CHAPTER 5

RESEARCH FINDINGS
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Research Findings

The summary of the findings of the study are grouped under various headings and are presented in the succeeding sub-sections.

The main objectives of the present study are to understand nature of job satisfaction of the LIS professionals and examine the key dimensions of job satisfaction in academic libraries. The study is also intended to measure the variations in job satisfaction among the LIS professionals of different subject disciplines or different types of managements. Four hypotheses are formulated to meet the set objectives and many interesting results have come out from the study. This chapter discusses the hypotheses and presents the study’s main findings under following themes, namely, Impact of Management Related issues on Job Satisfaction, influence of Working Environment and Personal Benefits on Job Satisfaction.

The overall job satisfaction derived from key facets of job satisfaction and direct measure of job satisfaction shows a slightly low-level job satisfaction. This indicates some reservations of LIS professionals towards their job satisfaction in their work place. However, LIS professionals of private general institutions appear to be most satisfied than professionals in government general institutions. Similarly, the LIS professionals in government professional institutions appear to be more satisfied as compared to those in private professional institutions. Senior grade librarians appear to be more satisfied than professionals in other levels.

As far as rating of the key facets of job satisfaction is concerned, Supervision and Recognition rated most favorably, and Salary and Promotional opportunities the least. A careful examination of the eleven key facets of job satisfaction discussed in the previous chapter reveals that these facets cluster around mainly on three broad categories, namely, Management related factors, Working environment
and Personal benefit issues. The consolidation of individual eleven facets under these categories is given below.

5.1 Impact of Management Related Issues on Job Satisfaction:

Among the eleven facets, the facets such as Supervision, Recognition, Performance Evaluation and Autonomy are clustering around management related issues. Hypothesis 1 examines the nature of impact of these facets on job satisfaction.

Hypothesis 1: Management related issues, such as Supervision, Reward and Recognition, Performance Evaluation and Autonomy do have positive impact on job satisfaction of the library and information science professionals.
The current study sustains the hypothesis. In other words, current study confirms that management related issues such as Supervision, Recognition, Performance Appraisal and Autonomy do have positive impact on job satisfaction. In order to validate the hypothesis the Pearson’s correlation test is carried out and the results are given in Table 5.1

### Table 5.1

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<tbody>
<tr>
<td>1. OVJS</td>
<td>1.000</td>
<td>0.585**</td>
<td>0.583**</td>
<td>0.625**</td>
<td>0.544**</td>
</tr>
<tr>
<td>2. Supervision.</td>
<td>0.585**</td>
<td>1.000</td>
<td>0.808**</td>
<td>0.776**</td>
<td>0.795**</td>
</tr>
<tr>
<td>3. Recognition</td>
<td>0.583**</td>
<td>0.808**</td>
<td>1.000</td>
<td>0.744**</td>
<td>0.751**</td>
</tr>
<tr>
<td>4. Performance Evaluation</td>
<td>0.625**</td>
<td>0.776**</td>
<td>0.744**</td>
<td>1.000</td>
<td>0.736**</td>
</tr>
<tr>
<td>5. Autonomy</td>
<td>0.544**</td>
<td>0.795**</td>
<td>0.751**</td>
<td>0.736**</td>
<td>1.000</td>
</tr>
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**Correlation is significant at the 0.01 level (2-tailed)
*Correlation is significant at the 0.05 level (2-tailed)

Fig in Table 5.1 indicates that

\[
\begin{align*}
    r(\text{Ovjs, Sup}) &= 0.585 \\
    r(\text{Ovjs, Rec}) &= 0.583 \\
    r(\text{Ovjs, Per}) &= 0.625 \\
    r(\text{Ovjs, Aut}) &= 0.544
\end{align*}
\]

where,

\[r\] = Correlation coefficient,

\[\text{Ovjs}\] = Over all Job Satisfaction

\[\text{Sup}\] = Supervision

\[\text{Rec}\] = Recognition

\[\text{Per}\] = Performance Evaluation

\[\text{Aut}\] = Autonomy

Highly significant and positive correlation among the variables indicates the strong internal consistency among the variables. In other words,
- As management's Supervision improves with the employee, his level of job satisfaction also increases.
- The improvement in management's Recognition systems also results in employees improved job satisfaction.
- Any improvement in Performance Evaluation also reflects in improved level of employees' level of job satisfaction.
- As Autonomy given to LIS professionals improves, the level of job satisfaction also improves.

