

**Job satisfaction among library and information science professionals in the state of Goa**

A Dissertation for

Course code and Course Title: LIS 651 & Dissertation

Credits: 16

Submitted in partial fulfilment of Masters / Bachelor's Degree

in M.LI.Sc. by

**ABIGAIL LUIZA D'SOUZA**

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Under the Supervision of

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Library and Information Science



Goa University

Date: April 2024

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**& Behavioural Studies**  
**Goa University**

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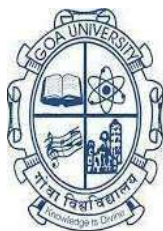
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Date: April 2024

### **DECLARATION BY STUDENT**

I hereby declare that the data presented in this Dissertation report entitled, “Job satisfaction among library and information science professionals in the state of Goa” is based on the results of investigations carried out by me in the Library and Information Science at the D.D. Kosambi School of Social Sciences and Behavioural Studies, Goa University under the Supervision of Miss Novelty Volvaikar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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Abigail Luiza D'souza

Seat no: 22P0010002

Place: Goa University

**COMPLETION CERTIFICATE**

This is to certify that the dissertation report “**Job satisfaction among library and information science professionals in the state of goa**” is a bonafide work carried out by **Ms Abigail Luiza D’souza** under my supervision in partial fulfilment of the requirements for the award of the degree of **M.L.I.Sc.** in the Discipline Library and Information Science at the D.D. Kosambi School of Social Sciences and Behavioural Studies, Goa University.

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Date:  
Place: Goa University

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## Table of Contents

<b>Declaration by student.....</b>	<b>i</b>
<b>Completion Certificate.....</b>	<b>ii</b>
<b>Acknowledgement .....</b>	<b>iii</b>
<b>List of Tables .....</b>	<b>ix</b>
<b>List of Figures .....</b>	<b>x</b>
<b>Chapter 1: Introduction.....</b>	
1.0 Introduction .....	1
1.1 Significance of studying job satisfaction among library professionals.....	3
1.2 Objectives of the study.....	3
1.3 Scope and limitation of the study.....	4
1.4 Research methodology .....	4
1.4.1 Population of the study .....	4
1.4.2. Methodology .....	4
1.5 Organization of the study.....	5
1.6 Conclusion .....	6
1.7 References.....	7
<b>Chapter 2 : Literature Review.....</b>	
2.0 Introduction.....	8
2.1 Conclusion .....	30
2.2 References.....	31
<b>Chapter 3 : Concepts.....</b>	
3.0 Introduction.....	38
3.1 Definition of terms .....	38
3.1.1 Job.....	38
3.1.2 Satisfaction.....	38

3.1.3 Job satisfaction.....	39
3.1.4 Library professionals .....	39
3.2 Job satisfaction in the view of prominent scholars .....	39
3.3 Theories of job satisfaction.....	41
3.3.1 Theory of content.....	42
3.3.1.1 Abraham Maslow's Need Hierarchy Theory (1943) .....	42
3.3.1.2 Fredrick Herzberg Two Factors Theory (1959).....	42
3.3.1.3 Clayton Alderfer's ERG Theory (1969) .....	44
3.3.1.4 Douglas McGregor Theory X and Theory Y (1960) .....	45
3.3.2 Process Theories .....	45
3.3.2.1 Vroom's Valence Expectancy Theory .....	45
3.3.2.2 Job Characteristics Model (1975) .....	46
3.3.2.3 The Equity Theory (1965) .....	46
3.3.2.4 Goal-Setting Theory of Edwin Locke (1970) .....	47
3.4 Variables of Job Satisfaction .....	47
3.4.1 Pay.....	47
3.4.2 Job security .....	48
3.4.3 Rewards and benefits .....	48
3.4.4 Working hours .....	48
3.4.5 Promotion.....	48
3.4.6 Recognition and Appreciation .....	48
3.4.7 Administrative policies .....	49
3.4.8 Work life balance .....	49
3.4.9 Workplace relationships.....	49
3.4.10 Professional growth and advancement.....	49
3.4.11 Infrastructure.....	50

3.5 Benefits of studying job satisfaction among library and information science professionals .....	51
3.5.1 Improved understanding of factors influencing job satisfaction.....	51
3.5.2 Enhanced workplace efficiency .....	51
3.5.3 Better recruitment and retention .....	51
3.5.4 Improved service quality.....	52
3.5.5 Contribution to the field.....	52
3.6 Challenges faced by library professionals in maintaining job satisfaction.....	52
3.6.1 Low salaries .....	52
3.6.2 Staffing shortages.....	52
3.6.3 Limited resources.....	53
3.6.4 Work overload .....	53
3.6.5 Insufficient recognition.....	53
3.6.6 Poor communication .....	54
3.6.7 Lack of professional advancement opportunities .....	54
3.6.8 Rapid technological changes.....	54
3.6.9 High competition .....	54
3.6.10 Stressful work environments.....	55
3.7 Conclusion .....	55
3.8 References.....	56
<b>Chapter 4: Job satisfaction at National and International level.....</b>	
4.0 Introduction.....	60
4.1 Job satisfaction at National level .....	60
4.1.1 The Kerala Library Association (KLA).....	60
4.1.2 Delhi Library Association (DLA).....	60
4.1.3 Bengal Library Association (BLA).....	61
4.2 Job satisfaction at International level.....	62



4.2.1 The Australian Library and Information Association (ALIA).....	62
4.2.2 The Canadian Library Association (CLA).....	62
4.2.3 The American Library Association (ALA).....	63
4.3 References .....	64
<b>Chapter 5 : Data Analysis and Interpretation.....</b>	
5.0 Introduction.....	66
5.1 Demographic Details .....	67
5.1.1 Designation .....	67
5.1.2 Gender.....	68
5.1.3 Age Group.....	69
5.1.4 Education Qualification .....	70
5.1.5 Years of Experience.....	72
5.2 Infrastructure Level Satisfaction.....	73
5.2.1 Physical Layout and Design of the library.....	73
5.2.2 Satisfaction with the availability of Technological Resources .....	74
5.2.3 Library Collection's Comprehensiveness and Up-to-datedness .....	75
5.2.4 Availability and functionality of library management systems .....	76
5.2.5 Satisfaction with the Library Facilities .....	77
5.3 Professional Factors.....	78
5.3.1 Satisfaction with workload .....	78
5.3.2 Professional Relationship with Co-Workers.....	79
5.3.3 Motivation for Enhancing Library Services .....	80
5.3.4 Organizational Response to Employee Grievances .....	81
5.3.5 Opportunities for Professional Growth and Career Advancement .....	82
5.3.6 Transportation facilities .....	83
5.3.7 Pay Structure Satisfaction .....	84
5.3.8 Job Security Perception.....	85

5.3.9 Job Rewards and Benefits Satisfaction .....	86
5.3.10 Satisfaction with working hours .....	87
5.3.11 Promotion Procedure Satisfaction .....	88
5.3.12 Recognition and Appreciation Satisfaction .....	89
5.3.13 Satisfaction with the Administrative Policies .....	90
5.3.14 Work-Life Balance Satisfaction.....	91
5.3.15 Job Stress Level .....	92
5.3.16 Stress Management Support and Resources .....	93
5.3.17 Career Satisfaction in Library and Information Science.....	94
<b>Chapter 6: Major Findings, Suggestions and Conclusion.....</b>	
6.0 Introduction.....	95
6.1 Findings.....	95
6.2 Suggestions .....	98
6.2.1 Infrastructure.....	98
6.2.2 Overall job satisfaction .....	98
6.3 Conclusion .....	101
<b>7.0 Bibliography .....</b>	<b>103</b>
<b>8.0 Appendix.....</b>	<b>115</b>

**LIST OF TABLES**

<b>Table No.</b>	<b>Description</b>	<b>Page no.</b>
5.1.1	Designation wise distribution of respondents	67
5.1.2	Gender wise distribution of respondents	68
5.1.3	Age group wise distribution of respondents	69
5.1.4	Education qualification wise distribution of respondents	70
5.1.5	Years of experience of respondents	72

### **LIST OF FIGURES**

<b>Figure No.</b>	<b>Description</b>	<b>Page no.</b>
5.1.1	Designation	67
5.1.2	Gender	68
5.1.3	Age group	69
5.1.4	Education qualification	71
5.1.5	Years of experience	72
5.2.1	Physical layout and design of the library	73
5.2.2	Satisfaction with the availability of technological resources	74
5.2.3	Library collection's comprehensiveness and up-to-datedness	75
5.2.4	Availability and functionality of library management systems	76
5.2.5	Satisfaction with the library facilities	77
5.3.1	Satisfaction with Workload	78
5.3.2	Professional relationship with co-workers	79
5.3.3	Motivation for enhancing library service	80
5.3.4	Organizational response to employee grievances	81
5.3.5	Opportunities for professional growth and career advancement	82
5.3.6	Transportation facilities	83
5.3.7	Pay structure satisfaction	84
5.3.8	Job security perception	85
5.3.9	Job rewards and benefits satisfaction	86
5.3.10	Satisfaction with working hours	87
5.3.11	Promotion procedure satisfaction	88
5.3.12	Recognition and appreciation perception	89
5.3.13	Satisfaction with the administrative policies	90
5.3.14	Work-life balance satisfaction	91
5.3.15	Job stress level	92
5.3.16	Stress management support and resources	93
5.3.17	Career satisfaction in library and information science	94

# **Chapter 1**

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## **INTRODUCTION**

## 1.0 Introduction

An individual's life is shaped by the job they do to support themselves. On an average, an individual spends almost 10 hours each day working. It is essential to everyone's life since it serves as a means to fulfill the various needs such as physical, security, social, and ego-related. It is not merely a source of income, but also serves multiple other purposes for an individual. The feeling of well-being, the sense of contributing something valuable, and having a purpose in life seem to be closely tied to one's job. Working provides a sense of creativity, productivity, fulfillment and the opportunity to fulfill expected social roles. It is therefore impossible to overstate the influence that work has on enhancing and molding people's lives.

Hoppock was the one who popularized the term "job satisfaction." According to his definition, job satisfaction is the combination of psychological, physiological and environmental circumstances that cause a person to truthfully say, —I am satisfied with my job (Hoppock, 1935). The term "job satisfaction" describes the feeling one gets while completing a task. Depending on whether or not the person's requirements are met, this response may be positive or negative.

Job satisfaction pertains to an individual's overall attitude towards their job, which is something that is felt rather than seen. This sentiment is influenced by both the work environment and the conditions surrounding it. Job satisfaction, as a concept, has several components. Nonetheless, to put it simply, there are two primary categories into which the elements that affect job satisfaction may be divided. : intrinsic and extrinsic factors. Intrinsic factors encompass an individual's personal attitude towards their job, whereas the working environment is tied to external elements. Intrinsic factors encompass feelings of accomplishment in the workplace, interactions with co-workers, job security, and satisfaction in serving customers. Extrinsic factors consist of social standing, job stability, salary, and additional perks. These fundamental factor groups reflect both the physiological and psychological state of the individual. When these two groups of factors are combined, they contribute to an individual's overall job satisfaction.

Any profession has to prioritize job happiness since it affects workers' productivity, commitment, and overall well-being.. It refers to an individual's level of happiness and fulfillment at work, which is impacted by a variety of factors including remuneration, work environment, opportunity for skill development, and alignment with personal beliefs. Job satisfaction is important since it is directly related to staff engagement, productivity and retention. Satisfied workers put more effort into their work, provide better services, are more innovative, and are more eager to satisfy customers. Conversely, job unhappiness can lead to decreased productivity and service quality as well as potentially negative effects on user satisfaction and the organization's reputation. Therefore, prioritizing job satisfaction can result in a more efficient and effective workforce, benefiting both the employees and the organization as a whole.

Libraries, as institutions, have a unique role within the higher education system. Library and Information Science Professionals play a crucial part in collecting, organizing, preserving, retrieving, and transmitting information to library patrons. It is widely regarded as an esteemed calling in the realm of higher education, with elevated anticipations from the user community regarding academic curriculum and personal growth through research. Professionals in the library industry play an essential role in disseminating information to those seeking it. As the demand for information continues to rise due to new advancements and discoveries, the contentment of library professionals becomes essential for the smooth functioning of a library. The degree of satisfaction among library personnel has a significant influence on the quality of library services.

When professionals are satisfied with their work, they show a higher degree of dedication, leading to improved service quality, increased commitment to the library, and enhanced work productivity. Employees who are content and satisfied are more responsive to the requirements of their users. enabling them to offer tailored solutions and support. This, in turn, boosts the effectiveness and efficiency of library services. Furthermore, satisfied professionals possess better critical thinking and decision-making capabilities, allowing them to tackle complex challenges effectively. Positive job attitudes foster strong social connections and collaboration among colleagues, ultimately benefiting users by improving communication and interpersonal skills.

Furthermore, librarians who are content with their profession provide services with better efficacy, intelligence, and innovation, which benefits the library user community.

For this reason, it is essential to conduct research on job satisfaction amongst library professional in order to comprehend its direct impact on the quality and value of library services.

### **1.1 Significance of studying job satisfaction among library professionals**

There are several reasons why it is important to do research on job satisfaction among library professionals. The job satisfaction of library professionals heavily influences their performance and the quality of services they offer. Secondly, management and institutions can establish a positive working environment that promotes job satisfaction through gaining a deeper comprehension of the factors that influence it. Thirdly, studies on library professionals' job satisfaction can point out areas for development and provide guidance for laws that will raise employee happiness. Research on job satisfaction can also improve the general well-being of librarians, which is critical to their development both personally and professionally. The existing literature focusing on various factors affecting job satisfaction and the potential consequences of job dissatisfaction on both the profession and professionals themselves highlights the significance of studying job satisfaction in library professionals.

### **1.2 Objectives of the study**

The research is conducted with the following objectives in mind:

1. To assess and measure the level of job satisfaction among library and information science professionals in the state of Goa.
2. To study the satisfaction level of library and information science professionals with respect to the availability of infrastructure in state of Goa.



3. To study the level of job satisfaction among library and information science professionals with regard to factors like working conditions, personal relationships, salary, job security, promotion, employee recognition, etc.
4. To investigate the role of organizational support in fostering job satisfaction among library professionals in the state of Goa.
5. To suggest measures for enhancing job satisfaction among library and information science professionals in the state of Goa.

### **1.3 Scope and limitation of the study**

The scope of this study is to determine the job satisfaction level of the library and information science professionals in the state of Goa. The study is limited to the library and information science professionals of the professional and non-professional academic college libraries situated in the state of Goa. Another limitation would be biasness in answering the questionnaire so as not to spoil the image of the library or institution.

### **1.4 Research methodology**

#### **1.4.1 Population of the study**

For the proposed research, data would be collected from the library and information science professionals working in professional and non-professional academic college libraries in Goa.

#### **1.4.2. Methodology**

The study utilized a descriptive research design of quantitative nature. Information was gathered through a survey method employing a questionnaire consisting of 30 structured questions, including respondent demographics. The questionnaire was administered to library and information science professionals in both professional and non-professional academic college libraries in Goa. Data collection employed a hybrid method, with the

researcher distributing Google forms and personally visiting libraries. The survey was split into three parts: Section A gathered demographic data, Section B centered on library staff's satisfaction with infrastructure, and Section C collected information on factors impacting job satisfaction for library professionals. Percentage and simple average calculation were used to analyse the data collected and later presented using tables, charts, and graphs to ensure that the interpretation is precise and clear.

## **1.5 Organization of the study**

### **Chapter 1 – Introduction**

This section introduces the dissertation, providing a brief overview of the research topic, the significance of studying job satisfaction among library and information science professionals, the specific objectives of the research, scope and limitation of the study, research methodology, organisation of the study and end with a small conclusion.

### **Chapter 2 - Literature Review**

In this section, an extensive review of the body of research on job satisfaction will be given, with a particular emphasis on studies pertaining to library and information science professionals.

### **Chapter 3 – Concepts**

This chapter will deal with the concepts, definition and theories of job satisfaction.

### **Chapter 4 –Job satisfaction at National and International Level**

This section will give us insight into the different initiatives taken at the National and International level to enhance the job satisfaction among library professionals.

## **Chapter 5 - Data Analysis and Interpretation**

This section will showcase the outcomes of the data analysis and also include relevant statistical analyses and visual representations of the findings.

## **Chapter 6- Major Findings, Suggestions and conclusion**

This chapter will discuss the major findings and determine key variables that impact job satisfaction among the library professionals. It will also explore the practical implications of the findings for organizations and propose recommendations for improving job satisfaction in this professional domain. While the conclusion will summarize the key findings, reiterate its significance, and suggest potential avenues for future research in this area.

## **Chapter 7- References**

This chapter will present a list of all the references used in the completion of the dissertation.

## **1.6 Conclusion**

In today's competitive environment, it is crucial to prioritize job satisfaction to retain and attract qualified personnel. When employees are unhappy with their jobs, it can result in a lack of loyalty and enthusiasm, which affects the level of service offered to library users. Consequently, this study aims to evaluate the job satisfaction of library and information science professionals in both professional and non-professional colleges in Goa. The insights garnered from this research endeavour aim to inform targeted strategies, empowering library administrators and policymakers to cultivate environments that foster heightened job satisfaction, ultimately fortifying the foundation upon which academic libraries thrive.

## 1.7 References

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## **CHAPTER 2**

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# **LITERATURE REVIEW**



## **2.0 Introduction**

A literature review is an essential writing that gathers key sources on a particular topic and interacts with them through discussion. This type of document is necessary in many fields, not just literature studies. Literature reviews can be included in research papers, academic articles, or can even stand alone as separate works. They serve to summarize and combine existing research without introducing any new findings, unlike traditional academic research papers.

The importance of a literature review in research project is diverse and serves various important purposes. It assists in becoming acquainted with the current understanding of a topic, ensuring that one's work is not simply duplicating previous efforts. Moreover, it helps in identifying areas of knowledge that need further exploration and unresolved matters that can be addressed through one's research. It also aids in constructing the theoretical foundation and methodology, as well as providing an overview of significant discoveries and discussions related to the topic. Ultimately, a literature review illustrates the connection between one's work and existing research, highlighting the fresh perspectives it will bring.

The aim of this chapter is to examine the available literature on job satisfaction among library and information science professionals from both national and international perspectives. In order to accomplish this, a wide range of information sources, including primary, secondary, and tertiary sources, were consulted for the literature review. The sources consulted for the literature review include online academic platforms such as Google Scholar, Semantic Web, Research Gate, BASE: Bielefeld Academic Search Engine, Academia and CORE and also databases like JSTOR, Science Direct, Emerald, SAGE Journals, Scopus and ProQuest. Attempts have been made to locate the relevant literature on the research issue through thorough examination and analysis of the primary sources, as well as consulting abstracting sources. Detailed records were maintained, and in cases where the original documents were inaccessible, pertinent information was extracted from the abstracts to compile the review.

Adetayo et al., (2023) investigate the impact of staff motivation and leadership styles on work satisfaction at private university libraries in Osun State, Nigeria. For the study, a descriptive survey approach was used. Descriptive and inferential statistics were used to analyze the data. The findings indicated that leadership styles and staff motivation are determinants of library staff job satisfaction. Because of the democratic leadership styles that were prevalent, library workers reported a high degree of job satisfaction. The majority of the library workers were highly driven, with an emphasis on intrinsic motivation rather than extrinsic incentive. The study shows that staff motivation and leadership styles are determinants of library staff job satisfaction. As a result, libraries should embrace democratic leadership styles that place a greater focus on extrinsic incentive.

Arumugam & Radha (2023) in their research, intended to assess the various job satisfaction aspects among Tamilnadu library professionals. Data were acquired from 150 library professionals via a survey questionnaire and analyzed using, Rotated Component Matrix, Principle Component Analysis and SPSS. The results of this research indicate that half of library professionals are content with their pay, almost half are content with their chances for advancement, 45% are satisfied with job stability, and nearly 70% are pleased with their employer's positive rapport and increased acknowledgment.

G. M. & Kumbar (2022) in their research focused mainly on the job satisfaction of library professionals at First Grade College libraries affiliated with the University of Mysore in Mysuru. This research looks at how people get into LIS careers, wage scales, library committees, job happiness in terms of social recognition elements, management support, facilities, promotional perks, job performance, and motivational factors for improving job performance. A well-structured questionnaire was employed to collect data. In addition to the questionnaire approach, an interview schedule and an observation method were employed to gather the necessary information. According to the study's findings, the majority of library and information science professionals are happy to some level with the privileges and amenities supplied by the institutions. As a result, various measures such as transportation, housing, education, and health care may be implemented to promote contentment. There is also a widespread criticism from most of these college libraries that appropriate personnel are not



assigned in proportion to the task, resulting in employee unhappiness. As a result, companies might consider several approaches to alleviate the pressure on current workers. To boost job happiness, an award system might be implemented as a mark of acknowledgment for their unique or excellent services.

