, Kendall,

and Hulin in their Job Descriptive Index (JDI).

Summary

Related Literature

Previous studies have dealt with librarians, job satisfaction, and management styles in academic and public libraries. These studies were concerned with some of the same variables, i.e., age, sex, tenure, experience, etc., as in this study. They focused on academic libraries and productivity, public library middle managers, academic library middle managers, and library directors. However, none of these studies attempted to determine the perceptions of management systems as they affect the job satisfaction of public librarians at all levels of the organization.

Hypotheses

The four hypotheses that guided this study were:

Hypothesis 1 - Public librarians who perceive themselves to work in more participative library systems will have significantly higher mean levels of job satisfaction when compared to public librarians who perceive themselves to work in less participative library systems;

Hypothesis 2 - Job satisfaction among public librarians will increase with the librarian's levels in the hierarchy and they will perceive a greater degree of input into organizational operations, through decision-making, goal-

setting, and control functions as one rises in the organizational hierarchy;

Hypothesis 3 - Job satisfaction among women will be significantly lower than among men and women will perceive themselves to have lower levels of participation in the management process as compared to men;

Hypothesis 4 - Persons not holding a fifth-year or master's library degree will have a lower mean level of job satisfaction than those who do hold at least one of the professional degrees and the non-degree holders will perceive themselves to have lower levels of participation in the management process as compared to the degree holders.

Perceptions of management systems were the independent variables and job satisfaction determinations were the dependent variables.

Methodology

The sample population consisted of nine of the fifteen largest public libraries in the southeastern United States. Each library's staff was stratified by hierarchical level and each hierarchical level was divided into two groups. Likert's POC was sent to one group and Smith, Kendall, and Hulin's JDI was sent to the other. Of 522 questionnaires mailed, 398, 76 percent, were returned. One hundred ninety-two or 72 percent of the 265 POC questionnaires mailed were returned. There were 206 or 80 percent JDI questionnaires returned of the 257 mailed. Analysis of

variance, chi square computations, and correlational analysis were used to test for relationships between variables. A significance level of 0.05 was used as the basis for accepting or rejecting the null hypotheses.

Limitations

This study was limited to persons in librarian positions, as determined by the library directors. Two instruments, the POC and JDI, were used. The population sampled was limited to nine large, non-unionized, public libraries in the southeastern United States.

Results

Sample Homogeneity

Statistical analysis for identifying the similarities between the groups completing the POC and JDI revealed that the groups were not significantly different, but that similar samples had been drawn for the two sub-groups in each library. One exception was the significant difference between the groups completing the two types of questionnaires in Library F.

Personal Characteristics

Through analysis of variance, and tests for significance levels of 0.05 or better, results indicated that perceptions of management systems or job satisfaction were not significantly related to the personal characteristics age and sex. Education, time in current position, and time since first librarian position were significantly related to only one of the components of either the POC or of the JDI. However, several of the components

of management systems and job satisfaction exhibited significant relationships with the personal characteristics experience, tenure, and hierarchical level (see Table 48).

Perceived Management System

That one's level in the hierarchy would be significantly related to the respondent librarian's perceptions of management style and job satisfaction was expected. This was the case for each of the components of the POC where the assumption was made that the higher the librarian's position in the organization, then the greater the likelihood of involvement in the separate processes of management - leadership, motivation, communication, decision-making, goal-setting, and control mechanisms.

Tenure was significantly related to the management components leadership, motivation, and communication. These components appear to make a significant difference between persons who have been with the organization for longer periods of time and persons who have not. Thus, the longer tenured librarians possibly are more in synchronization with the leadership, understand or accept the communication system, and are attuned to the motivation process. The continued presence of the longer tenured librarian in the organization could possibly be akin to a biological natural selection process whereby those who understand, adapt, and can accept or positively affect the organization and its processes remain, while others seek different organizations. The above is stated rather simplistically, ignoring other factors such as job markets, marital status, or family, but is used to provide a point from which to suggest additional study.

