To Analyze and Understand the Job Satisfaction among University Library Professionals of Delhi

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Abstract

This study attempts to examine the relationship between demographic characteristics and job satisfaction among university library professionals in Delhi. It is observed from this study that the experienced library professionals were more satisfied than less experienced. Library professional with higher qualification was more satisfied with job than with less qualification and permanent library professionals were more satisfied with their jobs comparatively management library professionals. Aims to assess job satisfaction among library professionals in terms of status, service conditions, promotional policy and interpersonal relations. To conduct the study 93 questionnaires were sent to the professional's of 7 university libraries of Delhi that are known to have been actively involved in using ICT and received duly filled-in questionnaires from 63(68%) respondents. The result shows that Library professionals like their jobs and they have fine relation as well as understanding between colleagues and supervisor. But they are dissatisfied with monetary benefits and promotional policy o f the university.

Keywords: Job Satisfaction; Promotion; Interpersonal Relation; Productivity.

Introduction

Libraries play an important role in the higher education sector with their rapidly expanding functionalities from particular discipline to inter disciplinary work with the introduction of Information Communication Technology in library, the work of library professional has become are complex and competitive one when compared to other subject area. Hence in this situation a library professionals need to be specialised in more than one field, so a library professional should have more grasping minded and learning minded to acquire newly introduced knowledge. In this scenario, a library professional should be actively participated in their field, for which fully satisfaction is a must otherwise concentration and development of library

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and library profession will be negative one.

Man primarily works in different jobs to satisfy his needs Satisfaction of needs is essential both for physical survival as well as providing man with pleasure and comforts. Low job satisfaction is a sign of deterioration in the efficiency of work. It may also be a part of grievances, low productivity, disciplinary and other organizational problems. On the other hand, high job satisfaction of employees is a happy sign for the employer for it will promote a congenial relationship between the employer and employee. The study of job satisfaction, a recent phenomenon, perhaps said to have begun in earnest with the famous Hawthorne studies in 1930's. But, historically speaking, interest in job satisfaction started when the central condition of modern industrial organization appeared about 175 years ago. Libraries are the indispensable cornerstones of the society. Job satisfaction of the librarians, who have an important place in the information society, will affect the quality of the service they render.

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable

emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs. The effectiveness and efficiency of the service organizations like libraries is measured in terms of quality of its service delivered or rendered to its users. The quality of its service mainly depends upon the quality of workforce, which in turn directly depends on knowledge, adaptability and satisfaction level of the professionals working in a given library. Employee satisfaction is a prerequisite for delivery of quality service and keeps the users satisfied. The service level of the LIS professionals mainly depends upon their commitment, to work which is dependent on the satisfaction that they get from their job. In industrial sectors a satisfied employee is a productive employee of the organization.

Similarly, in the library, a satisfied library professional is regarded as a productive professional. A satisfied professional not only renders quality service to the users, but also ensures commitment to the library in which he/ she is serving and contributes one's might to its image building. In a university library system a large number of professional worked to render quality service to the users. It is possible only when they will satisfy in their profession. Past study shows that most of the university library professionals of Delhi are not satisfied in some issues. That's why it is essential to conduct a deep study regarding the level of satisfaction and dissatisfaction among the library professionals working in the university libraries of Delhi.

Literature Review

In the past, most of research scholars have conducted several studies to evaluate librarians' job satisfaction and other issue related to them like, factors affecting librarians' Job Satisfaction. For example, Plate and Stone (1974) studied Librarians issues and compared major aspects of American and Canadian Librarians. The study found that motivators were the prime factors of librarians' job satisfaction while the hygiene was the main factor of dissatisfaction. Job satisfaction is so important because its absence often leads to lethargy and reduce organizational commitment (Moser, 1997).