The graphic representation of the responses of the professionals gives a clear idea about the level of satisfaction of the professionals and the correlation between the facets and satisfaction. The result of the response of the professionals is presented in Chart 5.1.

The Chart clearly indicates the positive correlation between the Management related facet and total satisfaction. Any improvement in the supervision, evaluation, recognition and autonomy aspects of the job satisfaction proportionately contributes to increased level of total job satisfaction of the library and information science professionals.
The way in which the supervisor handles the subordinates, the competence of the supervisor and the human relation skills of the supervisor are the key factors of the supervision facet which decisive role in determining the level of job satisfaction of the professionals. The competency of the supervisor is reflected in the ways of handling/ managing the subordinates by giving due importance to human relation aspects of management. The effective way of management in the institute promotes the level of satisfaction of the professionals.

The competent supervisor is in a position to provide guidance and effective feedback to the professionals. The supervisors should recognise the excellent performance and reward the same. Without any discrimination in the performance evaluation and recognition, they should motivate the professionals further and boost their morale. This type of evaluation and recognition of the performance from the higher authority promotes the confidence in management in the minds of the employees.

This type of the positive relation between the professionals and supervisor leads to the harmonious relationship and good understanding among the professionals of the institute, and ultimately the end users of the library gets the quality service in the library. The library and information science professionals in their service guide the users in the right direction to access the relevant information. The quality service or guidance from the professionals makes the end users happy and they appreciate the same. The appreciation from the end users might be by word of mouth and that itself is a recognition and appreciation to the professionals for the service provided to the users.

Further, the study also explored the following findings pertaining to the Management and related issues:

**Supervision:** Table 4.8 reveals that library and information science professionals are well satisfied with the supervision facet. The response of the library and information science professionals is more encouraging and clear indication of
their positive attitude within the library and not encountering many problems with supervision by the authority.

It is clear from the result that, LIS professionals in government/aided professional institutions appeared to be more satisfied with management’s supervision than those in the private professional institutions. Similarly the library and information science professionals of the private general institutions are happier about the supervision facets of this study.

A discussion with a cross-section of respondents also reveals that management’s supervisory aspect does not interfere with internal supervision. This needs further probing as the mean score has not crossed 3.7 on five-point scale.

Studies by Murry (1999) and Navalni (1984) also confirm the result of the present study. In their study, the results are positive and satisfactory regarding the supervision facet of job satisfaction.

**Performance Evaluation:** It is clear from Table 4.9 that the library and information science professionals of the government institutions are more satisfied than the private institutions and the LIS professionals in general institutions are more satisfied than the professionals in professional institutions. The level of satisfaction of professionals in government professional education institutions and private general education institutions is significant when compared to the satisfaction level of the government general and private professional institution’s professionals. The satisfaction level between the professionals of the government professional and private general is almost equal.

The LIS professionals working in private unaided education institutions offering general education courses and LIS professionals working in government and private aided institutions offering professional courses are highly satisfied with the performance evaluation procedures they have in their respective education institutions. On the other hand LIS professionals working in private unaided education institutions are more dissatisfied with the issue.
Recognition: The result of Table 4.10 shows that the library and information science professionals expressed favorable response about the recognition facet in the study. It is evident from the result, that LIS professionals of the private and professional educational institutes are having almost identical satisfaction score about the recognition system. There is no marked difference in the response of the library and information science professionals in the government and general education institutions also. The identical mean values indicating the insignificant difference within and between respondent groups.

The LIS professionals serving in government and private aided education institutions offering professional courses and those serving in private unaided education institutions are better recognized compared to their counterparts in government/aided education institutions offering general courses and those serving in private unaided professional education institutions.

Autonomy: The overall result of Table 4.14 indicates that the LIS professionals are dissatisfied with this particular facet of job satisfaction. They are not receiving the expected autonomy in the day-to-day activities of the library from the higher authority. The study point out that the LIS professionals in government academic institutions are relatively more satisfied and LIS professionals in professional academic institutes are relatively more dissatisfied. The professionals of the private general and government professional education institutions are expressed higher level of satisfaction about the autonomy and authority given by the management in the library.

