Job Satisfaction of Library Professionals in Medical and Engineering College Libraries in Coastal Karnataka

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Abstract:

The results and discussions in this paper are based on the primary data collected from the professionals and semi-professionals working in 5 medical college libraries and 7 engineering college libraries in Coastal Karnataka through a pre-tested, structured, comprehensive questionnaire with a response rate of 86.24%. This paper reports on the views and perceptions of medical and engineering college library professionals in Coastal Karnataka in respect of their job, job environment and organization in addition to identifying and analyzing the key individual, work and organizational characteristics influencing their job satisfaction. This study finding has implications for human resource management research and practice in medical and engineering college libraries. The key issues considered were job rotation, work environment, leadership qualities and employee development. Superior subordinate relations in the organization have been discussed.

Keywords: Job environment; Job satisfaction; Medical colleges; Engineering colleges.

Introduction

In the era of information technology, human resource development and human resource planning play an important role in library and information centres. Library is a tripartite organization consisting of information materials of various kinds, users with various information needs and library personnel. The effective functioning of the library depends on the capabilities, attitudes and values of its staff. Library, being a service-oriented organization, depends on its human resources to achieve its goals of providing adequate service to its users. It is possible to satisfy most of the needs of the users with available resources only when the library staff understands the actual needs of the users, has clear ideas about the resources available in and through their library and is capable of devising and applying appropriate techniques to satisfy user needs. Library staff is the key resource of the library. These human resources are the people without whose skills, information would not be discovered nor gathered together nor made widely accessible and intelligible – without whom the library would become a chaos.

The organization has to create conducive environment at the workplace to make the staff committed to the organization. The work environment which suits the requirements of job and conveniences of the employee maximizes workers efficiency and productivity. Work environment significantly influences certain factors of human resources like values, attitudes, aptitude etc. It also includes perception, personality, motivation, morale, group formation, maintenance, utilization, leadership styles, levels of job satisfaction, individual differences, human relations, superior, superior-subordinate

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interaction and relations, organizational climate, communication etc.

Among S.R.Ranganathan's five laws of library science, the fourth law says: "Save the time of the reader". That is, it urges the staff members to serve the user quickly and efficiently. Likewise, the fifth law speaks of library staff's responsibility to know the provisions for the growth of the library – expansion of physical facilities and extension of the services. It is, therefore, necessary that library professionals work with dedication to serve the users effectively. This is to say that libraries in general, and academic libraries in particular, need a highly committed, competent, and dedicated workforce. Libraries are the connecting nodes in the chain of information communications between the generators and the users. The main purpose of professional college libraries is to cater to the diverse needs of the clientele, starting from the basic information to reach the end user in nano-seconds of time and place and in desired format. Information and Communication Technology (ICT), judiciously used, can befit information professionals as well as information seekers and users.

Review of Literature

Crow and Hartman (1995)[1] studied that many organizations devote considerable time and effort to improve job satisfaction, hoping for improved performance to the extent that happiness and satisfaction are a result of one's heredity and past experiences. Management, clearly, has a very limited role in effecting change. This suggests that because of the complexities associated with one's level of satisfaction, executives and managers take a conservative approach to methods or programmes that promise high job satisfaction and enhanced productivity.

Neils and Carl (2002)[2] conducted a survey on job satisfaction and motivational strategies among library directors. The study focused on library leaders' satisfaction with their jobs, level of activity and their working conditions in the library. The context of this survey was the problems of recruiting right kind of staff

and the need to create attractive workplaces. Recommendations were made to recruit and motivate the staff. Based on the recommendations, it was found that many libraries and information centres in the future will face a shortage of qualified applicants for positions as information professionals.

Neils (2003)[3] conducted a survey on job satisfaction among library managers. Based on a survey of British and Danish library managers, the paper explored the concept of job satisfaction and its relation to stress, job content and job conditions. It is also evident that nationality plays a significant role in relation to factors such as stress, freedom in decision making, size of the employing institution and the mix of tasks in the job.

Shields (1988)[4] conducted a study on work and motivation in Academic libraries. The literature of human motivation in a work setting was reviewed. The main theories were those of individual needs, equity and expectancy/value. This was followed by an examination of the relationship between motivation and methods of job and work design. The area of application for these principles was academic libraries, the main characteristics of which were identified. These included the influence of environmental factors, such as technological innovation and economic recession, the nature of the higher education system and the user community, an analysis of the attitude of library staff and the nature of library work. The division between professional and non-professional staff was seen as particularly important in this context. The theories of motivation and work design were then applied to academic libraries and some gaps in the literature identified. Emphasis on higher order needs and lack of theory on motivation and the social aspects of work was noted. An outline of the most useful theories was offered and the importance of library managers remaining responsive to local needs is stressed.