Similarly, experience was related significantly to motivation, decision-making, goal-setting, and control mechanisms and reflected a dichotomy between the new professional and the long term professional. The impact of experience can be construed to reflect an understanding of the components that are more imbued in organization centered processes, rather than those processes that are more leader oriented. Again, the survivors, possibly on terms as near to their own as possible, may have a better grasp of these particular aspects of organizational life.

Job Satisfaction

Significant relationships between hierarchical position and job satisfaction were found only between the two components work and pay. The first, work, possibly is controlled by the higher ranking individual within known and accepted parameters. Pay is undoubtedly higher as one ascends the hierarchical ladder. The three job satisfaction components promotions, supervision, and co-workers, which were not significantly related to hierarchical level were components least controlled by the respondents and possibly affected each librarian in essentially the same manner, regardless of hierarchical level.

Hypotheses

In the test for the presence of a relationship between perceived management systems and levels of job satisfaction, a positive significant relationship was found. This relationship indicated that employee job satisfaction may be expected to in-

crease as one moved along Likert's Four Systems continuum from left to right advancing from a System 2, Benevolent Authoritative, to System 3, Consultative, to System 4, Participative Group, management style. These results, from the testing of the first hypothesis, were the actual range found among the sample libraries.

As expected in the second hypothesis, job satisfaction increased as one ascended the hierarchical ladder. However, the significant increases in job satisfaction were only with pay, work, and composite. Perceptions of input into the management processes were significantly increased from lower to higher levels in the organization.

Contrary to expectations expressed in the third and fourth hypotheses, women were not less satisfied than men nor were persons with the professional degree more satisfied than persons who did not have the degree. Males perceived themselves to have greater levels of participation in most areas, communication was the exception, than did the females. Persons without the professional degree perceived themselves to have greater levels of participation in all areas, than did the degree holders. Although the hypotheses had predicted the direction of participation regarding males and females, the results, by education, had not been expected. These findings suggest that other variables, i.e., expectations and values, may play important roles in perceptions of management systems and job satisfaction levels.

Conclusions

The implications of this study suggest that public library administrators should seek to move toward Likert's System 4 style of management. Organizations could control more readily their management styles than the satisfaction levels of their staff members. By adopting a more participative style of management, a library can affect a positive change in the librarian's level of job satisfaction. Also, librarians at all level of experience, tenure, and hierarchy would be affected positively. Thus, high levels of satisfaction would not be seen only at the top levels of the organization. Those with less tenure or experience also would be a part of the management process. This research definitely suggests that organizations should find ways to share power and give everyone a means of having ownership in both the management process and the organization. Hopefully, shared power will lead to increased satisfaction that would lead to greater productivity and better service delivery to the public library's clientele.

Although job satisfaction nor perceptions of management style were affected significantly by respondent age, sex, or level of education, significant relationships were found between tenure and experience and some of the components of both job satisfaction and perceived management systems. This latter relationship suggests that if job satisfaction stems from participation in management processes and if tenure is more likely to increase with increased job satisfaction, then public libraries

may be able to increase their share of satisfied workers by adopting management styles more consistent with Likert's System 4.

Recommendations for Future Research

This study had implications for future research based on questions not answered by the methodology used nor encompassed within the scope of the undertaking. Since job satisfaction and management styles have vast implications for quality of work-life situations, these varibles should be studied and ways found to test findings and assumptions in actual situations. Below are recommendations for some directions in future research:

(1) Libraries in this sample were characterized as utilizing either System 2, System 3, or System 4 management styles. Hopefully, a sample population with even more diversity in management styles can be identified in order to permit a more thorough testing of the hypotheses relating to management style and job satisfaction.

(2) The above recommendation should also be pursued to include union situations as well as libraries of other types and in other geographic locations.

(3) The results of this study suggested an interesting relationship between tenure and job satisfaction and, by extension, possible interactions that would include employee turnover.