The study of autonomy enjoyed by LIS professionals from their authorities reveals that the LIS professionals in private unaided education institutions offering general courses are highly satisfied (mean score 3.68) with the autonomy provided by their authorities. Their counterparts in professional education institutions are not satisfied (mean score 3.22) and the LIS professionals in government/aided education institutions offering professional
courses are moderately satisfied (mean score 3.56) and their counterparts in education institutions offering general courses are not satisfied (mean score 3.36) with the autonomy provided by their authorities.

5.2 Influence of Working Environment of Job Satisfaction:

The Working Environment of any institution plays its own role in the level of satisfaction of the employee. The congenial working atmosphere motivates the people to work more and be there in the longer period of time. On the other hand, unfavorable work place discourages the work and people want to be away from such environment.

Hypothesis 2: As LIS professionals' Nature of work, Communication, and Working conditions improves, the professionals' level of job satisfaction also increases.

The present study validates the hypothesis. In other words current study confirms the statement, the Working Environment aspects such as Nature of work, Communication, Working condition, and Co-worker do have a positive impact on job satisfaction. In order to validate the hypothesis the Pearson's correlation test is carried out and the results are given in Table 5.2.

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<tbody>
<tr>
<td>1. OVJS</td>
<td>1.000</td>
<td>0.480*</td>
<td>0.537*</td>
<td>0.631*</td>
<td>0.396*</td>
</tr>
<tr>
<td>2. Nat. of work</td>
<td>0.480*</td>
<td>1.000</td>
<td>0.614*</td>
<td>0.686*</td>
<td>0.482*</td>
</tr>
<tr>
<td>3. Com.</td>
<td>0.537*</td>
<td>0.614*</td>
<td>1.000</td>
<td>0.677*</td>
<td>0.391*</td>
</tr>
<tr>
<td>4. Work.Con.</td>
<td>0.631*</td>
<td>0.686*</td>
<td>0.677*</td>
<td>1.000</td>
<td>0.616*</td>
</tr>
<tr>
<td>5. Co-workers</td>
<td>0.396*</td>
<td>0.482*</td>
<td>0.391*</td>
<td>0.616*</td>
<td>1.000</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).
Fig in Table 5.2 indicates that
\[ r(\text{Ovjs, Nat.}) = 0.480 \]
\[ r(\text{Ovjs, Com.}) = 0.537 \]
\[ r(\text{Ovjs, Wor.}) = 0.631 \]
\[ r(\text{Ovjs, Cow.}) = 0.396 \]

where,
- \( r \) = Correlation coefficient,
- Ovjs = Over all Job Satisfaction
- Nat = Nature of Work
- Wor. = Working Condition
- Com. = Communication
- Cow. = Co-workers

The correlation among the variables such as Nature of work, Communication and Working Condition are highly significant and positive and the correlation between Coworker variable is negative and insignificant.

- As the nature of work improves in the library, the level of satisfaction of the library and information science professionals also increases.
- Improvement in the working conditions at work place of the employees increases satisfaction.
- Any improvement in the communication process in the institute, increases the level of satisfaction of the employee/professional.
- Better co-operation, co-ordination and understanding between the colleagues in the institute improve the level of job satisfaction of the professionals.

The graphic representation (Chart 5.2) of the response of the professionals clearly indicates the positive relationship between the total job satisfaction and the increased mean of the facets. The total job satisfaction and mean of the
facets. The total job satisfaction and mean of the facets moves in the same direction, i.e., better the working environment, higher the job satisfaction.

Chart 5.2

The improvement in the working environment facets, such as nature of work, working conditions, good communication, co-operation from the co-worker in the institute contribute to the increased level of satisfaction of the professionals.

The variety and challenging work, delegation of power and responsibility, provision of required information to perform the work, chance to work alone/independently, opportunity for direct contact with users make the nature of work more interesting and satisfying.

The regular and two-way communication between the colleagues as well as between the professionals and authority leads to lesser conflict, more co-operation and better understanding in library work. The two-way communication processes co-ordinates all the library activities in the best possible way.
All these sub factors of the working environment are instrumental in improving the level of satisfaction of the library and information science professionals.