Mallaiah T.Y., (2008)[5] conducted a survey on job and job environment of library professionals in University libraries in Karnataka. The results and discussions in this

study were based on the primary data collected from 188 library professionals in Karnataka through a pre-tested, structured, comprehensive questionnaire with a response rate of over 86%. This study reported on the views and perceptions of university library professionals in Karnataka in respect to their job, job environment and organization in addition to identifying and analyzing the key individual, work and organizational characteristics influencing their job satisfaction. These study findings have implications for human resource management research and practice in university libraries. The key issues considered were job rotation, promotion policy, reward system, employee frustration, leadership qualities, and superior-subordinate relations in the organization were discussed.

Objectives

1) To discuss the job and job environment (the organization) of library professionals;

2) To identify and analyze the major personal, work and organizational factors influencing motivation, performance and job satisfaction of library professionals and;

3) To point out some human resource management implications to suggest strengthening the motivation and performance of medical and engineering college library professionals based on the findings of this study.

Methodology

The study was mainly based on the primary data collected from the professionals and semi-professionals working in medical and engineering college libraries of Coastal Karnataka. The study relates to human resource development of library professionals. Hence, the information, opinions, perceptions and attitudes of these library professionals were collected and analyzed. There are about 7 medical colleges in Coastal Karnataka, of which 5 are academic and 2 are deemed

universities. There are 15 engineering colleges in Coastal Karnataka, of which 13 are academic and 2 are deemed universities. The library professionals identified in the study were grouped into 2 categories namely professionals and semi professionals. The total population considered for the study included 72 distributed across 5 medical college libraries and 25 distributed across the 7 engineering college libraries. The questionnaire was self-administered by the respondent population. Out of 97 potential respondents, 85 returned completed questionnaires, accounting for a response rate of over 86.24%.

Results and Discussion

Response Rate of Library Professionals

The members of the library staff covered under the study were professionals and semi-professionals working in 5 medical college libraries and 7 engineering college libraries in Coastal Karnataka. The total strength of such professionals in these libraries is 97. The questionnaire was sent to these 97 professionals and semi-professionals considered for this study. The questionnaire was self-administered by the respondent population. Eighty-five respondents submitted their questionnaire, which accounts for a response rate of 86.24%. Although the questionnaires were mailed to the respondents through surface post, the high rate of response for the current study could be attributed to the investigator's follow up activity through telephonic reminders and personal visits.

Table 1: Response Rate of Professionals

Particulars	Medical Colleges		Engineering Colleges	
	Numbers	Percentage	Numbers	Percentage
Number of questionnaires distributed	72	100.00%	25	100.00%
Number of questionnaires received	63	87.50%	22	88.00%

Reason for joining present job

People select a particular job for various reasons. Some may look for good salary while some look at security and still others may prefer a job that is near to their hometown. There may be a few who really like a particular job as a profession. It was, therefore, attempted

Table 2: Reasons for Selecting Library Profession

Sl. No.	Library profession: Attracting factor	No. of Responses	
		Medical Colleges	Engineering Colleges
1	Accidentally joined this profession	34 (53.96%)	10 (45.45%)
2	To earn livelihood	16 (25.40%)	1 (4.55%)
3	Status of profession in the society	-	2 (9.10%)
4	Better salary	4 (6.35%)	0
5	Love for the library profession	9 (14.26%)	9 (40.90%)

to know as to what motivated the respondents to take up their present job in the professional college library system. The responses received from the respondents are presented in Table 2

Table 2 indicates that among medical college respondents about 53.96% joined the profession by mere accident; 25.40% joined library profession to earn livelihood; 14.26% joined because of their love for the profession; 6.35% of them joined because of better salary. But none of them felt that it was a respectable job having status in the society. Among engineering college respondents about 45.45% joined the profession by mere accident; about 40.90% joined because of their love for the profession. Added to this, 9.10% of the respondents felt that it was a respectable job having status in the society. However, 4.55 % of them joined to earn livelihood.   But none of them felt that this profession will yield them better salary. Hence, about 51.76% of the total respondents opted for the library profession by accident and 21.17% for love of the library profession and 20% to earn livelihood.

