CHAPTER 1

INTRODUCTION
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Introduction

1.1 Introduction

In an academic environment library is the key infrastructure for the pursuit of academic excellence and research activities providing world-class information and services to the readers. It is one of the key and integral components of the academic institutions to provide quality service to the users and to promote academic activities. In the triangular relationship between three major components of the library (resources and services, users, staff), the library and information science professionals (i.e., staff) play a crucial role in bridging the link between the other two components namely, users and library resources and services. The basic philosophy and ideology of any library is service to its users. Ranganathan's five laws of library science also propagate and reinforce the philosophy of providing right information to right users at right time. Thus, the effectiveness and efficiency of the service organization such as library 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. Therefore, employee's satisfaction is the prerequisite for delivery of quality service and keeps the user satisfied.

The service quality of the professionals mainly depends upon their commitment, willingness to work and mental satisfaction in the job that they perform. In industrial sectors a satisfied employee is productive employee of the organization. Similarly, in the library set up, a satisfied library professional is regarded as the productive professional. A satisfied professional not only renders the quality service to the users, but also improve commitment to the library in which he/she serving and contributes one's might to its image building.
Traditional libraries attempted to satisfy their users' demand from their existing resources poured within a building. The users were to move physically to the place where the library was housed to avail the facility. During recent past, great many radical changes took place in information storage and communication media which has tremendous impact on libraries, their organization and services. Today's library is no more a unique place for knowledge acquisition and dissemination. Readers are empowered with many sources of information available from information providing agencies and commercial information service providers. The emergence of internet, the advances in communication media and such other developments in information technology and related fields have thrown greater challenges before libraries and information science professionals.

The priorities of users in accessing information have been transforming from print media to electronic media. On the one hand remote access is helping libraries but on the other it is driving away its users. The financial stringencies and management's urge optimal utilization of resources forcing library professionals to devise means to ensure access of information to users rather than storing information. These changes call for change in the attitude in the minds of library and information science professionals in addition to acquisition of new skills and knowledge in the field. This change in the mind set among librarians depends upon various factors including much emphasized job satisfaction. It is the job satisfaction among employees that ultimately induces them to learn, to work and to share their might for the betterment of the organization.

1.2 Job Satisfaction and its Facets

Vroom (1982) stated that job satisfaction and job attitudes are used interchangeably. According to him, an attitude or job satisfaction of an employee can be understood as a readiness to act in one way rather than in another, in connection with specific factors relating to a job. He defines job satisfaction as...
An attitude is not job satisfaction, although it may contribute to it, since the job satisfaction comprises number of attributes it is the combined result of various attitudes, which the employee has formed towards his job, job-related factors and life in general. In other words, job satisfaction of an employee is the combination of mental physical and environmental circumstances in an organization.

According to Smith (1992), people bring mental and physical abilities and time to their jobs. Many try to make a difference in their lives and in the lives of others through working. The reason for wanting a job is often considerably more than just a paycheck. Jobs can be looked at as the means used to achieve personal goals. When a job meets or exceeds an individual's expectation, the individual often experiences positive emotions. These positive emotions represent job satisfaction. Job satisfaction in turn is a major contributor to life satisfaction, a personal goal that many find worth pursuing.

Hoppock's (1935) response to the question 'what is job satisfaction?' as "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, `I am satisfied with my job". Locke (1976) answer to the same question in the seventies as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Hoppock, in his study on job satisfaction, emphasized the combination of three factor-psychological, physiological and environmental. The job satisfaction/dissatisfaction is the combined result of these three factors. Locke, highlighted about the psychological aspect of the job. According to him the job satisfaction/dissatisfaction is mainly depends on the emotional feeling of an employee.
With the above discussion it is evident that though the definitions vary, there exists commonality among them. This commonality is that the job satisfaction is a job-related emotional reaction.