In addition to the coworker variable, the correlation between OVJS and other facets like communication and working condition are found negative and insignificant. Only the nature of work and OVJS is found positive and significant correlation.

Nature of work: Table 4.11 reveals that the library and information science professionals of the private institutions are more satisfied than those professionals working in government institutions. The LIS professionals of the both general and professional institutions express satisfaction regarding the nature of work they perform in the library.

The library and information science professionals of government professional and private general institutions are having higher satisfaction when compared to the professionals of the government general and private professional institutions.

The result of Murray’s (1999) study appeared to be similar lines of the result as the present study. So the outcome/result of the Murray study confirms the result of this study.

Communication: According to the result of Table 4.12, the library and information science professionals are not very clear in their response regarding the communication facet of job satisfaction. The rate of response is inconclusive to draw a clear judgement, whether professionals are satisfied or not.

The library and information science professionals of general institutions (3.52) are satisfied about the communication process, when compared to the professional institutions (3.37). Further, the professionals of government institutions are more satisfied than the professionals in private institutions. It is also clear from the analysis that the professionals in government professional
and private general institutions are highly satisfied, than the professionals of the
government general and private professional institutions. The level of satisfaction
between the group is also almost identical among the satisfied and dissatisfied
groups.

There exists a significant difference in the level of satisfaction among the LIS
professionals working in government/aided professional education institutions
and private unaided education institutions (mean score 3.67 and 3.65
respectively) and those working in government/aided education institutions
offering general courses and private unaided professional education institutions
(3.33 and 3.31 respectively).

**Working condition** It is clear from Table 4.13 that only the general
institutions' professionals are satisfied with the working conditions of the library,
whereas the library and information science professionals of the professional
institutions are dissatisfied. The professionals of the government and private
institutions are highly dissatisfied about the issue. However, the LIS
professionals of government professional and private general institutions are
satisfied and government general and private general institutions are more
dissatisfied with the working conditions provided by the management or authority.
The working condition is not to the expectations of professionals, both in
government and private institutions and they are dissatisfied and expect some
improvement in the prevailing situation.

There exists a significant difference in the level of satisfaction among the LIS
professionals working in education institutions offering general courses and that
of the education institutions offering professional courses. A greater significant
difference is seen in the level of satisfaction of LIS professionals working in
private unaided general education institutions and government/aided
professional education institutions (mean score 3.68 and 3.60 respectively)
compared to their counterparts working in private unaided professional education
institutions and government/aided general education institutions (mean score 3.27 each)

Co-workers The Table 4.15 identifies the fact that the LIS professionals are clearly dissatisfied about the co-worker facet of job satisfaction. The difference in the level of satisfaction of the professionals between professional and general institutions as well as between the government and private institutions is insignificant. Despite lower level of overall rating, the professionals in the government professional and private general institutions are rated the co-worker facet favourably. The result of these two types of institutions indicates that professionals are having cordial relationship and co-operation in the library and does not affect much the normal working of the library.

The data about the satisfaction levels of LIS professionals regarding their co-worker in government/aided professional education institutions and that of their counter parts in general education institutions is significant, the mean value of these responses of LIS professionals working in government/aided professional education institutions being 3.50. The mean score of their counter parts in general education institutions is 3.14. As against this, we see a significant difference in the level of satisfaction among the LIS professionals in professional and general education institutions, i.e., the mean score of LIS professionals' responses in private aided education institutions offering general courses is 3.49 (moderately satisfied) as against their the mean score 3.28 (not satisfied) of responses of their counter parts in private professional education institutions.

5.3 Influence of Personal Benefits on Job Satisfaction:

The people work to fulfils their personal and social desires and obligations by getting the income in the form of Salary and other personal Benefits. Higher salary and better benefits help the professionals to fulfils their needs and aspiration at the earliest and get the satisfaction himself/herself and for his/her family.
Hypothesis 3: The LIS professionals' Salary, Benefits and Promotional prospects do have positive relationship on their job satisfaction

The current study supports the hypothesis. In other words, current study justifies that the Personal Benefits aspects such as Salary, Benefits and Promotion do have positive impact on job satisfaction. In order to validate the hypothesis, the Pearson’s correlation test is carried out and the results are given in Table 5.3.