Inter-section transfer in the library

Job rotation is the surest way of keeping the employee away from complacency and boredom of routine work. It is difficult for an employee to sustain his interest in a given job for any substantial length of time, as humans have the tendency of outgrowing their jobs through the learning and experience that they gain over a period of time. Stimulating human mind through diversity of challenges is a sure way to bring to forefront its creative instincts and taking the individual and organizational performance to a higher plane. This is where job rotation can prove to be a handy tool. A well planned job rotation programme in an organization has immense potential of positive impact on job satisfaction, engagement of people and finally on retention of people. Job rotation at junior and middle level professionals may be pivoted around their strengths and attributes and the future roles expected of them. Focus must be on exposure in all related areas of domain of expertise, so that as one climbs to higher rungs of the management, they have an overall experience of their domain. Done this way, job rotation gets aligned with career development, leadership development and employee satisfaction which would finally result in higher levels of intrinsic motivation among the employees, and, hence may contribute in retaining talent. It is in this context that an attempt is made to know the opinion of the respondents as to the suitability of the existing inter-section transfer policy in the libraries.

Table 3 indicates that a majority of respondents of medical college and engineering college representing 84.13% and

Table 3: Is Inter- section Transfer Necessary?

Sl. No.	Opinion	No. of Responses	
		Medical Colleges	Engineering Colleges
1	Yes	53 (84.13%)	16 (72.73%)
2	No	10 (15.87%)	6 (27.27%)

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72.73% respectively were very happy with inter-section transfer in both the college libraries. Only about 15.87% of the medical college and 27.27% of the engineering college professionals were not at all happy with inter-section transfer policy in the library. The reasons for accepting and not accepting the inter-section transfer policy by the employees were ascertained and are presented below.

Table 4 shows that about 33.96% and 62.5% of both medical engineering college employees respcetively welcomed inter-section transfer as it provides an opportunity to

Table 4: Reasons in Favour of Inter-section Transfer

Sl. No.	Reasons	No. of Responses Medical Colleges	No. of Responses Engineering Colleges
1	Provides a chance for all-round familiarity	18 (33.96%)	10 (62.5%)
2	Gives an opportunity to show latest talent	6 (11.32%)	1 (6.25%)
3	Makes work interesting and challenging	15 (28.30%)	1 (6.25%)
4	Avoids development of vested interest	12 (22.64%)	0
5	Helps increase general job efficiency	2 (3.78%)	4 (25%)

become familiar with all sections of the library. About 28.30% of the medical college respondents believed that it makes work interesting and challenging. Opposed to this, 25% of the engineering college respondents opined that it helps to increase job efficiency. About 22.64% of the medical college employees felt that it avoids development of vested interest.

Thus, a majority of the respondents in both the colleges were in favour of inter-section transfer in the library because they believed that it provides them an opportunity to exhibit their hidden aptitude and skills, stimulates their learning process and creates an interest in the day-to-day work of the library. They also feltl that it makes them familiar with all-round work.

Table 5:Reasons Against Inter-section Transfer

Sl. No.	Reasons	No. of Responses Medical Colleges	No. of Responses Engineering Colleges
1	Working in one section is convenient, easy and less working hours	2 (20.00%)	1 (16.67%)
2	It may not help employees to settle down in one job	3 (30.00%)	2 (33.33%)
3	It may create tension and uncertainty	3 (30.00%)	0
4	It may create imbalance in staffing	1 (10.00%)	1 (16.67%)
5	It may unsettle the employee and reduce involvement	1 (10.00%)	2 (33.33%)

It is clear from the above table that 10 respondents (about 15.87%) of medical colleges and about 6 respondents of engineering colleges (about 27.27%) were not in favour of inter-section transfer. Among medical college employees, about 30% of each thought that transfer policy may not help the employees in settling down in a specific job and that it may create tension and uncertainty; over 20% felt that working in one section is convenient, easy and entails less working hours; about 10% felt that it may create imbalance in staffing and another 10% felt that it may unsettle the employees and reduce involvement. Among engineering college employees about 33% thought that transfer policy may not help them to settle down in a specific job and that it may unsettle the employee and reduce involvement; about 16.67% each felt that working in one section is convenient, easy and entails less working hours and that it may create imbalance in staffing.

Thus, comparatively, majority of the respondents in both the colleges were not in favour of inter-section transfer in the library because they believed that the transfer policy may not help the employees settle down in a specific job; that working in one section is convenient, easy and entails less working hours.

