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Appendix A

Study¹

A.1 Reliability Tests For CAIn

| VARIABLE | CASES | MEAN | STD DEV |
|----------|-------|--------|---------|
| LIBRARY | 131 | 2.6514 | .7000 |
| PAY | 131 | 2.2225 | .6362 |
| PROMOPP | 132 | 1.8348 | .6503 |
| SUPERV | 132 | 3.2929 | .7943 |
| SAMEGRAD | 132 | 3.8530 | .5574 |
| WORK | 132 | 2.8045 | .8485 |
| SKILLVAR | 132 | 2.7246 | .6946 |
| TASKIDNT | 132 | 3.3023 | .6736 |
| TASKSGNF | 132 | 3.1310 | .7398 |
| AUTONOMY | 132 | 3.3526 | .7151 |
| MEANWORK | 132 | 2.8592 | .5396 |
| EXPER | 132 | 2.8636 | 1.1707 |
| MARITAL | 131 | .5038 | .5019 |
| SEX | 129 | .9147 | .2804 |
| AGE | 132 | 2.8333 | 1.1862 |
| POSN | 132 | .8485 | .3599 |

| | | | | | | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| LIBR | 1.0000 | .4746 | .5332 | .4455 | .2955 | .2992 | .1832 | .1182 | .2705 | .1932 | .3583 |
| PAY | .4746 | 1.0000 | .4477 | .2023 | .1341 | .2603 | .0266 | .0294 | .2297 | .0283 | .2016 |
| PROMO | .5332 | .4477 | 1.0000 | .2143 | .1633 | .3791 | .2119 | .1174 | .2626 | .0637 | .2952 |
| SUPERV | .4455 | .2023 | .2143 | 1.0000 | .1484 | .4271 | .4214 | .3651 | .4572 | .5187 | .3949 |
| GRADE | .2955 | .1341 | .1633 | .1484 | 1.0000 | .1754 | .0302 | .1766 | .2613 | .0716 | .1735 |
| WORK | .2992 | .2603 | .3791 | .4271 | .1754 | 1.0000 | .6458 | .4611 | .7318 | .4389 | .6584 |
| SKILL | .1832 | .0266 | .2119 | .4214 | .0302 | .6458 | 1.000 | .5861 | .6251 | .6283 | .5014 |
| IDNT | .1182 | -.0294 | .1174 | .3651 | .1766 | .4611 | .5861 | 1.0000 | .5239 | .6385 | .4239 |
| SGNF | .2705 | .2297 | .2626 | .4572 | .2613 | .7318 | .6251 | .5239 | 1.0000 | .4303 | .6591 |
| AUTO | .1932 | .0283 | .0637 | .5187 | .0716 | .4389 | .6283 | .6385 | .4303 | 1.0000 | .2997 |
| MNWORK | .3583 | .2016 | .2952 | .3949 | .1735 | .6584 | .5014 | .4239 | .6591 | .2997 | 1.0000 |
| EXPER | -.1366 | .1085 | -.0479 | .1183 | .1102 | .2909 | .3377 | .3218 | .3463 | .2220 | .1732 |
| MAR | -.1155 | .0170 | -.0122 | -.2220 | .1268 | .0746 | .0321 | .0421 | .1925 | -.0833 | -.0134 |
| SEX | .1065 | .1633 | .0655 | .1075 | .1797 | .1688 | .0126 | .2090 | .1576 | .0520 | .3021 |
| AGE | -.1391 | -.0954 | -.0874 | .0549 | .1512 | .1974 | .1735 | .1610 | .2117 | .0651 | .2184 |
| POSN | .0449 | .0908 | .1467 | .0191 | -.0187 | .0201 | -.1268 | -.1623 | -.0437 | -.1637 | .0287 |

A.2 Pearson Correlation Coefficients

| | EXPER | MARITAL | SEX | AGE | POSN |
|----------|--------|---------|--------|--------|--------|
| LIBRARY | -.1366 | -.1155 | .1065 | -.1391 | .0449 |
| PAY | .1085 | .0170 | .1633 | -.0954 | .0908 |
| PROMOPP | -.0479 | -.0122 | .0655 | -.0874 | .1467 |
| SUPERV | .1183 | -.2220 | .1075 | .0549 | .0191 |
| SAMEGRAD | .1102 | .1268 | .1797 | .1512 | -.0167 |
| WORK | .2909 | .0746 | .1688 | .1974 | .0201 |
| SKILLVAR | .3377 | .0321 | .0126 | .1735 | -.1268 |
| TASKIDNT | .3218 | .0421 | .2090 | .1610 | -.1623 |
| TASKSGNF | .3463 | .1925 | .1576 | .2117 | -.0437 |
| AUTONOMY | .2220 | -.0833 | .0520 | .0651 | -.1637 |
| MEANWORK | .1732 | -.0134 | .3021 | .2184 | .0287 |
| EXPER | 1.0000 | .2748 | .0798 | .5662 | -.2125 |
| MARITAL | .2748 | 1.0000 | .0327 | .3564 | .0457 |
| SEX | .0798 | .0327 | 1.0000 | .1490 | .0993 |
| AGE | .5662 | .3564 | .1490 | 1.0000 | -.0060 |
| POSN | -.2125 | .0457 | .0993 | -.0060 | 1.0000 |

A.3 Correlation Coefficients Of Work and Biographical Variables

A.4 Some CAIn Variables

Method 2 (Covariance Matrix) Was Used For This Analysis

A.4.1 Reliability Analysis - Scale (Work On Present Job

1. W61 MY JOB IS PERSONALLY INTERESTING
2. W62 MY JOB LEADS TO A DESIRABLE FUTURE
3. W63 MY JOB IS REWARDING IN ITSELF
4. W64 PROVIDES CHANCES FOR CREATIVE THINKING
5. W65 MY JOB HAS TOO MUCH ROUTINE
6. W66 WORK IN MY PRESENT JOB IS BORING
7. W67 IS NECESSARY RATHER THAN ENJOYABLE

| | MEAN | STD DEV | CASES | |
|----|------|---------|--------|-------|
| 1. | W61 | 3.3125 | 1.2020 | 128.0 |
| 2. | W62 | 1.8984 | .8496 | 128.0 |
| 3. | W63 | 3.0469 | 1.1073 | 128.0 |
| 4. | W64 | 2.5469 | 1.1696 | 128.0 |
| 5. | W65 | 2.8203 | 1.1667 | 128.0 |
| 6. | W66 | 3.2188 | 1.1835 | 128.0 |
| 7. | W67 | 2.8359 | 1.1890 | 128.0 |

A.4.2 Correlation Matrix For Work On Present Job

[h]

| | W61 | W62 | W63 | W64 | W65 | W66 | W67 |
|-----|--------|--------|--------|--------|--------|--------|--------|
| W61 | 1.0000 | | | | | | |
| W62 | .3551 | 1.0000 | | | | | |
| W63 | .7461 | .2980 | 1.0000 | | | | |
| W64 | .4936 | .1990 | .5394 | 1.0000 | | | |
| W65 | .5625 | .2436 | .5673 | .4592 | 1.0000 | | |
| W66 | .7320 | .3198 | .7252 | .4875 | .6446 | 1.0000 | |
| W67 | .6091 | .2796 | .5501 | .5067 | .4213 | .5741 | 1.0000 |

Total Statistics

| | SCALE MEAN IF ITEM DELETED | SCALE VARIANCE IF ITEM DELETED | CORRECTED ITEM- TOTAL CORRELATION | SQUARED MULTIPLE CORRELATION | ALPHA IF ITEM DELETED |
|-----|-------------------------------------|---|--|------------------------------------|-----------------------------|
| W61 | 16.3672 | 24.9271 | .7916 | .6689 | .8394 |
| W62 | 17.7813 | 31.7785 | .3521 | .1380 | .8898 |
| W63 | 16.6328 | 25.8877 | .7773 | .6497 | .8426 |
| W64 | 17.1328 | 27.3129 | .5883 | .3766 | .8675 |
| W65 | 16.8594 | 26.7832 | .6400 | .4572 | .8606 |
| W66 | 16.4609 | 25.1008 | .7903 | .6663 | .8397 |
| W67 | 16.8438 | 26.5108 | .6491 | .4506 | .8595 |

RELIABILITY COEFFICIENTS 7 ITEMS
 ALPHA = .8760 STANDARDIZED ITEM ALPHA = .8711

A.5 Reliability Analysis - Scale (Skill Variety)

1. V71 I DO DIFFERENT AND INTERESTING THINGS
2. V72 FREE TO CHOOSE OWN WORK METHODS
3. V73 LEARN NEW THINGS IN MY JOB
4. V74 MY JOB DEMANDS HIGH LEVEL SKILLS
5. V75 JOB DOES NOT REQUIRE HIGH TRAINING
6. V76 DO SAME TASKS OVER AND OVER AGAIN
7. V77 WORK AT THE SAME LOCATION DAILY

| | | MEAN | STD DEV | CASES |
|----|-----|--------|---------|-------|
| 1. | V71 | 3.1756 | 1.1127 | 131.0 |
| 2. | V72 | 3.3435 | 1.1078 | 131.0 |
| 3. | V73 | 3.2214 | 1.0904 | 131.0 |
| 4. | V74 | 2.5191 | 1.0909 | 131.0 |
| 5. | V75 | 2.5420 | 1.0902 | 131.0 |
| 6. | V76 | 2.2366 | .9268 | 131.0 |
| 7. | V77 | 2.0458 | .9103 | 131.0 |

A.5.1 Correlation Matrix For Skill Variety

| | V71 | V72 | V73 | V74 | V75 | V76 | V77 |
|-----|--------|--------|--------|--------|-----|-----|-----|
| V71 | 1.0000 | | | | | | |
| V72 | .4125 | 1.0000 | | | | | |
| V73 | .4876 | .3887 | 1.0000 | | | | |
| V74 | .4440 | .2587 | .2842 | 1.0000 | | | |

| | | | | | | | |
|-----|-------|-------|-------|-------|--------|--------|--------|
| V75 | .3521 | .2778 | .1959 | .6801 | 1.0000 | | |
| V76 | .5487 | .4222 | .3207 | .4406 | .3898 | 1.0000 | |
| V77 | .3413 | .1826 | .1989 | .1231 | .1221 | .4065 | 1.0000 |

Total Statistics

| | SCALE | SCALE | CORRECTED | | |
|-------|---------|----------|-------------|-------------|---------|
| | MEAN | VARIANCE | ITEM- | SQUARED | ALPHA |
| | IF ITEM | IF ITEM | TOTAL | MULTIPLE | IF ITEM |
| | DELETED | DELETED | CORRELATION | CORRELATION | DELETED |
| ----- | | | | | |
| V71 | 15.9084 | 16.6069 | .6567 | .4633 | .7316 |
| V72 | 15.7405 | 18.0860 | .4762 | .2744 | .7692 |
| V73 | 15.8626 | 18.3041 | .4616 | .2870 | .7718 |
| V74 | 16.5649 | 17.4784 | .5627 | .5286 | .7516 |
| V75 | 16.5420 | 17.9732 | .5018 | .4802 | .7639 |
| V76 | 16.8473 | 17.9304 | .6385 | .4450 | .7408 |
| V77 | 17.0382 | 20.3447 | .3199 | .1975 | .7935 |

RELIABILITY COEFFICIENTS 7 ITEMS

ALPHA = .7882 STANDARDIZED ITEM ALPHA = .7878

A.6 Reliability Analysis - Scale (Task Identity)

1. T81 MY DUTIES ARE VERY CLEARLY PRESCRIBED
2. T82 I WORK STRICTLY TO MY JOB DESCRIPTION
3. T85 I MERELY FOLLOW INSTRUCTIONS
4. T86 NOT REQUIRED TO DEVELOP SPECIAL SKILLS
5. T87 WHAT I DO DOES NOT COUNT FOR VERY MUCH

| | | MEAN | STD DEV | CASES |
|-------|-----|--------|---------|-------|
| ----- | | | | |
| 1. | T81 | 2.6457 | 1.0730 | 127.0 |
| 2. | T82 | 3.2835 | 1.0305 | 127.0 |
| 3. | T85 | 3.6693 | .9682 | 127.0 |
| 4. | T86 | 3.1496 | 1.1274 | 127.0 |
| 5. | T87 | 3.9055 | .8110 | 127.0 |

A.6.1 Correlation Matrix For Task Identity

| | T81 | T82 | T85 | T86 | T87 |
|-----|--------|--------|--------|--------|--------|
| T81 | 1.0000 | | | | |
| T82 | .5223 | 1.0000 | | | |
| T85 | .2836 | .3413 | 1.0000 | | |
| T86 | .1491 | .1955 | .4383 | 1.0000 | |
| T87 | .2257 | .0133 | .3036 | .3454 | 1.0000 |

Total Statistics

| | SCALE MEAN IF ITEM DELETED | SCALE VARIANCE IF ITEM DELETED | CORRECTED ITEM- TOTAL CORRELATION | SQUARED MULTIPLE CORRELATION | ALPHA IF ITEM DELETED |
|-----|-------------------------------------|---|--|------------------------------------|-----------------------------|
| T81 | 14.0079 | 7.1507 | .4353 | .3249 | .6009 |
| T82 | 13.3701 | 7.4254 | .4117 | .3470 | .6120 |
| T85 | 12.9843 | 7.1585 | .5219 | .2952 | .5619 |
| T86 | 13.5039 | 7.1250 | .3993 | .2495 | .6207 |
| T87 | 12.7480 | 8.6185 | .3199 | .2064 | .6493 |

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .6621 STANDARDIZED ITEM ALPHA = .6624

A.7 Reliability Analysis - Scale (Task Significance)