Adegboye (2021) explores the worldwide pattern in job contentment, self-image, and gender disparities among university librarians. Based on the literature examined, career satisfaction within a company is related to promotions, benefits, compensation, job security and workplace conditions among other things, whereas self-perception and gender differences have inconsistency in how a specific society perceives it. The article stated that self-perception and gender disparities should not be used to determine job happiness among university library professionals. The research suggests that library managers and administrators develop rules about suitable working conditions, a pleasant working environment, and various work incentives to boost job satisfaction, resulting in increased career commitment of library workers.

(Kurkuri & Krishnamurthy, 2021) in their study investigated the factors associated with job satisfaction among library and information science professionals in aided and government first grade colleges in the Belagaum District. The information was gathered via distributing questionnaires. The degree of satisfaction is measured in terms of its many dimensions. Promotion, monetary rewards, work security ICT infrastructure and physical environment, job profile, organizational culture, personal growth, and so on are some of the several elements of job satisfaction that have been explored. According to the data interpretation, a supervisory atmosphere that allows a librarian to use initiative and professional judgment in the performance of the work is favorable to job satisfaction. According to the findings, some of the respondents are unsatisfied with the award system; thus, in order to inspire the staff, responsible authorities should develop an award system as a mark of appreciation for their creative or excellent services in order to increase their work satisfaction.

Lalnunpuia, S. (2021) study is limited to assessing the work satisfaction levels of Mizoram's higher education institutional library professionals who work in both government and private institutions in a variety of positions. As a result, the study includes 73 different library professionals who work in 37 libraries associated with

higher education. A structured Google form was administered to collect the necessary data which covered a range of topics related to the research issue. A physical copy of the form is also sent to some of the higher education institutions' library staff. The interview approach is used to get more information from the library professionals under investigation through in-person interactions as well as phone conversations and mails. Data analysis is done using "Statistical Packages for Social Sciences" (SPSS). According to the analysis, Library professionals are somewhat content with the income they receive, the quality of their co-workers, their authority for training, seminars, and conferences, and their financial support and funds allocated by the authority for the advancement of ICT. The respondent library professionals are not happy with their authority's cooperation or assistance in developing ICT for their library, nor are they happy with their opportunities to attend training or workshops on digitization or automation of libraries. It was recommended that more junior employees are required, and there should be chances for Participating in professional training sessions, conferences, and seminars fosters personal development. To satisfy the evolving needs of consumers, library staff must improve their level of digital literacy.

In their study, Tyagi et al.(2021) primary goal was to ascertain the important factors influencing career choices, work satisfaction, and views of the overall image of library professionals in the Delhi University. This article investigates how much happiness these library professionals obtain from their chosen job, as well as the level of dissatisfaction or regions of discontent among them. The degree of job satisfaction of library and information science professionals employed in the Delhi University library structure was investigated using a survey approach. The questionnaire was issued at random to 65 LIS professionals, and a total of 60 respondents completed and returned the questionnaires correctly. Using simple statistical procedures, the acquired data was evaluated and tabulated. The results demonstrate that master's degree holders (33.33%) make up a bigger share, owing to the fact that master's degrees are widely regarded as the entrance point into the library profession. According to 66.67% of respondents, LIS professionals do not have the same social standing as teachers. 60% of survey participants reported being satisfied with their work, while 20% expressed dissatisfaction when asked about their level of work contentment. Participants were

allowed to choose multiple options, leading to 35.00% being happy with their pay, 16.67% pleased with their workplace conditions, and 13.34% content with their hours.

(Naseer, 2021) in his study, aims to determine the work satisfaction of LIS professionals employed at Kerala's eight state institutions. A standardized work satisfaction questionnaire was created and used to assess the work satisfaction of library and information science professionals. The information was gathered from 266 regular LIS professionals. According to the results of the survey, the vast majority of professionals do not experience stress or strain when carrying out their tasks and obligations. The survey discovered that LIS professionals had varying levels of work satisfaction and are quite happy with their jobs. LIS workers experience the greatest satisfaction in their customer interactions. However, they are dissatisfied with some university administration procedures regarding their difficulties.

Ariyo & Okwilagwe (2020) in their research looked at the impact of organizational culture on work satisfaction among library and information science professionals in three states of Nigeria's southwest. For this study, a survey-type descriptive research approach was used. The research population included 265 library staff from the selected three academic libraries in southwest Nigeria. The information gathered was examined using basic percentages and Pearson Product Moment Correlation analysis. According to the findings, the most professionals and paraprofessionals at the three university libraries in Southwest Nigeria observed that their libraries had a solid organizational culture focused on staff performance, a pleasant working environment, and human relations. The findings also revealed that the most of professionals and paraprofessionals at the chosen academic libraries were highly satisfied with regards their jobs. Findings also revealed a strong positive association among work satisfaction of library professionals and organizational culture in three states university libraries ( $r=.529^{**}$ ,  $df = 159$ ;  $p < 0.05$ ). Based on these observations, the following recommendations were made: To raise the degree of work satisfaction experienced by library personnel, library administrators must sustain and expand acts that might serve as motivators. Gifts and rewards can be presented to library workers to encourage them to be happy with their work.

Jan (2020) in his paper titled "Job Satisfaction among library professionals at Government Colleges of Commerce and Management Sciences in Khyber Pakhtunkhwa." focused on librarians' satisfaction with relation to reading habits, users, supply of conveniences, their income, advancement in rank, and professional advancement. The survey research approach has been applied in this descriptive and quantitative study. A framework questionnaire with six components was created. During the investigation, It was found that there are a total of 35 colleges in the province, and sixteen (16) librarians are working there. The researcher distributed questionnaires to all of the librarians via various ways and received 100% response. Multiple employment aspects were examined, and librarians seem to be content with job aspects such as job security, appropriate compensation, social popularity, annual raises, friendly attitude of higher authorities, off-days concession and exemption from working stress. On the other side, librarians were unsatisfied with employment issues such as a lack of a good service structure, limited opportunity for ICT training, exclusion from both national and foreign scholarships, and a lack of a reward tradition. Furthermore, there is no suitable possibility to participate in book fairs, conferences, seminars, or workshops. As a result of this research's suggestions, the libraries at these colleges need improvement. The study suggested that librarians, like other academic members, be required to have an appropriate service structure. Libraries should be equipped with the most recent editions of essential publications, computers with internet access, and the provision of ICT training and opportunities for further education. More librarians should be hired to fill open posts. This study also advised that higher authorities investigate ways and means for general librarian improvement, as well as positive steps for assuring library professionals.

Martin (2020) in his study assesses the job satisfaction of library personnel and librarians from various kinds of libraries and jobs, as well as the factors that impacted their job satisfaction. JSS or Job Satisfaction Survey was completed by 770 people. There were no differences between librarians and library personnel, or in race, gender, position in the library, library type, or type of library job performed. The degree of identification with the present library was shown to have a considerable impact on work happiness, accounting for 31% of the variance in job satisfaction. Several major elements that impacted respondents' work satisfaction were discovered. These include a strong identification with their present library, as well as culture and work

environment; colleagues; leadership; compensation; diversity and inclusion; workload; meaningful work; external acknowledgment of the library's importance; and feeling personally valued and appreciated.

Kumar et al.,(2020) study is geared toward the degree of work contentment among academic library professionals. The current study compares the degree of work contentment among library and information science professionals in the Haryana district of Bhiwani. A systematic questionnaire was administered to the survey respondents. The questionnaires were delivered to 150 people, and 125 were collected and analyzed in accordance with the study's goals. The results show that library professionals in college were quite content with their organizational culture, nature of work, salary, promotion, benefits, promotion policies, revision of service structure, and improvement. The questionnaire method was used for data collection and results are tabulated and statistical technique such as Weighted Arithmetic Mean(WAM) was used for the analysis.

Shah et al. (2020) in their study looked at the work satisfaction of information professionals employed by Pakistani university libraries. A survey approach was utilised to collect data through the use of a questionnaire. There were 329 (80.39%) responses.out of 408 people in total. SPSS was used to analyze the acquired data using both inferential and descriptive statistics. The information professionals were found to be somewhat content with the job overall and with two aspects of it (the job itself and supervision), whereas they were unsatisfied with two aspects of it (procedure and communication). According to relationship testing using demographic characteristics, employment satisfaction was positively and significantly predicted by the public sector. A strong predictor of "supervision" was age. The gender gap did not significantly predict JS while continuing education and none of the recipients expressed dissatisfaction with their jobs in general or their pay in particular. High qualification was a substantial negative predictor for "supervision" and a strong positive predictor for the recognition aspect. There was a negative correlation between the promotion opportunities and the participants from the Islamabad area.The regularity of work was a substantial positive predictor of three aspects of the job: communication system, advancement, and remuneration. While experience was not substantially connected with work happiness, having a higher designation was a

positive, significant predictor for job satisfaction overall and for the three aspects of salary, supervision, and recognition. It was recommended that in order to appropriately handle highly skilled professionals, communication and promotion processes needed to be improved. The ideal service structure is salary packages that are current and fair ought to be provided.

Tella & Ibinaiye (2020) in their research looked at staff motivation, satisfaction, and job performance at six university libraries in Nigeria. The study's target demographic consists of both professional and nonprofessional library workers. The study's sample consisted of 180 respondents chosen using a complete enumeration sampling approach. The "Staff Motivation, Satisfaction, and Job Performance Questionnaire" (SMSJPQ), which was self-designed, was used to gather data. The study established and answered six research questions. It was found that regular income motivates librarians and library personnel, but frequent engagement with their friends is the least motivating aspect. Library staff are happiest in their roles when they have ongoing communication with their peers. Professional library workers display greater job motivation compared to nonprofessional staff. There is a significant association between staff motivation and work performance, as well as between job performance and job satisfaction.

(Opeke, Ikonne, & Adewoyin, 2019) in their study looked into work satisfaction among library staff at public institutions in South-West Nigeria. The research was founded on Herzberg's two-factor hypothesis. The survey looked at compensation, job stability, supervision, coworker relationships, advancement, and work itself as aspects of job satisfaction. The study used a survey research design. A structured survey was utilized to gather information from employees in the South-West Nigeria university libraries, including both professional and paraprofessional staff. Because the library workers were at a manageable size, total enumeration was used. Therefore, the population included 346 paraprofessionals and professionals from federal and state institutions. The response rate was 76.6 percent. Descriptive statistics such as standard deviation and mean were used to examine the acquired data. The findings indicated that respondents were quite satisfied with their jobs. This was influenced by job security satisfaction, coworker relationships, work itself, and recognition. The findings also found that, while respondents were pleased with their jobs, most of them

were dissatisfied with their salary. Satisfaction with compensation had the lowest mean of all job satisfaction criteria. As a result, the research proposes that the issue of low pay be addressed in order to increase library personnel's level of job satisfaction.

Trivedi (2019) in his study finds out how satisfied library professionals are with their jobs at Madhya Pradesh's Government College Libraries in the Jabalpur Division. A questionnaire was sent to the librarians of the Govt. College in order to gather data. The research looked at a number of factors that affect work satisfaction, including pay, personal development opportunities, basic amenities, and duties. According to the report, librarians are content with their pay and work. The research makes several recommendations, including reviewing the librarians' promotion strategy, upgrading information and communication technology facilities, improving infrastructure, and having enough staff on hand. Additionally, it is advised to motivate and encourage library staff.

Pandit (2019) held a study on the librarians and information professionals employed by the state of Jammu & Kashmir's higher education institutions. Data were gathered from the majority of library professionals employed by the private and government universities in Jammu and Kashmir as well as those affiliated with them. Google services were used to host and cross-post the link to the online questionnaire, which was utilised to gather data. The questionnaire circulated via Whatsapp, email, Facebook groups, LinkedIn, discussion forums, and other social networking sites. To analyze the data, SPSS was used. The results showed that, with regard to pay, 49.2% of respondents are happy with what they make, while 35.2% expressed discontent. 16.7% of respondents are not happy with their work environment, compared to over 67% who are. While 14% of respondents are not happy with their working hours, over 46% of respondents are. According to 70.8% of respondents, job satisfaction may be increased by offering timely promotional bonuses to employees, while 71.2% of respondents believe that job stability is crucial for job satisfaction. It was proposed that departmental level examinations be added to the process for professional advancement in addition to time-bound promotions. Organizations may set up assessment committees led by certified library professionals to keep an eye on performance and recognize the hard work put in by LIS experts.

Rabaeka Rachael & Mini Devi (2019) This study's goal was to determine the work satisfaction in library professionals at C.H. Mohammad Koya Library, University of Calicut. Job satisfaction was measured using six components based on literature: ICT infrastructure and physical environment, personal development, organizational culture remuneration, promotion, and type of work. A 5-point scale was used to assess work satisfaction among respondents. Data was collected via a questionnaire, and the findings are presented in tabular format. The survey found that library professionals were modestly happy with their work, but compensation, advancement, and lack of access to perks were important limits to job happiness. The report recommends reviewing promotion and wage circumstances to improve work satisfaction levels. To inspire library personnel and increase job satisfaction, it is advised to give incentives and competitive wage packages.

Sharma & Upadhyay (2019) in their research attempted to determine the relationship between job participation and job satisfaction among library and information science professionals working at the private university libraries in Haryana. The questionnaire approach was employed for data collecting, and 109 questionnaires were issued to library professionals working at various private university libraries. For data analysis, the SPSS 25 version was employed. The data shows a significant correlation between job involvement and job contentment in library professionals. Library personnel are pleased with their jobs, the assistance of their superiors, and so on. Respondents are dissatisfied in several areas, such as wage and job security.

(Sohail, 2019) focuses on the employment contentment of library and information science workers in Fiji's private and government sector libraries. The survey was conducted to determine how happy employees are working with their co-workers and how content they are with their salary and job security. The primary goal of this research is to identify the important factors influencing career choices, work satisfaction, and views of the overall image of library professionals in Fiji. Female professionals are more happy with their jobs than males, according to the findings. When set side by side to other age groups, library workers with a lot of experience have a lot of job satisfaction. Those professionals between the ages of 28 and 35, on conversely, have a relatively low degree of job satisfaction when compared to other age groups of professionals. Unmarried professionals have a lower degree of job



satisfaction than married or widowed professionals, who have a higher level of job happiness.

Nzelum et al.(2019) primary goal was to investigate the incentive system factors and work satisfaction of the librarians in the academic libraries in Imo State. The study employed a survey research design, with a questionnaire serving as the data gathering tool. The survey includes all 107 librarians working in academic libraries in Imo State. A total of 105 completed questionnaires were returned for analysis, making up 98.1% of the total. According to the data, when the rate of remuneration improves or increases in a good direction, the rate of librarian satisfaction rises in direct proportion. Again, when the rate of welfare benefit grows, so does the percentage of work satisfaction and commitment. The research proposed that workers be compensated in both direct and indirect ways, combining the two into a package that will promote an organization's aim to be met. To motivate workers, welfare programs should be developed and delivered. Academic libraries should implement initiatives to provide a child welfare package to library personnel. In every organization, timely salary payment and compensation increments should be prioritized.

Bodhinayake et al. (2018) in their study assess the work happiness, identify issues, and offer solutions to address discontent among university personnel. The study sample included 510 respondents from fourteen university libraries in Sri Lanka, including professionals, paraprofessionals, and support workers. A semi-structured questionnaire with a five-point likert scale was utilized to gather quantitative statistics for this study. The research discovered that employees working in university libraries were fairly content with their job satisfaction. Job satisfaction was primarily influenced by co-workers, physical working conditions, salary and benefits, career development opportunities, work itself, appreciation, and feedback. To improve job satisfaction among library staff, the study suggests taking immediate measures such as creating a collaborative work environment, offering more career development opportunities, and establishing an appreciation and feedback system.

Li & Ranaweera (2018)in their study aims to address a gap in the literature by examining work satisfaction and associated elements for all three staff types across five research goals. A questionnaire was utilized to collect data from 643 library employees at fourteen universities. The survey found that university library staff were

overall satisfied with their career, and identified seven characteristics that contribute to job satisfaction. Identifying co-workers and nature of work as the main factors, job satisfaction is greatly impacted by lack of collaboration, inadequate recognition, communication gaps, and limited job autonomy that cause dissatisfaction among employees.

I, Jayaraman (2017) survey was limited to library professionals working in Coimbatore district higher education institutions, and it only included colleges that were founded in the area prior to 2005. A questionnaire-based approach was used to gather data from library professionals. It was discovered that the current salary and compensation for overtime by all groups only somewhat satisfy library professionals. Additionally, they are only somewhat content with the raises and allowances received from all the groupings. Professionals working in libraries find that a well-lit workspace, flexible hours, and comfortable lighting are all beneficial. There is variation in the work environment among library staff surveyed. It was recommended that the required actions needs to be taken to generate a feeling of participation. Job training programs have to be created to provide library workers the chance to pick up new skills that will help them do their jobs more effectively. A system of performance management for library professionals ought to be implemented in tandem with a means of providing rewards such as merit incentives, promotions, and a high-quality life.

The study by Swaminathan (2017) aims to determine the employment contentment of library professional working in Madurai district college libraries. The aim of this research is to find out the association between features and work satisfaction among Arts College library personnel in Madurai, Tamil Nadu. The questionnaire approach was used. The findings show that experienced library professionals are happier than less experienced colleagues. Professionals with high qualification are more happy with their jobs than those with lower levels of competence. The majority of professionals highly agree with the degree of job satisfaction.

(Suresha & Srinivasa, 2017) attempted to measure the degree of work satisfaction and aspirations of Library professionals from the perspective of Indian heritage. The study population exceeds 10,000; LIS graduates from Indian state universities; and an online survey approach was administered to gather responses for this research. They

gathered (1500) email addresses from full-time library and information science professionals employed in various sectors and categorised them into groups of three: 1) Public, 2) Academic, 3) Special (Research and Development), and 4) Corporate. It was shown that professionals with the most experience earn the most money. This 148 (41.7%) of respondents had a maximum of 5 years of experience. 159 (44.8%) are paid a maximum of 1-2 lakh each year. There are 236 responders (66.5%) that are discontented with their current enumerations. This survey investigated the reasons for leaving the previous company, with 184 (52%) participants indicating that greater employment opportunities are the primary reason for changing professions in connection to this. Low professional perks drive 32(9%) respondents to change profession. According to the results of the poll, 197 (55.5%) of respondents are dissatisfied with UGC volatile regulations, whereas 158 (44.5%) are happy with University Grants Commission's rules and regulations. In terms of job satisfaction, 78.3% of respondents from the humanities are discontent with their work, compared to 41.9% of R&D institution personnel who are happy. It was proposed that modern LIS education necessitates infrastructure such as media laboratories, IT labs, and information product experimental labs, as well as the development of smart skills in order to establish a market for LIS workers in society.

Kaba (2017) in his article aims to research library employment in the UAE and to investigate academic librarians' perspectives of work satisfaction, employment possibilities, employment problems, and future activities required to increase employment chances for the librarians in UAE. An online survey form was done in order to collect data. The survey included 62 librarians from private and public universities and colleges. It was discovered that respondents were quite satisfied with their salaries and perks, employment positions, responsibilities, and acknowledgment from top management. They are, nevertheless, dissatisfied with advancement policies and employment opportunities. Except for experience, the study's findings demonstrate no significant difference in demographic parameters on work satisfaction, perceived employment opportunities, and problems.

Nikhil (2016) examines the job satisfaction of the staff members who work in the university libraries in Assam, India, who are semi-professionals and professionals with Bachelor's or Master's degree in library and information science. This research

solely looks at the top seven state and federal universities in Assam. The questionnaire approach is utilised to gather data. In order to gain a comprehensive understanding of the situation, a survey method is employed which is followed by interviews with library officials and specialists. 90% of university library professionals are extremely content with their jobs, followed by 10% who are moderately satisfied, according to the percentage and group calculations of overall satisfaction. There are no professions with low levels of satisfaction. Professionals employed in the university libraries report higher job satisfaction as they get more expertise in their field. Compared to senior university library professionals, junior library professionals are not as happy with their co-workers. Compared to other age groups, library professionals in the 31–50 year old range are happier with promotional features. It was suggested that by providing paid study leave, the government could incentivize university library staff members to further their careers. Offer increased grade pay and career advancement prospects to diverse professional groups operating in distinct university library branches

Oyovwe Tinuoye et al.(2016) intended to research the elements that impact the job happiness of academic librarians working in university libraries located in Edo and Delta states of Nigeria. A descriptive survey approach was utilised for the study, which included 88 academic librarians from university libraries in both states. This study employed the total enumeration sampling approach. It discussed five aspects capable of affecting employee job happiness were explored; work environment, salary, fairness, promotion, and training were all examined to determine their impact on librarians' job satisfaction. The findings demonstrated that these variables have a substantial impact on librarians' job happiness, which serves as a stimulus for staff productivity and the delivery of excellent services to clients.

