CHAPTER 2

STUDIES ON JOB SATISFACTION
2.1 Introduction

The study of literature on job satisfaction in general and in the field of library and information science revealed several efforts made by the scholar in different discipline including psychology, business administration, human resources management, library and information science and so on. The researcher has attempted here to discuss some of the important studies on job satisfaction and related issues in general and such studies in the area of library and information science in particular, organizational science, to define, measure, and interpret the significance of job satisfaction in their discipline.

The presentation of study of literature on job satisfaction is grouped under the following headings:

1. Theoretical framework of job satisfaction
2. Measurement of job satisfaction
3. Tools used for the Measurement of job satisfaction
4. Factors Influencing job satisfaction
5. Impact of job satisfaction
6. Job satisfaction studies in library and information science

2.2 Theoretical Frameworks of Job Satisfaction

Thompson and McNamara, (1997) have identified three theoretical frameworks of job satisfaction in the literature. Framework one is based on content theories of job satisfaction. Framework two is grounded in process theories of job satisfaction. Framework three is rooted in situational theories/models of job satisfaction.
Content theorists assume that fulfillment of needs and attainment of values can lead to job satisfaction (Locke, 1976). Maslow's (1954) need hierarchy theory and Herzberg's motivator-hygiene theory (Herzberg, 1966) are examples of content theories.

Process theorists assume that job satisfaction can be explained by investigating the interaction of variables such as expectancies, values, and needs (Gruneberg, 1979). Vroom's expectancy theory (1982) and Adams' equity theory (1963) are representative of the process theory.

Situational theorists assume that the interaction of variables such as task characteristics, organizational characteristics, and individual characteristics influences job satisfaction (Hoy and Miskel, 1996). Examples of models are the situational occurrences theory of job satisfaction (Quarstein, McAfee, and Glassman, 1992) and Glisson and Durick's (1988) predictors of job satisfaction.

### 2.3 Measurement of Job Satisfaction

Unlike productivity, absenteeism, and turnover, job satisfaction is present only inside an individual's mind and cannot be measured directly. Methods for indirectly measuring job satisfaction include observing employees, interviewing them, and asking them to complete a questionnaire. Many organizations and researchers favor questionnaires because personal observations and interviews are very time-consuming (Cherrington, Nyal, and McMullin, 1989).

Job satisfaction can be measured using single-item, general, or facet measures. Robbins has given a description of a single-item measure, for example (1998) "All things considered, how satisfied are you with your job". Response alternatives can range from very dissatisfied to very satisfied. Wanous, Reichers, and Hudy (1997) support the use of a single-item measure unless a study's...
Kalleberg (1974) criticized single-items measures based on the measures' assumption that job satisfaction is one-dimensional, when in fact it appears to be multidimensional. Evidence points toward an overestimation of job satisfaction when the construct is measured using a single-item measure.

2.4 Tools used for Measurement of Job Satisfaction

2.41 Job In General (JIG) Scale - General Job Satisfaction

General job satisfaction scales, like single-item measures, are used to determine the overall level of job satisfaction. An instrument available to measure overall job satisfaction, for example, is the Job in General Scale (JIG) (Ironson et al., 1989). The JIG is made up of a list of descriptive phrases (e.g., "Better than most") or adjectives (e.g., "Rotten") beside which the respondents are asked to mark "Y" for "YES" if it describes their job in general, "N" for "NO" if it does not describe it, or "?" if they cannot decide whether or not the word or phrase describes their job.

2.42 Job Satisfaction Survey - Facet-Specific Satisfaction

Facet-Specific job satisfaction measure was intended to measure to identify areas of dissatisfaction and to improve them. Numerous standardized reliable and valid instruments are available for this type of approach. Normative data has also been documented for the scales of the instruments described in the following paragraphs.

The Job Satisfaction Survey (JSS) Spector (1997) yields an overall satisfaction score and 9 facet-specific scores. The Specter's job satisfaction includes facet-
specific scales of pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication.

2.43 Job Descriptive Index (JDI)

The Job Descriptive Index (JDI) (Smith Kendall, and Hulin, 1969) measures satisfaction levels about the work, pay, promotion, supervision, and coworkers. Participants in studies utilizing the JDI are asked to indicate whether each statement does or does not describe their jobs.