1. C91 JOB IS DIFFICULT REQUIRES INTELLIGENCE
2. C92 JOB INFLUENCES THE LIVES OF LIBRARY USER
3. C93 WHAT I DO IS VERY CHALLENGING
4. C94 WOULD CHOOSE SAME JOB AGAIN
5. C95 I AM SEEKING AN ALTERNATIVE JOB
6. C96 JOB NOT SUITED TO MY ABILITIES
7. C97 SWITCH TO NON-LIBRARY JOB FOR SAME SALAR

| | | MEAN | STD DEV | CASES |
|-------|-----|--------|---------|-------|
| ----- | | | | |
| 1. | C91 | 3.0233 | 1.0859 | 129.0 |
| 2. | C92 | 3.7209 | 1.0306 | 129.0 |
| 3. | C93 | 2.5271 | 1.0161 | 129.0 |
| 4. | C94 | 2.7597 | 1.2233 | 129.0 |
| 5. | C95 | 3.2248 | 1.1197 | 129.0 |
| 6. | C96 | 3.0853 | 1.1594 | 129.0 |
| 7. | C97 | 3.5969 | .9724 | 129.0 |

A.7.1 Correlation Matrix For Task Significance

| | C91 | C92 | C93 | C94 | C95 | C96 | C97 |
|-----|--------|--------|--------|--------|-----|-----|-----|
| C91 | 1.0000 | | | | | | |
| C92 | .3758 | 1.0000 | | | | | |
| C93 | .5623 | .3206 | 1.0000 | | | | |
| C94 | .3218 | .0951 | .4987 | 1.0000 | | | |

| | | | | | |
|-----|-------|-------|-------|-------|--------------------|
| C95 | .1884 | .2444 | .3894 | .4732 | 1.0000 |
| C96 | .3273 | .1051 | .3727 | .4112 | .4485 1.0000 |
| C97 | .2679 | .2455 | .3986 | .4696 | .5431 .3148 1.0000 |

Total Statistics

| | SCALE MEAN IF ITEM DELETED | SCALE VARIANCE IF ITEM DELETED | CORRECTED ITEM- TOTAL CORRELATION | SQUARED MULTIPLE CORRELATION | ALPHA IF ITEM DELETED |
|-----|-------------------------------------|---|--|------------------------------------|-----------------------------|
| C91 | 18.9147 | 19.7817 | .4954 | .3949 | .7672 |
| C92 | 18.2171 | 21.6244 | .3192 | .2154 | .7976 |
| C93 | 19.4109 | 19.0096 | .6438 | .4684 | .7404 |
| C94 | 19.1783 | 18.3352 | .5646 | .4071 | .7538 |
| C95 | 18.7132 | 18.9405 | .5696 | .4373 | .7527 |
| C96 | 18.8527 | 19.4078 | .4889 | .2989 | .7691 |
| C97 | 18.3411 | 19.9453 | .5590 | .3769 | .7567 |

RELIABILITY COEFFICIENTS 7 ITEMS

ALPHA = .789 STANDARDIZED ITEM ALPHA = .7912

A.8 Reliability Analysis - Scale (Autonomy)

1. A101 HAVE INFLUENCE OVER WHAT HAPPENS
2. A102 I WORK WITHOUT INTERFERENCE FROM OTHERS
3. A103 HAVE FREEDOM TO REARRANGE MY TASKS
4. A104 HAVE FREEDOM TO TRY OUT MY OWN IDEAS
5. A105 HAVE NO FREEDOM TO DECIDE WORK PROCEDURE
6. A106 DEPENDANT ON SUPERVISOR FOR GUIDANCE
7. A107 LIMITED RESPONSIBILITIES

| | | MEAN | STD DEV | CASES |
|-------|------|--------|---------|-------|
| ----- | | | | |
| 1. | A101 | 2.8915 | 1.1405 | 129.0 |
| 2. | A102 | 3.4651 | .9925 | 129.0 |
| 3. | A103 | 3.5116 | 1.0467 | 129.0 |
| 4. | A104 | 3.3411 | 1.0569 | 129.0 |
| 5. | A105 | 3.4109 | 1.0941 | 129.0 |
| 6. | A106 | 3.3798 | 1.0911 | 129.0 |
| 7. | A107 | 3.4806 | 1.0540 | 129.0 |

A.8.1 Correlation Matrix For Autonomy

| | A101 | A102 | A103 | A104 | A105 | A106 | A107 |
|------|--------|--------|--------|--------|--------|------|------|
| A101 | 1.0000 | | | | | | |
| A102 | .5557 | 1.0000 | | | | | |
| A103 | .6032 | .6340 | 1.0000 | | | | |
| A104 | .5235 | .4210 | .5190 | 1.0000 | | | |
| A105 | .4430 | .4126 | .4358 | .4656 | 1.0000 | | |

| | | | | | | |
|------|-------|-------|-------|-------|-------|--------------|
| A106 | .2594 | .2251 | .3210 | .2458 | .2151 | 1.0000 |
| A107 | .2649 | .0386 | .0870 | .3777 | .3355 | .1525 1.0000 |

Total Statistics

| | SCALE | SCALE | CORRECTED | | |
|------|---------|----------|-------------|-------------|---------|
| | MEAN | VARIANCE | ITEM- | SQUARED | ALPHA |
| | IF ITEM | IF ITEM | TOTAL | MULTIPLE | IF ITEM |
| | DELETED | DELETED | CORRELATION | CORRELATION | DELETED |
| A101 | 20.5891 | 17.5564 | .6642 | .4867 | .7423 |
| A102 | 20.0155 | 19.2966 | .5646 | .4740 | .7640 |
| A103 | 19.9690 | 18.2803 | .6512 | .5529 | .7470 |
| A104 | 20.1395 | 18.3085 | .6389 | .4351 | .7491 |
| A105 | 20.0698 | 18.6435 | .5677 | .3412 | .7623 |
| A106 | 20.1008 | 20.7163 | .3320 | .1236 | .8057 |
| A107 | 20.0000 | 21.2188 | .2961 | .2477 | .8106 |

RELIABILITY COEFFICIENTS 7 ITEMS

ALPHA = .7965 STANDARDIZED ITEM ALPHA = .7967

A.9 Reliability Analysis - Scale (Meaning Of Work)

| | | |
|-----|------|--|
| 1. | M111 | I WORK FOR THE MONEY |
| 2. | M112 | MY WORK IS A BURDEN |
| 3. | M113 | MY WORK IS STRESSFUL |
| 4. | M114 | I WORK TO PASS TIME |
| 5. | M115 | WORK IS MORE IMPORTANT THAN MONEY |
| 6. | M116 | WORK GIVES ME A SENSE OF ACHIEVEMEN |
| 7. | M117 | WORK PLAYS A CENTRE ROLE IN MY LIFE |
| 8. | M118 | WOULD CONTINUE IN SAME JOB AFTER POOLS |
| 9. | M119 | WORK IS OF SERVICE TO THE COMMUNITY |
| 10. | M120 | WORK IS INTELLECTUALLY STIMULATING |
| 11. | M121 | LIBRARY WORK IS NON-PROFIT MAKING |

| | | MEAN | STD DEV | CASES |
|-------|------|--------|---------|-------|
| ----- | | | | |
| 1. | M111 | 2.9302 | 1.2131 | 129.0 |
| 2. | M112 | 3.8760 | .9015 | 129.0 |
| 3. | M113 | 1.9690 | .6953 | 129.0 |
| 4. | M114 | 4.0155 | .7704 | 129.0 |
| 5. | M115 | 2.5349 | 1.0829 | 129.0 |
| 6. | M116 | 3.2093 | 1.0434 | 129.0 |
| 7. | M117 | 2.7752 | 1.1473 | 129.0 |
| 8. | M118 | 2.0775 | 1.1153 | 129.0 |
| 9. | M119 | 3.0388 | 1.1208 | 129.0 |
| 10. | M120 | 2.8295 | 1.1867 | 129.0 |
| 11. | M121 | 2.3411 | .8338 | 129.0 |

| M111 | M112 | M113 | M114 | M115 | M116 | M117 | M18 | M119 | M120 | M121 |
|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| M111 | 1.0000 | | | | | | | | | |
| M112 | .4421 | 1.0000 | | | | | | | | |
| M113 | .0345 | -.1433 | 1.0000 | | | | | | | |
| M114 | .1266 | .1490 | -.0720 | 1.0000 | | | | | | |
| M115 | .4687 | .2846 | .1363 | .0462 | 1.0000 | | | | | |
| M116 | .3696 | .3019 | .1382 | .1223 | .4326 | 1.0000 | | | | |
| M117 | .1795 | .1315 | .0598 | .0570 | .2107 | .2550 | 1.0000 | | | |
| M118 | .4717 | .2971 | -.0674 | .1623 | .3665 | .3485 | .2213 | 1.0000 | | |
| M119 | .0882 | .0976 | .0016 | .0264 | .2274 | .2803 | .2620 | .0663 | 1.0000 | |
| M120 | .4204 | .2941 | .0693 | .0456 | .3087 | .4203 | .3159 | .1753 | .3339 | 1.0000 |
| M121 | .1396 | .0879 | .1262 | -.0813 | .0992 | .1598 | -.0499 | .0134 | .4455 | .2172 |

Correlation Matrix For The Meaning Of Work

Total Statistics

| | SCALE MEAN IF ITEM DELETED | SCALE VARIANCE IF ITEM DELETED | CORRECTED ITEM- TOTAL CORRELATION | SQUARED MULTIPLE CORRELATION | ALPHA IF ITEM DELETED |
|------|-------------------------------------|---|--|------------------------------------|-----------------------------|
| M111 | 28.6667 | 26.4271 | .5562 | .4551 | .6877 |
| M112 | 27.7209 | 30.0778 | .3991 | .2684 | .7147 |
| M113 | 29.6279 | 33.8917 | .0570 | .1170 | .7486 |
| M114 | 27.5814 | 33.1984 | .1176 | .0588 | .7447 |
| M115 | 29.0620 | 27.6836 | .5248 | .3431 | .6949 |
| M116 | 28.3876 | 27.4736 | .5736 | .3519 | .6883 |
| M117 | 28.8217 | 29.4133 | .3300 | .2058 | .7248 |
| M118 | 29.5194 | 28.6266 | .4161 | .3165 | .7114 |
| M119 | 28.5581 | 29.3267 | .3504 | .3518 | .7214 |
| M120 | 28.7674 | 26.9142 | .5290 | .3519 | .6927 |
| M121 | 29.2558 | 32.0356 | .2231 | .2809 | .7349 |

RELIABILITY COEFFICIENTS 11 ITEMS

ALPHA = .7355 STANDARDIZED ITEM ALPHA = .7127

Appendix B

Study² CAIn Regressions

B.1 Regression Descriptions

B.1.1 Variables

= Pay, Promotion, Meaning of work, The Library Itself, Supervision, To Autonomy, Work Experience, Marital Status, Age and Position.

Dependent Variable

= Pay To Meaning Of Work

Enter

= Work Experience to Position

Step

= Library To Autonomy

Adj.R Square .00190 Regression 4 1.81279 .45320
 Standard Error .65342 Residual 125 3.36998 .42696
 F = 1.06145 Signif F = .3785

Beginning Block Number 2. Method:Stepwise
 Library, Superv, SameGrad, Work, SkillVar,
 TaskIdnt, TaskSignf and Autonomy.

Multiple R .55963 Analysis of Variance
 R Square .31319 DF Sum of Squares Mean Square
 Adj.R Square .28549 Regression 5 17.28249 3.45650
 Standard Error .55285 Residual 37.90028 .30565
 F = 11.30877 Signif F = .0000

Variable(s) Entered on Step Number 6.. WORK

Multiple R .60036 Analysis of Variance
 R Square .36043 DF Sum of Squares Mean Square
 Adj.R Square .32923 Regression 6 19.88968 3.31495
 Standard Error .53566 Residual 123 35.29309 .28694
 F = 11.55293 Signif F = .0000

Equation Number 3 Dependent Variable.. MEANWORK

Beginning Block Number 1. Method: Enter
 1.. POSN
 2.. AGE
 3.. MARITAL

4.. EXPER

Multiple R .26054 Analysis of Variance

| R Square | .06788 | DF | Sum of Squares | Mean Square |
|----------------|---------|--------------|----------------|-------------|
| Adj.R Square | .03805 | Regression 4 | 2.58125 | .64531 |
| Standard Error | .53251 | Residual 125 | 35.44541 | .28356 |
| F = | 2.27573 | Signif F = | .0648 | |

Beginning Block Number 2. Method: Stepwise
Library, Superv, SameGrad, Work, SkillVar,
TaskIdnt, TaskSgnf and Autonomy.