Table 5.3
Pearson's Correlation of key facets of Personal Benefits

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<tbody>
<tr>
<td>1. OVJS</td>
<td>1.000</td>
<td>0.294**</td>
<td>0.445**</td>
<td>0.403**</td>
</tr>
<tr>
<td>2. Benefits</td>
<td>0.294**</td>
<td>1.000</td>
<td>0.247*</td>
<td>0.414**</td>
</tr>
<tr>
<td>3. Salary</td>
<td>0.445**</td>
<td>0.247*</td>
<td>1.000</td>
<td>0.599**</td>
</tr>
<tr>
<td>4. Promotion</td>
<td>0.403**</td>
<td>0.414**</td>
<td>0.599**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed)
*Correlation is significant at the 0.05 level (2-tailed)

Fig in Table 5.3 indicates that

\[ r(\text{OVJS, Ben}) = 0.294 \]
\[ r(\text{OVJS, Sal}) = 0.445 \]
\[ r(\text{OVJS, Pro}) = 0.403 \]

where,

\[ r \] = Correlation coefficient,

\text{OVJS} = \text{Overall Job Satisfaction}
\text{Ben} = \text{Benefits}
\text{Sal} = \text{Salary}
\text{Pro} = \text{Promotion}

The correlation of the Promotion and Benefit variables are highly significant and positive, and the correlation of Salary variable is negative and insignificant.
• The increase in the promotion chances and career development also increases library and information science professionals' level of job satisfaction
• Denial and delay in getting financial and other benefits lead to increase in job dissatisfaction of the professionals
• The irregular increase in salary do affects the level of job satisfaction of the employees

Personal Benefits such as Salary, Promotion and other additional Benefits are the most important aspects of job satisfaction. The personal and social goals of the professionals are achieved through these Personal benefits in their life. If these Personal benefits are not as desired by the professionals, they feel dissatisfied about their jobs. The Salary and Benefit aspects mainly depend upon the promotion facet of the profession. Regular and timely Promotion contributes to the regular increase in Salary and other Benefits to the professionals.

Promotion and Salary are the two most dissatisfying facets of the present study. The provision of Salary, Promotion chances and Benefits are not up to the expectations of the professionals. Despite possessing the required qualification and experience, career advancement and hike in the Salary are denied and delayed. Where as, the teaching factuality with same level of qualification and experience are given Promotion, higher Salary and better Benefits. The authority of the respective institutes should try to bring the equity in Salary, Promotion and other Benefits on par with the teaching faculty for all those who are having required qualification and experience.

Besides, the correlation between OVJS and other facets like Benefits, Salary and Promotion are found negative and highly insignificant.

Benefits: The result presented in Table 4.16 indicates that almost all professionals are dissatisfied with Benefits they received in their career. There is significant difference in the level of satisfaction between the professionals in
government and private institutions. The LIS in government education institutions (3.03) are more dissatisfied than the professionals of the private institutions' (3.40). On the other hand, there are no significant differences in the satisfaction rating between the professionals of the professional and general institutions.

The study pointed out a satisfactory responses from the LIS professionals in government/aided professional education institutions, general education institutions private unaided education institutions reveal a significant results that the LIS professionals in private unaided general education institutions are moderately satisfied (mean score 3.53), whereas the professionals in other education institutions are not satisfied (mean score of responses of LIS professionals in private professional education institutions is 3.34 in government/aided education institutions is 3.25 and in government/aided education institutions is 2.86) with the benefits they are getting from the respective institutions.

**Salary** Table 4.17 illustrates that Salary is also one of the facets that causes the most dissatisfaction among the LIS professionals. The LIS professionals of the professional institutions are more dissatisfied than those professionals who work in the general institutions. On the other hand, library and information science professionals of government institutions have given low rating of satisfaction when compared to private institutions. However, further analysis of the response shows that only the general private institutions' professionals are shown better satisfaction rating among the four categories of institutions.

**Promotion:** It is evident from the mean value (3.0) of he Table 4.19 that, the Promotion facet is the most dissatisfying facet in the eleven key facets of the present study. The Table shows that, the promotion chances are neither in the government and private institutions, nor in the professional and general institutions are encouraging. There is a high level of concern from all the four groups. Their grievances appear to be very high among the facets opted for the study.
The authorities of the respective institutions have not given the fair attention to this aspect of the profession. As stated earlier, this facet is directly related to the Salary and Benefit facets. Delay in Promotion chances leads to delay in the hike of Salary and Benefits. Timely Promotion to the professionals provides a chance to get better in time Benefits and facilities to them.