Pandita (2017) intended to examine the degree of job satisfaction among the practicing Library and Information Science (LIS) professionals in India. The study examined significant variables such as work environment, compensation, professional position, location, working hours administrative engagement, recognition, and promotion. The study analysed primary data collected from library professionals in India through an online questionnaire distributed via Google services and social media platforms like Facebook, LinkedIn, discussion forums, and email. Responses

were received from 20 states and union territories, accounting for 88.15% of India's total territory. Of the total replies, 72.88% are male and 27.12% are female. According to data research, 35.59% of library professionals in India entered the LIS profession by coincidence, while 60.45% chose it. More than three-quarters of the participants stated they would switch jobs if presented with a superior opportunity. Over 80% of professionals in India believe that a majority of LIS professionals in the country are unhappy with their employers.

G et al. (2016) their paper centers on how LIS professionals in Vijayapura District view their careers and experience job satisfaction. This study is confined to library professionals working in the Vijayapura District, as well as college students pursuing degrees in the fields of arts, business, science, engineering, medicine, and university LIS professionals. Data collection was done using a structured questionnaire Fifty questionnaires in all were delivered, gathered, and examined in accordance with the study's goals. The results show that although library professionals in these organizations were somewhat content with their job, they were unhappy with their supervision, benefits, career opportunities, and modifications to service structure, promotion criteria, or progression.

Igbashal et al. (2016) Examined the factors impacting job satisfaction among librarians in the libraries of the Federal University of Agriculture, Makurdi. The study utilized the survey research design. The library at the Federal University of Agriculture Makurdi employed a total of ninety librarians. Because all individuals in the population were offered the opportunity to take part, the sampling method used was enumeration. Data was gathered through a survey, and the average, deviation, and ratios were used for examination. Job security, a positive connection with my supervisor, positive interactions with coworkers, and positive interactions with information users, customers, and clients were shown to be important elements that impacted librarians' job satisfaction, among other aspects that were discovered. However, the librarians' poor ratings for job satisfaction regarding possibilities for research, working conditions, and compensation and perks indicate that they are not happy with these elements of their work. On the basis of this, suggestions were made, including that library directors think about raising librarians' pay and benefits, enhancing their working environments, and giving them the chance to do research.

Renukadevi, M. (2016) goal was to analyze the work satisfaction of library professionals employed by Bharathidasan University, Trichy-affiliated colleges, with a focus on identifying critical factors that influence current levels of satisfaction in the digital age. The structured questionnaire was utilised to gather primary data, which were then distributed to the college library personnel. 121 library employees, out of the 180 library professionals, correctly completed the surveys and delivered them to the researcher. Therefore, the study's response rate is 66.6%. The connection between the personal traits of librarians and their level of job contentment was studied with the use of the SPSS statistical software. Two statistical procedures that were employed were ANOVA and multiple regression analysis. The research reveals that the respondents were not given the respect and opportunity to participate in the design of the library, nor were they given a voice in decisions about the growth of the library. The professionals working in libraries believe that the current work environment has to be changed. The study reveals that 28.9% of the respondents, or the majority, are happy with their working hours. Majority of participants (44.6%) said that improvements needed to be made because they were not happy with the lighting and ventilation systems that were provided. It was recommended that the library personnel be given better infrastructure and facilities in order to increase the caliber of their job. LIS professionals should get training to help them meet the needs of users in the digital era. It is possible to provide librarians with appropriate representation in committees that draft college policy. Stress-relieving programs must be held for all faculty members in collaboration with library professionals.

Yaya et al.(2016) The researchers examined how satisfied librarians are with their job and how it impacts their productivity in Nigerian public universities. The researchers chose to use a correlational survey study design. The research population included 1,254 librarians from Nigerian public university libraries, with 923 chosen by simple random sampling. A self-created questionnaire was employed as the study tool. The questionnaire validation was scrutinized by specialists in the variables analyzed, and it yielded a reliability value of 0.78 for Job Satisfaction and 0.94 for Productivity. A 67.2% response rate was achieved. Data were analyzed using descriptive (percentage, mean, average mean, and standard deviation) and inferential (Pearson Product Moment Correlation) statistics. The study found a strong association between work

happiness and productivity ( $r = 0.025$ ,  $P 0.05$ ) of library professionals at Nigerian public university libraries. The study showed that, contrary to common belief, librarians in university libraries had high levels of work satisfaction and productivity. It is suggested that university library administration continue to promote principles such as enhanced employee recognition, a good leadership style, and improved human capital development programs in order to raise job happiness and productivity of its workers.

A study was undertaken by (Anandahalli, 2015) to recognize the variables which impact the level of satisfaction of college librarians in Gulbarga and Yadgiri districts of Karnataka. The survey method of research was adopted for the present study and the well-structured questionnaire was administered for collection of data from the respondents. 150 library professionals were selected from the Government, Aided and Private Degree Colleges from two districts of northern part of Karnataka region. It was found that among the LIS professionals, female librarians were more satisfied as compared to male librarians with their work. It was further discovered that job satisfaction was mostly affected by qualifications, educational method, years of service, salary level, and college type.

Biju & Ganesan (2015) in their study discuss work satisfaction of public library staff in Kerala. The descriptive study design was adopted in this investigation. A total enumeration sampling approach was used to select 75 library professionals. Data analysis reveals that age, gender, and marital status have little influence on public library staff' job happiness. In addition, more experienced professionals are happier than less experienced experts. It was also discovered that most of the surveyed respondents were quite content with the nature of their employment, coworkers, users, involvement, and perks. They did, however, 'disagree significantly' with the library's advancement, professional growth, and working circumstances. It was proposed that organizations organize Assessment Committees, led by a trained professional, to meet on a regular basis to analyze performance and recognize the professionals' earnest efforts. Library professionals may be given proper inclusion in policy formulation in the organization they serve, giving them a sense of belonging to the whole.

Esakkimuthu & Vellaichamy (2015) in their paper assessed the work satisfaction of library and information science professionals at Tamil Nadu engineering

universities. ICT infrastructure and Physical environment, organizational culture, personal growth and development, compensation, promotion, and type of work were the six elements of job contentment identified from the literature. A 5-point scale was employed to assess respondents' work satisfaction. The questionnaire approach was utilized to gather data, and the findings were tabulated using a statistical technique called Weighted Arithmetic Mean (WAM). Although library professionals employed in these universities were modestly happy with their type of work, compensation, advancement, denied access to benefits, and a lack of job security were highlighted as important limits to job satisfaction. Based on the major findings, the research proposed that the requirements for advancement and remuneration, among other things, be reviewed as steps to improve work satisfaction. It is also proposed that more incentives and decent remuneration packages be supplied to encourage and inspire library personnel so that their accomplishment drive may be stimulated, which would lead to a high degree of job satisfaction.

Ghiasi & Limoni (2015) aimed to ascertain how satisfied librarians are with their jobs at Islamic Azad University's District 3 libraries. The study utilized an analytical-survey technique, with a questionnaire and statistical sample of 40 librarians from target libraries. In order to do this research, a model including six dimensions and thirty-one variables is first developed. The model is then used to develop the work satisfaction of librarians, which is subsequently calculated by taking into account the scores of the thirty-one variables. The results show that the job satisfaction of the librarians at Islamic Azad University is satisfactory. When it comes to the aspects of job satisfaction, the level of contentment with material and welfare amenities, educational opportunities and career advancement, job security, and management conduct is higher than average, while the level of satisfaction with interactions and social standing at work is lower than average. Moreover, a noteworthy association exists between the employment satisfaction of librarians and their demographic attributes. The findings also show that librarians are generally satisfied with their jobs, and that administrators should focus on enhancing the working environment for young people at the university libraries.

Moniarou-Papaconstantinou & Triantafyllou (2015) studied the job satisfaction of information personnel working in academic, special, public, and school libraries, as



well as archives and private organizations, by using the theory of work values. A questionnaire was issued to several sorts of information organizations to collect data. The findings revealed that information professionals were content with their professions. Intrinsic work values, such as chances for learning, expression of creativity, autonomy, application of knowledge and talents, and acceptance of novel technical breakthroughs, were found to predict job happiness. The study also found substantial disparities in job satisfaction sources (extrinsic, social, and prestige work values) among professionals working in four categories of information organizations (academic libraries, public libraries, special libraries, and archives). Special library professionals were more happy with extrinsic job values than those at public libraries and archives. Professionals at public libraries were more happy with their work than those in university libraries and archives. Finally, professionals in archives were found to be less happy with social work ideals than their counterparts in public and special libraries. A connection between work happiness and years of experience was also investigated.

Ikonne & Onuoha, (2015) in their study looked at the work satisfaction characteristics that influence librarians' job satisfaction in Federal and State University libraries in Southern Nigeria. The survey research design was used in the study. The population included 500 librarians from 37 federal and state university libraries in Southern Nigeria. Data was collected via a questionnaire and analyzed using percentages, standard deviation, and mean. work security, an acceptable connection with my supervisor, a suitable contact with colleagues, and a satisfactory interaction with information users/customers/clients were identified as key elements influencing librarians' work happiness. However, satisfaction with compensation and fringe benefits, working conditions, and research possibilities were scored low, indicating that librarians are dissatisfied with these aspects of their jobs. Based on this, recommendations were given to library administrators, such as boosting librarians' income levels and fringe benefits, enhancing their working circumstances, and providing librarians with opportunity to undertake research.

Priya (2015) focused on the underlying variables of job satisfaction among librarians working in libraries linked with academic institutions in the Madurai District. The study used two stages of cluster sampling and personally handed structured

questionnaires to academic library workers in the Madurai District. A total of 225 librarians were interviewed at about 82 libraries linked with academic institutions of various types, such as traditional and professional. For data collection, a modified version of the Minnesota Satisfaction Questionnaire (MSQ) on a five-point Likert scale was used. For total work satisfaction; several demographic characteristics of respondents were examined. According to the study, respondents of all ages have identical job expectations, and factors connected to job satisfaction influence them consistently. The educational degree of the respondents varies greatly on the measures of work satisfaction and the associated variables. that there are considerable disparities in work satisfaction among individuals based on marital status.

Chuks-Ibe & Ozioko (2014) in their study focused on job satisfaction among librarians in Niger State academic libraries. The study's goal is to determine the degree of work satisfaction among academic librarians at Niger state academic libraries. The survey research design was utilized to carry out the research. The survey included 58 academic librarians from Niger state. The data was collected using a questionnaire, and the data was evaluated using tables and mean scores. The data revealed that there is a noteworthy degree of job satisfaction among librarians, that bad health is not a cause for retrenchment, and that librarians do not resort to tardiness or leaving duty when they are dissatisfied. It was suggested that librarians at this academic library be financed for courses and seminars. It was also suggested that yearly vacation and medical coverage be made a standard perk for librarians.

Dukić & Dukić (2014) in their study looked at how librarians in Eastern Croatia perceived different elements of their jobs. According to the findings, Eastern Croatian librarians have a somewhat favourable attitude toward their jobs, but they are dissatisfied with their social position, compensation levels, working conditions, opportunities for additional education, and interpersonal relationships at work. The findings of this study suggest that human resource management in Eastern Croatian libraries has to be addressed. Statistical approaches were also utilized to investigate variances in librarians' perspectives based on their gender, age, professional title, and the sort of libraries in which they operate.

Fatima & Bhatti (2014) in their study sought to better understand the job satisfaction of LIS professionals by examining six important job satisfaction factors: salary, promotion, management policy/facilities, working conditions, leadership/supervision, and social relations. For data collection, a survey questionnaire was employed. A total of 90 questionnaires were delivered to LIS professionals in 33 university libraries throughout the Punjab region (both public and private). The survey found that LIS professionals working in university libraries in both the public and private sectors were largely happy with many elements of their careers. When compared to public sector professionals, private sector professionals were less happy with their income packages, job security, rewards, working environment and leaves, and medical facilities. It is argued that university administrations in both sectors must increase LIS workers' job satisfaction by offering suitable benefits and facilities

(Jange & . Gavali, 2014) carried out a research to determine the degree of job satisfaction among library science professionals in 35 districts of Maharashtra state in terms of compensation and benefits, supervision, advancement, work, and human relations. They have also discussed job happiness in libraries and distinct levels of job satisfaction in libraries, particularly in an academic setting. In terms of job happiness, research participants had an average degree of job satisfaction. The socio-demographic research factors, namely the respondent's age, gender, qualification, working location, designation, area, and years of experience, are connected with and found to influence the respondent's job satisfaction level.

Mondal et al. (2014) in their study attempt to evaluate work satisfaction among library professionals in terms of status, service conditions, promotional policies, and interpersonal relationships. To conduct the study, 93 questionnaires were distributed to professionals from West Bengal's seven state-funded general university libraries who are known to be actively involved in ICT use. We got completed questionnaires from 63 (68%) respondents. The findings indicate that library professionals enjoy their professions and have good relationships with their co-workers and supervisors. However, many are disappointed with the university's monetary rewards and promotional policies.

Sambo (2014) in his study looks on the job satisfaction of librarians working in Nigerian libraries. For the study, a social survey technique of research was employed, and a questionnaire was used as a research instrument. The survey respondents were chosen using a rigorous random selection procedure. The findings demonstrate that certain librarians in Nigeria libraries are extremely content with their employment, while others are unsatisfied with their supervisors, perks, promotion policy, compensation structure, and management policy. Lack of training, lesser compensation, a bad promotion strategy, a scarcity of workers, favouritism, a lack of technology, bureaucracy, and a lack of institutional support have all been mentioned as challenges. The report suggests advanced training, a congenial atmosphere, wage increases, an effective promotion program, and a revision of the LIS curriculum for librarians in Nigerian libraries, among other things.

Somvir & Kaushik (2012) studied the characteristics that are strongly linked to job satisfaction among library staff. Data were gathered from a sample of 100 library professionals from Haryana's private engineering and business institutions. The data analysis revealed that job happiness among library professionals is connected to the features of their work surroundings rather than their gender, the kind of library in which they worked, or their vocational demands. The two most important drivers of job happiness are the supervisory atmosphere and the core aspects of the job itself. According to the data interpretation, a supervisory atmosphere that allows a librarian to use initiative and professional judgment in the performance of the work is favourable to job satisfaction.

Balasubramanian & Vasanthakumar (2011) in their study look at the employment satisfaction of library professionals working in colleges that provide management education in and around Madurai, Tamil Nadu. The most popular method of assessment is the use of rating scales, on which librarians express their reactions to their duties. Questions about compensation, employment duties, task diversity, promotional opportunities, the work itself, and co-workers. Using a questionnaire survey approach, this article seeks to assess the job happiness of library professionals. A total of 65 questionnaires were distributed, with 58 replies returned. Three of the 58 surveys were not completely completed; hence the sample size for this study is 55

questionnaires. According to the statistics reviewed, library personnel are happy with their jobs.

Hart (2010) studied the Job satisfaction at a South African university library that was experiencing major changes. The study involved 31 employees, and data were collected using interviews/questionnaires based on conventional HRM job satisfaction theory. According to the study, respondents have a "love-hate" connection with their jobs. The primary positive conclusion is that 61% indicate overall job satisfaction—with the source being the basic task of an academic library, meeting clients' information demands. However, just 51% feel pleased to work at their library, and 50% are open to alternative career opportunities. A sense of immobility, irritation with insufficient resources, and rage at low pay are all causes of dissatisfaction.

## **2.1 Conclusion**

An overview of the literature on job satisfaction among library and information science professionals has been presented in this chapter. The literature reviewed exclusively pertains to the field of library and information science. The literature reviewed includes research conducted at the international, national, and state levels. The findings from different studies indicate that factors such as salary, work environment, promotion criteria, , workload ,job security, employer's good relationship, and feeling personally valued and appreciated contribute to job satisfaction among library professionals. Finally it is concluded that a variety of factors are involved in influencing the job satisfaction of library professionals. The literature reviews illustrated the variables that lead to job satisfaction, and these variables are essential for enhanced performance.

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## **Chapter 3**

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## **Concepts**



### 3.0 Introduction

The main objective of this chapter is to provide a concise overview of the theoretical framework surrounding job satisfaction. Within this chapter, we delve into the definition of job satisfaction, as well as the terms and theories related to it. Additionally, we explore different factors associated with the job satisfaction among library professionals along with which we finally look into the benefits and challenges of studying job satisfaction among library professionals.

### 3.1 Definition of terms

#### 3.1.1 Job

1. According to the Cambridge Dictionary job refers to *—the regular work that a person does to earn money*||
2. According to Merriam Webster online dictionary job is *—a regular remunerative position”*
3. According to Oxford Learner’s Dictionaries job is define as *“work for which you receive regular payment”*

#### 3.1.2 Satisfaction

1. According to Oxford Learner’s Dictionaries Satisfaction refers to *—the good feeling that you have when you have achieved something or when something that you wanted to happen does happen; something that gives you this feeling”*
2. According to the Cambridge Dictionary satisfaction is defined as *“a pleasant feeling that you get when you receive something you wanted, or when you have done something you wanted to do”*
3. According to Collins online dictionary *“Satisfaction is the pleasure that you feel when you do something or get something that you wanted or needed to do or get”.*

### 3.1.3 Job satisfaction

1. According to the Cambridge Dictionary job satisfaction is defined as *“the feeling of pleasure and achievement that you experience in your job when you know that your work is worth doing, or the degree to which your work gives you this feeling”*
2. According to Collins online dictionary *“Job satisfaction is the pleasure that you get from doing your job”*.
3. According to Oxford Learner’s Dictionaries job satisfaction refers to *“the good feeling that you get when you have a job that you enjoy”*

### 3.1.4 Library professionals

Library Professionals in this study are defined as individuals who hold a bachelor's degree or equivalent diploma and higher degrees in Library and Information Science and who work in a Library or Information Center.

## 3.2 Job satisfaction in the view of prominent scholars

Definitions of 'job satisfaction' differ significantly from person to person. Each person has his or her unique perspective of job satisfaction, but there are certain basic definitions that can assist to make the notion of job satisfaction more understandable. Researchers typically define a subject based on the overall conclusion of their research as well as their personal experiences with that subject. Some of the definitions relevant to the study have been replicated here in order to have a deeper understanding of 'Job Satisfaction'.

**(Hoppock, 1935)** defined job satisfaction as —any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job



**(Vroom, 1964)** in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as —affective orientations on the part of individuals toward work roles which they are presently occupyingl.

**Locke (1976)** defined —it as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiencell.

**Feldman & Arnold (1983)** define Job satisfaction —as the amount of overall positive affect (or feelings) that individuals have towards their jobsl.

**(Spector,1997)** defines Job satisfaction is —the extent to which people Like (satisfaction) or dislike (dissatisfaction) this jobs .According to this definition Job satisfaction is a general or global affective reaction that individual goal about their jobl.

**(Statt, 2004)** Job satisfaction can be defined also —as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivationll.

**Mullins (2005)** defines this construct —as a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitativell.

**(Armstrong, 2006)** —the term job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfactionll.

**(Kaliski, 2007)** “Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to

personal well-being. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment.

**(George & Jones, 2008)** "Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay.

All of the definitions provided above define Job Satisfaction as a subjective feature of a person's assessment of his or her job satisfaction. The definitions clarified the idea as a construct that incorporates attitudes that people have towards both general and specific parts of their professions.

### **3.3 Theories of job satisfaction**

Job satisfaction has been viewed as an intricate set of variables. Several theories have been proposed to explain job satisfaction. It's challenging to distinguish between motivation and work satisfaction, despite their theoretical and practical distinctions. However, given that the methods employed in the examination of work motivation and the studies of job satisfaction are strikingly similar, the two are nonetheless closely associated.

Job satisfaction theories are divided into two categories: content theories and process theories. The first category focuses on the factors that influence an individual's job motivation, whereas the second focuses on the dynamics of this motivational process. Despite criticisms, these views served as a foundation for subsequent theories. To properly comprehend work satisfaction, it is critical to evaluate the contributions of major researchers. As a result, the following section aims to offer a concise overview of the key theories.

### **3.3.1 Theory of content**

Content theories of motivation center on the various desires and necessities that individuals perceive in their lives. These models aim to identify the specific things that people believe they require. The underlying idea is that people's motivations stem from their pursuit of these perceived needs. Consequently, by comprehending individuals' desires and necessities, we can gain an understanding of why and how they are motivated.

#### **3.3.1.1 Abraham Maslow's Need Hierarchy Theory (1943)**

Abraham Maslow developed a theory of human motivation (1943) that suggests people are driven by unsatisfied needs influencing their behaviour. Maslow categorized human needs into five ascending levels: physiological needs, safety and security needs, belonging and love needs, esteem needs, and self-actualization needs.