Variable(s) Entered on Step Number 5.. TASKSGNF

Multiple R .69722 Analysis of Variance

| R Square | .48612 | DF | Sum of Squares | Mean Square |
|----------------|----------|--------------|----------------|-------------|
| Adj.R Square | .46540 | Regression 5 | 18.48558 | 3.69712 |
| Standard Error | .39698 | Residual 124 | 19.54110 | .15759 |
| F = | 23.46042 | Signif F = | .0000 | |

Variable(s) Entered on Step Number 6.. WORK

Multiple R .73798 Analysis of Variance

| R Square | .54462 | DF | Sum of Squares | Mean Square |
|----------------|----------|--------------|----------------|-------------|
| Adj.R Square | .52241 | Regression 6 | 20.71006 | 3.45168 |
| Standard Error | .37521 | Residual 123 | 17.31662 | .14079 |
| F = | 24.51727 | Signif F = | .0000 | |

Variable(s) Entered on Step Number 7.. LIBRARY

Multiple R .74991 Analysis of Variance

| R Square | .56236 | DF | Sum of Squares | Mean Square |
|----------------|----------|--------------|----------------|-------------|
| Adj.R Square | .53725 | Regression 7 | 21.38485 | 3.05498 |
| Standard Error | .36934 | Residual 122 | 16.64183 | .13641 |
| F = | 22.39581 | Signif F = | .0000 | |

Equation Number 1 Dependent Variable.. MEANWORK

Beginning Block Number 1. Method: Enter

Experience, Marital, Age and Position.

| | | |
|------------------------------------|-----|---------|
| Variable(s) Entered on Step Number | 1.. | POSN |
| | 2.. | AGE |
| | 3.. | MARITAL |
| | 4.. | EXPER |

Multiple R .26054 Analysis of Variance

| R Square | .06788 | DF | Sum of Squares | Mean Square |
|----------------|---------|--------------|----------------|-------------|
| Adj.R Square | .03805 | Regression 4 | 2.58125 | .64531 |
| Standard Error | .53251 | Residual 125 | 35.44542 | .28356 |
| F = | 2.27573 | Signif f = | .0648 | |

Beginning Block Number 2. Method: Enter Pay
and Promotion.

| | | |
|------------------------------------|-----|---------|
| Variable(s) Entered on Step Number | 5.. | PROMOPP |
| | 6.. | PAY |

Multiple R .41721 Analysis of Variance

| | | | | |
|----------------|---------|------------|----------------|-------------|
| R Square | .17407 | DF | Sum of Squares | Mean Square |
| Adj.R Square | .13378 | Regression | 6 6.61913 | 1.10319 |
| Standard Error | .50532 | Residual | 123 31.40754 | .25535 |
| F = | 4.32037 | Signif F = | .0005 | |

Beginning Block Number 3. Method: Stepwise
Library, Superv, SameGrad, Work, SkillVar,
TaskIdnt, TaskSgnf, and Autonomy.

Variable(s) Entered on Step Number 7.. TASKSGNF

Multiple R .70927 Analysis of Variance

| | | | | |
|----------------|----------|------------|----------------|-------------|
| R Square | .50306 | DF | Sum of Squares | Mean Square |
| Adj.R Square | .47454 | Regression | 7 19.12960 | 2.73280 |
| Standard Error | .39357 | Residual | 122 18.89708 | .15489 |
| F = | 17.64302 | Signif F = | .0000 | |

Variable(s) Entered on Step Number 8.. WORK

Multiple R .74100 Analysis of Variance

| | | | | |
|----------------|----------|------------|----------------|-------------|
| R Square | .54908 | DF | Sum of Squares | Mean Square |
| Adj.R Square | .51926 | Regression | 8 20.87957 | 2.60995 |
| Standard Error | .37645 | Residual | 121 17.14711 | .14171 |
| F = | 18.41730 | Signif F = | .0000 | |

Equation Number 1 Dependent Variable.. MEANWORK

Beginning Block Number 1. Method: Enter

Library, Superv, SameGrad, Work, SkillVar,
 TaskIdnt, TaskSignf, Autonomy, Pay, Promopp.

| | | |
|------------------------------------|------|----------|
| Variable(s) Entered on Step Number | 1.. | AUTONOMY |
| | 2.. | PAY |
| | 3.. | SAMEGRAD |
| | 4.. | PROMOPP |
| | 5.. | TASKSGNF |
| | 6.. | SUPERV |
| | 7.. | LIBRARY |
| | 8.. | TASKIDNT |
| | 9.. | WORK |
| | 10.. | SKILLVAR |

Multiple R .73711 Analysis of Variance

| | | | | |
|----------------|--------|------------|----------------|-------------|
| R Square | .54334 | DF | Sum of Squares | Mean Square |
| Adj.R Square | .50496 | Regression | 10 20.66128 | 2.06613 |
| Standard Error | .38200 | Residual | 119 17.36540 | .14593 |
| | F = | 14.15857 | Signif F = | .0000 |

Appendix C

Study³

C.1 General Remarks By Some Respondnts'

1. In answering this questionnaire I probably appear to have made contradictory replies. This is probably because I am only working here for a year before starting a university course and whilst I find the work challenging now it would not be a long term career offering as it does low rewards and repetitive work over a long period of time.
2. I work completely unsupervised and if I were to wait to be told what to do I'd be a skeleton by now! My friends and I who are lively and active find projects and reorganising to do ourselves and taking on big reorganisation schemes is very highly motivating. That's why the job I do is challenging because I make it into something. The actual job without my own initiative would require little intelligence or originality and there are those for whom the job is a bore - they haven't got any get up and go. I enjoy the freedom to do things I've thought of so the conditions of the job here suit me and I wouldn't give it up for more pay unless I have got the freedom else where too. Thank you for asking for

our opinions.

3. On leaving school at 16 I was undecided at what type of work I would like to do. Since jobs were easy to come by I took the first job I was successful in being offered. I like working here because I see plenty of people - that probably is the most important aspect of working.
4. I think some of the frustrations that I feel in my current position are due to the strongly hierarchical structure in the library overall and particularly on the issue desk. Everyone in the library feel they are badly paid and status assumes for some people greater importance than perhaps it would in a better salaried situation. Whilst much of the day-to-day work that I do is repetitive and certainly not challenging, I particularly enjoy contact with students and staff and the opportunity to answer queries and assist people who use the library. For this reason I prefer to stay on the issue desk (despite its rigid hierarchy) rather than work behind the scenes. To be honest I feel that library morale is low overall here - and this is due to negative attitudes emanating from the top.
5. Promotional opportunities are very limited under the present economic climate. I have been doing senior library assistant work over the past two and a half years on temporary six months contracts. However, during a period of uncertainty one never really knows what the future holds. Work on my present job is most enjoyable as it entails contacts with Booksellers and Publishers and whilst this work is necessary, contact with others is always worth while and most interesting. Whilst most of my working day is spent in the Acquisitions Department I do work odd hours at the Issue Desk which creates variation and keeps one in touch with other parts of the library.

6. I have worked in libraries for many years and have always enjoyed my work. Within the University Library I have worked in a small section where Library Assistants had more individual responsibility and more varied routines. Library Assistants' pay particularly in Universities is not rising in line with industrial (commercial posts etc). Nowadays more consideration is being given to qualifications rather than experience.
7. I have worked in most sections of the Library and find that my present work, which I alone do, to be the most satisfying because of the responsibility that it gives me which is lacking in other areas of the Library. This together with good working relationship in my department makes work very enjoyable. This would not be true in other areas of work in the Library and I have therefore answered the questions from my current position only. Some of the questions were difficult to answer because of the two ideas included in them Eg C9 question 1 "...difficult and intelligent.." and in others there are outside factors which could influence the answer.
8. Comments relate entirely to present job within the library structure. Have over the years had experience of almost every other job as well. Answers would have been varied dramatically if questionnaire had been completed while engaged on any of those other jobs. Varied, that is from a reasonable level of satisfaction to contemplation of a nunnery.
9. Working in a small (branch) section of a University Library gives a different 'slant' to the variety of work - to the responsibility and the organisation and inter-relationships. The important aspect of working in this section of the University Library is that in a small section there is more chance of a varied and therefore perhaps more interesting and stimulating job role. This apparently is not the case in the main Uni-

versity Library. Questionnaire item 5 - difficult to answer because it is too general. Some people on the same grade one can get on with others one doesn't.

10. All questionnaires seem to be devised so as to produce clear cut "black and white" answers. There is no provision for "grey" answers. I appreciate the questionnaires would be much more complex if the "grey" answers were allowed for but it would mean that the answers given were slightly more accurate.
11. I am satisfied with my pay but feel very strongly that the scales of pay are very low. The library functions in four sections which vary considerably. The atmosphere and congenial tenor of the work depends very much largely on the head of department.
12. In the hierarchy that operates, Assistant Librarians and above are "looked after" very well, Senior Library Assistants much less well and Library Assistants very badly. I/we have no opportunities for promotion. I/we have no career prospects. Employees without library qualifications cannot 'rise' above the 'rank' of Library Assistant. At the Issue Desk my immediate superior (a Senior Library Assistant) is a very successful and skilled manager, open to constructive ideas from anyone. In previous departments this has not been the case. There is an attitude among some department managers which seeks to conceal the nature of the work they do themselves in case anyone found out how ludicrously over paid they are. The prevailing attitude among "senior" staff, with some commendable exceptions, is one of apparent contempt for "junior" staff. In times of full, or at least fuller employment this would result in a very rapid staff turnover rate as things are it means mounting resentment.

13. In my opinion library work should be based on general ability and common sense with less emphasis on academic qualifications. After five years as a Library Assistant I can think of no job apart from subject specialist (language and sciences) which could not be successfully carried out by a reasonably intelligent unqualified person with some experience. The willingness of unqualified Library Assistants to work efficiently is generally exploited by management. They are only too happy to let you help out with jobs that only senior members of staff are 'qualified' to complete providing you do not expect parity of status or pay.
14. Due almost entirely to the cut backs in education I find my job less interesting and rewarding than it was three years ago. The funding has been cut in half now means that the binding department now ceases to 'bind' any journals and very few books. What has now been implemented in place of proper binding is totally unsatisfactory and results in very little interest and no job satisfaction.
15. Some questions are difficult to answer in the terms set out. In some cases a yes/no answer may be better suited. The Library is run on a day to day basis by the Library Assistants who often do not get the recognition they deserve or the pay. In general pay scales are only average with other places. Working conditions are pleasant and often relaxed although this can vary greatly. Sadly there are no provisions for extra qualification in terms of study leave. Often qualifications are counted as more important than experience. In my opinion experience is often more important when dealing with students and the general public. Higher management seem at times to be insensitive to Library Assistants ideas for improvements.
16. The primary importance of my work to me is the contact I have with the library users. This Library is relatively small and so one is able to

become pretty well acquainted with most of the regular readers. The work itself, although quite often routine and repetitive, is important to the academic work of students and staff in the service it provides and that is what I find satisfying. It is the Library Assistants who keep the library running from day to day even if we do not make major policy decisions etc. So for that reason I feel we are underpaid. However, this does not rankle with me, or make me bitter as the good relations with library users provides sufficient job satisfaction.

17. The worst thing about working here is the almost Victorian style class structure. It's almost a kind of apartheid but based on library qualifications rather than colour of skin. The gap between Library Assistants and the 'professional' staff is huge and totally unjust. The whole idea of turning librarianship into a profession is absurd. Most jobs in a library do not require high academic qualifications - most reasonably intelligent people could do any of the jobs here. The trouble is that now it is a profession and all the seniors have large pay cheques and status they of course do everything they can to maintain the status quo. The idea that the junior staff are not qualified to undertake the management tasks is a myth perpetuated by people who hold these management posts. What is required by librarians is experience, common sense and the ability to communicate with people but as most professional librarians are from library school and have little experience of dealing with ordinary people (as opposed to academics) they are often inadequate for the jobs they do, no all of course, there are good ones. There is a distinct "closing of ranks" by librarians any time a threat appears on the horizon and they become convinced by their own bullshit. Career prospects for the Library Assistant are zero. There is no promotion, and therefore, nothing to work towards. I feel like a front line soldier in the First World War

being given orders by high ranking generals sitting safely miles behind the trenches in large chateaux.

18. I believe my job is important to the day-to-day running of the library and feel bitter that senior/academic staff do not recognise that. I do get some satisfaction when I have time to deal with difficult or long queries from bewildered students and can help them. I think some students prefer us to deal with their problems (if we can) because we are not as intimidating nor do we expect them to know as much about libraries as some senior staff. I also worked in a public library for two and half years and was given much more responsibility and a wider variety of jobs. I think that in library work experience is much more important than qualifications and I strongly believe that there should be some sort of promotion structure to give us something to work towards instead of, as it is now, knowing as we are never going to get any higher than the first day we started our jobs.
19. Interesting work, meeting lots of different people. I am happy in my work, although I do think that I am poorly paid.
20. I work in two different sections of the library with two different supervisors. I have based my answers to the questionnaire on only one of these sections. The work is of a continual nature, the issue desk service doesn't have an end. I work in the library because I enjoy working with the students and with books.
21. A lot of the questions are too general - not specific enough particularly if one looks in one department mainly. Also, I think many of the questions could be applied to other general jobs elsewhere in the university and in the public and private sector particularly where professional and non-professional work together. There has often been the occasional feelings

of interest and dissatisfaction within the non-professional sector because of the nature of their job. Many Library Assistants who do not have professional qualifications would dearly love to be given the opportunity of furthering their qualifications but circumstances make this impossible. Further, the University Library's reluctance to sponsor the Assistant i.e. day release to do a part-time library degree at a nearby Polytechnic or domestic circumstances i.e. marital status, lack of funds in the past to further their ambition.

22. As a single person the library assistant salary is inadequate for all my needs... Library Assistants are undervalued as the library can operate with out senior staff but not junior staff, as senior staff cannot do our jobs at all.
23. All Library Assistants without qualifications are paid on the same grade irrespective of their duties and responsibilities and experience is not taken into account. Periodicals is a good division to work for. The work is varied, interesting and there is minimum of supervision. My duties:- paying foreign and sterling invoices, checking print outs from Finance Office and foreign payment bank transfers and Giros. Entering post. Writing to suppliers for invoice queries and duplicate errors. Checking statements. Linking periodicals onto the computer to show correct holdings on public terminals. Working on the Issue Desk one evening per week during the term - occasionally relieving in record library. College Libraries and public libraries allow time off to gain qualifications. This university library does not. Would like this chance even if it did not mean more pay. Generally happy atmosphere with people working together well.