1.21 Facets of Job Satisfaction

Many scholars have contributed their own approaches to the concept of job satisfaction. Their studies reveal that the job satisfaction consists of several facets and sub-facets. The following are some of the key facets identified by the noted scholars in the management area for assessing the job satisfaction:

Wall and Warr (1981)

- Relationship with co-workers
- Promotion
- Supervision
- Benefits
- Contingent rewards
- Operating procedures
- Co-worker
- Nature of work
- Communication

Spector (1997)

- Pay
- Kind of work
- Personal growth
- Promotion prospects
- Supervision
Murray (1999)

- Pay
- Promotion
- Supervision
- Benefits
- Communication
- Operating procedure
- Contingent rewards
- Co-worker
- Nature of work

1.3 Importance of Job Satisfaction

Job satisfaction is the result of positive emotions. These positive emotions or job satisfaction of the employees would promote the willingness and commitment in their profession/job. It seems imminently logical that happy employee is a "better" which is often defined as "more productive" employee. Positive attitude improves the service/output quality of the employee also. The quality and timely service/output from the committed people in turn promote the effectiveness and efficiency of the organization. This would contribute to the long-run development and survival of the organization. Ultimately the organizational goal is achieved and its existence in the society is justified.

Spector (1997) presented three reasons to clarify the importance of job satisfaction. First, organizations can be directed by humanitarian values. Based on these values they will attempt to treat their employees honorably and with respect. Job satisfaction assessment can then serve as an indicator of the extent to which employees are dealt with effectively. High levels of job satisfaction could also be a sign of emotional wellness or mental fitness. Second, organizations can
take on a utilitarian position in which employees' behavior would be expected to influence organizational operations according to the employees' degree of job satisfaction/dissatisfaction. Job satisfaction can be expressed through positive behaviors and job dissatisfaction through negative behaviors. Third, job satisfaction can be an indicator of organizational operations.

Assessment of job satisfaction might identify various levels of satisfaction among organizational departments and, therefore, be helpful in pinning down areas in need of improvement. Spector believed that each one of the reasons is validation enough of the significance of job satisfaction and that the combination of the reasons provides an understanding of the focus on job satisfaction. Spector, of course, is only one of many researchers, scholars, and writers who addressed the importance of job satisfaction. His reasons appear to be representative of many views on the importance of the concept in other major works (Bruce and Blackburn, 1992, Cranny et al, 1992, Gruneberg, 1976, Hopkins, 1983) dealing with job satisfaction.

1.4 Need for the Present Study

Till 80's, the print collection was core component of the library and all focus was on improving the same. But today, the electronic information is equally important or even more important. The users' demand could be met beyond the collection of a particular library by accessing electronic information available globally. These developments made the life of library and information science professional easier and at the same time more and more responsive to the users.

The users also seek help from staff for filtering the relevant information from the sea of information. The users demand for the right information at the right time at the right place and at the affordable cost and from the right person. From users point of view the library staff is the right persons to provide a quality service.
Standard service and user satisfaction is the key issues for library to attract and retain the user

Escalating prices of the documents, Information Technology (I T) developments, consortium approach etc are making the role of professionals multifold and multidimensional in nature. Library and information science professionals' role has been changed dramatically, from the mere custodian of books to provider of information and services. To provide these types of exceptional services, the professionals should be knowledgeable and conversant with accessing the information through internet and other modern technologies. However, these types of extraordinary, exceptional and quality services mainly depend upon the library and information science professionals' service orientation, willingness to serve, commitment to the profession and satisfaction.

In manufacturing sector, the importance of job satisfaction of employees is considered seriously for enhancing the productivity and its measurement is done frequently. As in manufacturing sector, the authority of the non-profit oriented institutions like academic institutions realized the importance of satisfied work force. This trend has reflected in libraries too.

The motivation for the current study came from the discussion with fellow professionals of the different libraries of higher academic institutions about the current problems and scenario associated with the libraries. An exploratory discussion with professional colleagues in other libraries revealed that

- Presently the library and information science professionals are not happy with promotion and other benefits in libraries,
- The managements are reluctant to delegate authority and responsibility that are very essential for the smooth running of the day today activities of the library,
• The vertical communication between the managements and library and information science professionals and horizontal communication between library and information science professionals themselves and with the office staff is also very poor,

• Majority of the professionals are happy about the supervision and reward and recognition within their libraries,

• Only in universities and government academic institutes the professionals are enjoying good salary, because of the provision of UGC scales to the qualified professionals, but, in private institutes' library and information science professionals are not getting the same scale

The above facts motivated the researcher to find out the answer for the following questions

• What do the library professionals expect from the job?
• Do the professionals feel any gap between their expectation and the perceived level of satisfaction about their profession?
• Does the job satisfaction level markedly differ among the professionals of the government and private, as well as between professional and non-professional education institute libraries?
• What are the key job satisfaction facets of the library and information science professionals?