(4) The relationships between perceived management systems and racial bakground of respondents as well as rela-

tionships between racial background of respondents and levels of job satisfaction should be studied.

(5) Longitudinal studies should be done during the time libraries consciously seek to change from one style of management to another.

APPENDICES

APPENDIX A

SURVEY OF ORGANIZATIONAL CHARACTERISTICS

PART II

This questionnaire was developed to enable persons to describe the management system or style used in their organization. Therefore, in completing the questionnaire, it is important that you answer each question as thoughtfully and frankly as possible. There are no right or wrong answers.

1. Please mark your answer by filling in completely one of the parenthesis sets, e.g.: (3) (4) (5) (6)

2. On the line below each item, fill in the parenthesis set which in your experience describes your library system at the present time (N = NOW). If on Item #1, for example, you believe there is "Quite a bit" of confidence and trust shown subordinates, but the amount is closer to "Some" than to "A very great deal," fill in the parenthesis set marked (5). If you believe that the amount is closer to "A very great deal," fill in (6).

3. In addition, fill in the numbered parenthesis set on the "L" line (L = LIKE) which describes where you would like your organization to be.

ORGANIZATIONAL VARIABLES

LEADERSHIP

How much confidence and trust is shown in subordinates?

	Very little		Some		Quite a bit		A very great deal	
1 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
2 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How free do they feel to talk to superiors about their work?

	Not very free		Somewhat free		Quite free		Very free	
3 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
4 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How often are subordinate's ideas sought and used constructively?

	Barely		Sometimes		Often		Very frequently	
5 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
6 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

MOTIVATION

Is predominant use made of 1) fear, 2) threats, 3) punishment, 4) rewards, 5) involvement?

	1, 2, 3, occasionally 4		4, with some 3		Mainly 4, with some 3 and 5		4 and 5, primarily based on group-set goals	
7 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
8 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

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APPENDIX A

Where is responsibility felt for achieving high performance?

	Mostly at top		Top and middle		Fairly widespread		At all levels	
9 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
10 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How much cooperative teamwork exists?

	Very little		Some		Quite a bit		A very great deal	
11 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
12 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

COMMUNICATION

What is the usual direction of information flow?

	Downward		Mostly downward		Down and up		Down, up, and sideways	
13 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
14 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How is downward communication accepted?

	With distrust		Often with suspicion		Often accepted		Fully accepted	
15 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
16 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How accurate is upward communication?

	Usually inaccurate		Occasionally inaccurate		Often accurate		Almost always accurate	
17 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
18 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How well do superiors know problems faced by subordinates?

	Not well		Somewhat		Quite well		Very well	
19 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
20 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

DECISIONS

At what level are decisions made?

	Mostly at top		Policy at top, some delegation		General policy at top, more delegation		Widespread decision making, well coordinated	
21 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
22 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

APPENDIX A

How often are subordinates involved in decisions related to their work?

	Almost never		Occasionally consulted		Generally consulted		Fully involved	
23 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
24 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

GOALS

How is goal setting usually done?

	Orders issued		Orders, some comments invited		After discussion, by orders		Generally by group discussion	
25 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
26 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

How much do subordinates strive to achieve the organization's goals?

	Very little		Some		Quite a bit		A very great deal	
27 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
28 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

CONTROL

How concentrated are review and control functions?

	Very highly at top		Quite highly at top		Moderate delegation to lower levels		Widely shared	
29 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
30 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

What are cost, productivity, and other control data used for?

	Policing, punishment		Reward and punishment		Reward, some self-guidance		Group guidance and problem solving	
31 N	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
32 L	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

APPENDIX B

JOB SATISFACTION INDEX

PART II

These questions are concerned with various descriptive aspects of your job. For each of the categories (WORK, PAY, SUPERVISION, PROMOTIONS, AND CO-WORKERS) please:

Put a 'Y' beside the item if the item describes the category;

put an 'N' if the item does not describe the category;

put a '?' if you can not decide.