He proposed that as individual's progress from lower to higher-level needs, the importance of higher-level needs decreases once adequately met. Basic life-sustaining essentials like food, clothing, and shelter are identified at the lower tier, followed by physical and security needs, social acceptance and love, self-esteem and recognition, and finally self-actualization needs such as personal autonomy and self-direction. Maslow believed that needs exist in a structured order, with lower-level requirements needing fulfillment before higher-level ones, which cease to motivate once basic needs are satisfied. Jobs that facilitate the fulfillment of higher-level needs are more likely to result in job satisfaction for individuals.

#### **3.3.1.2 Fredrick Herzberg Two Factors Theory (1959)**

Fredrick Herzberg from Case-Western Reserve University conducted a study that expanded on Maslow's need hierarchy theory and introduced the dual-factor theory, known as the motivation Hygiene theory. This theory has garnered significant attention and criticism in the field of job satisfaction. Herzberg, Maurer, and Snyderman initially proposed the two-factor theory in 1959, which Herzberg later applied and expanded upon.

To conduct the study, Herzberg and his team interviewed 203 engineers and accountants from nine different companies in the Pittsburgh area, USA. Each participant was asked to discuss aspects of their job that they found exceptionally positive or negative, or things they liked or disliked. The findings revealed that when individuals spoke about feeling content or satisfied (satisfiers), they mentioned aspects inherent to the job itself. On the other hand, when individuals expressed dissatisfaction with their job, they referred to factors external to the job. Herzberg referred to these as motivation and maintenance factors, respectively.

**Hygiene factors:** Company policies, Job security, Work conditions, Supervision, Status, Interpersonal relations, Salary.

**Motivators:** Achievement, Recognition, Work itself, Responsibility, Advancement, Growth.

According to the theory, there are two sets of factors that have different effects on satisfaction and dissatisfaction, hence the name "two factors theory". Herzberg (1966) states that the factors that lead to job satisfaction are completely different from those that led to job dissatisfaction. Job satisfaction and job dissatisfaction are not simply opposite sides of the same coin. Therefore, the opposite of job satisfaction is not "job dissatisfaction", but rather the absence of job satisfaction. Here is an explanation of the theory:

The presence or absence of hygiene factors in a job can greatly impact job dissatisfaction. While their presence can help prevent dissatisfaction, they do not necessarily increase satisfaction or motivation. On the other hand, the presence or absence of motivators in a job can affect both satisfaction and motivation. When motivators are present, they lead to satisfaction and motivation, but when they are absent, they prevent both.

Hygiene factors are not inherent to a job itself, but rather they are connected to the conditions in which the job is performed. They are associated with negative feelings and are related to the environment. By removing sources of dissatisfaction from the environment, like maintaining good physical hygiene, they prevent a decline in performance. However, it is important to note that a hygienic work environment alone will not improve motivators or lead to growth in worker output.

Motivators, on the other hand, are intrinsic to the job and are linked to positive feelings about the job. They are related to the content of the job and contribute to job satisfaction. In order to maintain high job satisfaction and performance, motivators are necessary. However, it should be noted that when motivators are not present, they do not necessarily result in high satisfaction.

The primary critique of the theory is that individuals tend to credit their own abilities and achievements when discussing positive experiences, while attributing negative experiences to the actions of others rather than themselves.

### **3.3.1.3 Clayton Alderfer's ERG Theory (1969)**

Alderfer took Maslow's need hierarchy and simplified it into three basic human needs, making it more aligned with empirical research findings. While maintaining the hierarchical structure, he condensed the levels into three: Existence, Relatedness, and Growth, or ERG for short.

Existence, the lowest level need, pertains to physical survival. It encompasses the obvious requirements for food, water, and shelter, which can be met through salary, fringe benefits, a safe work environment, and some level of job security.

Relatedness needs involve interaction with others and the fulfillment that comes from emotional support, respect, recognition, and a sense of belonging. These needs can be satisfied through co-workers at work and through friends and family outside of work.

The growth needs centers around personal development and the desire to fully utilize one's capabilities. This need can only be satisfied by actively engaging in personal growth and development opportunities.

ERG theory suggests that various needs coexist in a continuous manner. Even though a lower-level need may not be fully satisfied, it can still exist alongside a higher-level need.

#### **3.3.1.4 Douglas McGregor Theory X and Theory Y (1960)**

McGregor put forth two theories, X and Y, to explain employee behaviour. According to Theory X, individuals are inherently lazy and dislike work, so they need to be coerced into doing their job. However, McGregor later realized that management actions can influence these behavioural patterns. While lower-level incentives like money and security can motivate workers for a limited time, if they aspire to fulfill higher-level needs and management hinders their progress, they may become distrustful and adopt an indifferent attitude, which may mistakenly be seen as laziness. Thus, in Theory Y, McGregor suggests that humans are creative and possess self-discipline to work. As a result, the primary role of management should be to optimize employees' creative potential by providing adequate resources to fulfill their higher-order needs. In terms of job satisfaction, McGregor's theory implies that if job opportunities cater to workers' needs at various levels, they will experience satisfaction.

### **3.3.2 Process Theories**

Process theories of motivation examine the mechanics behind motivation, rather than the specific needs that individuals have. These theories delve into the psychological and behavioural processes that drive human actions. By comprehending these processes, we can gain insight into the factors that influence individuals' behaviours and the situations in which they are motivated.

#### **3.3.2.1 Vroom's Valence Expectancy Theory**

Victor Vroom (1964) introduced an expectancy theory, also known as VIE theory, to elucidate work motivation. He identified three key variables: Valence, Instrumentality, and Expectancy. Vroom's theory of Job Satisfaction mirrored this approach by examining the interplay between personal and workplace factors, integrating workers' expectations into the framework. The essence of this theory lies in the premise that when employees exert significant effort and deliver improved performance, they should receive corresponding rewards. Misalignments between anticipated and actual rewards can lead to dissatisfaction. If employees perceive they are undercompensated or unfairly treated, dissatisfaction may arise. Conversely,

excessive rewards can also trigger dissatisfaction and feelings of guilt. Vroom assigns a probability value to each variable in his formula, indicating that high values for all three factors result in increased satisfaction and motivation among employees. Conversely, if any of these factors are low, both work performance and employee motivation will diminish.

### **3.3.2.2 Job Characteristics Model (1975)**

The Job Characteristics Model, introduced by Hackman & Oldham in 1975, serves as a widely used framework for examining how specific job characteristics influence job satisfaction and other job outcomes. This model asserts that there are five key job characteristics (skill variety, task identity, task significance, autonomy, and feedback) that impact three crucial psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of actual results), which in turn influences work results such as job satisfaction, work motivation and absenteeism. The combination of the five essential aspects of a job can create a motivating potential score (MPS). This score serves as an indicator of how likely a job is to influence an employee's attitude and behaviour. Hence, organizations believe that enhancing the five fundamental aspects of a job can result in an improved workplace and greater job satisfaction.

### **3.3.2.3 The Equity Theory (1965)**

Adams' equity theory suggests that individuals are driven by a sense of unfairness and continuously compare their own efforts and rewards to those of their colleagues in the workplace. Equity is seen as a perception of fairness in the distribution of effort and rewards among co-workers. When all employees are treated equally, with similar outcomes for similar inputs, motivation is maintained. However, if some employees perceive that others are receiving greater rewards for the same level of work, they may withhold their efforts. For example, an employee who works hard but sees an inefficient co-worker receiving the same salary may become demotivated. Therefore, establishing fairness in the appraisal and reward process is crucial for maintaining motivation.

### **3.3.2.4 Goal-Setting Theory of Edwin Locke (1970)**

The theory of goal-setting, introduced by (Locke & Latham, 1990; 2002), highlights the significance of specific and challenging goals in driving motivated behaviour. A goal refers to what an individual consciously strives to achieve. Various factors can influence the relationship between specific and challenging goals and high levels of motivation. According to this theory, goals inspire individuals to develop strategies that will help them meet the required goal levels. This theory also applies to job satisfaction. When individuals accomplish their goals, the fulfillment of the three mentioned factors (goal commitment, self-efficacy, challenging goals) can lead to job satisfaction and further motivation for future goals. For instance, when individuals achieve or complete their goals while experiencing these factors, they become motivated as their job satisfaction needs are met through positive emotions and feelings. These feelings may include appraised work performance, recognition in their profession, and the completion of tasks that align with their evaluations and perceptions (Schneider & Scyder, 1975; Megginson et. al., 1982).

## **3.4 Variables of Job Satisfaction**

Job satisfaction, a critical component of employee well-being and business success, it includes a variety of aspects that influence an individual's happiness and enthusiasm for their job. Compensation, job security, incentives and perks, promotions, working hours, recognition and appreciation, administrative rules, work-life balance, and various other variables all contribute to job satisfaction. Organizations may foster a positive work environment that supports employee retention and improved performance by identifying and addressing these factors.

### **3.4.1 Pay**

Pay is one of the most crucial factors that affect employees' overall job satisfaction. Employees need to feel that they are being sufficiently paid for their efforts in the workplace. Organizations that offer fair remuneration packages, bonus/incentive schemes, and other types of monetary rewards tend to have more satisfied personnel.



### **3.4.2 Job security**

Job security is a critical issue for employees, as it provides them with peace of mind concerning their current positions in the company. Employees who feel secure in their jobs are typically more motivated, engaged, and dedicated to their careers. In contrast, job insecurity can lead to significant stress, worry, and lower job satisfaction, which can affect their mental health and overall well-being.

### **3.4.3 Rewards and benefits**

Rewards and benefits can make employees feel appreciated and motivated. Providing employee benefits is an excellent way to improve job satisfaction and cultivate a sense of loyalty among employees. Rewards and benefits include paid time off, retirement plans, and health insurance, which can have a positive impact on employees' overall well-being.

### **3.4.4 Working hours**

Working hours can significantly impact job satisfaction. Longer working hours can cause burnout, fatigue, and decreased productivity. Conversely, fair working hours and flexible scheduling can lead to a better work-life balance, resulting in higher job satisfaction and overall performance.

### **3.4.5 Promotion**

Promotion opportunities are critical factors that impact employees' satisfaction with their job. Providing career advancement opportunities can ensure that employees feel valued and appreciated, and motivated, which, in turn, can increase productivity and loyalty.

### **3.4.6 Recognition and Appreciation**

Recognition and Appreciation play a vital role in employees' satisfaction with their job. When employees receive regular recognition and appreciation for their hard work and dedication, it improves their morale, motivation, and commitment to their work.

### **3.4.7 Administrative policies**

Administrative policies affect many aspects of employees' work experience, indirectly impacting job satisfaction. Well-designed policies ensure a healthy work-life balance, equitable grievance resolution, and fair treatment, enhancing employees' trust in management and increasing overall job satisfaction.

### **3.4.8 Work life balance**

Employee job satisfaction is highly dependent on work-life balance. Achieving a healthy balance between personal and professional duties helps people prevent burnout, minimize stress, and maintain good physical and psychological well-being. When employees feel supported in managing their workload and personal responsibilities, they are more focused, productive, and loyal to their employers. As a result, companies which support work-life balance initiatives are likely to boost employee happiness and retention.

### **3.4.9 Workplace relationships**

Positive workplace relationships foster a collegial environment where teamwork thrives, communication flows, and employees feel appreciated, respected, and valued. Employees' job satisfaction improves when colleagues work well together, exchange ideas, and support one another.

### **3.4.10 Professional growth and advancement**

Professional growth and advancement opportunities are critical factors that influence employees' satisfaction with their job. When employees perceive opportunities for skill development, job advancement, and personal improvement within their firms, they become more motivated, engaged, and loyal to the institution. Companies that invest in training, mentoring, and leadership development programs tend to achieve a more satisfied and committed workforce.

### **3.4.11 Infrastructure**

In the context of library settings, infrastructure refers to the physical, technological, and intellectual elements that support the operations and services provided by libraries. Libraries are considered as essential infrastructures that interact with, offer services to, and empower their users within a larger network of public services and knowledge dissemination. Infrastructure plays a crucial role in determining the quality of library services provided to patrons by enabling librarians to deliver efficient and effective services. This infrastructure includes facilities such as comfortable workspaces, modern technology, information resources, and adequate equipment necessary for librarians to deliver quality services to library patrons. The availability of proper infrastructure not only facilitates the smooth operation of library services but also contributes to the career development of librarians by providing them with the tools and resources needed to excel in their roles and contribute effectively to the library's mission.

In academic libraries, the physical work environment, which is a key component of infrastructure, plays a significant role in determining the job satisfaction of library personnel. A well-equipped and supportive infrastructure not only fosters a conducive work environment for librarians but also influences their interactions with library users and the overall quality of services provided. Additionally, inadequate library infrastructure has been identified as a predictor of turnover intentions among librarians in university/academic libraries. Factors such as poor access to Internet facilities, lack of power supply, and substandard ICT infrastructure can increase turnover intentions among librarians, highlighting the critical importance of infrastructure in retaining skilled library professionals and ensuring the effective delivery of library services. Therefore the maintenance and improvement of library infrastructure, including facilities like Internet access, computer equipment, furniture, and information materials, are crucial not only for enhancing job satisfaction among librarians but also for maintaining the quality of services provided to library users.

### **3.5 Benefits of studying job satisfaction among library and information science professionals**

#### **3.5.1 Improved understanding of factors influencing job satisfaction**

Researching job satisfaction levels of librarians can assist in uncovering specific variables that drive their contentment or discontentment. Gaining knowledge of factors that contribute to job satisfaction can assist in building strategies that increase job satisfaction and foster a more positive work environment. Such research can help organizations in addressing common factors that reduce job satisfaction, thereby improving overall workplace performance.

#### **3.5.2 Enhanced workplace efficiency**

Job satisfaction is linked to staff productivity and dedication. Understanding the variables that play into job satisfaction can help create a more efficient and successful workplace, which would benefit both employees and the institution. Employees who are happy with their job are more likely to work harder, are more committed to their work, and less likely to miss work, leading to increased productivity and better quality of work, furthering organizational success.

#### **3.5.3 Better recruitment and retention**

Understanding the factors related to job satisfaction among library and information science professionals can assist in developing strategies that foster an amiable work environment, promoting job satisfaction. Institutions can enhance their ability to recruit and retain competent professionals by cultivating a workplace environment that fosters job satisfaction, addressing challenges that arise from factors such as work overload, insufficient recognition, and inadequate opportunities for professional advancement.

### **3.5.4 Improved service quality**

Library personnel play an essential role in providing high-quality services to patrons. Satisfied employees are more likely to provide better-quality services than those who are disgruntled or dissatisfied with their job. Improving job satisfaction helps to promote an effective work environment that supports optimal service delivery, leading to an increased level of user satisfaction and an overall enhancement of the institution's reputation.

### **3.5.5 Contribution to the field**

The study of job satisfaction among library and information science professionals can help to broaden our understanding of job satisfaction in the field. Increased understanding of factors that influence job satisfaction can inform best practices that will help to enhance the quality of service provided in libraries and other information centers. Consequently, contributing to the growth and advancement of the library and information science field.

## **3.6 Challenges faced by library professionals in maintaining job satisfaction**

### **3.6.1 Low salaries**

Low salaries are an issue that many library employees face. Despite their important role in supporting the community, they struggle with inadequate earnings, which often make it tough to pay their bills and maintain a decent standard of living. This can create financial stress, causing other aspects of their lives to be affected, leading to decreased morale and overall job satisfaction. In addition, it may be a challenge for libraries to attract and retain qualified personnel if salaries are insufficient.

### **3.6.2 Staffing shortages**

Staffing shortages can have a significant impact on libraries and their employees. Understaffing creates increased workloads, which can lead to stress and burnout for

staff. This can result in lower morale, negative work environment, and declining job satisfaction. Additionally, understaffing may impact customer satisfaction as services may not be delivered in a timely and efficient manner.

### **3.6.3 Limited resources**

Limited resources can hamper professional development and overall job satisfaction for library employees. Budget restrictions often lead to insufficient access to resources, technology, and training opportunities that are essential for employees to provide high-quality services. Inadequate resources can limit employees' ability to innovate and excel in their roles and lead to negative work experiences overall, which may considerably reduce job satisfaction.

### **3.6.4 Work overload**

Work overload is a great concern in the library industry, with personnel increasingly being assigned with a wide range of responsibilities. Overworking leads to burnout, which manifests as decreased morale, exhaustion, and a loss of interest in the job. This can lead to a decrease in the quality of services provided, considerable staff turnover, and low job satisfaction.

### **3.6.5 Insufficient recognition**

Insufficient employee recognition can negatively impact job satisfaction, leading to low morale, reduced productivity, and potentially higher rates of absenteeism or turnover. Feeling underappreciated or undervalued by co-workers and management can be detrimental to the mental and emotional well-being of employees and decrease motivation, thereby having a considerable impact on the quality of services provided. Recognition and appreciation should be an on-going practice in the workplace to maintain employee engagement, satisfaction, and a positive work environment.

### **3.6.6 Poor communication**

Poor communication is a common issue that can create significant challenges within library teams and departments. Misunderstandings and miscommunications can lead to errors, conflicts, and friction in the workplace, leading to job discontent for individuals and teams. When communication is unclear or ineffective, it can undermine the effective functioning of the workplace, hampering productivity and job satisfaction.

### **3.6.7 Lack of professional advancement opportunities**

The lack of professional advancement opportunities is a crucial factor that can discourage librarians and limit their job satisfaction. Prospects for promotion and career advancement may be limited, causing employees to feel disenfranchised and unmotivated. Without opportunities for growth and development, employees may not be motivated to enhance their skills or take their responsibilities to the next level, resulting in reduced morale and declining service quality.

### **3.6.8 Rapid technological changes**

Rapid technological changes can be challenging for library personnel to keep up with. The increasing complexity of technology necessitates continuous learning, adaptation, and re-learning. However, limited resources or the fast-paced nature of the industry can make it challenging to stay on top of emerging technologies, leading to anxiety, frustration, and declining job satisfaction. Providing regular training programs and ongoing support can help employees remain proficient and up-to-date with technological advancements in the library industry.

### **3.6.9 High competition**

High competition for positions and limited resources is another challenge that may cause heightened anxiety and pressure among library personnel. The resulting tension and stress can harm mental and physical well-being, culminating in declining morale and a reduction in job satisfaction. Additionally, growing competition may promote

feelings of uncertainty and insecurity among employees, making it difficult to foster a healthy, engaging work environment.

### **3.6.10 Stressful work environments**

The working environment is critical to the overall job satisfaction of library personnel. If working conditions are stressful, fraught with interpersonal issues, or lack a supportive workplace culture, this can negatively impact employee morale. High-stress levels and workloads can result in burnout, leading to absenteeism or staff turnover, negatively impacting the quality of library services delivered. A supportive work environment can create job satisfaction, work motivation, and greater success for library staff.

To ensure job satisfaction, long-term success and sustainability of library professionals and the organizations they serve, it is vital to address these issues through strategic planning, resource allocation, and effective management techniques.

## **3.7 Conclusion**

To summarize, this chapter has thoroughly examined the complex theoretical framework surrounding job satisfaction, with a particular focus on its relevance to library professionals. By defining job satisfaction and exploring related terms and theories, we have developed a comprehensive understanding of the multifaceted nature of this concept. Through an exploration of various factors that influence job satisfaction among library professionals, we have gained valuable insights into the unique challenges and opportunities within this specific occupational group.

Additionally, by discussing the benefits and challenges of studying job satisfaction among library professionals, we have emphasized the significance of this research area in improving job satisfaction, employee well-being, and overall job quality. This chapter serves as a fundamental guide for further exploration and analysis of job satisfaction in the context of library professionals, providing valuable insights for both academic research and practical implications in the field.



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## **CHAPTER 4**

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### **JOB SATISFACTION AT NATIONAL AND INTERNATIONAL LEVEL**



## **4.0 Introduction**

This chapter will give us an overview of the initiatives taken by organisations at the nation and International level to enhance the job satisfaction among library professionals.

## **4.1 Job satisfaction at National level**

### **4.1.1 The Kerala Library Association (KLA)**

The Kerala Library Association (KLA) launched a two-month-long Professional Enrichment Programme (PEP) for young professionals, aiming to enhance their skills and knowledge under the KLA Centre for Professional Development (KLA-CPD). This initiative underscores KLA's commitment to nurturing the next generation of LIS professionals. In addition to the PEP, KLA recognizes and honors outstanding individuals in the field through the KLA Gold Medal and the C.A. Augustine-Holy Cross Endowment. KLA also collaborates with institutions like the Kerala University of Fisheries and Ocean Studies (KUFOS) to conduct workshops on topics such as Koha, a popular open-source integrated library system. These workshops provide hands-on experience and practical knowledge to participants. Furthermore, KLA conducts seminars, computer training programs, conferences, and workshops on various technical and professional topics, fostering awareness and knowledge-sharing. These events cover areas such as library development plans, library legislation, library awareness, and the promotion of reading habits. By contributing to the overall job satisfaction of library professionals, KLA plays a crucial role in advancing the LIS field and promoting the growth of libraries in Kerala.