Work environment in organization

All library centres have a comfortable work environment in terms of ambience, recreational facilities, climate control, cleanliness and fixtures. The interiors have been specially designed to ensure a healthy work environment — both psychologically and physiologically. The colours are bright and attractive to create a positive impact on the library users. 'Unrest' among the employees is the reaction to working conditions. Unsatisfactory physical environment, long hours of work, repeated shifts, etc. may promote unrest in the minds of employees. Thus, working conditions play an important role in maintaining better relations. Satisfactory working conditions, apart from improving employee-employer relationships, also help in ensuring adequate safety. In this

Table 6: Work Environment in Organization

Sl. No.	Work environment	No. of Responses	
		Medical Colleges	Engineering Colleges
1	Highly relaxed	23 (36.51%)	0
2	Relaxed	4 (6.35%)	6 (27.27%)
3	Highly demanding	22 (34.92%)	6 (27.27%)
4	Demanding	11 (17.46%)	7 (31.82%)
5	Moderately demanding	3 (4.76%)	3 (13.64%)

context, the employees' opinion about the space to work, furniture, equipment and working material, lighting arrangements, ventilation, provision of drinking water, toilet facilities and restrooms, which have a direct bearing on an employee's work behavior - were obtained and the results of their analysis are shown in Table 6.

It is observed from Table 6 that 36.51% of medical college respondents stated that the work environment in their organization was highly relaxed; about 34.92% stated that it was highly demanding; another 17.46% felt that it was demanding; a few (about 6.35% and

4.76% respectively) stated that the work environment in their organization was relaxed and moderately demanding.

Of engineering college respondents, 31.82% stated that the work environment in their organization was demanding; about 27.27% each felt that the work environment in their organization was relaxed and highly demanding and another 13.64% felt that it was moderately demanding. But none of them stated that the work environment in their

Table 7: Respondents' views on the management/leadership

Sl. No.	Opinion	No. of Responses	
		Medical Colleges	Engineering Colleges
1	It is not noticeable to any appreciable extent	14 (22.22%)	1 (4.55%)
2	People do not look up to it	5 (7.94%)	3 (13.64%)
3	It leaves much to be desired	4 (6.35%)	4 (18.18%)
4	It inspires confidence to a fair extent	19 (30.16%)	6 (27.27%)
5	It inspires a tremendous amount of confidence	21 (33.33%)	7 (31.81%)
6	No response	-	1 (4.55%)

organization was moderately demanding. Comparatively, majority of the respondents of both the colleges felt that the work environment in their organizations was highly demanding.

Respondents' views on management/leadership

It is pertinent, while discussing the level of efficiency and effectiveness of the employees, to know how the management is carrying the affairs of the library. It is in this context that the views held by the staff on different aspects of library management become relevant. The results are summarized in Table 7.

Table 7 indicates that 33.33% and 31.81% of medical college and engineering college respondents respectively viewed   the management to be inspiring tremendous

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amount of confidence in them. About 30.16% and 27.27% of medical and engineering college respondents respectively viewed that management inspires confidence to a fair extent, whereas 22.22% and 4.55% of medical and engineering college respondents respectively opined that leadership had failed in making its presence felt. Hence, they felt, their work suffered from lack of leadership guidance. About 7.94% and 13.64% of medical reengineering colleges respectively confirmed that the management leaves much to be desired. Comparatively, it is observed that majority of both the college respondents viewed the management to be inspiring tremendous amount of confidence in them; it inspires confidence in them to a fair extent.

Relationship between superiors and subordinates

In any organization, superior–subordinate relations deteriorate due to the hierarchical structure and functioning in the organization. The subordinates may not have regular informal interaction with their superiors that might force them to take the officious way of taking appointments to see their superiors. What hurts them more is that sometimes it may be easier for outsiders to have access to their superiors. Congenial superior-subordinate relations and good behaviour towards each

other are highly essential for the sound health of the organization. During the study, a number of questions were asked to elicit the opinion on interpersonal relations between the superiors and the subordinates in the university libraries. The questions asked related to whether the respondents frequently meet their superiors to receive instruction, whether they get proper instruction from their superiors and whether they relish a call from the superiors to instruct them, etc.

Table 8 indicates that 39.68% of medical college respondents confirmed that there is a lot of mutual understanding between the views of management and the employees while, 30.16% said that there is mutual understanding between the views of management and employees. About 17.46% said that there is some mutual understanding between the views of management and employees. Remaining 12.70% felt that there is no mutual understanding between the views of management and employees.