Sierpe (1999) surveyed Job Satisfaction among universities librarians at Quebec. Spector's Job Satisfaction Survey (JSS) instrument was used to collect the data from 81 (74.3%) librarians. Result of the study shows that although librarians serving were generally satisfied. However, they were dissatisfied with communication and operating procedures. Similarly, Togia, Koustelios, and Tsigilis (2004) examined Job satisfaction among Greek academic librarians. The study concluded that respondents were satisfied with their jobs and dissatisfied with pay and promotions policies. Tysick and Babb (2006) recommended that university authorities should provide librarians the same status as for teaching staff. The researchers' concluded that such benefits would enable them to share their skills and serve community extremely well. Lim (2007) examined the role of information technology (IT) based LIS Professionals. The findings showed that IT LIS Professionals were satisfied to moderate level in job anatomy as compare to traditional librarians. Hart (2010) clearly identified the challenges faced by library leadership and librarians in the long run such as personal development and growth, shortage of staff, promotion and recognition from management. The study found a "love-hate" relationship between respondents and their efforts. Findings showed dissatisfaction of respondents in the context of frustration with insufficient resources and meager payment. Other study of Murray (1999) showed that both LIS Professionals and non-professionals were satisfied with their duties. However, LIS Professionals were more satisfied than non-professionals in their nature of work, obligation and gratitude, advancement, remuneration and in overall job satisfaction. It is a natural phenomenon that a professional with a satisfied job will have more concentration on his/her professional growth. If a professional is not satisfied with his/her job, employer must take care of it to avoid weakness in output (Chaudhary, 2000). However, technological developments are limited in the developing countries which extensively increased routine and manual works for librarians. This also affects librarians' job satisfaction (Velho Lopes, 1992).

Kaya (1995) study found that university librarians in Ankara were not satisfied with physical working conditions, job recognition, job security, promotion, benefits, social status and supervisory autonomy. Horenstein (1993) examined job satisfaction of academic librarians as it relates to faculty status. A total of 300 librarians at the United States participated in the study. Data analysis shows that respondent with academic rank were more satisfied than non-faculty groups. They were satisfied with salary. St Lifer (1994) studied the perceptions of librarians with their jobs. The study concluded that compensation and benefits, promotion opportunities and technological challenges were the prime factors of

job satisfaction. The study found that salaries and benefits were related to job satisfaction. Tella, Ayeni, and Popoola (2007) analyzed job satisfaction research among Ohio Academic librarians. Finding of the study showed that respondents with less experience were generally satisfied with their job.

Objectives of the Study

The Objectives of the Study are as Follows

1. To assess job satisfaction among library professionals in terms of status, service conditions, promotional policy and interpersonal relations.

2. To find out significant difference in the mean 'Job satisfaction' scores of the Professionals categorised on the basis of Gender, Age & Qualifications' are compared.

3. To suggest means to improve the job satisfaction of library professionals.

Scope of the Study

The researcher has chosen only 7 university libraries of Delhi. Because they are better off in terms of all resources such as financial, human, infrastructure facilities etc.

Need for the Study

A happy employee is a better employee which often is defined as a more productive employee. Researchers have attempted to correlate job satisfaction with efficiency, absenteeism, labour turnover and various other aspects of performance with directly mixed results. Hence, the researcher wanted to do an in depth study with regard to the job satisfaction among librarians in Delhi.

Methodology of the Study

In order to achieve the objectives of the study, data collection methods included survey method using questionnaire, observation and personal interviews. The data collected were tabulated and analyzed statistically using appropriate descriptive techniques included in Microsoft Excel software package. The descriptive statistics including frequency distribution, percentage, mean etc. were used.

Data Analysis

Table 1 provides data regarding survey response by library professionals (library assistant to library superintendent). It is seen from the table that 93 questionnaires were sent to the professionals of 7 university libraries of Delhi that are known to have been actively involved in using ICT and received duly filled-in questionnaires from 63(68% respondents.

The gender details of the respondents presented in Table 2 show that out of 63 respondents, 46 (73%) are men and 17 (27%) women.

Table 1: Survey Response by Library Professionals

Name of University	Number of Questionnaires		Received
	Distributed	Received	
Jawaharlal Nehru University (JNU)	15	09	60
University of Delhi (DU)	17	09	53
Jamia Millia Islamia University (JMIU)	26	21	81
Jamia Hamdard University (JHU)	19	14	74
Indraprastha University (IP)	04	02	50
Indira Gandhi National Open University (IGNOU)	04	02	50
Ambedkar University (AU)	08	06	75
Total	**93**	**63**	**68**

Table 2: Gender-Wise Distribution of Respondents

Gender	No. of Respondents	Percentage
Male	46	73
Female	17	27
Total	**63**	**100.0**

The respondents were classified into five categories according to their age and presented in Table 3. The age of 3(4.8%) respondents was between 18-24 years, 16 (25.4%) between 25-35 years, 28 (44.4%) between 36-45 years, 13 (20.6%) between 46-55 years and 3(4.8%) between 56-65 years.