A. WORK	CODE
1._____Fascinating	_____
2._____Routine	_____
3._____Satisfying	_____
4._____Boring	_____
5._____Good	_____
6._____Creative	_____
7._____Respected	_____
8._____Hot	_____
9._____Pleasant	_____
10._____Useful	_____
11._____Tiresome	_____
12._____Healthful	_____
13._____Challenging	_____
14._____On your feet	_____
15._____Frustrating	_____
16._____Simple	_____
17._____Endless	_____
18._____Gives sense of accomplishment	_____

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APPENDIX B

Put a 'Y' beside the item if the item describes the category;

put an 'N' if the item does not describe the category;

put a '?' if you can not decide.

B. SUPERVISION	CODE
1. Asks my advice	
2. Hard to please	
3. Impolite	
4. Praises good work	
5. Tactful	
6. Influential	
7. Up-to-date	
8. Doesn't supervise enough	
9. Quick tempered	
10. Tells me where I stand	
11. Annoying	
12. Stubborn	
13. Knows job well	
14. Bad	
15. Intelligent	
16. Leaves me on my own	
17. Lazy	
18. Around when needed	

APPENDIX B

Put a 'Y' beside the item if the item describes the category;

put an 'N' if the item does not describe the category;

put a '?' if you can not decide.

C. PAY	CODE
1. _____ Income adequate for normal expenses	_____
2. _____ Barely live on income	_____
3. _____ Bad	_____
4. _____ Income provides luxuries	_____
5. _____ Insecure	_____
6. _____ Less than I deserve	_____
7. _____ Highly paid	_____
8. _____ Underpaid	_____
9. _____ Good benefits	_____

APPENDIX B

Put a 'Y' beside the item if the item describes the category;

put an 'N' if the item does not describe the category;

put a '?' if you can not decide.

D. PROMOTIONS	CODE
1. Good opportunity for advancement	
2. Opportunity somewhat limited	
3. Promotion on ability	
4. Dead-end job	
5. Good chance for promotion	
6. Unfair promotion policy	
7. Infrequent promotions	
8. Regular promotions	
9. Fairly good chance for promotion	

APPENDIX B

Put a 'Y' beside the item if the item describes the category;

put an 'N' if the item does not describe the category;

put a '?' if you can not decide.

E. CO-WORKERS	CODE
1. _____ Stimulating	_____
2. _____ Boring	_____
3. _____ Slow	_____
4. _____ Ambitious	_____
5. _____ Stupid	_____
6. _____ Responsible	_____
7. _____ Fast	_____
8. _____ Intelligent	_____
9. _____ Easy to make enemies	_____
10. _____ Talk too much	_____
11. _____ Smart	_____
12. _____ Lazy	_____
13. _____ Unpleasant	_____
14. _____ No privacy	_____
15. _____ Active	_____
16. _____ Narrow interests	_____
17. _____ Loyal	_____
18. _____ Hard to meet	_____

APPENDIX C

LETTER AND QUESTIONNAIRE TO DIRECTORS OF LIBRARIES

2353 Ozark Trail, S.W.
Atlanta, Georgia 30331
November 1, 1979

Dear

I am a doctoral student at The University of Michigan School of Library Science and currently engaged in a research project on the relationship between perceived management systems and job satisfaction of public librarians in the Southeast. To complete this study, I need not only your help but also the participation of librarians in your library system. Your approval and assistance in supplying information, through the enclosed questionnaires, will be greatly appreciated.

The first questionnaire concerns the library system. Part I of the second questionnaire deals with your background and tenure with the library system, while Part II asks about the management style in the library. All responses, including relationships between individuals and/or library systems, will be kept confidential. This is a requirement of both the School of Library Science and The University of Michigan. Code numbers found on each questionnaire will be used only to facilitate follow-up and to prevent anyone from receiving unnecessary reminder letters.