About 36.36% engineering college respondents confirmed that there is mutual understanding between the views of management and the employees. About 31.81% of engineering college respondents said that there is a lot of mutual understanding between the views of management and employees, whereas about 18.18% said that

Table 8: Relationship between the Superiors and Subordinates

Sl. No.	Opinion	Medical Colleges	Engineering Colleges
1	No mutual understanding between the views of management and employees	8 (12.70%)	4 (18.18%)
2	Mutual understanding between the views of management and employees	19 (30.16%)	8 (36.36%)
3	Some mutual understanding between the views of management and employees	11 (17.46%)	1 (4.55%)
4	A fair amount of mutual understanding between the views of management and employees	0	2 (9.10%)
5	A lot of mutual understanding between the views of management and Employees	25 (39.68%)	7 (31.81%)

Table 9: Respondents' Views on the Leadership Style of their Superiors

Sl. No.	Opinion	No. of Responses	
		Medical Colleges	Engineering Colleges
1	Considers work as the only important aspect and totally ignores my development	9 (14.30%)	0
2	Considers work most important and is not very much interested in my development	6 (9.52%)	2 (9.10%)
3	Considers work more important but has some interest in my development	6 (9.52%)	6 (27.27%)
4	Considers work very important but also gives fair amount of importance to my development	10 (15.87%)	8 (36.36%)
5	Takes as much interest in work as in my development	32 (50.79%)	6 (27.27%)

there is no mutual understanding between the views of management and employees. It is clear that majority (87.3% and 81.82%) of both the colleges' respondents were of the view that there is overlapping of organizational and employees' views. Remaining 12.70% and 18.18% of the respondents had negative views on this issue.

Leadership style

Leadership style is the manner and approach of providing direction, implementing plans and motivating people. It is the ability of the superiors to induce subordinates to work with zeal and confidence. Leadership is said to be an integral part of effective management. It inspires employees, secures cooperation, creates confidence and, in some cases, ensures good working climate. For the convenience of the present study, four types of leadership styles were considered, namely, dictatorial, benevolent, democratic and weak. Table 9 shows the styles of leadership of the superiors as perceived by the respondents.

Table 9 indicates that half (50.79%) of medical college respondents acknowledged that leadership takes as much interest in work as in employee development. About 34.91% respondents acknowledged that management did have some interest in employee development in addition to stressing on effect in work. At the other extreme, 14.30% respondents felt that the leaders considered work as the only important aspect and totally ignored the development of the employees in the organization.

Table 10: Extent of Accountability in Organization

Sl. No.	Extent of Accountability	No. of Responses	
		Medical Colleges	Engineering Colleges
1	Not at all established and everybody passes The buck	-	0
2	Hardly ever established	5 (7.94%)	1 (4.55%)
3	Established in some instances and to some extent and purpose	14 (22.22%)	6 (27.27%)
4	Fairly well established in our organization	2 (3.17%)	6 (27.27%)
5	Very well established in our organization	42 (66.67%)	8 (36.36%)
6	No response	-	1 (4.55%)

Table 11: Views on Employee Development in the Libraries

Sl. No.	Reaction of Superiors	Medical Colleges	Engineering Colleges
1	Not at all interested in this aspect	10 (15.87%)	1 (4.55%)
2	To a little extent committed to this aspect	11 (17.46%)	2 (9.09%)
3	Allow me to develop through my own efforts	8 (12.70%)	3 (13.63%)
4	Help me to develop by taking fair amount of interest in this process	13 (20.64%)	13 (59.09%)
5	Help me a great deal by going all out to ensure my development	21 (33.33%)	3 (13.64%)

About 36.36% of engineering college respondents felt that leaders considered work very important but also gave fair amount of importance to employee development. About 54.54% of the respondents acknowledged that the management did have some interest in employee development in addition to stressing on effect in work. About 9.10% felt that leaders

Table 12: Respondents Views on Satisfaction with the Job

Sl. No.	Opinion	No. of Responses	
		Medical Colleges	Engineering Colleges
1	Completely satisfied	11 (17.46%)	5 (22.72%)
2	Satisfied	25 (39.68%)	15 (68.18%)
3	About half-and-half	15 (23.81%)	1 (4.55%)
4	More dissatisfied than satisfied	7 (11.11%)	0
5	Completely unsatisfied	5 (7.94%)	1 (4.55%)

considered work most important and were not very much interested in employee development

Table 10 indicates that 66.67% of medical college respondents felt that the accountability in organization was very well established, whereas about 22.22% felt that to some instances and to some extent & purpose it was established. About 7.94% said that it was hardly ever established and a few, about 3.17%, of respondents said that it was fairly well established in their organization.