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Table 3: Ages of Respondents

Age Range	No. of Respondents	Percentage
Between 18-24 years	03	4.8
Between 25-35 years	16	25.4
Between 36-45 years	28	44.4
Between 46-55 years	13	20.6
Between 56-65 years	03	4.8
Total	**63**	**100**

Table 4: Marital Status of Respondents

Status	No. of Respondents	Percentage
Married	46	73
Unmarried	17	27
Total	**63**	**100.0**

It is found from Table 4, that out of 63 respondents 46(73%) were married whereas only 17(27%) were unmarried.

The educational background of 63 respondents is presented in Table 5. It reveals that regarding the general education 30 (47.61%) respondents have Bachelor Degree, 32 (50.80%) Master degree and only one (1.58%) have M.Phil degree. In computer science, four (6.34%) respondents have diploma whereas three (4.76%) respondents have P.G diploma in computer science. With regard to library science, 11 (17.46%) have B.L.I.S. 41(65.08%) M.L.I.S. 5 (7.94%) have M.Phil and 6 (9.52%) have Doctoral degree. It is found that more than 50% of respondents are highly qualified having two masters degrees both in general education as well as in library science. This clearly indicates that the responded universities have highly qualified personnel working in their libraries.

Table 5: Educational Background of Respondents

Name of the Course	General Education		Computer Science		Library Science	
	No of Respondents	Percentage	No of Respondents	Percentage	No of Respondents	Percentage
Diploma	-	0.00	04	6.34	-	0.00
Degree	30	47.61	-	0.00	11	17.46
P.G. Diploma	-	0.00	03	4.76	-	0.00
P.G. Degree	32	50.80	-	0.00	41	65.08
M.Phil.	01	1.58	-	0.00	05	7.94
Ph.D.	-	0.00	-	0.00	06	9.52

Table 6 ranked items of positive statement related to job satisfaction. The ranking process is followed by descending order of mean value. The mean value has been calculated on the basis of likert's scale. It is seen from the table that, out of 10 statements, 8 statements have provided positive mean value ranging from 1.08 to 0.06. It means library professionals have satisfied with these aspects. Out of these, highly satisfied areas (According to rank order) are: 'I enjoy my co-workers', 'I like my supervisor,' 'My job is enjoyable', & 'My supervisor is quite competent in doing his/her job.' It reveals that library professionals like their jobs and they have fine relation as well as understanding between colleagues and supervisor. But out of 10 aspects, 2 statements have provided negative mean value of (-) 0.06 & (-) 0.33. It means

library professionals are dissatisfied with these aspects. Dissatisfied statements are: 'I feel satisfied with my chances for salary increases' & 'Those who do well on the job stand a fair chance of being promoted'. The concerns of getting adequate training when new technology is introduced and a fair salary for the work done have very little positive response (mean value 0.06 and 0.08) and deserve attention of the authority. Provision of better in house training is needed in case of introduction of new technology.

Table 7 depicts the result of job satisfaction in terms of Promotion, Benefits, Rules & regulations of the library, Rewards, & feelings of the library professionals. The table shows that, out of 8 aspects 5 items have provided positive mean value ranging from 0.59 to 0.095. As the statements are negative, therefore

Table 6: Job Satisfaction (Positive statements)

Rank	items	SA (2)	A (1)	NC (0)	U (0)	D (-1)	SD (-2)	Score	Mean
1.	I enjoy my co-Workers	15	45	0	0	5	0	68	1.08
2.	My job is Enjoyable	10	45	0	0	7	1	56	0.89
3.	I like my Supervisor.	9	35	10	4	4	1	47	0.75
4.	My supervisor is Quite Competent in Doing his/her Job	5	31	14	2	8	3	30	0.48
5.	When I do a Good job, I Receive the recognition for it that I should Receive.	12	25	5	2	13	6	24	0.38
6.	Communications Systems are good within this institution.	6	33	1	5	14	4	23	0.37
7.	I feel I am being Paid a fair amount for the work I do.	6	24	8	1	17	7	5	0.08
8.	I receive adequate training When new technology is Introduced Relating to my Job Duties.	8	25	1	2	17	10	4	0.06
9.	I feel Satisfied with my Chances for salary Increases.	5	21	8	0	23	6	-4	-0.06
10.	Those who do well on the Job Stand a fair chance o f Being Promoted	7	14	8	2	15	17	-21	-0.33

SA= Strongly Agree (2); A= Agree (1); NC=No Comment (0); U= Undecided (0); D= Disagree (-1); SD= Strongly Disagree (-2)

Table 7: Job Satisfaction (Negative statements)