Your help and cooperation are of vital importance to this project and to the further understanding of the successful application of management techniques and theories in public libraries. Kindly return the questionnaires by November 20, 1979. A self-addressed and stamped envelope is enclosed for your convenience. Should you wish to contact me by phone, my Atlanta numbers are: (404) 344-1604 at home and (404) 688-4636 at the Atlanta Public Library where I work. I would be happy to share general information on the nature of my research, especially at a future meeting of the Southeastern Library Association.

Thank you for your support, time, and cooperation.

Sincerely,

Roland Bernard Welmaker

APPENDIX C

LIBRARY SYSTEM QUESTIONNAIRE

CODE

1. Number of full-time staff (professional and non-professional) employed at the library? _____

2. Number of persons in librarian positions and/or with librarian duties and responsibilities (including those with and without the masters degree in library science)? _____

3. Number of branches in the library system? _____

4. Are library employees represented by a collective bargaining unit?

   A. ___Yes
   B. ___No

   If yes, please give the name(s) of the collective bargaining organization(s) and the library unit(s) represented.

Name of Bargaining Organization	Staff Unit(s) Represented
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

5. Number of years your immediate predecessor served as director of this library system? _____

APPENDIX C

6. Please provide the following information:

   A. an organizational chart of this library system;

   B. a copy of the salary scale for the various position levels;

   C. a list of persons in librarian positions and/or with librarian duties and responsibilities (including those with and without the masters degree in library science) including:

      1. names;
      2. work locations;
      3. home addresses;
      4. position levels;
      5. work titles;

   D. the following budget information for expenditures in the latest fiscal period (please enclose any document or material which contains this information):

      1. total budget amount;
      2. salary budget excluding fringe benefits (if fringe benefits are included, please indicate);
      3. materials budget (including books, films, prints, etc.)

APPENDIX D

LETTER TO PERSONS RECEIVING "JDI" AND "SOC"

2353 Ozark Trail, S.W.
Atlanta, Georgia 30331
November 26, 1979

Dear Librarian:

This questionnaire is part of a research project on the relationship between perceived management systems or practices and job satisfaction of public librarians in the Southeast. Part I of the questionnaire is concerned with your background and tenure with the library and Part II deals with your satisfaction with certain aspects of your job. The questionnaire has been designed for ease of answering. There are no right or wrong answers where your perceptions are concerned, nor are there any trick questions.

All responses, including relationships between individuals and/or library systems, will be kept confidential. This is a requirement of both The University of Michigan and the School of Library Science where I am currently working on my doctoral degree. Code numbers found on each questionnaire will be used only to facilitate follow-up and to prevent anyone from receiving unnecessary reminder letters.

Your cooperation is of vital importance to the further understanding of the successful application of management techniques and theories in public libraries. Kindly complete and return the questionnaire within three weeks by December 12, 1979. A self-addressed and stamped envelope is enclosed for your convenience.

Thank you for your time and cooperation. Your participation in this study is greatly appreciated. If you have any questions or need another questionnaire, do not hesitate to write. Should you wish to contact me by phone, my Atlanta numbers are: (404) 344-1604 at home and (404) 688-4636 at the Atlanta Public Library where I work.

Sincerely,

Roland Bernard Welmaker

Roland Bernard Welmaker

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All responses, including relationships between individuals and/or library systems, will be kept confidential. This is a requirement of both The University of Michigan and the School of Library Science where I am currently working on my doctoral degree. Code numbers found on each questionnaire will be used only to facilitate follow-up and to prevent anyone from receiving unneccessary reminder letters.

Your cooperation is of vital importance to the further understanding of the successful application of management techniques and theories in public libraries. Kindly complete and return the questionnaire within three weeks by December 12, 1979. A self-addressed and stamped envelope is enclosed for your convenience.

Thank you for you time and cooperation. Your participation in this study is greatly appreciated If you have any questions or need another questionnaire, do not hesitate to write. Should you wish to contact me by phone, my Atlanta numbers are: (404) 344-1604 at home and (404) 688-4636 at the Atlanta Public Library where I work.