### **4.1.2 Delhi Library Association (DLA)**

The Digital Library Association (DLA) has taken several initiatives to enhance job satisfaction among library professionals. Firstly, DLA recommends the establishment of a library board that includes stakeholders from various faculties, including students and management. This board aims to bridge the gap between library staff and the academic community, facilitating better service provision and ultimately contributing to job satisfaction. Secondly, DLA provides training and consultancy services in

library education and library services, enhancing the skills and knowledge of library professionals. By empowering them to perform their roles effectively, DLA positively impacts job satisfaction. Thirdly, DLA strives to improve the status and working conditions of individuals employed in libraries. By advocating for better remuneration, work-life balance, and professional recognition, they contribute to overall job satisfaction.

Additionally, DLA engages in publishing activities related to library science, disseminating knowledge and research findings within the community. This initiative enhances professional growth and job satisfaction. Lastly, DLA actively collaborates with academic institutions, research and development organizations, and corporate entities. Such partnerships foster academic engagements, knowledge exchange, and career development opportunities for library professionals, further contributing to their job satisfaction.

#### **4.1.3 Bengal Library Association (BLA)**

The Bengal Library Association (BLA) engages in a range of significant activities to enhance the library profession. This includes advocating for improved service conditions, fair pay, and elevated status for library workers. The association also plays a pivotal role in knowledge dissemination by organizing conferences and seminars that cover various facets of the library movement and services. Furthermore, BLA conducts training courses, refresher programs, workshops, and publishes literature such as books, periodicals, and reports related to library science and services. Notably, BLA has initiated a training program focused on Koha software, currently in progress, to enhance the technical skills of library professionals. Additionally, the association conducts workshops tailored to meet the evolving needs of Library and Information Science (LIS) professionals, providing practical support for their daily operations within libraries. These initiatives collectively contribute to the professional development and job satisfaction of library employees in West Bengal.



## **4.2 Job satisfaction at International level**

### **4.2.1 The Australian Library and Information Association (ALIA)**

The Australian Library and Information Association (ALIA) committed to promoting job satisfaction among library professionals through various initiatives and programs. The ALIA National Survey on Aboriginal and Torres Strait Islander Employment in Australian Libraries (2020-2021) aims to understand the employment landscape for Indigenous Australians in libraries and contribute to creating an inclusive and supportive work environment. The ALIA LIS Education, Skills, and Employment Trend Report (2020) sheds light on the national library and information science (LIS) education and employment landscape, empowering employees, employers, students, and educators with crucial insights.

ALIA Recruitment Advertising Services connect library professionals with relevant job opportunities, facilitating career growth and job satisfaction by matching professionals with suitable positions. The Real-World Pay and Employment Snapshot (2020) provides a realistic view of compensation and employment conditions for library professionals, contributing to a better understanding of job satisfaction.

The Professional Development (PD) Scheme encourages formal and informal learning experiences for library and information professionals, providing opportunities for skill development, networking, and knowledge sharing through conferences, symposia, events, forums, and training. ALIA collaborates with educators, students, employers, and training providers to enhance the education of library and information professionals, integrating practitioner expertise into educational programs and supporting continuous learning, which significantly contributes to job satisfaction.

### **4.2.2 The Canadian Library Association (CLA)**

The Canadian Library Association (CLA) has implemented several initiatives to enhance job satisfaction among library professionals, including professional development programs, advocacy for fair compensation and benefits, work-life balance initiatives, recognition and awards, and diversity and inclusion initiatives. The CLA offers targeted training sessions, workshops, and webinars for library staff to foster a sense of professional growth and skill development. They actively advocate

for competitive salaries, benefits, and job security for library workers, engaging with policymakers and employers to ensure fair compensation packages. The CLA recognizes the demanding nature of library work and promotes work-life balance by encouraging flexible work arrangements, mental health support, and stress management programs. They celebrate outstanding contributions by presenting awards to exceptional library professionals, boosting morale and reinforcing the value of their work. Additionally, the CLA actively promotes diversity, equity, and inclusion within the profession, organizing workshops, panels, and resources to address biases and create an inclusive work environment. These initiatives demonstrate the CLA's commitment to enhancing job satisfaction and fostering a strong and vibrant library community in Canada.

#### **4.2.3 The American Library Association (ALA)**

The American Library Association (ALA) has recently taken several initiatives to promote job satisfaction among library professionals. One key initiative is the development of the "Advocating for Better Salaries and Pay Equity Toolkit" by the ALA-Allied Professional Association (ALA-APA). This toolkit provides resources and information on advocating for better pay for all library workers, including salary statistics, job descriptions, position classification, job evaluation, comparisons with other occupations, benefits, minimum salaries, legislation, litigation, and success stories.

Additionally, the ALA has focused on career development and resources for library professionals through the Career Development Resource Guide. This guide aims to provide employers and job seekers with year-round access to information, including job listings and resumes, to support career growth and advancement within the library profession.

These recent initiatives by the ALA demonstrate a commitment to enhancing job satisfaction among library professionals through advocacy for better salaries, career development resources, and research on factors influencing job satisfaction within the library profession.

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## **CHAPTER 5**

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### **DATA ANALYSIS AND INTERPRETATION**



## **5.0 Introduction**

This chapter deals with the descriptive and statistical analysis of the primary data that was gathered from the library professionals of professional and non-professional college in the state of Goa. It is carried out in order to analyse the study's research objectives. Charts, tables and figures containing the survey results as well as a detailed analysis and interpretation of the data will be provided. The study's findings will provide crucial new insights into the factors that influence library professional's job satisfaction and their level of job satisfaction. The results of this study can be used to improve organizational policies and practices that aim to improve job satisfaction and employee well-being in the field of library and information sciences.

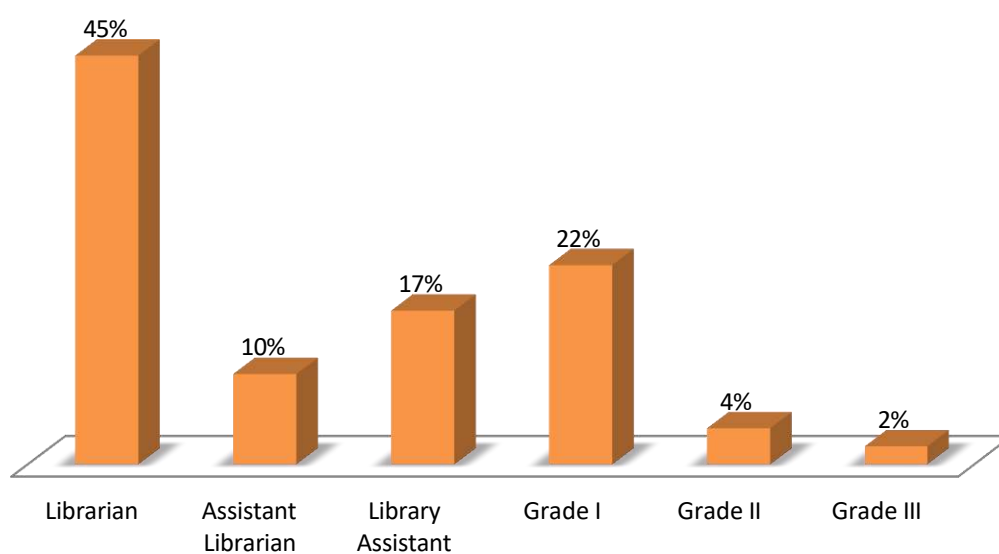
## 5.1 Demographic Details

### 5.1.1 Designation

**Table 5.1.1: Designation Wise Distribution of Respondents**

Designation	Respondents	Percentage
Librarian	45	45%
Assistant Librarian	10	10%
Library Assistant	17	17%
Grade I	22	22%
Grade II	4	4%
Grade III	2	2%

The above figure depicts the designation held by the library professional under this survey. Among the 100 respondents', librarians made up the majority (45%) of the respondents. Assistant librarians comprised 10% of the workforce, while library assistants accounted for 17%. Additionally, Grade I positions represent 22% of the designations, followed by Grade II at 4%, and Grade III at 2%. This data highlights the distribution of different designations within the library profession, showcasing the varying roles and responsibilities held by library professionals.



**Figure 5.1.1: Designation**

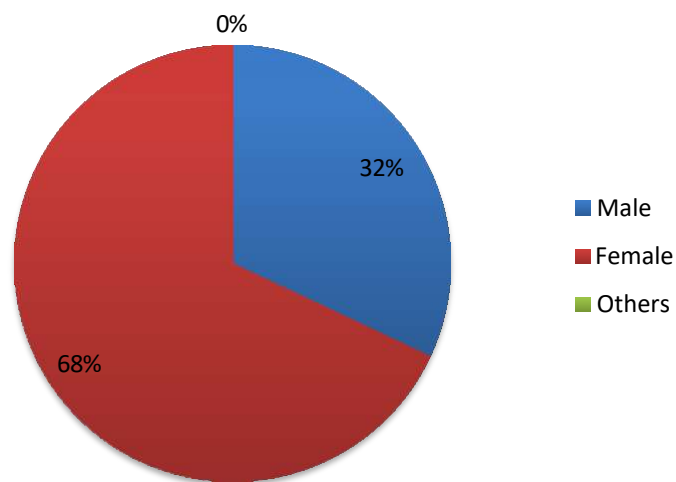


### 5.1.2 Gender

**Table 5.1.2: Gender Wise Distribution of Respondents**

Gender	Respondents	Percentage
Male	32	32%
Female	68	68%
Others	0	0%

The above figure shows the gender distribution among the survey library professionals. Among the 100 respondents, females were found dominating this field with a majority of 68%, while the men accounted for only 32%. The —others category has a percentage of 0% which inferred that there are no non-binary or alternative gender identities in this dataset. There is a noticeable gender gap in the library profession as evidenced by the gender distribution of survey respondents who are overwhelmingly more likely to be female than male.



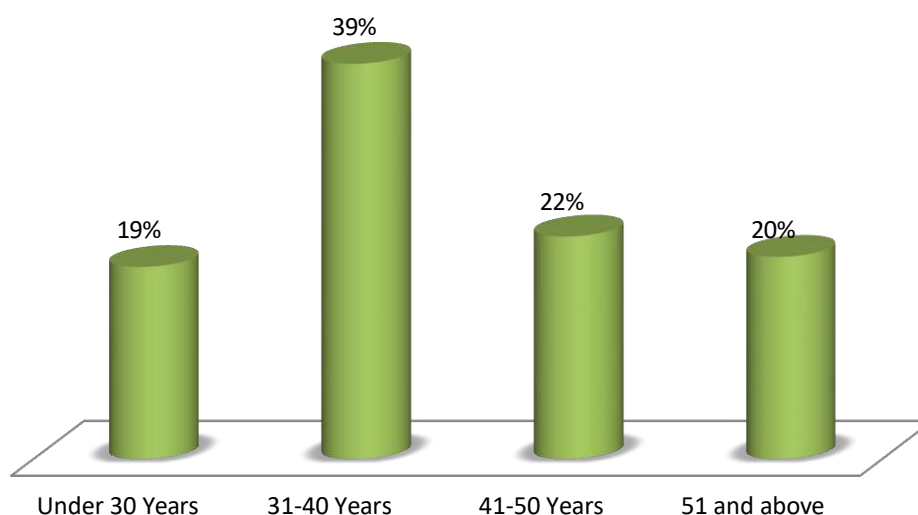
**Figure 5.1.2: Gender**

### 5.1.3 Age Group

**Table 5.1.3: Age Group Wise Distribution of Respondents**

Age Group	Respondents	Percentage
Under 30	19	19%
31-40 Years	39	39%
41-50 Years	22	22%
51 and above	20	20%

The above figure shows the age groups of the respondents in this study. A majority of the library professionals belonged to the 31-40 (39%) years of age group, followed by 41-50 years accounting for 22%. Furthermore, 20% of the respondents came under the age group of 51 and above while the remaining 19% were under the age of 30. This data demonstrates the wide age range and significant representation of librarians in various age groups which suggests a variety of viewpoints and experience levels among the workforce.



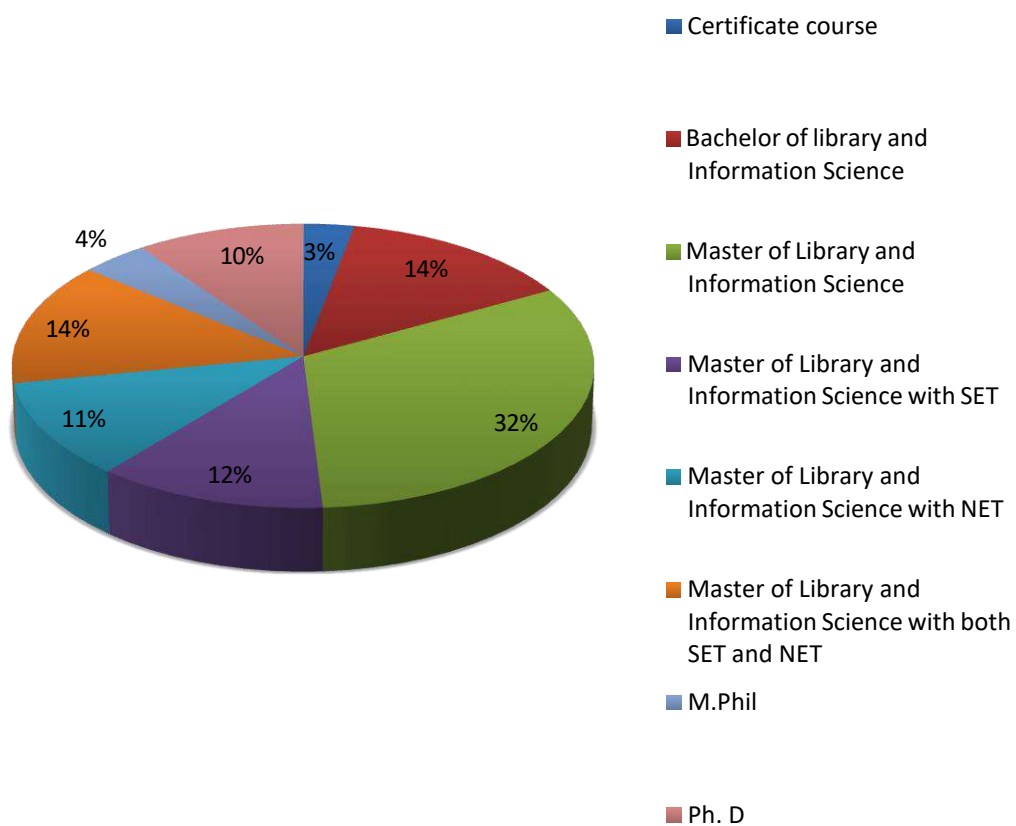
**Figure 5.1.3: Age Group**

### 5.1.4 Education Qualification

**Table 5.1.4: Education Qualification Wise Distribution of Respondents**

Education Qualification	Respondents	Percentage
Certificate course	3	3%
Bachelor of library and Information Science	14	14%
Master of Library and Information Science	32	32%
Master of Library and Information Science with SET	12	12%
Master of Library and Information Science with NET	11	11%
Master of Library and Information Science with both SET and NET	14	14%
M.Phil	4	4%
Ph. D	10	10%

The above figure shows the education qualification of the library professionals. Among the 100 respondents surveyed, 3% have done a certificate course, while 14% have completed their Bachelor of Library and Information Science degree. A majority of the respondents accounting to 32% have attained a Master of Library and Information Science degree. Furthermore, 12% of the respondents have completed a Master of Library and Information Science with SET, 11% with NET, and 14% with both SET and NET qualifications. Additionally 4% of the respondents account to hold an M.Phil degree, and the remaining 10% have done their Ph.D. This distribution reflects a mix of qualifications as it showcases the diverse educational backgrounds of librarian professionals in terms of certificate courses to advanced research degrees such as Ph.D.s.

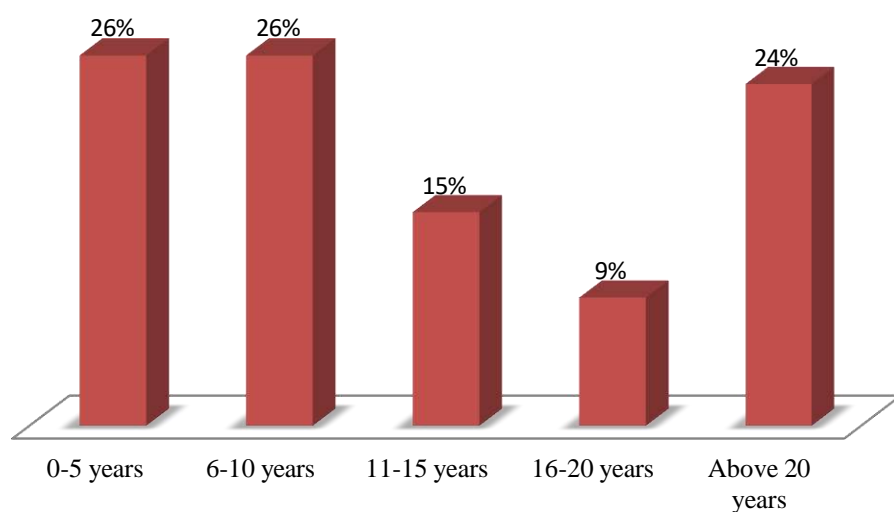
**Figure 5.1.4: Education Qualification**

### 5.1.5 Years of Experience

**Table 5.1.5: Years of Experience of Respondents**

Years of Experience	Respondents	Percentage
0-5 years	26	26%
11-15 years	15	15%
16-20 years	9	9%
6-10 years	26	26%
Above 20 years	24	24%

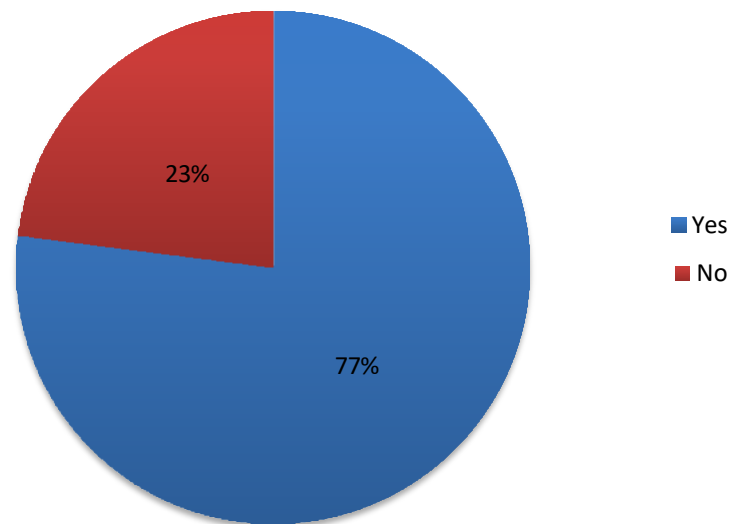
The above figure shows the years of experience held by the library professionals. Among the professional surveyed, 26% of the library professionals have 0-5 years of experience, similarly, 26% have 6-10 years of experience. Furthermore, 15% of library professionals have 11-15 years of experience, while 9% have 16-20 years of experience in this field. Remarkably 24% of library professionals have over 20 years of experience in this field. This experience level distribution shows a wide range of experience levels within the profession and offers insightful information about the tenure and expertise of the library professionals taking part in the study.



**Figure 5.1.5: Years of Experience**

## 5.2 Infrastructure Level Satisfaction

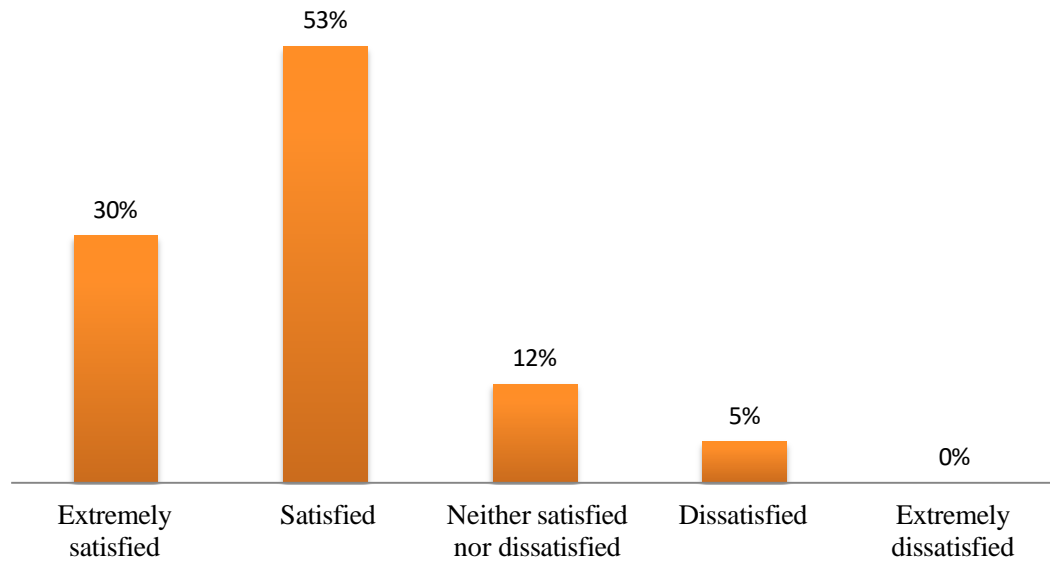
### 5.2.1 Physical Layout and Design of the library



**Figure 5.2.1: Physical Layout and Design of the library**

The library professional were asked whether they feel that the physical layout and design of the library space are favourable for a productive and comfortable work environment. As seen in the above pie chart 77% of the respondents said yes while the remaining 23% of the respondents said no, implying that they are not feel that the physical layout and design of the library space are favourable for a productive and comfortable work environment. Since the majority of the respondents under this survey said yes, we can conclude that the library professionals are satisfied with the physical layout and design of the library space as it is favourable for a productive and comfortable work environment.