These questions necessitated the need for the present study, since, such studies have not been done in academic environment in Dakshina Kannada and other parts of the State during recent past
1.5 Statement of the Problem

The job satisfaction of library and information science has diversified implications on library organization and its services and academic activities of its parent institution. Better are the library and information science professionals satisfied with their job, they promote service quality, build the efficiency and effectiveness in organizing resources and providing services.

The periodical attention to the assessment and evaluation of key facets of job satisfaction and understanding of the future implications of the same would help to improve the service quality of the professionals. The good attention about the key facets, such as healthy working condition, pay in accordance with their qualification and experience, provision to undergo training as and when required, promotion chances according to their experience and training, two-way communication between employer and employee, involvement of professionals in the decision-making process etc. lead to the professionals’ job satisfaction.

The present study intends attempts to assess various factors that influence the job satisfaction, the key facets of job satisfaction and future implications of job satisfaction on the activities of library and information centers and the service quality of the library and information science professionals. Hence, the theme of the present study is conceived under the title

“Job Satisfaction of Library and Information Science Professionals in the Academic Libraries in Dakshina Kannada: A Study”.
1.6  Definition of Concepts used in the Study

Scope and context in which some of the terms are used in the title and the body of the thesis are defined here to avoid ambiguity in their usage.

Etymologically, job satisfaction is a combination of two words job and satisfaction.

1.61  Job

The terms 'work', 'occupation', 'job', and 'positions' have generally been used interchangeably. Miller and Form (1964) define work as a "general activity centering around subsistence and the specific routines of this activity as occupation".

According to Shartle (1952) "A occupation is a group of similar jobs found in several establishments, and a job is a group of similar positions in a single plant business establishment, institution or other work place".

1.62  Satisfaction

'Satisfaction' is related to fulfillment of needs. 'Need' is defined as "a condition marked by fueling of lack of want of something or of requiring the performance of some action" (Drever, 1964). The goals or purposes to which needs are directed are technically termed incentives. Fulfillment accompanies a simple feeling status known as satisfaction.

According to Drever (1964) "satisfaction is the end status in feeling accompanying the attainment by an employee of his objectives".
1.63 Job Satisfaction

Blum and Naylore (1968) defines job satisfaction as "a general attitude which is the result of many specific attitudes to three areas, namely (i) specific job factors, (ii) individual characteristics and (iii) group relationship outside the job."

According to Hoppock (1935), 'job satisfaction' refers to an individual's complex reaction towards his job. It is a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values.

Bullock (1952) defines job satisfaction as "an attitude which results from a balancing and summarization of many specific likes and dislikes experienced in connection with job. This attitude maintains itself in evaluation of the job and of the employing organization. Job satisfaction is rather an evaluation of one's job and employing company as contributing suitably to the attainment of one's personal objectiveness."

Rosen (1955) views job satisfaction as a consequence of the correspondence between percepts and value standards. Smith and Kendall (1963) propose that "job satisfaction is a function of the perceived characteristics of a job in relation to an individual's frame of reference." The particular job condition can be satisfier, dissatisfier or irrelevant depending on the conditions in comparable jobs. In a narrow sense, these attitudes are related to the job and many specific factors like wages, supervision, social relation on the job, besides worker's age, family, social factors, etc. People differ markedly in the degree of job satisfaction owing to the difference in features of the job on the one hand and the differences in themselves on the other.
The job satisfaction and dissatisfaction are functions of perceived relationship between what one wants to derive from one's job and what one perceives it as offering or entailing. The experience produced by the discrepancy between what one derives and what one expects may be an indicator of satisfaction or dissatisfaction from job. Thus, job satisfaction is not an absolute phenomenon but is relative to the alternatives available to the individual. In the present study, the term job satisfaction is used to represent this absolute phenomenon among library and information science professionals.