Sincerely,

Roland Bernard Welmaker

Roland Bernard Welmaker

APPENDIX E

PERSONAL VARIABLE QUESTIONNAIRE

PART I

The following questions are concerned with your background and tenure with the library. Please remember that your answers will be completely confidential.

CODE

1. Sex (please check) _____

   A.___Female
   B.___Male

2. Year in which you were born? _____ _____

3. Please check each of the academic degree(s) which you hold (check as many as apply):

   A.___No degree held _____
   B.___Two year degree in library field _____
   C.___Bachelors degree with a library science major _____
   D.___Bachelors degree with other major _____

   E.___Fifth year bachelors degree in library science _____
   F.___Masters degree in library science _____
   G.___Other masters degree _____

   H.___Sixth year or specialist degree in library science _____
   I.___Ph.D. in library science or D.L.S. _____
   J.___Other Ph.D. or Ed. D. or other doctorate _____
   K.___Other degree(s)- please specify _____

   _____ _____

   _____ _____

APPENDIX E

4. In what year did you receive your library science degree(s)?

A.___/___Two year program	_____
B.___/___Bachelors	_____
C.___/___Fifth year	_____
D.___/___Masters	_____
E.___/___Specialist	_____
F.___/___Doctorate	_____

5. When did you receive your first position as a "librarian"? _____year _____

6. Total number of years you have worked as a "librarian"? ____year(s) _____

7. How long have you been employed with this library? _____year(s) _____

8. How long have you held your current position? _____year(s) _____

9. Give the title of your immediate supervisor. _____

_____

10. Do you belong to a union or collective bargaining unit at your library? _____

A.___Yes
B.___No

11. GIve the title and a brief description of major responsibilities of your current position.

_____

_____

_____

_____

_____

APPENDIX E

12. Give the title and a brief description of major responsibilities of your last previous position (include the inclusive dates position was held).

_____

_____

_____

_____

_____

13. Give the official title and classification of the position you now hold, (i.e. Children's Librarian; Librarian II).

Title _____ Classification _____

(CONTINUE TO PART II)

Upon completion of this questionnaire, please return it to:

Roland Bernard Welmaker
2353 Ozark Trail, S.W.
Atlanta, Georgia 30331

CODE: ___ ___ ___ _____ ___ (for use in follow-up only)

APPENDIX F

FIRST REMINDER LETTER

2353 Ozark Trail, S.W.
Atlanta, Georgia 30331
January 18, 1980

Dear Librarian:

I have received so many heartening responses to my questionnaire on the relationship between perceived management systems and job satisfaction of public librarians in the Southeast. However, there are still many unreturned questionnaires. I realize that your response could very easily have gotten lost in the Christmas holiday mailings so I have enclosed another questionnaire and a self-addressed, stamped envelope for your convenience. Kindly complete and return the questionnaire by February 5, 1980.

As was mentioned in an earlier letter, the School of Library Science and The University of Michigan require that all responses be kept confidential. Code numbers on each questionnaire will be used only to facilitate follow-up.

Thank you again for your time and cooperation.

Sincerely,

Roland Bernard Welmaker

APPENDIX G

SECOND REMINDER POSTAL CARD

Roland Bernard Welmaker
2353 Ozark Trail, S.W.
Atlanta, Georgia 30331

_____
_____
_____
_____

- -

February , 1980

Many heartening responses to the questionnaire on perceived management systems and job satisfaction of public librarians in the Southeast have been received. However, I have missed hearing from you. If you need another questionnaire, please check below and return this card to me. Return this card or your questionnaire by FEB. _____, 1980. Thank you.

/____/ PLEASE SEND ME ANOTHER QUESTIONNAIRE.

Roland Bernard Welmaker

___ ___ ___ ___ ___ ___ (CODE FOR FOLLOW-UP ONLY)

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BIBLIOGRAPHY

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