24. I work in [the] Short Loan Collection as deputy supervisor and have based my answers on this. Very thorough questionnaire but could incorporate a section on "Things I would like to changing within my job/grade" Eg more training, day release courses. The job is more important than the money because it is a challenge. Although some of the work is quite routine there are new things happening all the time - you are dealing with different students all the time. I couldn't do a job where there aren't people to deal with, a behind the scenes job, unless there was a large financial gain.
25. I have answered these questions as if I am on the same grade as the other 'girls' on the Issue Desk. I am on grade '3' but cannot compare myself with any other '3' as they are Senior Library Assistants. I took the job in the library because the children had reached school age - I had attended a "married women's course" at the College of Further Education. It was usual for them to do Teacher Training. As my husband is a teacher I felt the pressure on my time unfair to the children if I did also. I applied for the library post ... I regret this now - I did not fulfil my potential.
26. If you compare our job to such as a nurse on the pay which they get and responsibility they have - I feel we are paid on a grade which is quite well.
27. It was very difficult to separate the library from the university, as a whole the library is a good employer, but the university has the final say in a lot of matters that affect me e.g. promotion, regrading etc. As I work in all departments in the library, but am responsible for the education, some questions tend to be a little confusing, on supervision, as in one department I go on as I please and in another am treated like an imbecile. The library atmosphere is just changing, because of a change

in senior staff, the atmosphere is now much more pleasant so this may have influenced some of my answers i.e. before the change I dreaded coming into work but almost enjoy it at the moment.

28. Some questions depend on the circumstances surrounding the situation. This is not taken into account on the questionnaire e.g. pay, task significance.
29. I am a fairly private person and object to this type of questioning on principle. You do not allow for comment to the statements, life is not as black and white as it appears you would like to make it. I think some of your statements should be rephrased or left out. My work is varied, not only do I work for Inter-library Loans but at the Loan Desk and at the Enquiry Desk. All involve answering a number of difficult queries and locating information.
30. Some of your questions are ambiguous and are open to a variety of interpretation therefore some of the answers I have put may not be true.
31. Over all this is an ok place to work.
32. Quite often we are treated unfairly: we are doing a job quite happily and higher people in the library interfere and complicate things unnecessarily. Sometimes we are spoken to or treated like school children by the senior staff. Our hard work is not always (hardly ever) appreciated and it is sometimes felt by us that we are merely the labourers who shift things around considering most of us are of average build and are expected to push trolleys (jam-packed) around, sometimes alone, it is not appreciated and I do not think that given the chance, senior staff (including male staff) would manage this at least twice a day. Also, one minute after 8:45 senior staff round us up (like junior school children) clapping their hands,

shouting “shelving please!” although we already know we are about to do this and do not need this antagonising treatment. I feel this Survey is a very good way of understanding the work and feelings of Library Assistants. when we are two minutes late or forget to put a date stamp in a book, we are told off about it or it is (the mistake) pinned to the notice board with a notice attached asking who the “offender” is. When a mistake like data being lost the front doors of the library (and windows) left open all weekend and mistakes which are made by seniors (as these jobs are not Assistants’ jobs) are made causing sometimes (in the case of lost data) months of extra work, it is hashed up and pushed aside, while trivial matters such as date stamps etc. are blown out of proportion. I am not expecting the job to be fulfilling - I am not ambitious - I have to work or else I’ll have no money. I just need to work for the money. This is not the kind of job I will be happy with.

33. It depends on what responsibilities you have whether the pay is adequate for you or not. Some people have a mortgage to pay, so the money is not adequate, or if you hope to plan for a home of your own. If you haven’t any commitments at all then the pay is very good.
34. The fact of being tied quite strictly to a time table is disturbing because every other job must revolve around that. Also rules regarding shelving are monotonous and often tiring, particularly at book return time. During vacation I feel the working atmosphere should relax a little but the senior supervisors will hassle people and give out menial tasks to fill in the last few minutes before home time. I also feel that the burden of mundane tasks is not distributed evenly among library staff - the service desk carries most. Lastly, there is not much relationship between the senior qualified staff and us. Nothing new is ever introduced to improve the system, particularly regarding the computer system and relations

between customers and ourselves.

35. The routine work and rigid rules and regulations are going to be necessary in the library. The seniors are always ready to listen to any complaints and suggestions, at any time. However they very rarely act upon them. It is all too easy to use lack of finance as a good reason for not changing existing methods. If all the money were necessary for the library, I still feel that excuses would be found to retain existing methods, as the desire for change is not very strong. Some innovative ideas put into action would freshen the atmosphere, and be beneficial to the library and its users.
36. One thing which your questionnaire cannot put in is how willing people are to be bored, learn new skills, e.g. typing into a computer is considerably less boring if you learn to touch type, if you're prepared to try something else it gives you variety. If you want to feel sorry for yourself, or put on you can, but even doing jobs you know you're not paid for can brighten the day. Re. The majority of people do work hard and do know their jobs but its irritating to work all day with some people who do neither.
37. My pay is adequate for me as I am married. It wouldn't be adequate for young single people or people who were just married or setting up a home. I 'm the only one on my grade - have no one to compare with. Would have liked a column for "sometimes"/"occasionally". We all do different jobs that are not necessarily more interesting.
38. I felt that because of the wording of the questionnaire in some cases I seemed to be contradicting myself, Eg. W6 (6) My job is boring (strongly agree). C9 (1) My job is difficult and requires intelligence (strongly agree).

However, I think this is probably caused by the fact that although the job is difficult and requires intelligence, once the assistant becomes efficient and knowledgeable of the particular job then it becomes boring and repetitive. I found M11 (9-11) impossible to answer (I have ticked undecided but feel that is not the correct reply to give). I have never queried my motives for working in a library beyond the fact that I enjoy the work and the contact with colleagues and readers. As far as M11 as a whole is concerned, I work because I want to work, but because I am a wife and mother it is difficult to find work which fits in with that role.

39. I find my job very boring and very poorly paid. This job is just supporting me until I do what I want to do which is teach English Overseas. The only thing that keeps me from going totally crazy in this job is my involvement with my Union 'NALGO'... Thankfully this University is quite good about giving time off to attend meetings, conferences, courses etc. At least here I have a chance of stimulating conversation and a chance to get my voice heard. With this I feel instrumental at getting things done. It is only my NALGO activities that are keeping me from seriously seeking alternative employment. I do not think that you should limit this questionnaire to people that have been Library Assistants for over two years. In this Library there is quite a comprehensive training programme for new staff which has been running for about three years. This means that although staff are trained in many aspects of library work, they can expect to stay on grade one for at least three years. In our terms and conditions of employment, it states that Grade one is a training and entering grade on which nobody is expected to stay for longer than one year. Apparently this does not apply to the library, but this is not pointed out at the interview. I do not expect to move off this Grade (one) before I leave in a couple of years.

40. The questions are worded in such a way that often the answers appear to be contradictory.
41. I think that a question which shows family commitments/ incomes in the household would be appropriate. Many Library Assistants are young and just beginning their careers but some are older and returning to a profession they left to marry. If like me, they are divorced then often their income has to support a family which is actually difficult. Financial considerations do affect one's attitude. Also you have no provision for divorced people, yet I am neither single nor married (and therefore providing a second income).

I chose the library profession when I left school and the job itself has always satisfied me. However, that does not mean that I am happy with certain aspects. The pay, I feel is not good - in fact I think that pay now for Library Assistants is worse proportionately than it was in the 60s when I joined. Yet even then it was poor compared to the jobs that my school fellows went into. As far as career prospects, for me there are few. I need to attend library school to get my degree - in fact I should have gone last year but family commitments got in the way. However, increasingly I have reservations about leaving the work environment for three years. At my age I have to consider pension rights etc, since I have less and less years before I retire. I have to consider also the job prospects at the end of three years. I shall be that much older, competing with students with many more years service to offer. My previous qualifications have little value now - indeed they began to lose their value three years after entering the profession! My apologies for such a long epistle, but there must be other mature partly qualified librarians who also feel that their job conflicts with the simple ability to survive.

42. I found the way some of the questions were worded a bit confusing, i.e. L1 part 2 - do you mean the librarian or the library structure as a whole? I have answered to the latter, I also found it very difficult to identify with the sections on people of the same grade as me, and autonomy. When you work on your own with just a professional librarian along side, it is sometimes difficult to equate with other Library Assistants in another part of the library. You are aware of their duties but find it awkward to relate completely with them.

I did win the pools about five years ago, not an enormous amount, but enough to enjoy yet I'm still here, I suppose that must indicate how much I enjoy coming to work.

43. I would just like to add that I very much enjoy working with the people that I work with. I think there should be more opportunities for promotion for library assistants and better pay but on the whole I am very happy here.

44. I found some of your questions ambiguously worded. My personal view to the job is hard to answer. I do the job because to have a job is something to be grateful for - not because I have always wanted to be in a library. But at the same time I enjoy certain aspects, 'am bored by others, find some aspects interesting or stimulating and others dull and routine. Your questions in W6/5 about my work being routine is an odd question. How do you avoid routine? Or do you mean doing the same things at different times? Library Assistants are the hub of the library service - this is an important aspect to note.

I would rather have the job than be unemployed. To a certain extent I am working here because there is a job. If I did not take up an available job I would be stupid. Indeed I need to be occupied one way or the

other. This is why I will not be here for the rest of my life. I am not interested in taking up a library degree. The library degree does not interest me enough. It is not stimulating enough. It does not give me an opportunity to vent into creating. I would rather go into designs.

45. In regard to the questionnaire I feel space should have been left to comment on individual questions. I also feel that section S4 was not specific enough - I have at least two supervisors, one who is very understanding the other not so willing to get involved. As to my job, in answering this questionnaire I have not been able to put across my true feelings. I love my work within my section mainly because I'm fond of the people I work with. We work in a good happy atmosphere which I know is appreciated by the library users. However, there are few people outside my section that I like because they disapprove of our friendliness and are, in return, very cold to us particularly the younger ones. I am often afraid to show any happiness in front of certain senior staff, for fear that they will think I'm enjoying myself!!! Many are old fashioned in their ways and won't adapt easily to change! I also feel that many of the other staff think we on the issue desk don't work hard enough. The truth is, in term time we often go home and sleep for an hour before doing anything else!
46. The questionnaire is well structured and I feel that most library assistants would find a relevant answer to each of the questions. I however, work in two departments of the library which although related are entirely different regarding staffing, work schedules, responsibility and supervision. I therefore feel that I could have given a different answer to many of the questions depending on the office to which I referred.
47. I feel that some of the questions could have been better answered if there had been a space underneath each box for a brief comment. W6 I

do enjoy my present job and will continue to do it as opportunities for promotion are non-existent as the structure is at the moment. There is routine but within that routine there is scope for doing things in one's own way hence I marked "undecided" on that one. C9 My job could be made more suited to my abilities if I was given more responsibility and if my position were truly evaluated. A10 I work in a virtually autonomous department and 'am not supervised at all. I make my own decisions and am constantly expected to make decisions which should not be expected of my grade. Much of this is due to the fact that I have worked in the library for over thirteen years and my experience is constantly called on to make decisions and judgements. This is true for many of the longer serving library assistants who very often have to cover for the less hard working and less motivated senior colleagues. M11/11 is a stupid question which I felt like striking out of the questionnaire - it is not worthy of the rest of the questions.

Thank you for asking us to take part: I do hope you have some interesting and valuable information to gain from our answers. If individual library analyses are made could we know the response from this library?

48. I have been given temporary promotion while a colleague is on maternity leave. I am unlikely to get the job permanently as I have not the necessary qualifications. My answers to sections W6, V7, T8, C9, and A10 are different for my new temporary job so I have ticked in red how I feel at the moment. (NB. The reader will note that the red ticks as mentioned above were ignored in the analyses of the data for consistency).
49. Library Assistants are not involved with faculty in general decisions involving the library, and on a day to day basis although I can decide on my contribution to the section, I do not have a say in major changes. Within the library there are few chances for promotion and I feel that the

only way for advancement in a career is to use the skills I have obtained in some other library, on a higher pay scale. Obviously the answer is to take up further studies in higher education, but unless this is part time it would be difficult on a grant as I can barely survive on a low salary. After obtaining a degree (not in librarianship) or further qualifications I would prefer not to return to a library as the work carried out by qualified librarians is not sufficiently interesting and different from work done by library assistants.

50. Although my current job is dead end, I'm leaving in September to do a BA (Honours) in Librarianship and then my career prospects will be on the up and up. As there is little communication I do not know if he's (Supervisor) pleased or not. None of my work is returned, and no comment is ever made, so I presume it's all ok. Until this year work was really good, interesting, varied, fun, stretching etc. but a new supervisor has changed this. I would give up formal 'work' and either work for myself (extending a present hobby) or go back to work on the family farm, where I work evening and week ends anyhow.

The word supervisor appears regularly as a source of problem. It may seem biased, which is because it is. At present the head of our section is creating many problems since moving from a different department. Although I also suffer a personality clash with him, it is generally agreed that problems have arisen generally through bad management. However, if I had been asked last year the same questions, I feel my answers would have been much more positive. I currently feel very demoralised in my job, and while I love library work in general, the current situation is personally appalling and if I wasn't leaving to go to Poly, I would be looking for a different library job, in a different institution.

51. It is difficult to answer some of the questions, as it depends whether they relate to my particular section or to the library as a whole. In my section my colleagues cooperate very well with each other, the professional members of staff are very helpful and approachable, they do listen to my ideas and try to put some of them into practice, they also stand for the rest of us. However, I do not think this applies to the library as a whole. I do enjoy my work it is fairly varied and interesting, however, I think this is mainly due to the section in which I work.
52. I began my library career by chance as I am/was a personal secretary who married and left work to have a family. When my youngest child commenced school I felt the need to earn extra money and get back into business again. I was involved in a commercial course (refresher) at ... when the library advertised for assistance. As a stop-gap I applied. As I became involved in the inter-library Loans section using my secretarial skills (typing etc) and it fitted in with my family life, plus enjoying the work, I stayed. I think the section I work in is probably one of the most interesting in the library and with proposed new developments, still presents an interesting subject. However, I do not think I would have stayed so long if I was part of a very strict rota'd department i.e circulation.