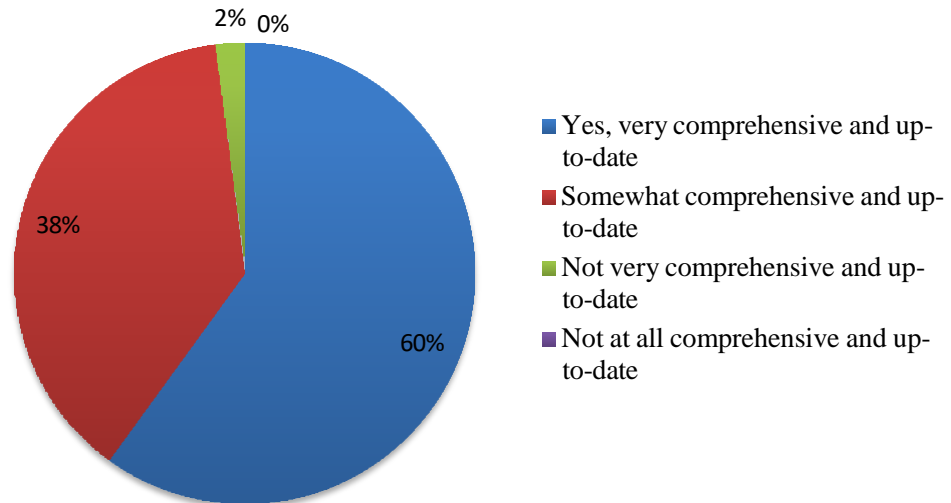
### 5.2.2 Satisfaction with the availability of Technological Resources



**Figure 5.2.2: Satisfaction with the availability of Technological Resources**

In the above figure the respondents were asked about their satisfaction with the technological resources available in their library. As can be seen in the above bar graph, a majority of the respondents (53%) are Satisfied with the resources they have access to, followed by 30% of the respondents who feel Extremely Satisfied. Furthermore, 12% of the respondents are neither satisfied nor dissatisfied in this regard. 5% of the respondents are dissatisfied while no respondent reported being extremely dissatisfied. These conclusions drawn from the figure demonstrate that a significant proportion of professionals more than half are satisfied with the technology tools available to them underscoring a general feeling of satisfaction among the respondents with respect to these technological resources.

### 5.2.3 Library Collection's Comprehensiveness and Up-to-datedness

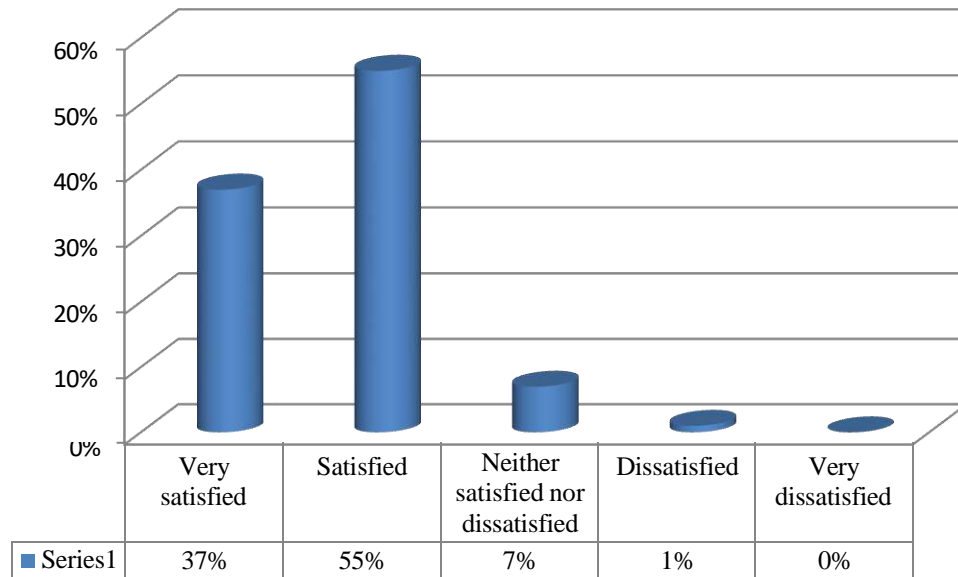


**Figure 5.2.3: Library Collection's Comprehensiveness and Up-to-datedness**

The above pie chart depicts the extent to which the respondent's library collection meets the needs of its users; a majority of the respondents (60%) stated that their collection is very comprehensive and up-to-date. Additionally, 38% of the respondents said that the library's collection is somewhat comprehensive and up-to-date. While 2% and 0% of the respondents said that the collection is Not very comprehensive and up-to-date and Not at all comprehensive and up to date, respectively. This indicates that most library professionals think their collections are adequate to meet the needs of its users. Still a negligible portion of respondents think that the collection could be made better.



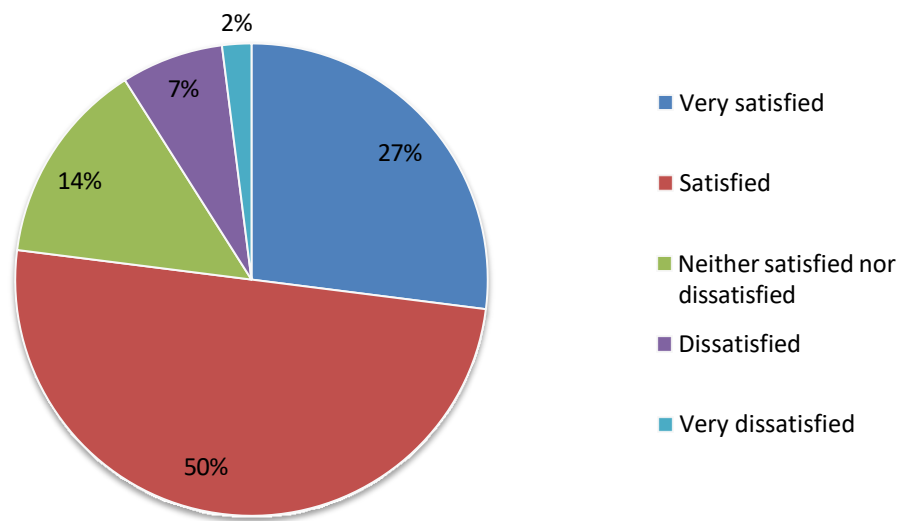
### 5.2.4 Availability and functionality of library management systems



**Figure 5.2.4: Availability and Functionality of Library Management Systems**

The above figure depicts the satisfaction level of the library professionals with respect to the availability and functionality of library management systems. A majority of the respondents (55%) said that they are satisfied, followed by 37% of the respondents who reported to be Very satisfied. 7% of the respondents were neither satisfied nor dissatisfied. While one respondent reported being dissatisfied while none were seen very dissatisfied in terms of the availability and functionality of library management systems in their libraries. A considerable proportion of library professionals expressed satisfaction and even high levels of satisfaction with the library management systems indicating that overall library professionals have a positive sentiment towards them.

### 5.2.5 Satisfaction with the Library Facilities

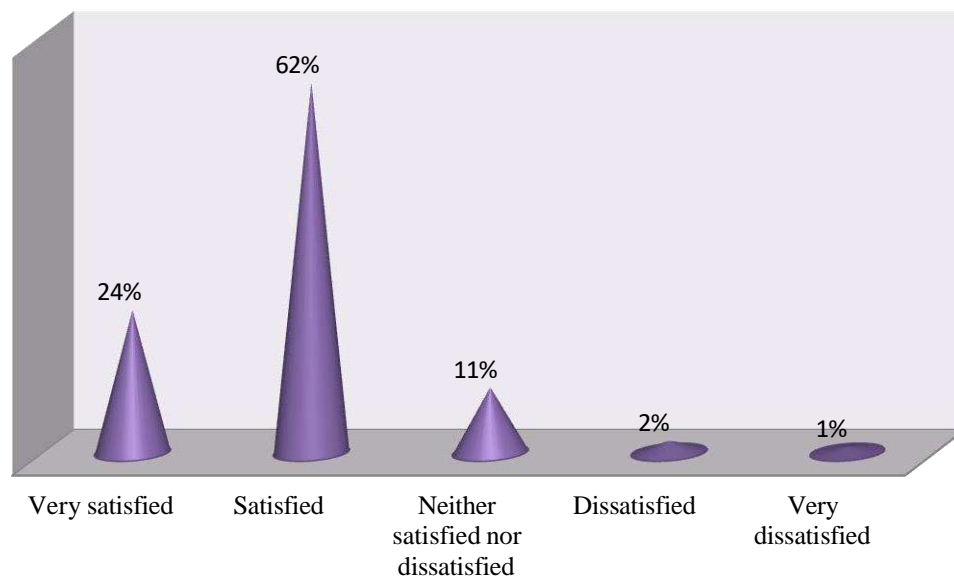


**Figure 5.2.5: Satisfaction with the Library Facilities**

The above pie chart shows how satisfied the respondents are with the condition and maintenance of the library facilities. As seen in the above pie chart 50% of the respondents said they were Satisfied, followed by 27% who reported to be Very satisfied. 14 % of the respondents reported to be Neither satisfied nor dissatisfied. While 7% and 2% stated to be Dissatisfied and Very dissatisfied, respectively. With a large percentage expressing satisfaction and very high levels of satisfaction we can conclude that the library professionals are satisfied with the condition and maintenance of the library facilities in their libraries.

## 5.3 Professional Factors

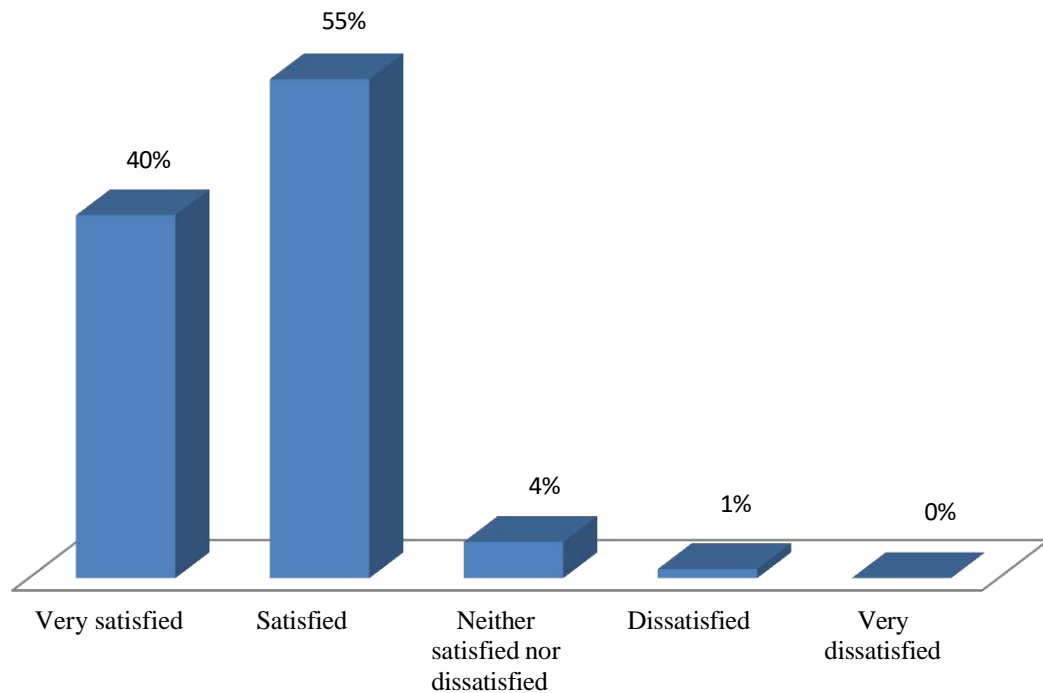
### 5.3.1 Satisfaction with workload



**Figure 5.3.1: Satisfaction with workload**

The above figure illustrates the satisfaction level of the respondents with respect to the workload. Among the 100 respondents, a majority of the respondents (62%) said they were Satisfied. 24 % reported to be Very satisfied while 11% of the respondents were neither satisfied nor dissatisfied. Among the remaining respondents 2% reported to be dissatisfied and 1% reported to be Very dissatisfied with their workload. Through the above illustration we can clearly see that a majority of the library professionals are satisfied and very satisfied with their work load. Only a small number of respondents expressed their dissatisfaction indicating that the majority of the professionals are not burdened with extra work which have could affect their well-being and thereby promoting a healthy work life.

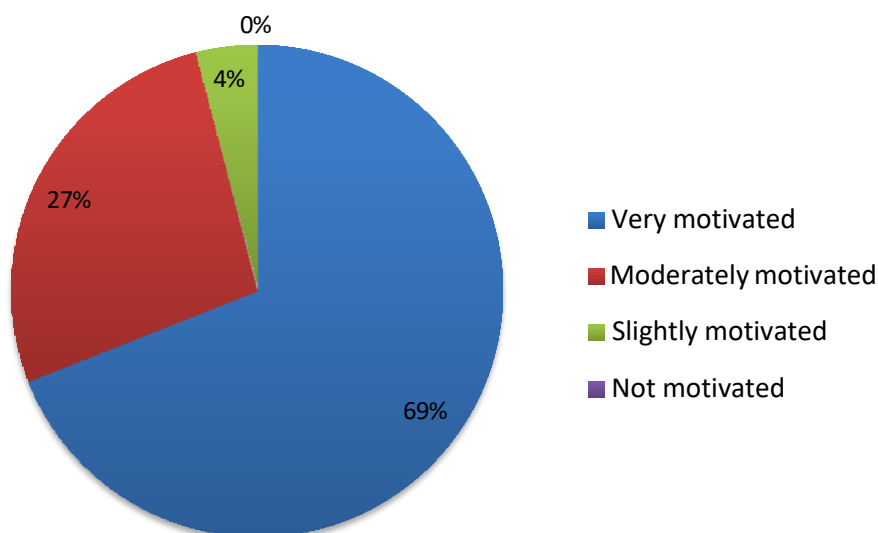
### 5.3.2 Professional Relationship with Co-Workers



**Figure 5.3.2: Professional Relationship with Co-Workers**

The above chart illustrates the professional relationship of the library professionals with their co-workers. A majority of the respondents accounting to 55% stated that they were Satisfied with their relationship with their co-workers, followed by 40% who reported to be Very satisfied. Additionally, 4% of the respondents were neither satisfied nor dissatisfied. Furthermore, 1% of the respondent reported to be dissatisfied while none of the respondents indicated feeling very dissatisfied with their professional relationships with co-workers. A major proportion of the respondents expressed high levels of satisfaction with their professional's relationship with their co-workers. This implies that the librarians get along well with their co-workers which can enhance the workplace culture and increase employees' sense of fulfillment in their jobs.

### 5.3.3 Motivation for Enhancing Library Services

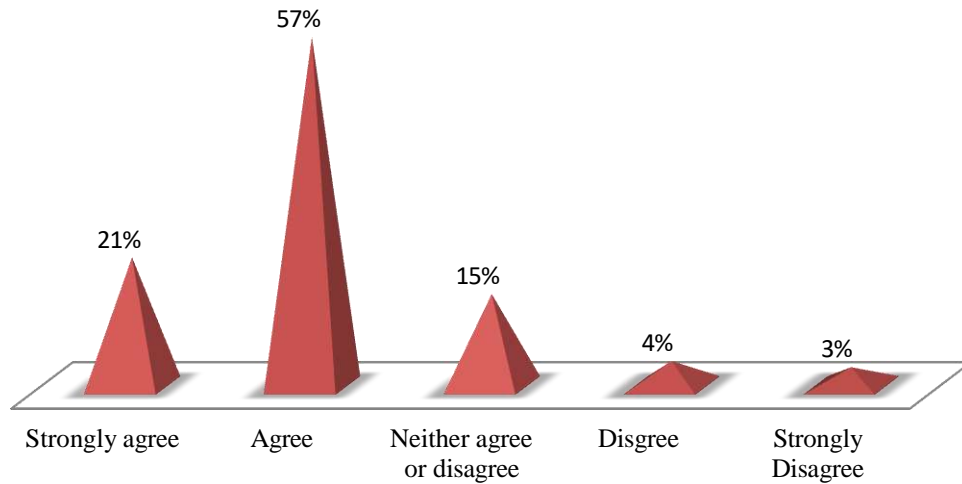


**Figure 5.3.3: Motivation for Enhancing Library Services**

The above pie chart shows to degree to which the library professional feel motivated about taking initiatives in enhancing the services provided by them to their patrons. Among the survey respondents a majority of the respondents reported to be Very motivated followed by 27% of the respondents who stated to be moderately motivated. Additionally 4% of the respondent said they were slightly motivated while none of the respondents expressed to feel not motivation in taking initiatives in this regard.

From the above pie chart we can conclude that librarians are generally driven to take on new projects and have a stake in providing better services. But it is also crucial to remember that different library professionals may have different levels of motivation and that certain factors may have an influence on them. Prior studies have recognized a number of variables that may influence the job satisfaction and motivation of library professionals including workload, job security and prospects for advancement.

### 5.3.4 Organizational Response to Employee Grievances

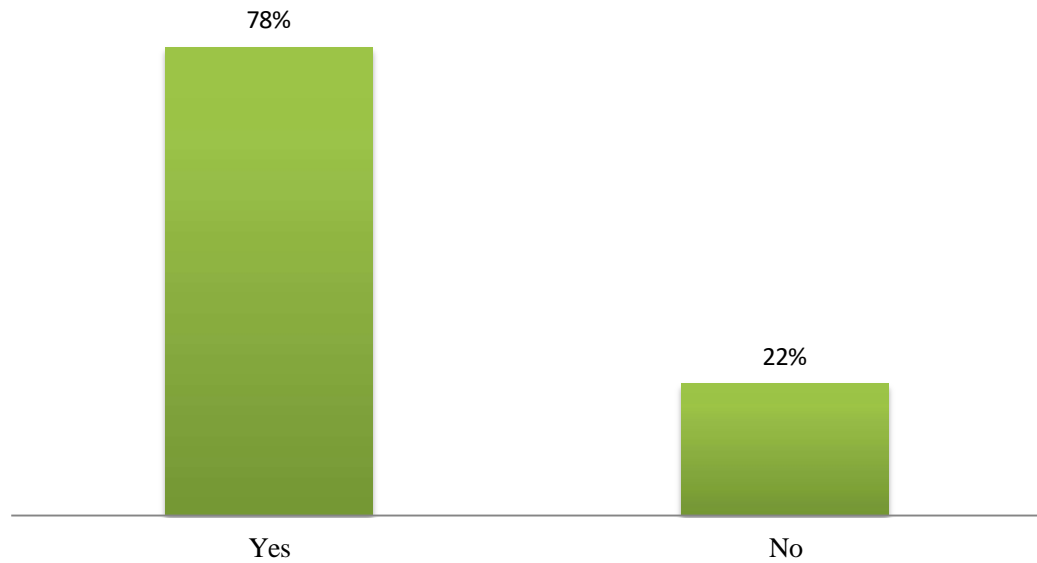


**Figure 5.3.4: Organizational Response to Employee Grievances**

The above figure addresses the question of whether the library professionals feel that their grievances and concerns are adequately addressed by their organization. A majority of the respondent (57%) agreed that their organization adequately addresses their grievances and concerns followed by 21% who strongly agreed with the statement. Additionally, 15% of the respondents neither agreed nor disagreed. While the remaining 4% and 3% of the respondents Disagreed and strongly disagreed, respectively, with the organization's handling of their grievances and concerns.

Through this data we come to know that in most of the libraries the grievances and concerns of the library professionals are adequately addressed. This would make them feel as if they are a part of the organisation where their issues are heard and taken into account which will ultimately lead to their contentment at work and would reflect in their job performance.