1.64 Library and Information Science Professionals

The library staff can be grouped into three categories—professionals, semi or para professionals, and non-professionals. These grouping may be made on the basis of one's educational qualification, or type of job being performed. The criteria adapted for grouping the library staff is the educational qualification of the staff. The employees possessing a minimum of bachelor degree in library and information science field are considered as the professional staff of the library. The staffs possessing certificate and diploma courses in library and information science field are considered as semi-professional staff of the library. The employees who do not possess any educational background in library and information science are considered as non-professional staff of the library.

The professional staffs of the library are responsible for the over all functioning of the library. These people look after the management of the library and technical activities like classification and cataloguing, indexing, reference service, etc. The other routine work like lending, stack rectification are looked after by the semi-professional and non-professional staff of the library.
In the present study, the term library and information science professionals refers to the employees possessing bachelor degree or higher degree in library and information science field and working for the libraries in higher education institutes. However, the terms 'library staff' or 'professionals' or 'library employees' have been used synonymously/interchangeably throughout the report to represent the library and information science professionals.

1.65 Academic Libraries

Academic libraries form an important and integral part of academic activities provided by the academic institutes to their patrons. Their mission largely depends on the aims and objectives of the parent organization. Though academic libraries comprise of school, college and university libraries, the term 'academic library' used in the present study, denotes the libraries that are attached to the institutions offering bachelor degree and higher degree in different disciplines.

1.7 Objectives of the Study

The objectives of the present study are

- to understand the attitude library and information science professionals towards their profession
- to assess the library and information science professionals' perception on their salary and their promotional prospectus
- to find out library and information science professionals' views about benefits available to them
- to know the perception of library and information science professionals about the relationship with management and colleagues
• to assess the attitude of the library and information science professionals towards their working conditions
• to know the attitude of library and information science professionals towards the operating procedures followed of their respective library
• to know the nature of communication of library and information science professionals in their working environment
• to assess the library and information science professionals' perception of their overall job satisfaction
• to identify the opinion of the library and information science professionals on their nature of work, and
• to suggest means to improve the job satisfaction of library and information science professionals

1.8 Hypotheses

In order to achieve the said objectives the study formulated a set of four hypotheses. These hypotheses were mainly focus on management and related issues, working conditions and personal benefits related facets of the job satisfaction. The specific hypotheses are

Hypothesis 1: Management related issues, such as supervision, recognition, performance evaluation and autonomy do have positive impact on job satisfaction of the library and information science professionals.

Hypothesis 2: As library and information science professionals' nature of work, communication, and working conditions improves, their job satisfaction also increases.
Hypothesis 3: The library and information science professionals' salary, benefits and promotional prospects do have positive relationship on their job satisfaction

Hypothesis 4: Library and information science professionals do have positive attitude towards their choice of career, social status and career advancement

1.9 Methodology Adopted

The researcher began his study with literature survey on job satisfaction and related issues both in the management area in general and library and information science field in particular. The study of related literature revealed that personal factor, demographic factors, pay, promotion, supervision and working condition aspects received high attention. The study of literature particularly on library and information science field traced some empirical and analytical studies carried out by library and information science professionals using different methods and instruments to collect the primary data and to measure the level of satisfaction of the library and information science professionals. The scholar, in the light of the vast geographical area to be covered, used the survey method, where in he adopted sampling technique to choose the study population. To collect the primary data from the sample population, a questionnaire has been used as a tool. The succeeding sections briefly explain the study design, population of the study, sampling procedure and sample size survey instrument and technique used for data analysis.

1.9.1 Study Design and Population

There are 99 higher education institutions in Dakshina Kannada (undivided) district. These include one university, one deemed university and 97
colleges/institutions of higher education affiliated to Mangalore university, RGUHS, VTU and MAHE. Out of these 97 colleges 36 are professional colleges are engaged in education in engineering, medical, dental, pharmacy, commerce and business management, education, law, hotel management, fashion technology, interior decoration and human resource development and remaining 61 colleges are imparting education in pure science, social sciences and humanities disciplines. All these universities and colleges have their own libraries. The researcher, therefore, considered library and information professionals working in all these 97 college libraries, one deemed university library and one general university library for the present study.

1.92 Sampling Procedure

The methodology adopted for sample selection of library and information science professionals for the current study involved selection of library to be surveyed, identifying the sample and determining the sample size.