For your information the section consists of one qualified librarian who works Since I have worked in the library I have self educated myself with experience here, in library routines and library tools. I do not find my job difficult but does need intelligence because we personally deal with readers at all levels from undergraduate to Vice-Chancellor. For your information this library employs a pool of labour (mainly female) who work hours to more or less suit themselves, (minimum of 20 hours per week) some work only term time. We have also assistants who work

only evenings and week ends. This suits married people with school children as they can usually have school holidays off to supervise their families. The pool of assistants usually do shelving, labelling and that type of work. The university, therefore, has labour available at the time it is really needed.

53. The library is very much a two structure set up. Those people who have obtained a position of faculty grades, usually by obtaining a degree or degrees, and those people who have not. These job titles discriminate at the start, between Assistant Librarians and Library Assistants. There is no chance of a normal intelligent employee who finds himself in a Library Assistant job, being promoted to an Assistant Librarian. This to a certain extent curtails the amount of promotional prospects. I feel in a couple of questions I went a bit out of my depth. Such as A10/7. I have never worked in a public library, and I have very limited knowledge of what responsibilities the Library Assistants have and what they do.

I enjoy my work in the library, and, I have enjoyed filling this Survey. I have found that the questions have made me think about the nature of my work, and that as an academic object has been on my part worthwhile indeed.

54. At this time the Library Assistants feel at a low ebb. A great divide exists between faculty and staff. Promotions are rare, despite the nature of the work done. Very little encouragement is given to gain qualifications. Self esteem is low as we are made to feel unimportant. We need to feel wanted and are contributing to the running of the library. We are[n't] given responsibility to made our jobs more interesting. Therefore, no promotion, no extra money. It is sad that very little effort has been made to promote communication between faculty and staff in regard to matters that concern the library as a whole. We are always the last to be

informed (if that is thought important enough to even tell us!) of matters such as cuts, reductions in staff etc. I would like to say that in "Reader Services" we are probably better off than other Library Assistants in this library. Our section head does care and works hard to promote the interests of his staff. Sadly it seems he is the only one. Hope the Survey goes well, thank you for the opportunity to express our feelings.

55. In the Pay (P2) section of your questionnaire, I have answered the questions based on how other people as well as myself feel. For section P5 (people on the same grade as me) - I find myself in a situation where I am the only male working in a mixed bag of females i.e. part time workers - earning a second wage and single females, and one type of this group view their work entirely differently from the another.
56. No questions were asked about how physical library work is, I feel there is a high level of absences in the library due to sickness. I do know that some people have *taken days off* work, just to get away from the place! There could also be questions asked about any feedback you get from students either harassment or appreciation. Some of the questions are vague, when comparing your work with other jobs, although I think it was a good idea to have a column for "undecided".
57. One of the things which keep me at my job despite its obvious drawbacks, is the contact with people, which most office jobs do not have. Also convenient, the university is not far from home. Perhaps travelling distance could be worth incorporating in any future questionnaire.
58. The Library paid for me to do a City and Guilds library course this year, I was not allowed time off for studying. I work on my own work but share an office; some of my work is done by a trainee. Question S4 - I took this question to relate to all supervisors - my own supervisor has a

little more understanding and we maintain a good working relationship. Although not unhappy in my work, I would switch to a more fulfilling job but at my age, prospects are getting limited, pension schemes etc. become a more important factor...I am satisfied with the pension scheme and perhaps if I moved I would not obtain such a good one. I did train as a teacher - I left teaching to have my children and failed to get another teaching job later.

C.2 Responses By Library Assistants With Graduate Qualifications

1. My degree is a C[ouncil for] N[ational] A[cademic] A[wards] (B.A. Lib.) gained from Leeds Polytechnic which I understood, and indeed was told ... is not recognised by this library as a professional qualification. I am not sure if this is the case with all academic libraries. Therefore, my professional prospects are nil (i.e. I would never be promoted to an academic related post) as compared to anyone with a university plus post graduate qualification in librarianship. I was not aware of this when I decided to study for my degree; at the time, the C.N.A.A. degree was replacing the old 2 part L[ibrary] A[ssociation] course, and was considered to be the librarian course of the future. Now I know that this is only true if you wish to have a career in public librarianship.
2. I am a graduate of the University of Wales and I am planning to take a qualification in librarianship in the next two years. Therefore my responses to the questionnaire are coloured by my being able to seek promotion through gaining a professional qualification. I would just like to supplement my answers to some sections with a few comments.

L1.4 sections tend to work together as a team - I personally don't expect to be treated 'as a real somebody'. P2.5 I could not meet my normal expenses if this were my only source of income - I work two nights a week in another job. O3.1-6 I have fairly good opportunities but most Library Assistants do not - in this job. "Promotion policy" is fair in the sense that it is equally hard for all clerical staff to gain promotion/up grading. V7.1 I do different boring things. v7.3 I "learn new things..." because I have worked in different departments. This again is untypical.

3. I find myself giving a rather contradictory picture of my attitude to working here. My ambivalence is partly due to the fact that I moved ... recently when my husband was appointed ... I had been working in a small languages library elsewhere; I miss it, and all the friends I left behind. Many years ago, after I graduated, I lived abroad for many years, returning to this country widowed, and taking the first job I could get (in academic library work) to help keep the family going. I'm aware that I've chosen the "easy" way out in continuing to do so! However, I like the colleagues I have here, and enjoy the sense of belonging.
4. I would like to make it clear that in Section S4 'Supervisor' I am referring to our immediate supervisor = Acquisitions (who is a Senior Library Assistant) and not to the overall library supervisors, who aren't so accommodating. Section P5 "People of the same grade as me" is difficult to answer objectively to what are sometimes subjective questions (P5, S4 for example).
5. I found certain questions difficult to answer and perhaps the overall result may appear more negative than it is meant to be. I joined the library as a graduate trainee seeking useful experience in a library prior to beginning a professional career. However, the career I have chosen

is in teaching and my answers, therefore, show less interest and do not indicate the useful experience gained for a future career. Perhaps, it may be worth adding a question or two for those Library Assistants that are working in a library at junior level as a necessary preparation for entering library school to train in a professional capacity. The main frustration is wanting to start on a career on a reasonable salary scale and yet the experience gained in a junior role is invaluable and essential. My answers may appear more negative at this stage because I am leaving the job at the end of this month and starting on teacher-training in the Autumn.

6. Many of the problems that exist in this library are caused by a lack of communication. Instructions work their way down the ladder of authority very easily but it tends to be a one way process. Supervisors and senior staff can be remote and insensitive to the feelings and needs of junior staff. Lack of opportunity for promotion leads to dissatisfaction and disillusionment with the job of Library Assistant. Senior staff like to think that all staff see their work as being on a 'professional' level and expect Library Assistants to act as 'professionals' but they then tell us that we are not capable of making any decisions on our own. Senior staff sometimes take out their feelings of annoyance and frustration with other senior colleagues on their junior staff.

The library is here to serve the needs of the university both staff and students, however, we do not all seem to be working together for this aim. There is an important need for a structured training scheme to be implemented to help all Library Assistants especially those working on the 'enquiry' desk.

7. Some questions are very difficult to answer for example P5.1 and 2. Most people 'pull their weight' and 'know their jobs' whilst others do only to a limited extent - in fact [some] need a great deal of training. I believe

training and motivation of staff are extremely important for the efficient running of a library service and essential for individual job satisfaction. The library needs to develop a comprehensive training programme for Library Assistants. As Library Assistants work on the inquiry desk training in common courtesies as well as job procedures would improve the general feeling of frustration felt when working with certain members of staff and aid the library user a great deal. On the whole there is a pleasant atmosphere within the library and I enjoy working with the public. Although I find many aspects of my job boring it is necessary experience particularly in my situation following a postgraduate course in librarianship. However, the majority of Library Assistants do not have this kind of motivation. I often find it hard to motivate myself to work harder and enjoy my job but at least I have a goal to aim for and anticipate that I will eventually have a stimulating career in library or information work. It is essential to acknowledge that librarianship involves a great deal of routine work, but working with the public and investigating enquiries makes up for the lack of excitement in these aspects of the job. We have to take the good with the bad - what job does not.

8. Stopped applying for jobs as [I] could not cope with the element of rejection - fear of unemployment.
9. I am working as a trainee on the S[tanding] C[onference of N[ational and] U[niversity] L[ibraries] scheme prior to doing an MA in librarianship. Therefore, whilst dissatisfied with my present job, I can see that the profession could be well paid and stimulating at the higher levels. It is only for this reason that I persist in my present employment.
10. I feel that librarianship is not very highly regarded by the government or by the public and will always be badly paid. In the present climate

i.e. lack of funding in universities, so many cuts are being made that it is affecting morale within the libraries, because we feel that they don't care about how hard we work etc. for the students (how important our role is in the studying process). I do not feel we get any back-up from our librarian.

The answers were too rigid (i.e. agree or disagree) as sometimes the answers given were not flexible enough, or didn't really apply to me.

11. This library depends on Library Assistants totally; we do not get sufficient back-up from our more senior staff. Nor are we valued for our essential work. We feel the University is unwilling to provide us with a job description and, therefore, we are sometimes asked to do jobs which should be done by qualified staff. We are not paid a professional rate for doing this work. The Librarian is not concerned with junior staff and prefers to have a fast turnover of Library Assistants. This is because (a) they don't have time to become critical and (b) they can be paid the lowest rates.

Immediate supervisors are very helpful others are not. Many of the non-professional staff can do many of the tasks carried out by professional staff. This reflects the good quality of the non-professionals. Some of the professional staff would not be seen dead at the desk, dealing with readers - they prefer to be in their own little world of cataloguing. Is this status distinction? I think so, of a kind. Generally "the library" does not neglect its Library Assistants, but I feel they [the authorities] do not take their [the Library Assistants] individual qualities and talents seriously. I personally, 'am very bored with my present job. Three years ago I was happy to work on a different part of the desk as I found it much more interesting and stimulating. I have asked to be moved from this present situation. Library Assistants have a clause in their contract

which requires them to be “flexible” i.e. moved sideways. I had to honour that, but I am hoping that my abilities and frustrations re: the present job will be recognised in the near future! Library Assistants here are “flexible” we cannot refuse to do something that is not specified in our job descriptions, if it needs to be done. There are no promotional prospects for Library Assistants here. Due to the cuts, senior posts have not been filled for over 2 years. Prior to that, there were some senior posts which ‘went’ - for example in Inter-library Loans where a senior left and the post was filled by a Library Assistant - they could have at least made it a Grade 4 or 5 Library Assistant post - i.e. one with more responsibility and recognising the skills involved with frier points of I[nter]-[Library L[oans] work.

Personally I believe that if I had been willing to move to another part of the country, I would have gained a professional post, or perhaps a Grade 4 or 5 (i.e. higher grade library assistant post) in a library which perhaps has a more hierarchical library assistant structure. Some Library Assistants are quite happy to do merely routine tasks. Others have the skills/ desires to have more creative, involved tasks. Some supervisors interfere, others don't. This same ... answer really applies to each question here. We have an immediate supervisor i.e. a Grade 5 (Supervisory grade), then an Assistant Librarian, then the Deputy Librarian (Reader Services). So my “box” answers are a ‘general feeling’ answer which has the pre-mentioned qualification. I have tried to be honest in this questionnaire, but being honest requires me to make many qualified comments, as many of the questions when considered do not form as “black” or “white” answers. A question which was missing, I think, was one thus; “How important is the library work to your social life”? as I think many (not myself) consider this as a major element of their work situation and

could have answered “very important”. To these people, this element makes up for some of the inadequacies of their job/pay.

12. Like all questionnaires it fails to allow enough scope for individual circumstances, e.g. one can have more than one supervisor or immediate supervisor - which would make difficult responses to the series of questions in general, as most answers would require qualification. This library is distorted by the fact that many of the Library Assistants are very over qualified (not necessarily professional library qualifications) for what they do but choose to stay because it suits their private commitments and because they find their colleagues very pleasant to work with. The academic environment is also pleasant - contact with students, staff etc. Routine work needn't mean dissatisfaction. For those supporting themselves on assistants' pay there is insufficient career structure.
13. With regard to some of the favourable comments on job satisfaction level, these are only true of the particular section in which I am at present employed. Other areas of work in the library involve tasks which are far from rewarding. Within the library an artificially wide distinction is made between 'academic' and 'non-academic' staff which is neither reflected in personal qualifications nor the demands of the job. A much wider based general pay status structure would be fairer. Post degree experience:- varied teaching (11-19yrs olds) 9 years in total. Assistant mistress - chemistry -5 years. Head of Life Sciences - 4 years. Moved to ... felt need for change. Worked for ... organising PGCE labs 1 year temporary contract which provided “Introduction to Resource Centre” concept and led to decision to do Post Graduate Diploma in Librarianship. First post available on completion of course was Library Assistant ... I accepted for convenience (nearer home, important with a family to care for) and also seen as 'foot in door' with promotion prospects in

mind - these never materialised.