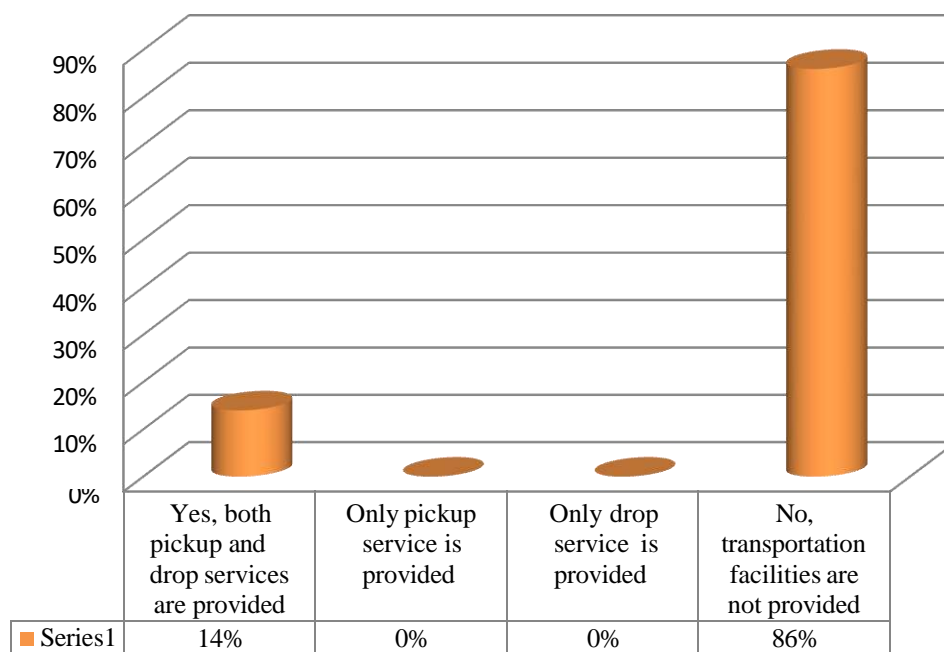
### 5.3.5 Opportunities for Professional Growth and Career Advancement



**Figure 5.3.5: Opportunities for Professional Growth and Career Advancement**

The library professionals were asked about whether they feel that there are sufficient opportunities for professional growth and career advancement in their current job results of which are depicted in the above bar graph. A majority of the library professionals accounting to 78% said Yes to this statement, indicating their belief that such opportunities exist while the remaining 22% said No, implying that they do not feel that their current organisations provides them with sufficient opportunities for professional growth and career advancement.

### 5.3.6 Transportation facilities



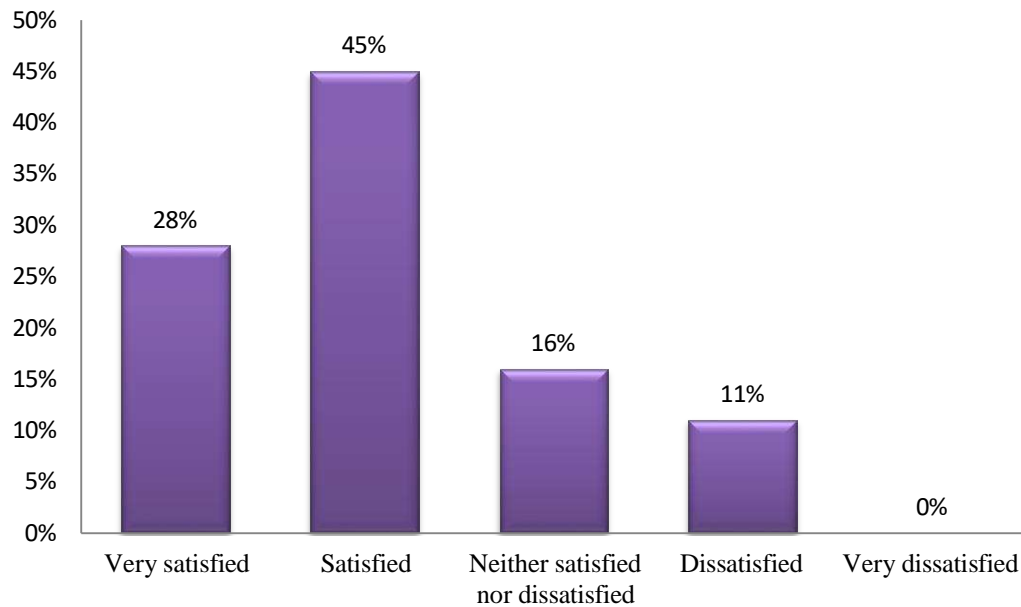
**Figure 5.3.6: Transportation Facilities**

The above graph depicts whether the institution provide transportation facilities such as pickup and drop services for the library professionals. The majority of the library professionals (86%) stated that No transportation facilities are provided to them, followed by 14% of the library professionals who stated that both pickup and drop services are provide. Furthermore, none of the library professionals reported that only pickup or only drop services are provided to them.

Based on the data it appears that a considerable proportion of library professionals do not have access to transportation services and the majority of users report that the organisation or institution does not provide then with transportation services.



### 5.3.7 Pay Structure Satisfaction

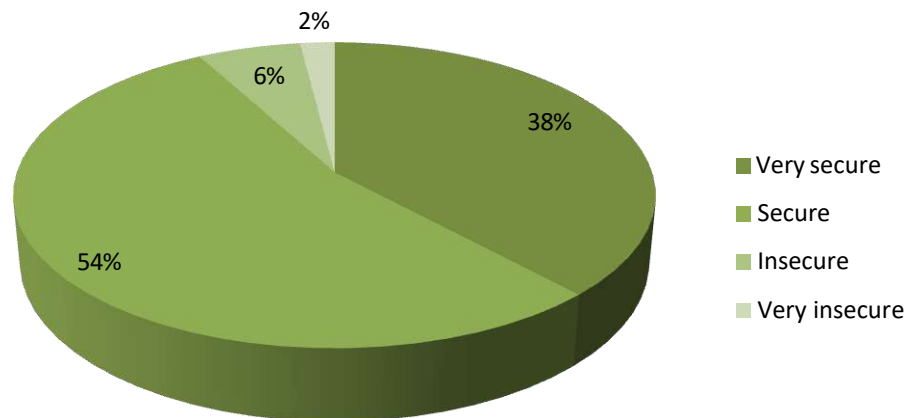


**Figure 5.3.7: Pay Structure Satisfaction**

The above figure gives us insights into the satisfaction levels of library professionals with regard to their pay structure. 45% of the respondents reported to be satisfied while 28% of the respondents are very satisfied. 16% of the respondents reported to be neither satisfied nor dissatisfied. Additionally 11% of the respondents reported to be dissatisfied while none of the respondents reported feeling very dissatisfied.

Looking at the above figures we can conclude that a significant amount of library professionals are satisfied and content with their pay.

### 5.3.8 Job Security Perception

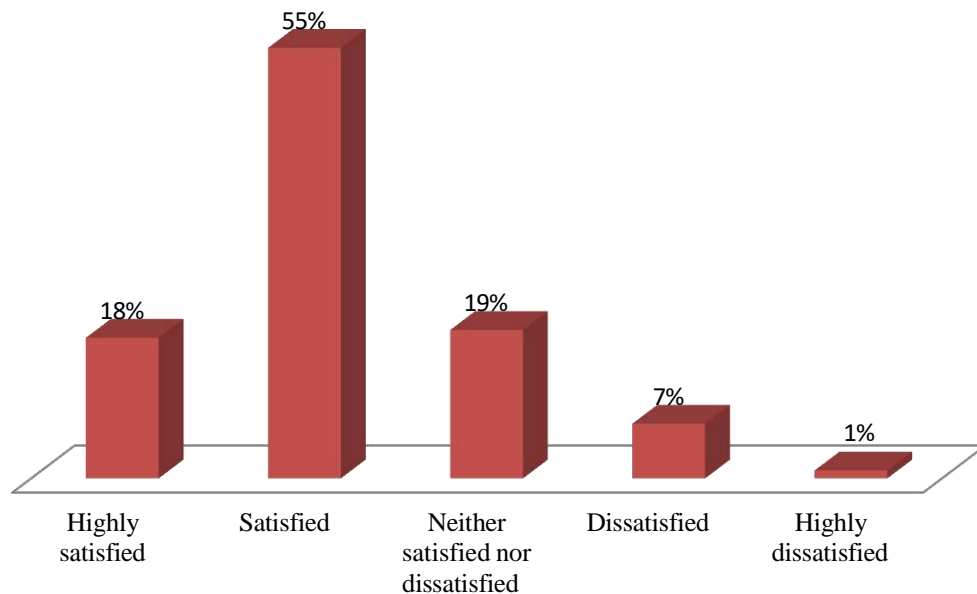


**Figure 5.3.8: Job Security Perception**

In the above figure the library professionals were asked about how secure do they feel about their job in the current organization. As seen in the above pie chart a majority of the respondents accounting for 54% stated to be Secure about their job in their current organization followed by 38% who reported to be Very secure. 6% of the respondents reported to be insecure while the remaining 2% reported to be very insecure about their job security in their current organization.

Through this above illustration we can clearly see how different library professionals perceive their job security with the majority feeling very secure and secure in their current roles indicating that job security among library professionals is quite stable.

### 5.3.9 Job Rewards and Benefits Satisfaction

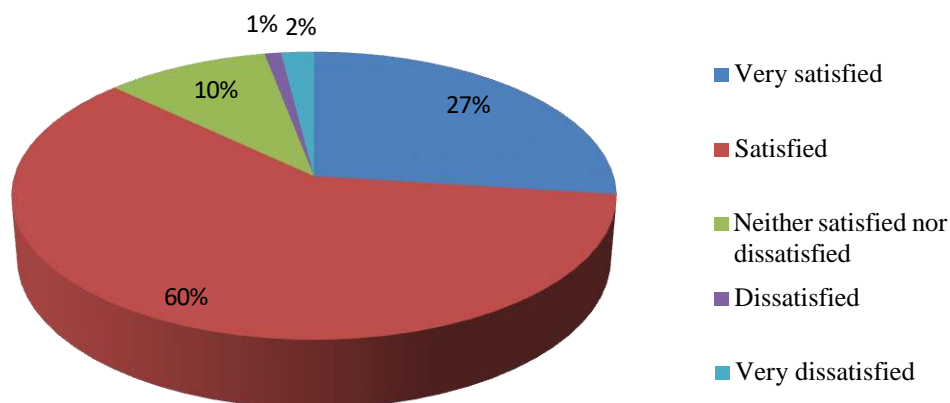


**Figure 5.3.9: Job Rewards and Benefits Satisfaction**

The above chart depicts the satisfaction level of the library professionals with their satisfaction level with the rewards and benefits associated with their job. A majority of the respondents (55%) reported to be satisfied with the reward and benefits followed by 18% who were highly satisfied with the same. Additionally, 19% of the respondents were neither satisfied nor dissatisfied .7% of the respondents reported being dissatisfied, with only 1% stating they were highly dissatisfied.

The chart indicates that most of the library professionals are content with the benefits and rewards that come with their employment. Still a small percentage of respondents expressed dissatisfaction underscoring the necessity of attending to their needs and concerns in order to raise general job satisfaction.

### 5.3.10 Satisfaction with working hours

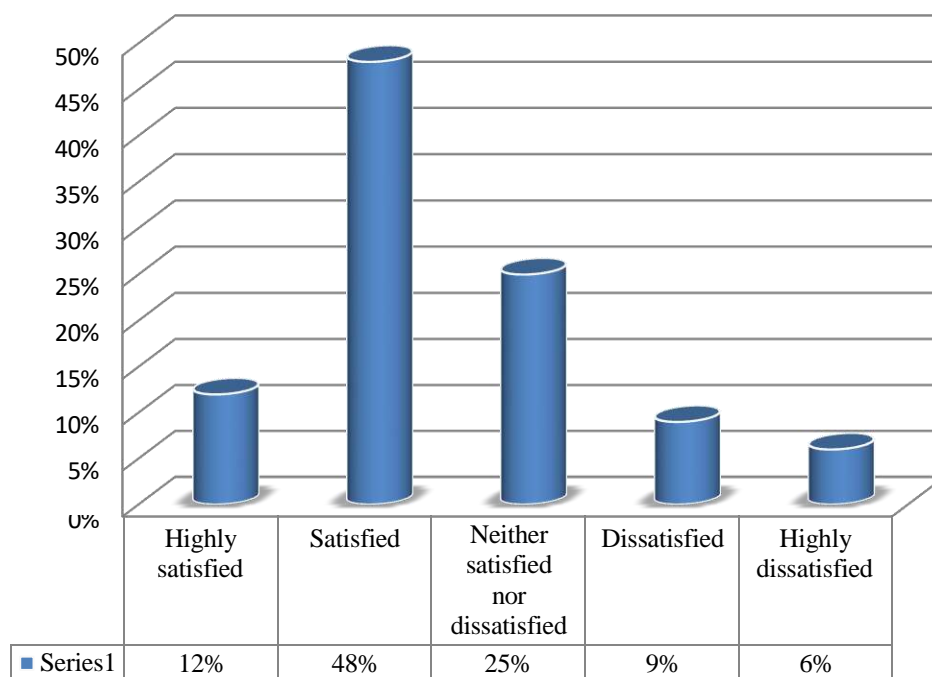


**Figure 5.3.10: Satisfaction with working hours**

The above figure depicts how satisfied the library professionals are with their working hours. Out of the 100 respondents, a majority of the library professionals, accounting to 60% reported to be satisfied with their working hours followed by 27% of the library professionals who reported to be very satisfied with the same. Additionally, 10% reported feeling neither satisfied nor dissatisfied. Furthermore, 2% of the library professionals reported being very dissatisfied, with only 1% stating that they were dissatisfied with their working hours.

Through this chart we can conclude that a major section of the library professionals are satisfied with their working hours with only a small section showing dissatisfaction in this regard. Satisfaction with working hours is crucial because over working can negatively affect one's well-being which can lower the quality of services provided to patrons.

### 5.3.11 Promotion Procedure Satisfaction

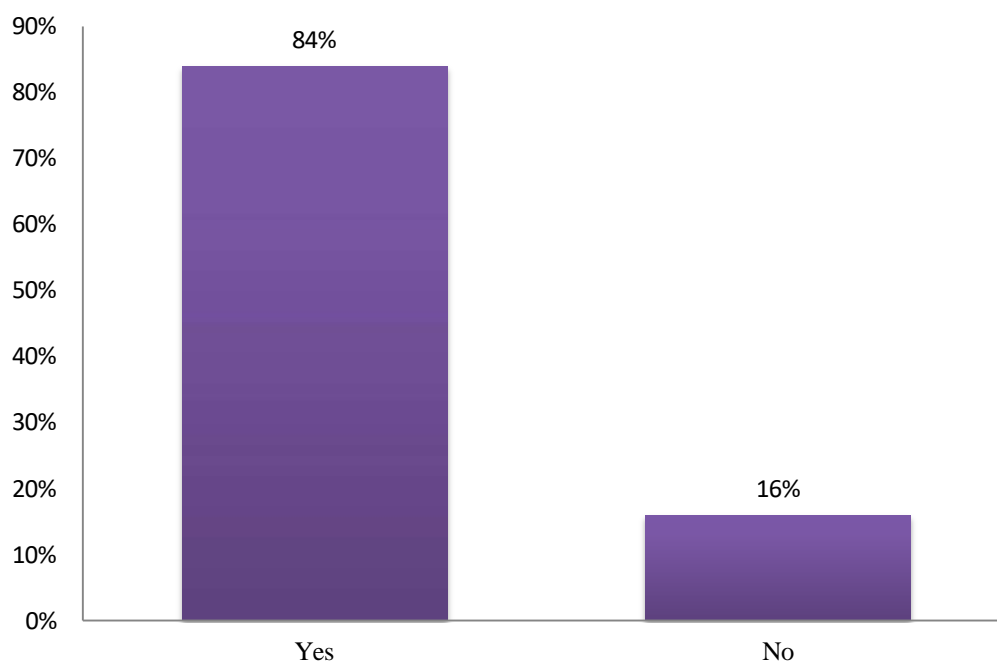


**Figure 5.3.11: Promotion Procedure Satisfaction**

The above bar graph shows the satisfaction levels of library professionals regarding the promotion procedure within their job. A majority of the respondents (48%) reported to be satisfied by their promotion procedures followed by 25% who were neither satisfied nor dissatisfied. Additionally, 12% of the respondents reported to be highly satisfied. While 9% and 6% of the respondents were dissatisfied and highly dissatisfied, respectively

Overall the data indicates that even though a large number of library professionals are happy with the promotion processes concerns about those who are not happy or who are still unsure, need to be addressed.

### 5.3.12 Recognition and Appreciation Satisfaction

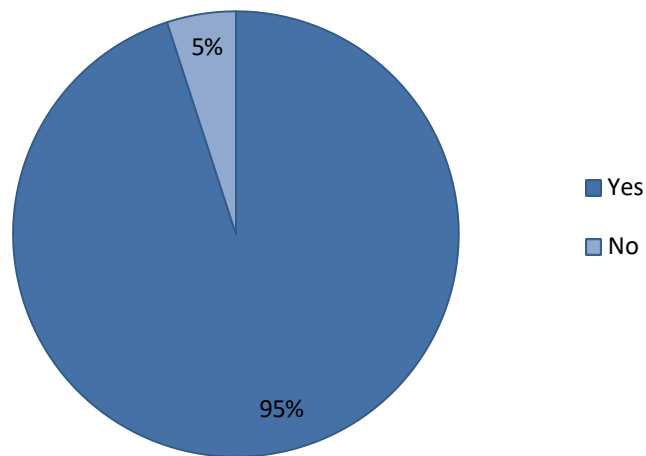


**Figure 5.3.12: Recognition and Appreciation Satisfaction**

The above figure shows whether the respondents feel adequately recognized and appreciated for your work. Among the 100 participants, 84% of the respondents said yes while they do feel recognised and appreciated for their work while the remaining 16% of the respondents answered saying no they don't feel appreciated and recognised for the work done by them.

From this graph we can say that most of the library professionals are satisfied as they feel adequately recognized and appreciated for their work as previous studies have highlighted that recognition and appreciation at work can boost job satisfaction among library professionals.

### 5.3.13 Satisfaction with the Administrative Policies

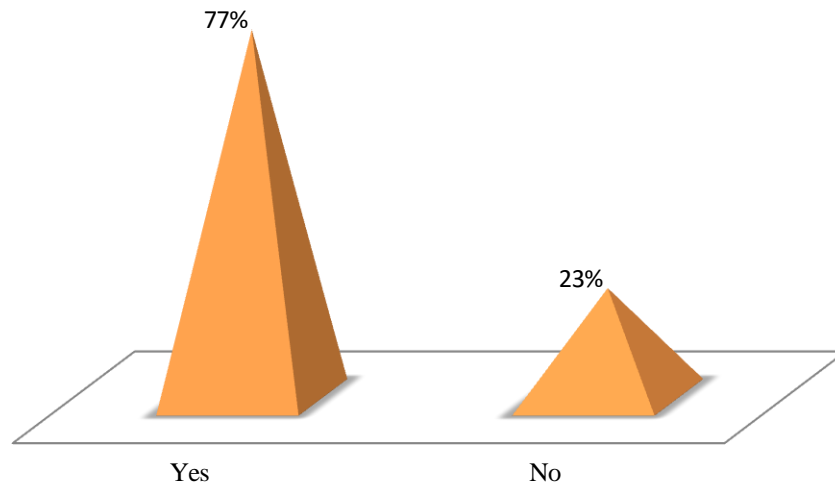


**Figure 5.3.13: Satisfaction with the Administrative Policies**

The above pie chart shows the satisfaction level of the library professionals with respect to the administrative policies of the library. A significant majority of 95% of respondents said yes, they are satisfied with the administrative policies of their library, while the remaining 5% responded saying no showcasing their dissatisfaction with the same.

This suggests that library professionals are generally satisfied with library administration which can support a happy workplace and increased job satisfaction for library workers. It is crucial to remember that the 5% of respondents who expressed dissatisfaction with administrative policies might speak for a group that has particular needs or concerns that should be taken care of in order to increase overall job satisfaction.