1.93 Selection of the Libraries

The following broad criteria were applied for selection of libraries:

- The institutions should be offering graduation or post graduation courses.
- The institute library should have at least one qualified library and information science professional.
- The library should have the basic resources and services.
- There should be good mix of government/aided and private college libraries.
1.94 Sample Population and Sample Size

Since, the study was mainly focused on the professionals who are working in the higher education institutes, the study included professionals working all types of higher education institute libraries such as medical, dental, engineering, law, commerce and management, hotel management, education, basic sciences, social science and humanities. The researcher wrote to individual colleges/institutions and obtained information about the number of library and information science professionals working in respective institution. The information sought revealed that there are 124 library and information science professionals working in one university, one deemed university and 76 college libraries and remaining colleges have not professional librarians. Thus the total population available for the study was 124. Although, libraries are distributed geographically throughout the district, and the size of the population available were 124. The researcher decided to cover all the 124 library and information science professionals for the present study. Hence, the total sample population covered for the study was 124 spread over 78 libraries.

1.95 Survey Instrument

method So the researcher opted the questionnaire method as the main tool to collect the primary data for the present research input.

The investigator used the questionnaire as an instrument for data collection. The questionnaire was developed on the basis of the questionnaire adopted by Navlani (1984) in his research study. The instrument mainly focused on the key facets of job satisfaction developed by Murray, Wall and War and Paul Spector. The instrument contains two parts.

The first part of the questionnaire focused on the demographic features of the respondent and contains twenty questions related demographic features.

The part second of the survey instrument contains fifty-three questions. Each question is based on specific statements. These questions are focused on the eleven facets of the study. All the fifty-three statements are grouped into two to three statements on the basis of the sub-facets of job satisfaction they belong to. These facets are supervision, recognition, performance evaluation, and autonomy by authority, nature of work, communication, working condition, co-workers, benefits, salary, and promotional opportunities. Further, these eleven facets are again broadly grouped into three main categories viz. management related issues, working environment and personal benefits. With the above details, the draft questionnaire were distributed to 6 library and information science professionals working in libraries of different type of institutions as a pilot study to obtain their views and suggestions about the fitness of the questionnaire. After obtaining response from these mail study, fair mail questionnaire consist of 53 questions was prepared incorporating the suggestions received during the pilot study.

1.96 Data Collection

Nachmias and Nachmas (1981), Bernard (1995) and Fink (1995) point out that response rate would be around 80-95% for self administered questionnaires and
20-40% for questionnaire distributed through post. In the present study, most of the libraries scattered throughout the district, the questionnaires were mailed along with self-addressed envelope to obtain primary data from the respondents. However, the questionnaires were self-administered to the population in Mangalore City. The follow up was made through phone and personal visits to some respondents to increase the rate of response.

1.97 Response Pattern

Of the 124 questionnaires administered, the investigator received 77 filled in questionnaires from the respondents. Hence, the responses rate 62.10%. Out of the 77 respondents, 49 belong to the professional colleges and remaining 28 are from the general colleges. The following Table presents details about questionnaires distributed and response received.

Table 1.1

<table>
<thead>
<tr>
<th>Nature of educational institutions</th>
<th>No. of LIS professionals</th>
<th>Questionnaires distributed</th>
<th>Responses received</th>
<th>Percentage of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>74</td>
<td>74</td>
<td>49</td>
<td>66.22</td>
</tr>
<tr>
<td>General</td>
<td>50</td>
<td>50</td>
<td>28</td>
<td>56.00</td>
</tr>
<tr>
<td>Total</td>
<td>124</td>
<td>124</td>
<td>77</td>
<td>62.10</td>
</tr>
</tbody>
</table>

1.98 Techniques used for Data Analysis

In the present study, the responses received from 77 respondents were codified and data was fed to the computer using Excel spreadsheets and Fox Pro Packages.
The data input was analyzed through SPSS (Statistical Package for Social Sciences) package. Experts' help was sought for applying the tests for data analysis. Techniques like Frequency distribution, standard deviation have been used to analyze the data.