14. Since I am employed in two different sections of the library morning and afternoon my two jobs differ considerably and my answers apply to only one part of my job on many occasions. In some areas it would be convenient to make provisos rather than merely tick a box but that is always a problem with questionnaires however well designed. Library experience includes work in public libraries before having a family. I have worked in the university library for two and a half years. Jobs are difficult to find when you have been out of the job market for ten years. At the time of taking this job I would ideally have liked to work part-time in order to spend more time with my family. I was appointed part-time but after two weeks was asked to work full time, and being temporary at the time I felt it impossible to refuse, particularly since the extra work offered was [of] a more interesting and challenging nature. It has been worthwhile agreeing because I very much enjoy that side of the work - and that is why I continue to work here in spite of the salary.
15. Many of the unsatisfactory aspects of the work (low pay, lack of prospects etc.) are heightened by the *economic* climate of the times, rather than being a specific drawback of library work itself. At the same time, the financial and staffing pressures on libraries nowadays bring their own challenges - we all have to be more flexible, more aware of public relations, sometimes more inventive in "cutting the coat according to the cloth"; this applies even at Library Assistant level. I consider that there is too great a divide between senior and junior staff. Many so-called "junior" staff have qualifications and experience equal to those staff in "senior" posts. The distinction is actually between differing types of work rather than between levels of skill or difficulty. This actual distinction is not reflected in management structure or pay.

I do not feel that job satisfaction is dependent on pay - if one sees a task worthwhile then the amount of pay received is irrelevant. I work under three levels of supervision, each level of which provides varying frustration and or help for me. Generally speaking my immediate supervisor (another Library Assistant) is more attuned to a Library Assistant's problems and therefore both more approachable and more practically helpful.

W6 (5) "Too much"? compared to what? Many aspects of the work are repetitive or very rigidly structured but these restrictions aid efficiency and can lead to increased satisfaction. Also the "seasonal" nature of working to an academic year of three terms and three vocations brings both its own routine and its own variety. From the age of about 16 I decided that I wanted to work in libraries. After taking a degree in History I began a Post-graduate course in librarianship but realised only in this course that I was more interested in the duties of a "front-line" Library Assistant than in those of a professional librarian. I prefer the direct contact with the readers (which few of the senior staff in this library experience) to the more remote disciplines of cataloguing and classification.

16. Some of the questions are not sophisticated or precise enough - Eg. "I do interesting and varied things" - (V7.1) sometimes I do and sometimes I don't - your five grades don't cater for this. C9 (2) - "lives" - this is ambiguous - we don't affect their social and emotional lives, but do affect their studying. I can't see any questions relating to the relationship with the library users/readers or the satisfaction gained from contact with them - this is very important to me. General tone - not enough scope for "sometimes".

17. As the answers to the questions may indicate that my morale and that of my colleagues is low. This stems in part from frustration at the lack of opportunities for promotion. The posts which we could reasonably aspire to are occupied in some cases, by people who would not, nowadays, obtain them on *their own merits against all comers*. *The frustration felt by graduates on clerical grades has called forth quite outrageous personal hostility from a senior staff member who is particularly incensed by the suggestion that there is any value in a university education for university librarians.* Over a period of time this hostility coupled with a total lack of interest on the part of the senior library staff in the way I do my job has caused it to become increasingly unimportant to me. I believe that the lack of professional development over the past nine years must be apparent when I am interviewed for other posts, consequently I am considering giving up librarianship and returning to teaching.
18. There are two problems about answering into questionnaires; 1) This library is ambivalent in its attitude as to whether 'Senior Library Assistants' are 'professional staff'. 2) Length of experience as a Library Assistant - This has been taken to mean total experience in libraries not this library alone. The terminology 'library assistant' is not appropriate to all the posts held, in a number of different kinds of libraries.
19. Questionnaire difficult to fill in as a qualified librarian doing work of a professional nature but, like my colleagues, denominated by the library as Senior Library Assistant and paid accordingly.
20. The first comment I'd like to make is that although the questionnaire is very detailed I was tempted to reply "sometimes" or "occasional" to qualify even further but I understand that its not possible to be that detailed. For instance, I have found my job very stressful during October

to April this year but as in all academic libraries on the Issue Desk, there is less to do in the Summer and at times my job can be very boring. I am second in charge on the Issue desk and because of a lack of proper management at a higher level I feel I am called upon to take more responsibility than my grade should require. I have worked in public libraries and academic libraries ... and I do feel that compared to other places Library Assistants here do not have very much status, even though from the borrower's point of view we constitute the 'Library'. Professional librarians sometimes forget to value the social qualities needed when working with the public.

21. I am a qualified librarian with several years experience as a Senior Librarian in public libraries. My husband's firm moved him to the area and I have been unable to get a job as a librarian. I hoped that working as a Library Assistant would give me experience in university libraries and I would stand a better chance when a vacancy arose in the University Library. This, alas, proved false. I very much want to pursue a career and I do get some satisfaction from being able to use a few of my skills in my present job and I enjoy contact with our readers and my colleagues but, on the whole I find the jobs monotonous and unfulfilling and the majority of other Library Assistants, whether qualified or not feel very much as I do. Training is almost non-existent and Library Assistants are not encouraged to contribute ideas. Our performances are not appraised so whether we work hard and conscientiously or are idle and negligent makes little difference. The pay differential between assistants and librarians is great (Eg. my boss can earn twice what I do) and this is a source of resentment. The library and the university could do a great deal more to raise standards or provide job satisfaction with staff training, a proper career structure for Library Assistants, more

communication, and feedback and a fairer level of pay. Sorry to sound so negative but I've been waiting to say this for a long time.

Note: There is a desire among Library Assistants not to devalue their work. E.g. one does not want to say that one's job does not need initiative and intelligence because what would that make of the respondent.

I would like to see more young people without degrees being employed and given training. [I] Would also like to see promotion policy developed within the library.

The questionnaire does not cover pensions and holidays. Within the University this could be improved e.g. a more flexible approach to holidays - i.e. it is only to be taken during vacation when my work load is at its busiest. [There] should be one pension fund for all University staff. I studied for my degree while working full-time. No extra increments were given on attainment.

22. Why am I in a job which I am over qualified? (1) husband's move followed by lack of suitable teaching appointments ... (2) The times we live in - Paper qualifications [are] necessary for most jobs. So whereas I could obtain official recognition as a qualified teacher on the basis of service only, there are no longer routes like this in libraries. (3) The rewards of the job i.e contact with the people at the Issue Desk. Would not move from the Desk in spite of it's stressful periods i.e. too much work attending to customers, difficult to fit in other work.

If any body got library qualification, the possibility is that he/she would not get any further on the job as a result of that. On the professional level recruitment is done externally. [However,] people should not expect concessions because they are better qualified.

23. Questionnaire comments: Pay - mostly married women occupy junior posts. Only one male is a Library Assistant. Many of the posts are part-time. The pay does not encourage careerists. Promotional Opportunities - junior posts are rarely up graded because of changes in content. Currently there are only three grades [or] posts, the highest a person without professional library qualification can aspire to. 'Promotion' is normally achieved by applying for other posts which occur within the library. Skill Variety - it would be useful if your questionnaire had a question on some skills. My job requires typing, computing, and on occasion, language skills. I could not class these as high level skills. It also requires managerial skills which are not covered.
24. A lot of answers I have given about the actual content of the working day are quite negative, and I feel that the questionnaire has not given me enough scope to say why I really like working in this library: i.e. because of the people I work with. I love coming to work because of the friendliness and even 'comradeship' which I enjoy here. There are lots of like minded people around, and the variety of persons means that I can have contact with people on a number of different (and very satisfying) levels. The job itself is nothing to write home about, but I think that personally I would find that true of most jobs - it is the convivial atmosphere which makes this place such a fun place to be. I would just like to add one further thing - the questionnaire will probably not bring out just how much senior managers in the library are despised by some junior members of staff, for their absence of skills in personnel management, and their lack of interest in the general well being of those who they are in charge of (although this is definitely not true of all of them).

25. ... no promotion prospects at ... but a career is available within the wider field of library and information work. ... It is my specific job, rather than the idea of working in a library, that I find tiresome. Only in small matters do I have any autonomy. ... I am an intended professional and this has affected my answers: the contrast between reading history at university and spending hours at a time putting green bands around books is a sharp one. I think that the conceived need for a year's clerical training for intended professional librarians is misguided. I feel that I learnt all that is going to be of use to me as a librarian in the first three or four months at this Library. So the other 8-9 months, as well as being spent at a job which has very little intrinsic interest, also seems to me a pure waste of time - that is, I'm not gaining anything that will be useful to a later career. Finally, you ask about the 'meaningfulness' of work, and talked about the use of work in the process of defining our lives. I don't feel that my being a Library Assistant is a useful way of defining me. Partly this is because I think I have more to offer as a worker than the job [which] I do now, and so the idea of defining myself by my present job seems belittling. Secondly, I have a very strong way of defining myself quite outside the library (I write creatively). I hope this doesn't sound 'superior'. But my particular position, at this stage between education and a profession, is an inopportune moment to ask me questions about the meaningfulness of my job!

26. Many of the questions do not adequately cover what I think/feel, which is largely determined by my attitude to work generally (so far), not just this specific job i.e. work is something necessary to pay for the bills and my real interests (I do not expect to win the pools), and I would prefer it if it was a job I was interested in, which coincided with my leisure interests. This is the kind of job I am aiming for. I did intend

to go into librarianship but not any more. Money doesn't bother me as long as I can pay the bills, but obviously I'd like a little more so as not to worry about the end of the month, especially as I do feel that Library Assistants do the bulk of the actual physical work of running the library on a day to day basis. I feel that token noises are made to make us feel that our opinions are taken into account, but that most decisions are basically worked out by our superiors before we are asked. On the positive side, the people I work with, are generally interesting and intelligent. ... The university campus is a nice atmosphere to work in, away from town although with amenities, and I consider the main part of my job to be the large access to books I am interested in.

I have the ability to do this job, but I have other abilities which I am more interested in pursuing in terms of a career. If I am to spend so large an amount of time out of my life in a job, it should give me more than I feel I do get out of it.

C.3 Comments From Rejected Part-Time Staff Responses

1. This Survey has not covered the difference between part-time and full-time work. I personally would probably be less satisfied with my job if I had to work full-time. If I depended on my job financially (full-time) I would probably be more ambitious and try to get a better job.
2. My attitude to my job and answers given to this questionnaire would be different if this was a full-time job. I work 20 hours a week. I have had higher positions in previous libraries that I have worked in. If I worked full-time I would require a more demanding job.

3. I work part-time on the Issue Counter and have previously worked in public libraries and taught. The quality of training is non-existent in this library ... The job I do is very much in the public eye. The Library Assistants should have a higher status because of this. The job is always done by part-time staff but can be very stressful in the term time.

On page 5 you ask for marital status. In fact I live with someone else so 'am not technically 'single' and supporting myself. The salary here would be inadequate to support myself. I work part-time because my main interest is [in] local politics and I am a city Counsellor which is why I have not used my qualifications to find a better job. My 'real life' starts when I leave here. I think the library employs part-timers because we are more 'mature', have job experience and have to deal with academics who would not like to deal with school leavers. We can be left unsupervised and make decisions.

Appendix D

Study⁴ Respondents' Remarks

D.1 The Library Itself

1. In a purely welfare sense i.e. if anyone experiences illness, trauma, personal problem, management is very caring, understanding and concerned for all level of staff.
2. There is no training programme for Library Assistants despite the fact that we have a senior whose job is wholly to develop training programmes.
3. The library has a large status distinction for professionals but hardly any at all for library assistants.
4. The opportunity for creative activity and further training is left to the individual. No encouragement, but if you can find time and energy you can do it on your own.
5. The hierarchy is firmly set but I don't let it stop me from doing anything personally.

6. Compared to all my previous work places there don't seem to be any regulation which people can follow in general.
7. Whilst here I have attended college to do the City and Guilds Library Assistant Certificate paid for by the University (my pay lost for period at college). The junior staff here are given very little encouragement to attend courses, and it is up to us individually to push and push if we really want to do a course.
8. Changes in professional qualifications affect the influence of the library hierarchy.
9. I do not consider that the library looks after its Library Assistants well, as it does not encourage further training of any kind. Several years ago a City and Guilds course was run by an Assistant Librarian here, the people who passed this exam received no reward for it at all, no extra money, nothing. Also in all other departments of the University, they encourage extra training and will pay for work related courses out of work (Eg evening classes) but the library offers nothing like this at all.
10. The union (NALGO) looks after its members -those who are not members have to fend for themselves.
11. Although we are treated well, I often feel frustrated that there can be a division between Professional Staff and Library Assistants. I feel there should be more opportunities for further training , there is no encouragement.

D.2 Pay

1. Rather strange to compare with nurses pay .

2. Bad comparison -nurses are badly paid, but their jobs are more specialised and important.
3. Nurses work is more important and crucial than library work and so they can be expected to earn more.
4. I agree that my pay is little compared to nurses - but I do not feel I am worth as much as a nurse , obviously library assistants do deserve more money as we do not earn enough to pay mortgages or rents - especially in view of the enormous salaries paid to senior library staff .
5. No idea what nurses earn.
6. Nurses when qualified get better paid but you can't really compare the two types of work. Library Assistant's pay is adequate for the second wage but you shouldn't need to think of it like that.
7. I have answered I am not happy with my pay because every increment I get is lost into my increased financial out goings.
8. Having worked here for seven years I'd like a lot more pay ! The pay doesn't encourage hard work - hard work for me is for other reasons.
9. The amount of pay I receive never has any bearing on how hard I work,if the pay is poor, I wouldn't take the job. Although my pay is less than what a nurse would earn I feel that their work is much more important and difficult than library assistant's work and shouldn't be compared with it.
10. Library assistant's pay and duties, responsibilities differ greatly to those of nurses. Therefore, I don't feel any comparison can be made.For a married woman bringing home a second income then it would probably be sufficient. Otherwise the cost of living would be a heavy burden.