### 5.3.14 Work-Life Balance Satisfaction



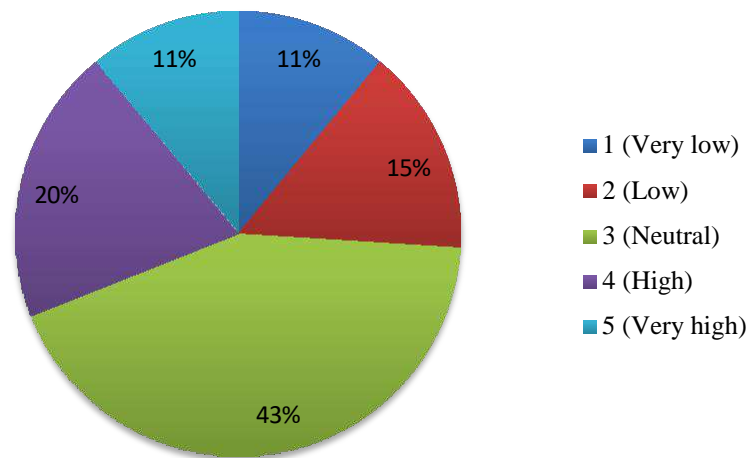
**Figure 5.3.14: Work-Life Balance Satisfaction**

As illustrated in the figure above, the library professionals were asked about whether they feel that their job allows them for a healthy work life balance, to which a majority of the respondents (77%) said yes, their job allows them to have a healthy work life balance. While the remaining 23% of the respondents said no, they find it difficult to strike a balance between their personal and professional life.

Since a major section of the library professionals have answered in affirmative we can say they experience a healthy work-life balance. However, for the remaining 23% who disagreed suggests that there is a possible area where work-life balance among library professionals needs to be better promoted. This could involve putting in place policies or practices that support flexible work arrangements, time management and stress reduction.



### 5.3.15 Job Stress Level

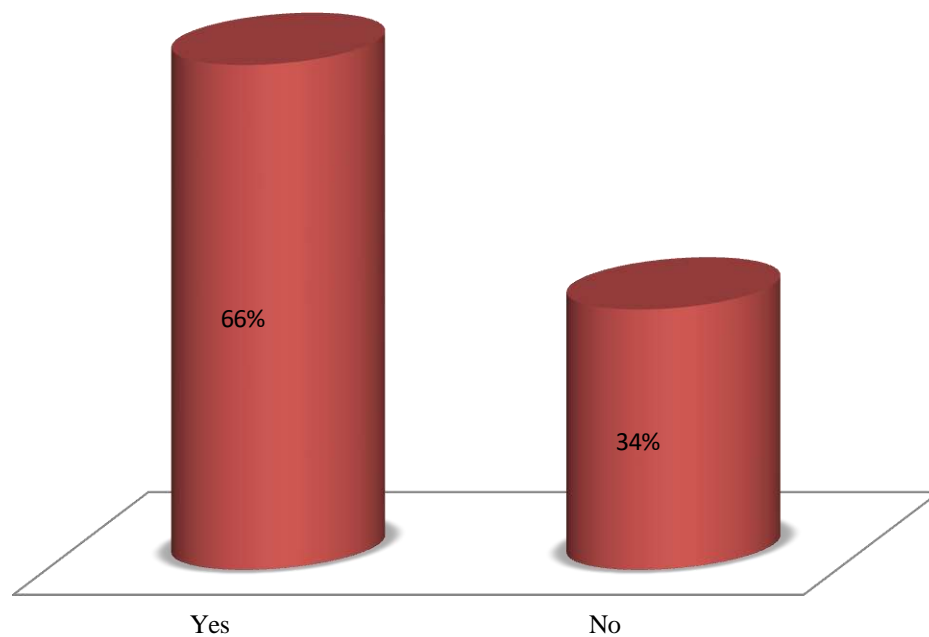


**Figure 5.3.15: Job Stress Level**

The above chart shows the level of stress experience by the library professionals at work. A majority of the respondents (43%) reported feeling neutral about their stress levels at work. Furthermore, 20% of the respondents stated to have high stress levels while 15% of the respondents' reported to have low level of stress at work. Additionally, 11% of respondents expressed feeling very high stress, and another 11% reported saying they experienced very low stress levels at work. This implies that while some librarians might feel a lot of stress others might not and some might even feel very little stress at all.

It appears that not all library professionals are particularly concerned about stress as indicated by the fact that 43% of respondents were indifferent about their level of stress. Nonetheless a sizable percentage of library professionals continue to be concerned about stress as evidenced by the 20% of respondents who reported high stress levels and the 11% who reported extremely high stress levels. This emphasizes how crucial it is to talk about stress management techniques at work in order to support library professionals' general well-being and job satisfaction.

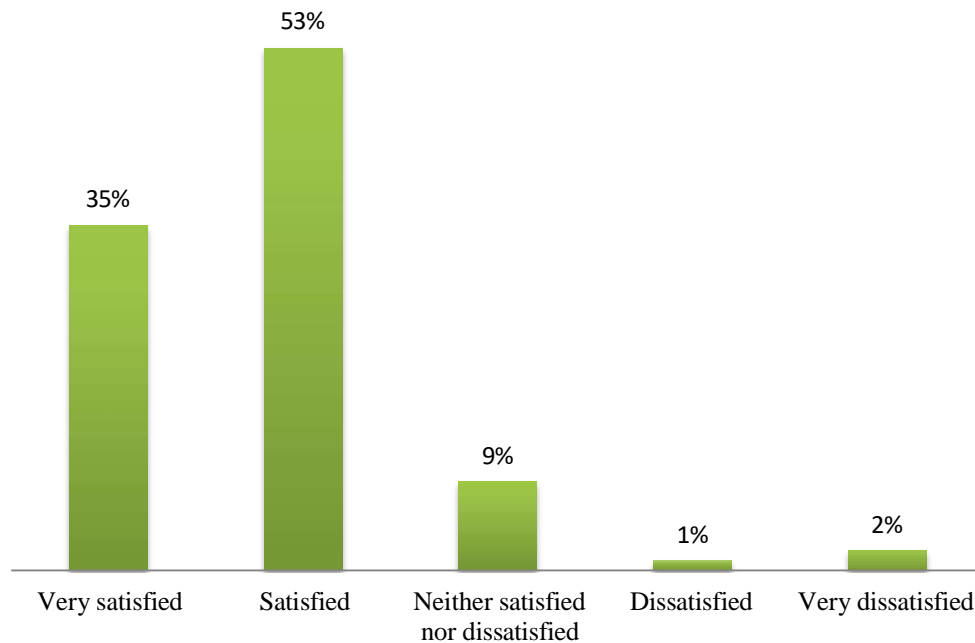
### 5.3.16 Stress Management Support and Resources



**Figure 5.3.16: Stress Management Support and Resources**

The above chart depicts whether the organization provide adequate support and resources to help the library professionals to manage their stress and maintain their well-being. A significant majority of respondents, accounting for 66% said yes their organization does provide adequate support and resources for managing their stress and well-being. This is a promising finding because it shows that most library professionals believe their company is making efforts to support their mental health and well-being. While the remaining 34% of the respondents said no, their organization does not offer sufficient support in this regard. This highlights the necessity for institutions to continue to give their workers mental health and well-being top priority and look into new ways to offer resources and support for stress management.

### 5.3.17 Career Satisfaction in Library and Information Science



**Figure 5.3.17: Career Satisfaction in Library and Information Science**

The above figure illustrates the overall job satisfaction of the library professionals with their career in the field of library and information science. Among the survey respondents, 35% expressed being very satisfied with their career. A significant majority of 53% reported being satisfied with their profession in this field. Additionally, 9% of the respondents expressed feeling neither satisfied nor dissatisfied, showcasing a neutral stance. Dissatisfaction was minimal, with only 1% of respondents expressing dissatisfaction, while 2% reported being very dissatisfied with their career in the library and information science field.

According to the survey results the majority of library professionals are happy with their jobs in the field of library and information science with a sizable percentage indicating very high or high levels of satisfaction. Still a tiny but significant portion of respondents voice discontent or indifference about their careers in this field. The data shows that overall the profession of library and information science is a good and rewarding career path for many professionals even though there is always room for improvement.

## **Chapter 6**

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# **MAJOR FINDINGS, SUGGESTIONS AND CONCLUSION**



## 6.0 Introduction

This chapter will present the key findings and insights gained from this research, along with recommendations for future work and a summary of the overall contribution of the study.

## 6.1 Findings

The following findings are reported after due analysis of the data collected from the library professionals from the non-professional and professional colleges of Goa on the topic related to their job satisfaction.

1. Majority of the respondents were female (68%), while the male accounted for only 32%, suggesting that female dominate this profession.
2. A majority of the library professional have completed their Masters in library and information science, as it's the entry level qualification requirement to enter this profession in today's times.
3. The study reveals that majority of the respondents (77%) found the physical layout and design of the library space to be favourable for a productive and comfortable work environment while the remaining 23% disagreed with this statement.
4. A large proportion of the respondents felt satisfied with the Technological resources available to them with none of the respondents reporting extreme dissatisfaction.
5. More than half of the respondents (60%) feel that their library's collection is very comprehensive and up-to-date to meet the needs of the users.
6. A majority of the library professionals were satisfied (55%) and very satisfied (37%) with the availability and functionality of library management systems while very less reported dissatisfaction with the same.

7. The study shows that when it comes to being satisfied with the condition and maintenance of the library facilities, a majority of the respondents reported to be very satisfied (27%) and satisfied (50%) with 14% being neither satisfied nor dissatisfied and the remaining being dissatisfied (7%) and very dissatisfied(2%)
8. The study revealed that majority of the library professionals (62%) are satisfied with their workload with only 1% reported being very dissatisfied.
9. When it came to the professional relationship with their co-workers, a majority of the library professionals seemed to be very satisfied (40%) and satisfied (55%) with their co-workers.
10. The findings show that a majority of the library professional (69%) feel very motivated while 27% feel moderately motivated with none reporting to be not motivated at all when it comes to take initiatives in enhancing the services provided by the library to its patrons.
11. A majority (57%) of the respondents agreed that their grievances and concerns are adequately addressed by their organization.
12. The study found that a majority of the respondent (78%) replied positively when asked about whether there are sufficient opportunities for professional growth and career advancement in their current job. While the remaining 22% disagreed in this regard.
13. The study revealed that a majority (86%) of the library professionals don't have access to transportation facilities such as pickup and drop services.
14. A majority of the respondents (45%) are satisfied with their pay while 28% reported to be very satisfied with none of the respondent expressing to be very dissatisfied with their pay.

15. The findings show that a majority of the respondents (54%) feel secure and very secure (38%) with their job security in the current organisation.
16. The study revealed that a majority of the respondents (48%) are satisfied with their promotion procedures at their workplace.
17. A majority of the respondents (84%) agreed to feel adequately recognized and appreciated for their work.
18. A majority of the respondents (95%) expressed that they were satisfied with the administrative policies of their library.
19. The study shows that a majority of the library professionals accounting to 77% felt that their job allows them for a healthy work-life balance.
20. A majority (43%) of the respondents expressed to have a neutral stance about the level of stress they experience at work. 20% reported to experience high job stress and 15% expressed low job stress. While the remaining 11% each expressed having very high and very low stress at work.
21. A majority of the respondents 66% answered positively when asked about whether their organization provides adequate support and resources to help employees manage stress and maintain well-being.
22. The study revealed that majority of the respondents (53%) are satisfied with their career in the library and information science , followed by 35% expressing to be very satisfied. 9% of the respondents expressed feeling neither satisfied nor dissatisfied and remaining 1% and 2% expressed being dissatisfied and very dissatisfied, respectively.

Based on the observation and the way the library professionals have responded to the questionnaire, there is a very high possibility of biasness from the side of the library professionals in answering the questionnaire.



## **6.2 Suggestions**

Here are a few suggestions offered by the library professionals to enhance satisfaction with regards to the infrastructure and overall job.

### **6.2.1 Infrastructure**

The library needs to enhance its functionality and user experience by adding a research writing center, improving furniture and air conditioning, and constructing a state-of-the-art library building. RFID technology can be used to streamline borrowing and returning of books, and self-checkout kiosks can be used to borrow materials without staff assistance. There is also a need for more space for new additions, such as a digital library. Proper ventilation and rest rooms are also needed. The library should also be fully automated and equipped with computer systems, laptops, and custom-made furniture. Furthermore, the library should also adopt a green environment and modern technology integration, with sections like social spaces, makerspaces, and research cubicles.

### **6.2.2 Overall job satisfaction**

The library professionals suggested improvements in the library, including hiring more number of professional staff, timely funding, job security and improved IT infrastructure. They also propose implementing technological advancements, such as KOHA software, and digitalization. They also suggest expanding the library, providing services like extended working hours and internet access and quality infrastructure. They also mention the need for professional development opportunities, collaboration with faculty, recognition of librarians' role, and opportunities for research and publication along with support for career growth.

Based on the major findings, here are some suggestions and recommendations:

1. The data suggests a disparity in the profession resulting from the relatively higher numbers of females compared to the males. As such, there should be a

strive towards ensuring gender diversity and inclusivity. Moreover, the organizations should implement policies and practices that are supportive of individuals from diverse backgrounds, including those with other gender identity.

2. Although a significant number of respondents were satisfied with the opportunities for professional growth and career advancement, some expressed their dissatisfaction in this regard. To encourage continuous learning and development and the possibility of career advancement, institutions should fund professional development-oriented programs, such as seminars, workshops, conferences, and training sessions.
3. The responses from the majority of the survey participants indicate that their institutions do not offer transport services. Institutions should consider offering transportation services, such as pick-up and drop-off, especially for workers who may have difficulty traveling to work.
4. While most respondents found a healthy work-life balance, a significant percentage expressed difficulties in achieving this balance. Organizations should prioritize work-life balance initiatives, such as flexible work schedules, time management training, and stress-reduction programs. By supporting employees' well-being outside of work, institutions can increase their job satisfaction and productivity.
5. Although a larger percentage of respondents indicated that their institution provides support to manage stress and maintain wellbeing. There's still opportunity for improvement. Institutions should keep funding initiatives like counselling, wellness centers, and stress management programs that support employees in with their mental health and overall well-being. They should also conduct regular counselling sessions for the staff.
6. Responding to the concerns raised by certain individuals about promotion and recognition, it is crucial for organizations to guarantee clear and fair promotion procedures while also introducing programs that acknowledge

employees' efforts and accomplishments. By recognizing and rewarding employees, their morale and job satisfaction can be enhanced.

7. To gain valuable insights into the concerns and improvement suggestions of employees, it is recommended to establish regular feedback mechanisms like suggestion boxes or surveys. It is important for institutions to actively seek input from library professionals, promptly address any raised issues, and create a nurturing work environment.
8. Regular training and development should be provided to employees in order to enhance their skills and job satisfaction. This can involve technical training on new technologies, leadership programs, and communication and teamwork training to improve soft skills.
9. Encouraging long-term career planning and providing support for employees' professional goals is also important. This can include mentorship programs, career counselling, and opportunities for advancement within the organization. Supporting employees' career aspirations can lead to increased job satisfaction.

### 6.3 Conclusion

Job satisfaction plays a pivotal role in shaping the effectiveness, productivity, and overall well-being of professionals in the field. The role of library professionals is crucial for the progress and advancement of academic institutions. It is vital for them to feel satisfied with their work and the environment they are in. Their job satisfaction contributes significantly to the fulfilment of educational objectives within society. The satisfaction or dissatisfaction of library professionals can have either positive or negative impacts on these goals. The need for well-trained library professionals is steadily rising. However, this increase in demand also brings about pressure on these professionals to perform at their best.

In this study a thorough examination of existing research on job satisfaction, particularly concerning library and information science professionals, laid the foundation for the subsequent analysis. The various definitions, and theories of job satisfaction, provided a theoretical framework for the study which helped us to understand the concept a bit more in detail. The analysis chapter brought about some intrusting insights into the job satisfaction of the library professional.

The study on job satisfaction among the library professionals of non-professional and professional colleges in Goa reveals that the majority of respondents are satisfied with their job across various factors. In this study the job satisfaction of library professionals was ascertained based on certain variables like personal relationships, salary, job security, promotion, workload, recognition and appreciation, infrastructure etc.

Additional enhancements can be implemented to increase job satisfaction for library professionals. The findings of this study underscore the importance of addressing factors such as gender diversity, transportation facilities, gender equality, career development, work life balance , employee recognition and appreciation, stress management support, enhanced workplace culture and training on emerging trends and technologies in the field of library and information science.

By addressing the findings and recommendations made in this study, organizations can strive to create a supportive and fulfilling work environment for library professionals, ultimately contributing to the advancement of the field and the overall

quality of library services. Further research in this area can explore additional factors influencing job satisfaction and delve into innovative solutions to nurture a motivated and satisfied workforce in the library sector.

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## 8.0 Appendix

# Job Satisfaction Among library and Information Science Professionals in the state of Goa

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### Section I: Demographic Details

1. Name of the Respondent \*

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1. Name of the Institution \*

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2. Designation \*

- ☐ Librarian
- ☐ Assistant Librarian
- ☐ Library Assistant
- ☐ Grade I
- ☐ Grade II
- ☐ Grade III

3. Gender \*

☐ Male ☐ Female ☐ Other

## 4. Age Group \*

- ☐ Under 30 Years
- ☐ 31-40 Years
- ☐ 41-50 Years
- ☐ 51 and above

## 5. Educational Qualifications \*

- ☐ Certificate course
- ☐ Bachelor of library and Information Science
- ☐ Master of Library and Information Science
- ☐ Master of Library and Information Science with SET
- ☐ Master of Library and Information Science with NET
- ☐ Master of Library and Information Science with both SET  
and NET
- ☐ M.Phil
- ☐ Ph. D

## 6. Years of Experience \*

- ☐ 0-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ Above 20 year

## Section II: Infrastructure Level Satisfaction

1. Do you feel that the physical layout and design of the library space are favorable for a productive and comfortable work environment? \*

☐ Yes

☐ No

2. How satisfied are you with the technological resources (e.g., computer systems, internet access) available in your library? \*

☐ Extremely satisfied

☐ Satisfied

☐ Neither satisfied nor dissatisfied

☐ Dissatisfied

☐ Extremely dissatisfied

3. Are the library's collections (e.g., books, journals, digital resources) comprehensive and up-to-date to meet the needs of the users? \*

☐ Yes, very comprehensive and up-to-date

☐ Somewhat comprehensive and up-to-date

☐ Not very comprehensive and up-to-date

☐ Not at all comprehensive and up-to-date

4. How satisfied are you with the availability and functionality of library management systems (e.g., cataloging, circulation, integrated library systems)?

☐ Very satisfied

☐ Satisfied

☐ Neither satisfied nor dissatisfied

☐ Dissatisfied

☐ Very dissatisfied

5. How satisfied are you with the condition and maintenance of the library facilities (e.g., lighting, ventilation, furniture, restrooms, temperature control etc.)?.

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

6. Are there any specific infrastructure-related improvements or \* additions you would like to see in your library to enhance its functionality and user experience?

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### Section III: Professional Satisfaction

1. How satisfied are you with your workload? \*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

2. How satisfied are you with your professional relationship with your co-workers? \*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

3. How motivated do you feel about taking initiatives in enhancing the services provided by your library to your patrons? \*

- ☐ Very motivated
- ☐ Moderately motivated
- ☐ Slightly motivated
- ☐ Not motivated

4. Do you feel that your grievances and concerns are adequately addressed by your organization? \*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither agree or disagree
- ☐ Disagree
- ☐ Strongly Disagree

5. Do you feel that there are sufficient opportunities for professional growth and career advancement in your current job ( attending training/workshops, seminars,conferences etc.) ? \*

- ☐ Yes
- ☐ No

5b. If yes, elaborate what opportunities are provided.

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6. Does your institution provide transportation facilities such as \*  
pickup and drop services?

- ☐ Yes, both pickup and drop services are provided
- ☐ Only pickup service is provided
- ☐ Only drop service is provided
- ☐ No, transportation facilities are not provided

7. How satisfied are you with your pay structure? \*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

8. How secure do you feel about your job in the current \*  
organization?

- ☐ Very secure
- ☐ Secure
- ☐ Insecure
- ☐ Very insecure

9. Are you satisfied with the rewards and benefits of your job ? \*

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Highly dissatisfied

10. How satisfied are you with your working hours? \*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

11. Are you satisfied with the promotion procedure in your job? \*

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Highly dissatisfied

12. Do you feel adequately recognized and appreciated for your work? \*

- ☐ Yes
- ☐ No

13. Are you satisfied with administrative policies of your library?

- \* ☐ Yes
- ☐ No



13b. If No, Why?

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14. Do you feel that your job allows for a healthy work-life balance?

\*

☐ Yes

☐ No

14b. If yes what are the initiatives taken?

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15. How would you rate the level of stress in your job? \*

1      2      3      4      5

Very Low ☐ ☐ ☐ ☐ ☐ Very High

15b. Does your organization provide adequate support and resources to help employees manage stress and maintain well-being?

\*

☐ Yes

☐ No

16. Overall, how satisfied are you with your career in the library and information science field?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

17. What changes or improvements would you like to see in \*  
your current job to enhance your job satisfaction?

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