Rank	items	SA (2)	A (1)	NC (0)	U (0)	D (-1)	SD (-2)	Score	Mean
1.	There is Really too Little Chance for Promotion on my job, as it is few & far Between.	13	27	6	3	12	2	37	0.59
2.	I am not Satisfied with the Benefits I Receive	8	23	11	1	18	2	17	0.27
3.	Many of our Rules and Procedures make Doing a good job difficult	9	22	9	1	21	1	17	0.27
4.	I often feel that I do not know What is going on with the Institution	9	23	7	3	16	5	15	0.24
5.	I don't feel my Efforts are Rewarded the way they Should be.	5	19	9	10	17	3	6	0.095
6.	I have Too Much Paperwork	4	18	5	3	26	7	-14	-0.22
7.	My Supervisor Showstoo Little Interest in the Feelings of Subordinates	6	13	11	2	21	10	-16	-0.25
8.	I Sometimes feel my job is Meaningless.	4	15	4	3	21	16	-30	-0.48

SA= Strongly Agree (2); A= Agree (1); NC=No Comment (0); U= Undecided (0); D= Disagree (-1); SD= Strongly Disagree (-2)

highest mean value means low level job satisfaction & lowest mean value means high level job satisfaction. Therefore, the dissatisfied statements are: "There is really too little chance for promotion on my job, as it is few & far between; I am not satisfied with the benefits I receive; Many of our rules and procedures make doing a good job difficult; I often feel that I do not know what is going on with the institution & I don't feel my efforts are rewarded the way they should be." But the professionals do not support the statements - "I have too much paperwork; my supervisor shows too little interest in the feelings of subordinates & I sometimes feel my job is meaningless." Because these three statements have

provided negative mean value.

Findings

1. Library professionals like their jobs and they have fine relation as well as understanding between colleagues and supervisor.

2. Library professionals are dissatisfied with salary & promotional policy of the organization. The concerns of getting adequate training when new technology is introduced and a fair salary for the work done have very little positive response (mean value 0.06 and 0.08) and deserve attention of the authority. Provision of better in house training is needed in case of introduction of new technology.

3. Issues like promotional policy of the university, benefits; rules & procedure related to jobs & rewards women are more satisfied than men.

4. Older age groups (Between 46-55yrs. & 55-65 yrs.) are highly dissatisfied with the issues like promotion, benefits, rules & regulation relating to their jobs etc.

5. Library professionals with only BLIS qualification are more satisfied than MLIS & M.Phil /Ph.D holders. Professionals with MLIS degree are dissatisfied with the issues like promotion, salary & job condition. Besides the issues like promotion, salary & job condition MPHIL/PHD holders are also dissatisfied with training facilities.

Suggestions

1. The issues relating to key facet monetary benefits, on which majority of the library professionals of Delhi libraries are not satisfied, need a special consideration. Therefore, qualification wise salary has recommended.

2. Most of the library professionals of libraries are not satisfied with present promotional policy of the university. As the promotional opportunities not only fulfill personal ambitions and requirements but also motivate the personal to work more and take additional responsibility. Therefore, it is recommended that management should create more posts in the upper -tiers of the hierarchy and promote the employees working in lower tier.

3. Interpersonal relationship in the organization should be a healthy one. There must be free and frank discussions among the superiors and subordinates at regular intervals regarding policies and decisions. The management must coordinate the staff in a manner so that they co-operate one another in a sincere way.

4. As the twenty first century approaches and information delivery systems are becoming more electronically oriented, professionals must be aware of how users they serve prefer to access information. In this regard if they become success then job satisfaction in computerized work environment will come soon.

Conclusion

The result shows that different age group of library professionals has a significant impact on job satisfaction. Highest qualification of library professionals has significant impact on job satisfaction. It means that job satisfaction increase in level of education. And experience professionals are more satisfied with their job than less experienced professionals. There exists a statistically significant difference in the job Satisfaction between job statuses of library professionals. It is concluded that different socio demographic factors has the impact on job satisfaction of library professionals.

The effectiveness and efficiency of the service organizations like libraries is measured in terms of quality of its service delivered or rendered to its users. The quality of its service mainly depends upon the quality of workforce, which in turn directly depends on knowledge, adaptability and satisfaction level of the professionals working in a given library. Majority of the library professionals of Delhi libraries are not satisfied with monetary benefits they receive. They also dissatisfied with salary & promotional policy of the organization. The concerns of getting adequate training when new technology is introduced and a fair salary for the work done have very little positive response (mean value 0.06 and 0.08) and deserve attention of the authority. Therefore suitable promotional policies as well as salary structure should be reconstructed to increase productivity in terms of better library service.

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