About 36.36% of engineering college respondents felt that the accountability in organization was very well established, whereas 27.27%, each felt the extent of accountability in organization was established in some instances and to some extent & purpose and that it was fairly well established. A negligible 4.55% expressed their negative views about the amount of accountability in their organization. Comparatively, it was observed that majority of both the college respondents felt that the accountability in their

respective organizations was very well established.

The results show that about 33.33% of the medical college respondents felt that their superiors helped them a great deal by going all out to ensure their development. About 20.64% felt that their superiors helped them to develop by taking fair amount of interest in this process. About 17.46% felt that their superiors were committed to this aspect to a little extent. A negligible 15.87% felt that their superiors were not at all interested in this aspect.

About 59.09% engineering college respondents felt that their superiors helped them to develop by taking fair amount of interest in this process. About 13.63% each felt that their superiors helped them a great deal by going all out to ensure their development and to allow them to develop through their own efforts. A negligible 13.64% felt that their superiors were not at all interested in this aspect and their commitment was less.

Table 12 indicates that 39.68% of medical college respondents and 68.18% of the engineering college respondents were satisfied with the present job. About 23.81% of medical college respondents showed half-and-half satisfaction about the library profession. About 17.46% respondents expressed that they were completely satisfied with the present job. About 68.18% of engineering college respondents said that they were satisfied with the present job whereas about 22.72% of the respondents expressed that they were completely satisfied with the library profession. About 4.55% each showed negative satisfaction towards the library profession.

Comparatively, it was observed that majority of the library professionals were satisfied with their job, majority of medical college respondents were satisfied half-and-half opposed to the majority of engineering college respondents who were completely satisfied with the present job.

Major Findings

1. Majority, about 51.76%, of the total respondents said it was by mere accident that they joined this profession; 21.17% opted for library profession because of their love for the profession; and 20% to earn livelihood.

2. A majority of the respondents in both the colleges were in favour of inter-section transfer in the library because they believed that it provides them with an opportunity to exhibit their hidden aptitude and skills, stimulates their learning process, and creates an interest in the day-to-day work of the library. They also felt that it makes them familiar with all-round work.

3. It is clear that majority (87.3% and 81.82%) of both the colleges' respondents in the library were of the view that there is overlapping of organizational and employees' views. Remaining 12.70% and 18.18% of the respondents had negative views on this issue.

4. Comparatively, it was observed that majority of the library professionals were satisfied with their job; majority of medical college respondents were satisfied half-and-half as opposed to majority of the engineering college respondents who were completely satisfied with the present job.

Suggestions

1. It was found that the reaction to the possible introduction of job rotation was generally positive. It is suggested that the library manager should consider the introduction of job rotation policy in the library.

2. There is an urgent need for the management to have a well-defined policy and criteria on library staff development, training and promotion if it is to provide better library services to the college community.

3. Orientation programs for new library staff in academic libraries are crucial whether they are for those new to the profession or experienced. It is suggested that staff development programme be introduced in the library for training and orientation to the specific organizational environment (including personnel issues such as hours of work, compensation procedures, insurance, etc.), job expectations, the organizational structure and facilities, and specific job tools, goals, policies, and procedures. These type of programmes will make new library staff feel welcome and engaged in helping the library to meet its goals.

4. Since the professionals do not seem to have confidence in the leadership of the library, it is suggested that a development programme be formulated to inculcate leadership qualities in the superiors.

Conclusion

New technologies have brought various changes in the work style of library professionals. The mission of libraries has not changed due to technology. Work environment is a significant component in respect of motivation of the employees. Work ethics and work itself are the other two variables associated with employee motivation. This study aimed to gauge the limitations of existing human resource management practices relating to library professionals and semi-professionals working in the medical and engineering college libraries of Coastal Karnataka and to assess the views regarding job, job environment and organization. The study also identified and analyzed the key individual, work and organizational characteristics influencing their job satisfaction. This endeavor was set against the background of the need for a consolidated approach to the development of professionals in the library and information field. This approach was perceived to be important to educate, enlighten and inspire the user community by way of strengthening the professional college library system with competent, qualified, skilled and able staff.

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Certainly, this challenging, competitive and dynamic environment requires that organizations today and in the future identify, develop and retain employees who are able to make substantive contributions to the success of the organization. Thus, the organization has to create conducive environment at the workplace to keep the employee committed to the organization. The work environment which suits the requirements of job and conveniences of the employee maximizes the workers' efficiency and productivity.

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