5.4 LIS Professionals’ Perception Towards their Profession:

The LIS professionals’ Career choice, Social status and Career advancement are the important factors, which influences the level of job satisfaction of the professionals. Due to the provision of UGC/AICTE/MCI status and salary to the profession, the professionals enjoy a very good status and respect in the society.

Hypothesis 4  LIS professionals do have a positive attitude towards their Choice of career, Social status and Career advancement:

- The library and information science professionals’ Career choice also contributes immensely to the level of job satisfaction of the professionals over the years.
- The increase in the Social status of the professionals improves the satisfaction level of the professionals.
- Better Career advancement prospects improve the level of satisfaction of the professionals.

The results of Table 4.30 support the hypothesis that the professionals are happy about their career. They do not have any regret for being in the library and information science profession/career. All the professionals irrespective of type of education and management structure expressed favorable rating about the career choice. The social status aspect of the job also received satisfactory scoring from the professionals. The professionals in the private (3.52) institutions are more...
satisfied than the professionals in the government (3.37) institutions. The satisfaction rating is almost equal between the professionals in the professional and general institutions. The respondents of the government professional (3.63) and private general (3.71) institutions are having better satisfaction rating, whereas the professionals of the government general (3.18) and private professional (3.44) institutions expressed dissatisfaction about the issues.

Table 4.30 reveals that the library and information science professionals expressed unfavorable response (3.32) about career advancement. Both the government (3.42) and private (3.29) institutions’ professionals are satisfied, whereas, the professionals of the general (3.61) institutions have given favorable rating and the professionals of professional (3.16) institutions have given the dissatisfactory scoring about the career advancement in the profession.

5.5 Overall Job Satisfaction:

Table 4.19 indicates that, considering all the facets and factors of job satisfaction, the professionals express dissatisfactory overall score (3.43). Even though professionals given the overall rating negative, the library and information science professionals indicate positive rating in the government professional and private general institutions. The private general institutions’ professionals are highly satisfied, whereas LIS professionals of government general are least satisfied group among the professionals of different categories. Under management structure and type education, the study found satisfactory mean only in general education. On the contrary, government private and professional institutions’ professionals are dissatisfied with the issue.

5.6 Overall Co-ordination, Efficiency and Effectiveness:

Overall co-ordination: The library and information science professionals revealed the fact that they are having satisfaction with regard to the overall co-ordination in the day-to-day activities of the library. LIS professionals of both
government and private institutions are satisfied. The professionals of the
general institutions' are more satisfied and professionals of the professional
education institutes are dissatisfied with the co-ordination facets of present study
The professionals of the private general (3.82) have given highest ratings,
followed by government professional, government general and private
professional institutions.

Overall Efficiency  Result of Table 4.28 shows the positive rating by the LIS
professionals towards the overall efficiency aspects. Among the four categories
of the study, professionals of all the categories are satisfied about the overall
efficiency aspect of the profession. The response rate is highest from the
professionals in general institutions. The analysis also shows that the
professionals in the government institutions have higher levels of satisfaction
mean score when compared to private institutions' professionals. The
professionals in government professional (4.0) and private general (3.76)
institutions are having highest mean value of satisfaction when compared to
government general (3.64) and private professional (3.59) institutions. The result
indicates that all category and type of the professionals are happy about this
issue in the profession.

Overall effectiveness  Table 4.29 reveals that the library and information
science professionals have expressed satisfaction about the overall effectiveness
aspect of their job. The scoring between the professionals of government and
private academic institutions is almost identical and LIS professionals of both
categories have rated the issue satisfactorily. Whereas the professionals of
general institutions have not rated favourably the overall effectiveness statement.
On the contrary, their counterpart professionals in professional institutions have
expressed the higher-level of satisfaction. Further, the result points out that, LIS
professionals in the private professional institutions are scored the most
satisfaction score and the professionals in private general institutions are the
most dissatisfied unit among the groups taken up for study.