1.10 Scope and Limitation of the Study

The present study is confined to the job satisfaction of the library and information science professionals who have possessed bachelor degree in the library science or any higher qualification in library and information science and are working in libraries attached to higher education institutions irrespective of the subject specialization, institutional/university affiliation and the level of education. Since, the term library and information science professional is taken to denote their educational qualification, the population considered in the study does not make distinction in designations. However, the study excluded those who are designated as librarians/assistant librarians and are working in higher education institutions but do not possess minimum degree in library and information science. It also excludes library and information science professionals working in junior college libraries.

Geographically the population covered is spread over to entire Dakshina Kannada (undivided). It covers libraries attached to all higher education institutions located in Dakshina Kannada (undivided) district.

Since, the results of the study primarily based on the survey method. The data collected through questionnaire, it carries all the limitations of the questionnaire techniques and the survey method of research.

Perhaps the inferences and conclusions of this study may not be fully in conformity with the situations in other part of the Karnataka and India. Thus, this study, though projects the trends, levels and state of job satisfaction in respect of library and information science professionals of higher academic institutes in...
Dakshina Kannada district, may not give fair representation of the facts regarding the library and information science professionals in other parts of the Karnataka or elsewhere. However, a general picture of job satisfaction among library and information science professionals can be had from this study.

1.11 Significance of the Study

The application of this concept in the non-profit organization, like, library is only to the limited extent. Specific study on library professionals' job satisfaction in India is comparatively very less. There was no study on the library and information science professionals in the Dakshina Kannada about the job satisfaction or other management aspect. So the present study is undertaken with a aim to through some light on the job satisfaction aspect in the library and information science field as well. The study mainly focused on the key facets of job satisfaction, main factors that influences the job satisfaction and also to know the future implications of the same in the academic libraries of Dakshina Kannada District.

This study signifies the importance of the philosophy of the library profession in the perspective of quality service. The satisfied professional regarded as the right person to do the right job and to provide quality services. In other words, 'right information to the right person at the right place at the right time at the right cost - from the right person'.

The present study focusing on the welfare and well being of the library and information science professionals in the fast changing management scenario in library and information science field. He is expected to provide quality service in the quickest possible time to meet the specific demand of the clientele in an effective and efficient way.
1.12. Organization of the Thesis

The thesis is organized into the following six chapters

The first chapter, introduces the topic of research, and briefly describes levels of job satisfaction in the management area and libraries and states the need for the present study in the library and information science field. It states the research problem, defines the concepts, enumerates the objectives set for the research study, explains the methodology used for the data collection, tabulation, and analysis, highlights the significance of the study and gives the brief summary of the chapters.

The second chapter, ‘Studies on Job Satisfaction’, reviews the related literature on job satisfaction in the management area in general and in the field of library and information science in particular. While the first part of the chapter deals with studies about the job satisfaction on management area, second part presents studies relating specifically on library professionals. It also briefs studies on the factors influencing on job satisfaction, impact of job satisfaction on the service quality of the professionals.

The chapter three gives an account of ‘Higher Education Developments in Dakshina Kannada District’. It briefly explains growth and development of academic institutions of all kinds in Dakshina Kannada district. It also gives the present status of higher education institutions in Dakshina Kannada district and libraries attached to some of them. It furnishes library and information science professionals working in libraries attached to higher education institutions in Dakshina Kannada. As a background, it also provides demographic features and historical description of the Dakshina Kannada district.

The chapter four is devoted to, ‘Data Analysis’, the data collected from the respondents is analyzed and presented in five sections. The first section
describes respondents’ personal characteristics such as age, sex, marital status, education qualification, family structure, personal and family income status, health etc. The next three sections explain the eleven key facets of job satisfaction. The last section concludes the chapter with a summary of data analysis and interpretation made in the previous sections.

Findings of the research study are presented in chapter five, ‘Research Findings’. These findings are drawn in the light of objectives and hypotheses formulated for the study. The findings of the study are organized in three sections.

The chapter six, ‘Conclusions, Recommendations and Suggestions for Future Research’, concludes the study with final remarks. It also makes specific recommendations for the academic library systems so as to meet the professionals’ expectations and bridge the gap between expectation and perceived level of job satisfaction. Subject area for the future research are suggested in the last section of the report.

Bibliography and list of appendices are provided at the end.