11. I do not feel that pay can be compared on the basis that the job of a nurse and a librarian are totally different in terms of responsibility.
12. If I were the only earner with a mortgage and growing family my wage would be in adequate. As a second income it is adequate for normal expenses.
13. I encourage my own hard work ! From my experience here it is very much an individual situation - some staff work hard even if paid a low amount, others work lazily even if paid a high amount. Therefore, I think hard work is often part of each person's make up and the amount they are paid is not relevant.
14. I am at the top of SLA 2 scale, so I am better paid than the majority of assistant staff. It has taken a long time to reach this state.
15. My wage is a second income, my husband being the "bread winner". My answer would be very different if I had to support myself on my wages.
16. Somewhat difficult to be correct in the context of pay. University Library Assistants are better paid than their counterparts in public libraries, but depending on the job required of them within the library, this can alter the question of whether or not Library Assistants are well paid.
17. As I am not all sure of nurses salaries I find it difficult to answer no.5. This is not so easy for me to answer, as I live alone, have a mortgage, run a car etc . My salary is adequate but doesn't really allow for great spending i.e. house changes /improvements as well as a good social life.
18. I consider Library Assistants to be under paid, because I actually earn less than the European Community Poverty Level.I have worked here for 9 years now and still only earn 6,410 pounds annually, which I consider to be low pay considering my work experience.

19. What is normal? - At today's prices I certainly could not afford to be a house owner and provide my own transport. It may be interesting to survey single Library Assistants in this respect. (I am heavily subsidized by my husband). Nurses pay is little compared to mine for the hours they work and the responsibilities they have. Library assistants also deserve more job satisfaction.
20. I think my answers have shown my feeling. The grading system on which our pay is decided is quite unfair, although you become a grade two quite quickly, that is usually the only large pay increase you receive. It is not automatic to then become a grade 3 etc. Also as a single person living away from home I can only just afford to eat and pay the rent. There is no way I can afford a house or car.
21. Pay structure scales offer little incentive with limited movements between grades.

D.3 Promotional Opportunities

1. I am in a dead end job but this does not imply that it is not enjoyable.
2. There is no promotional policy for Library Assistants, and there are no promotional opportunities as senior posts are now not filled or only temporary contracts.
3. Library values experience over qualification with respect to Library Assistants rather than professional staff.
4. There are no career prospects.
5. No obvious promotion policy. Don't like to think that I'm in a dead end job, but in view of promotion and pay increase, that is certainly the case.

6. Again having done 7 years I'd like to see a structure which rewards long service with promotion to senior Library assistants and respects experience. There is nothing here.
7. My response to 7 may seem to contradict the other responses in this section. This is because i) I have fought to attend courses available and (ii) I have learned over my years here to enjoy nearly every aspect of my job , therefore I do not answer I am in a "dead end."
8. I have gone as far as I can with my qualifications.
9. As a Senior Library Assistant I have now reached the highest grade possible, even though my job is that of a professional nature. I do consider this a dead end because I enjoy it and have accepted that even though I work well, I will never be in a position to be promoted (i.e. especially as I do not supervise other workers in the department).
10. Here in the library we have a totally inadequate promotion policy , they just do not encourage it at all. People who gained promotion in the past have obtained it only after many years working here. We do have a system now that we can actually apply for promotion ourselves, but to pass this is quite complex . Firstly the library (only) has an analysis test which you have to score so many points on a complex application form etc . Last year only a couple of people managed to get promotion out of a dozen. The criteria this library follows for appointing people at various levels appears to be unfair . At present , I am actually doing a higher graded job (grade 3) at grade 2 level indefinitely. In a normal office job I do not think that this would occur. I think the lack of promotion opportunities occurs because, as in our department, the Assistant Librarian actually takes all the responsible job off people for herself, so there is a problem here. It is not that people couldn't do the job, but that they

are actually not given the chance to do so. If when I was recruited, I was told of limited promotion prospects, I would have certainly looked for alternative employment. I do in fact enjoy my work and the people I work with if not the pay.

11. In this job I have few promotional opportunities - though gaining further qualifications I am hoping to progress to more challenging work.
12. I feel there should be a better career structure with goals and incentives, this would at least give you something to work towards, instead of just pay day. A Postgraduate qualification in librarianship is needed if a person is to really progress in a library.

D.4 Task Feed Back

1. My performance is greatly appreciated by users.
2. My performance is appreciated by users, never heard any comment from supervisor.
3. My present supervisor allows this [discussion of problems] to happen but some others I have had, have had little or no discussion [of] problems.
4. Some supervisors discuss problems with us.
5. With regard to S4 a distinction must be made between my immediate supervisor (an S.L.A.) and the overall management of the library. I think that the overall management of the library does not include [our] ideas in decision ; does not discuss problems with Library Assistants; does not often give advice on how well [one] is doing; performance is often not appreciated; there is often interference in [one's] work; management has

little time for Library Assistants; and management do not delegate most responsibility.

6. Supervision is not obvious. I am often asked my opinion on certain matters, but mostly I am left alone to sort out any problems. In the Technology Area my “supervisor” discusses everything with me and vice versa. This is much better than previously. It’s nice to be consulted and I chose to work with him because he’s like that. Still, I don’t get as much responsibility as I’d like, its still hierarchised!
7. The librarians who supervise me do ask my opinions on things that affect my work ... In the periodicals sections we don’t have anyone directly supervising all of us ... I would like to have a supervisor over all the periodical staff who could evaluate the tasks ... and distribute them more evenly among the staff.
8. Ideas are discussed at staff training sessions. However, final decisions are made at a higher level.
9. I have put “undecided” for 6 because none of the responses adequately covered my feelings which are that some supervisors have all the time we need for us, but others have none, therefore, I think it is the person not the position that is important.
10. Item 1 is a problem. Where Library Assistants put forward ideas, the supervisor will take the ideas to higher authority and give it as their idea, thus robbing the Library Assistants of any Kudos or satisfaction. I must add, However, that this does not apply to all supervisory staff.
11. I discuss more problems and / or advise and am appreciated more in the branch ... I have catalogued their materials for a few years and after

work at the branch I feel more useful and appreciated there (N.B. it is a much smaller library more friendly and informal).

12. My performance at work has only really been rewarded once in 9 years when I receive an additional pay increment for helping someone in the office with their work, when they were ill. But since then I have received no further rewards for my hard work. The criteria seems to be the more work that you will do the more they will give you. I think the structure of peoples job's ought to be looked at more closely, and awarded accordingly.
13. During my first year I was given lots of encouragement. Although it seems that people feel that once you've settled in you no longer need it. Also although I am consulted about small matters, I often feel that I'm only ask my opinions once decisions have been made regarding larger problems etc . I feel I should be give more credit for what I know.
14. There is more responsibility put on Library Assistants working in a small branch library - a wider variety of books.

D.5 People Of The Same Grade As I

1. I should point out that there is only one other person on the same grade as I am and some have only recently been up graded.
2. Now that we have divided into 'Areas' we work more on our own, but still join up to do more difficult and tiring tasks (binding etc). If one person has little to do, usually she helps another area.
3. I don't know about other areas of the library, but I imagine they are for more supervision and unable to use their initiatives and unable or unwilling to use them as much as I do. Preferring to be led shall we say.

4. Re: This section ; there is no one in this section of the same grade as I ... but I have responded by considering members of staff with the same length of service and experience.
5. As we are a small department we have to work as a team. If we don't cooperate the work doesn't get done, as all our jobs are linked in some-way.

D.6 My Present Job

1. Various parts are boring.
 - 2) Job is boring at times - especially routine jobs, but we are able to pick and choose a certain extent what we want to do that day.
2. Its up to me to make what I can of the job, and what I find for myself to do creating, changing and organizing is interesting. What my 'tasks' are other than that is boring. Some of it is so boring that its insulting that people think that's all you're capable of.
3. My job isn't particularly boring or interesting. I keep myself busy to avoid becoming feed up. I am definitely capable of much more and this can be frustrating at times.
4. My present job is the future.
5. My job differ greatly between term time and vacation. What is a very busy schedule during term time becomes boring and repetitive during vacation.
6. This question is separate as far as I am concerned. I do two jobs, one of which is interesting and involves social contacts and one which I regard

as routine and boring. Therefore if the questions were on cataloguing I would answer one way, if on reference I would answer in reverse.

7. I find cataloguing and books themselves interesting and it is rewarding to have accurately catalogued, classified and subject indexed books. Some extra tasks would make the day more interesting especially if they involved contact with readers.
8. Within the department all our jobs are fairly routine but as we are a small department we have to be able to do any job when required. But I have been doing the same job since I started and I do find it very boring and routine, and frustrating as I know I am capable of much more, but the opportunities aren't there. However, to be more positive, the contact with the public and others within the library is very rewarding.

D.7 Skill Variety

1. The work requires quite a substantial amount of instruction, but this is provided informally by fellow - workers rather than supervisors.
2. At the moment until 'areas' are sorted out I am working all over the place.
3. The interesting things I find for myself to do and I do them as much as I can, but I still have other things to do. So I am free and also not completely free to do what I am good at. I'd rather do them (the things I am good at) all the time. I do some things repetitively i.e. every day at about the same time.
4. The nature of my particular job means that I do some routine tasks over and over but also have plenty of time to do things I'm good at (e.g. I

am at present preparing a training manual for the section I am in charge of and have had no interference with this and [I] also do lots of things which are not at all the same every day.

5. Re. No. 5 my job requires a high level of training. However, most of the cataloguing skills which I and colleagues possess have been self taught. Training is very limited.
6. We never receive high level training. When our department became automated we more or less taught ourselves new technical skills. Our computer system is to change soon and better training would be appreciated.
7. In my present job I am responsible for library payments using a computerised system. I received on the job training for this. The accounts also require typing skills, which I learnt at evening classes.
8. I do a variety of boring things.
9. I often feel held back and frustrated. I know I am capable of a lot more than I do but the opportunities aren't there.

D.8 Task Identity

1. Not all-in-all, but within job description tasks are related to each other.
2. No job description given.
3. I don't have a job description - management don't desire us to have one.
4. Job description very vague - so can be asked to do all sorts of things. The students appreciate what I do and tell me.

5. We have no job description. I hope what I've changed in my area is useful to the students and also innovative. It's meant to be!
6. People are usually allowed to finish jobs they have started. There can be quite a long interval in between though. Sometimes, someone else finishes for you.
7. I agree with question 3 about being allowed to finish any job I begin, but because of our daily timetable, this is not always possible. I cope with this by dividing my jobs into those I am quite happy for someone to complete and those I wish to complete myself.
8. My job is so boring I am happy to do any task required to break the monotony. [I] agree if 'visible outcome' is a satisfied reader who has the information he/she needs. The service given counts for very much to the readers. It matters to me that I give readers good service.
9. Each person in a branch library is often interlinked with another so mistakes are clearly visible.

D.9 Task Significance

1. My abilities are not fully exploited in my present job.
2. I'd take a non-library job for same pay, depends what the job is.
3. Goals are changing, in that much of the work depends on the volume of users and the changing input from academic teaching staff and departments.
4. The routine desk work is challenging more to the stamina than to the brain, the more complex administrative tasks are challenging in many ways.

5. I do the job as effectively as possible within the confines allowed. However menial the task I do feel I must do my best if only for my own self respect.
6. I have in the past applied for jobs. With my lack of qualifications any other job I am qualified to do would pay less.
7. I'd like to ditch the boring stuff and concentrate on organising, but it won't happen here! I try to make it challenging, but so often it is just boring.

Question no. 5 again is a problem. After a certain age it becomes difficult to change jobs, therefore, movement is virtually impossible.

8. I'd work here again if I started all over again but not in this department. I am seeking an alternative job through qualifying as a Librarian.

D.10 Autonomy

1. I depend on my supervisor for guidance only with respect to certain specific tasks comprising only a minor part of the whole job.
2. I actually do two different jobs. In one I work on my own and use my own judgement within strictly defined limits. In the other I do routine tasks and don't feel fully informed about the work of the department.
3. Although I consult with my supervisor a lot, its often after I've done something off my own hat and do everything my way which is nice. I'd hate it if people told me how to do something. It's not the way to manage (i.e. manage an organisation). P/s. They don't know how to manage and consult here, but that's another matter!

4. In the library most of the tasks undertaken are done as a team. For someone to attempt individual attitude would probably prove unsuccessful.
5. My responses to this need clarification. I am timetabled for certain duties each day, but the rest of the time is 'free' i.e. I do work related to my sub-section of the service desk. During these 'free' periods I can choose which of the work I do and when I do it. All of my responses in this section are as they are (indicating more autonomy) because of the length of time I have worked here and the amount of experience I have gained.
6. In a library few jobs can be completely autonomous. What we do depends on work in other sections and relates to it. I don't necessarily depend on my 'supervisor' but guidance is available when needed.
7. I depend on my supervisor for guidance because she controls the work flow not because I need guidance to do such easy work. We are not required to have personal initiative.
8. Although I'm left to get on with my work I'm still expected to consult the Librarian in charge before doing some things.

D.11 The Meaning Of My Work

1. I w'd continue working even if I won the Pools not necessarily in present job.
2. My work allows scope for self expression! I do not understand the question.
3. My work provides scope for self respect occasionally.
4. I find my work less satisfying than I used to a) because I have less contact with the public b) I have different colleagues and feel less one of a team.

I enjoy the half of the job where I have more control over how I organise my day.

5. I work out of necessity and 'am very prepared to do so to the best of my ability. In general there is no incentive to do more than is necessary which does not encourage any Library Assistant to involve themselves more with their jobs.
6. Obviously I work for the money but I want something useful to do as well. It doesn't develop me ([this] library work) but I try to use my talents where I can and as often as possible. Its not intellectually stimulating because its boring too often, but again the tasks I find for myself to do are intellectually stimulating because I wouldn't find myself rubbishy jobs! I always express myself wherever I am!
7. Although I have to work, I regard my self to be very lucky to be doing a job I love. Apart from vacational jobs when I was a student teacher, I have never worked anywhere else - or had any desire to. My home and social life is interesting too - but I do miss the people, place, jobs etc. when I am holidaying for more than two weeks at a time. I do go home tired, sometimes cross about something but it is never insurmountable and there are always plenty of 'pluses' to counteract any 'minuses'.
8. My work is intellectually stimulating some times.
9. The money is necessary in order to live. I would rather earn it doing this job, but could find plenty of other things to do if I was financially independent. Now I am beginning to look forward to retirement.
10. I have to work to support myself. I do enjoy working here, probably more for the social side to be honest. The job certainly is not the central

role in my life as I do not feel any real job satisfaction. I'm sure more variety and some contact with the readers would make a difference.

11. We need to be given more of an incentive to work. Although pay day is a big reason its not everything. There is no reason to think in my job.
12. Library work can be enjoyable, but it is not the most important thing in my life. Those priorities would be my wife and pursuing personal interests like writing.

D.12 Some General Observations

1. Some jobs in the library available to Assistants offer more scope for satisfaction than others. Unfortunately there is now less chance of moving as people become more interested in their position as it becomes associated with a higher grade. As we are many of us about the same age length of service often makes the difference. The library has also become bigger and miner hierarchies develop within sections with the most recent getting less variety of jobs and less information about the whole. Since it is right that there should be a structure for Assistants it is difficult to see what can be done about this. People do become protective of 'their' tasks. If more responsibilities were handed over to Assistants this might help or if senior staff took more care to see exactly what was happening. Socially we like most of our colleagues and this makes working in the library attractive. Work loads here increased through allowing less time for inter-communication with the result that work seems a little bit more tedious.
2. Since last completing this Survey I have changed library departments during mornings I do find this post (Acquisitions) more interesting than

my previous tasks but old restrictions still apply: not being able to use own initiative. All unqualified Library Assistants are still treated as a separate entity to qualified staff. Constantly we are losing Library Assistant posts because of Government cuts. Hierarchy (higher) posts always well defended. As menial tasks are not suited to qualified staff - Library Assistants are now finding that they are doing more and more extra tasks to compensate.

3. I enjoy the environment in which I work and the people with whom I work are pleasant. The work I do offers no creative opportunities and the tasks to which I am assigned in this post bear no relation to my real abilities or interests apart from when I am able to assist people with library enquiries. I stay for a number of reasons because of my domestic situation I require a stable (if poorly paid) salary. The work environment offers a degree of security and friendly company.
4. Since the previous questionnaire job and grade have changed, therefore, views have too.
5. Since your last visit my job responsibilities have altered slightly. Whereas before the Reader Services Librarian had two deputies both working on the Issue Desk. The other in Inter-library loans.
6. Did you do your last Survey at the same time of year? i.e. towards the end of the vacation. I only say this because I for one tend to get less motivated to work as the vacation progresses.
7. We now work in three areas ... and this means - for me that I have consultation with a "supervisor" for the first time here. Luckily he is not interfering, he approves initiative and likes what I do which suits me! It's (Area work) completely changed the structure of working here - for

the better. I've had a lot to do with the improving of ... its something to get my teeth into and its nice to be able to be very knowledgeable about an area. I couldn't stand it if I was told what to do and how to do it. That sort of supervision still doesn't exist here - luckily. It does in other areas of the library though - its all down to personalities. Thank you ! Its great to get a say !

8. Some questions were difficult to answer. One has scope to using one's initiative, etc., but always within the confines of the particular job which has already been dictated by a supervisor. Although one's work is on an individual basis it is still just one small cog in a big wheel, which gives little scope for diversity.

Although theoretically there are six grades in the "Library Assistant Scale" very few people achieve above Grade 2. One would think that studying for an Open University Degree (or similar) would be encouraged by management, but it is not as Library Assistants are intellectually kept down.

9. On the whole the library is quite a pleasant place to work in. There is a good relationship between the Library Assistants and I feel that our commitment to efficiency is obvious. However, the scope for developing an interest in the library is restricted because the daily routines override everything else. As an individual I think my work gives me a certain amount of responsibility, especially when there is a shortage of staff. In conclusion I would like more recognition by the senior staff and to break the barrier between qualified and unqualified.
10. Though the job is potentially interesting and full of scope for initiative and creativeness, because it is so busy in term time, or because we are understaff and over-stretched, necessity forces us to give the minimum

of service to the customer. If we had enough time to deal in depth with everyone, the work would be more open to staff interests.

11. I have enjoyed filling out this questionnaire. My responses depend a lot on the fact that I am in charge of a section and can get a lot of satisfaction from seeing tasks completed well. I also think that my attitude helps in that I try to get pleasure and interest out of even the most routine tasks, because I understand their importance in the overall scheme. ... because my day is varied in the parts of the building I work in, the tasks I do, and the other staff I work with then each day is different.
12. On the whole I enjoy my job, I work for the money and also for the company as my family are at an age where I need not be at their back and call all of the time. I have no qualifications so I feel that I am quite well paid. Although the job is sometimes boring, my opinion is that every job is repetitive at times.
13. Various problems arise when Library Assistants wish to change jobs within the library. Due to the fact that after working for many years in the same job the Library Assistants become invaluable in their particular departments, the librarian is usually unwilling to accede to their request for a transfer.
14. During the time I have worked in this library, the structure has changed. Initially, staff were moved to other departments and therefore develop an understanding of how a library works. Now Library Assistants usually stay in the department to which they are assigned and rarely move. Thus, they have little appreciation of what their colleagues do, or how the library works.
15. I think what I am trying to say is , although my job may be routine it is how I make my living and I need to be appreciated. All it needs

is for someone to notice something I have done and my whole attitude towards my work changes. I feel that I'm doing something worthwhile and productive instead of just writing overdues!!

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AIM:

This questionnaire is not an intelligence test; nor is it an attempt to find out how hard you work or how hard you do your job. It is an attempt to discover from you how you feel about certain characteristics of your job; for example, the work you actually do, your pay, your supervision, and so on. Towards the end you will be asked what your work itself means to you.

PLEASE FILL IN:

_____ UNIVERSITY LIBRARY.

DEPARTMENT/SECTION: _____.

NOTES:

Please read each statement carefully in turn. If you strongly agree with the statement, place a tick (✓) in the column marked "Strongly Agree". If you agree but not very strongly, tick the column marked "Agree". If you are undecided, tick the column marked "Undecided". If you do not agree, tick the column marked "Disagree", and if you strongly disagree, tick the column marked "Strongly Disagree". Please answer ALL the questions as FRANKLY and ACCURATELY as possible.

ANONYMITY:

The answers you give will not be disclosed to anyone else in any form that would permit identification of you personally, or of your department.

Should you wish to read a summary of this project, copies will be made available to participating libraries.

APN/T.

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| STRONGLY DISAGREE | DISAGREE | UNDECIDED | AGREE | STRONGLY AGREE | OFFICIAL USE ONLY |
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L1 THE LIBRARY ITSELF

1. Looks after its professional staff well.
2. Looks after its Library Assistants well.
3. Looks after me very well.
4. Treats me like a real somebody.
5. Offers few opportunities for training.
6. Has many restrictions and regulations.
7. Has too much status distinction.

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P2 PAY

1. Library Assistants are quite well paid.
2. I am happy with my pay.
3. My pay encourages hard work.
4. My pay compares well with non-library jobs.
5. My pay is inadequate for normal expenses.
6. My pay is inadequate for my leisure needs.
7. Library Assistants deserve more.

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O3 PROMOTIONAL OPPORTUNITIES

1. Library Assistants have good opportunities.
2. I have good opportunities for promotion.
3. There is a fair promotion policy.
4. The library values experience over qualifications.
5. I believe qualifications mean more than experience.
6. There are limited career prospects for me.
7. I am in a dead end job.

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S4 SUPERVISORS

1. Incorporate our opinions in decision making.
2. Discuss problems with me/us.
3. Advise me/us how well I am/we are doing.
4. Stand up for their subordinates.
5. Interfere a lot in our work.
6. Are usually too busy to attend to me/us.
7. Are hard to please.

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P5 PEOPLE OF THE SAME GRADE AS ME

1. Pull their weight.
2. Know their jobs.
3. Co-operate with one another.
4. Are pleasant to work with.
5. Are often unhelpful.
6. Feel that professionals are often inaccessible.
7. Work alone most of the time.

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W6 WORK ON MY PRESENT JOB

1. Is personally interesting.
2. Leads to a desirable future.
3. Is rewarding in itself.
4. Provides chances for creative thinking.
5. Has too much routine.
6. Is boring.
7. Is necessary rather than enjoyable.

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V7 SKILL VARIETY

1. I do different and interesting things.
2. I am free to choose my own work methods.
3. I learn new things in the execution of my job.
4. My job demands high level skills.
5. My job does not require high level training.
6. I do the same tasks over and over again.
7. I work at the same location almost daily.

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T8 TASK IDENTITY

1. My duties are very clearly prescribed.
2. I work strictly to my job description.
3. I am allowed to finish any work I begin.
4. The tasks I do are related to each other.
5. I merely follow instructions.
6. I am not required to develop special skills.
7. What I do does not count for very much.

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C9 **TASK SIGNIFICANCE**

1. My job is difficult and requires intelligence.
2. My job influences the lives of library users.
3. What I do is very challenging.
4. I would choose the same job if I could start over.
5. I am seeking an alternative job.
6. My job is not suited to my abilities.
7. I would switch to a non-library job even if the salary were just the same.

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A10 **AUTONOMY**

1. I have influence over what happens in my job.
2. I do my job without interference from others.
3. I have freedom to arrange my work as I see fit.
4. I am allowed to try out some of my own ideas.
5. I have no freedom to decide on work procedures.
6. I am dependant on my supervisor for guidance.
7. My responsibilities are limited compared to public libraries.

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M11 **THE MEANING OF WORK**

1. I do my work for the money as a means to an end.
2. My work is a burden for which I should be compensated with money, status, etc..
3. My work is a source of constant stress.
4. I work mostly to pass the time.
5. My work is more important to me than the money.
6. My work gives me a sense of achievement.
7. My work plays a central role in my life.
8. I would continue in the same type of job even if I won the pools.
9. I work in the library because it is of service to the community.
10. I work in the library because it is intellectually stimulating.
11. I work in the library because it is non-profit making.

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STATISTICAL DATA.

LENGTH OF EXPERIENCE AS A LIBRARY ASSISTANT:

| | | | |
|----------------|--------------------------|----------------|--------------------------|
| Up to 2 years | <input type="checkbox"/> | 21 to 30 years | <input type="checkbox"/> |
| 3 to 5 years | <input type="checkbox"/> | 31 to 40 years | <input type="checkbox"/> |
| 6 to 10 years | <input type="checkbox"/> | 41 to 50 years | <input type="checkbox"/> |
| 11 to 20 years | <input type="checkbox"/> | 51 to 60 years | <input type="checkbox"/> |

MARITAL STATUS:

| | |
|---------------------------------|----------------------------------|
| Single <input type="checkbox"/> | Married <input type="checkbox"/> |
|---------------------------------|----------------------------------|

SEX:

| | |
|-------------------------------|---------------------------------|
| Male <input type="checkbox"/> | Female <input type="checkbox"/> |
|-------------------------------|---------------------------------|

AGE:

| | | | |
|----------------|--------------------------|----------------|--------------------------|
| Up to 20 years | <input type="checkbox"/> | 41 to 50 years | <input type="checkbox"/> |
| 21 to 30 years | <input type="checkbox"/> | 51 to 60 years | <input type="checkbox"/> |
| 31 to 40 years | <input type="checkbox"/> | 61 and over | <input type="checkbox"/> |

PRESENT JOB TITLE:

| | |
|---|--|
| Senior Library Assistant <input type="checkbox"/> | Library Assistant <input type="checkbox"/> |
|---|--|

TYPE OF LIBRARY QUALIFICATION:

| | | | |
|---|--------------------------|------------------------|--------------------------|
| City and Guilds Library Assistants' Certificate | <input type="checkbox"/> | Degree | <input type="checkbox"/> |
| Business Education Council Award | <input type="checkbox"/> | MA/MLS | <input type="checkbox"/> |
| Diploma of Library Studies | <input type="checkbox"/> | Other (Please Specify) | <input type="checkbox"/> |

OTHER QUALIFICATIONS:

| | | | |
|---|--------------------------|------------------------|--------------------------|
| Certificate of Secondary Education (C.S.E.) | <input type="checkbox"/> | B.T.E.C. Award | <input type="checkbox"/> |
| General Certificate of Education (G.C.E. O-Level) | <input type="checkbox"/> | Higher B.T.E.C. Award | <input type="checkbox"/> |
| General Certificate of Education (G.C.E. A-Level) | <input type="checkbox"/> | O.N.C./O.N.D. Award | <input type="checkbox"/> |
| General Certificate of Secondary Education (G.C.S.E.) | <input type="checkbox"/> | H.N.C./H.N.D. Award | <input type="checkbox"/> |
| | | Other (Please Specify) | <input type="checkbox"/> |

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COMMENTS.

I would very much appreciate any further comments about aspects of your work which you consider not to have been adequately covered in this questionnaire, or any comments you may like to make on the structure and content of the questionnaire itself.

Please write your comments in the space below.

Thankyou very much for your participation in this survey.

Amos P.N. Thapisa.