2.44 Minnesota Satisfaction Questionnaire (MSQ)

The Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967) generates satisfaction scores for 20 facets. The facets are ability, achievement, activity, advancement, authority, company policies and practices, compensation, coworkers, creativity, independence, moral values, recognition, responsibility, security, social service, supervision-human relations, supervision-technical, variety, and working conditions. Various combinations of facets generate intrinsic, extrinsic, and general job satisfaction scores.

Job Satisfaction as Criterion Variable. Originally, job satisfaction was studied as a predictor of behaviors such as performance, absenteeism, and turnover. More recently, the interest has shifted toward identifying factors that influence or predict job satisfaction. Personal and work-related characteristics can influence job satisfaction (Locke, 1976, Spector, 1997).
2.5 Factors Influencing Job Satisfaction

2.51 Personal Characteristics

Personal characteristics such as age, gender, education and tenure are often influences the job satisfaction. The earlier studies on job satisfaction describe the relationships between personal characteristics and job satisfaction. Research evidence often shows the presence of relationships between the personal characteristics and job satisfaction, but the evidence tends to be mixed. Sometimes positive relationships are identified and sometimes negative ones for the same personal variables.

2.51.1 Age

Mixed evidence exists in the literature concerning the relationship between age and job satisfaction. Herzberg et al (1957), after an extensive review of job satisfaction literature, concluded that the association is best described by a U-shaped function. Initially satisfaction is high, then decreases, and eventually, after hitting a low point, increases again with age. Hulin and Smith (1965) indicated that job satisfaction increases in a positive linear fashion with respect to age. As workers grow older, they tend to be more satisfied with their jobs. Older workers have lower expectations than younger workers, and they tend to be better adjusted to the work situation.

Quinn, Staines, and McCullough (1974) claimed that older workers are more satisfied with their work because they move into better work or more desirable positions across their careers. Saleh and Otis (1964) proposed a positive and linear function between age and job satisfaction until the pre-retirement period during which job satisfaction significantly declines. They attributed the increasing
Zeitz (1990) adopted a situational perspective of employee attitudes to investigate the relationship between age and work satisfaction among 434 employees of a Federal Government agency. The employees were categorized into three groups: nonprofessionals (mostly clerical personnel), non-elite professionals (not promoted to highest rank), and elite professionals (promoted to the highest rank). The results of the study show that the age-satisfaction curves differed among the nonprofessionals, non-elite professionals, and elite professionals.

Liacqua et al. (1995) did a study to analyze factors that affect job satisfaction and dissatisfaction of faculty in higher educational institutions. Age was among the factors found to affect job dissatisfaction. Younger, less experienced faculty expressed more job dissatisfaction than experienced tenured faculty. Spector (1997) suggested two reasons why job satisfaction might increase with age. One, better benefits such as pension, for example, and rewards, pay, for example, could increase satisfaction. Two, Spector stated that, "people adapt to the job by adjusting their expectations to be more realistic, so that they are happier with less as they get older.

2.5.1.2 Gender

Research investigating the relationship between gender and job satisfaction uncovered three possibilities. First, females are more satisfied than males (e.g., Hoppock, 1935). Second, males are more satisfied than females (Hulin and Smith, 1964; Locke, Fitzpatrick, and White, 1983). Third, no difference exists between males and females with respect to job satisfaction (D'Arcy, Syrotuik,
Thompson and McNamara (1997) synthesized job satisfaction research findings published in the first 26 volumes of Educational Administration Quarterly. They reported that neither age nor gender was of value in the prediction of job satisfaction.

Gruneberg (1979) presented several reasons for the inconsistent results of the investigations concerning the relationship between gender and job satisfaction. Males and females might occupy different job levels in the same organization. Their promotion prospects might vary, as might pay and the levels of need satisfaction in the same job. Women might perceive stronger social satisfaction in a position that requires few skills and offers limited promotion opportunities than men do and thus might experience greater job satisfaction than men.

Smith, Smits, and Hoy (1998) also considered the issue of gender-related differences in job satisfaction for employees in small businesses. When the research team initially did not find differences in job satisfaction of men and women, they continued their investigation of the gender-related differences in job satisfaction considering the gender of the small business owner. The results then indicated a significant difference. The most satisfied females were employed in female owned and managed companies, with up to 25 employees. The most satisfied men were employed in male owned and managed companies, with 50 or more employees.

2.513 Education

A review of job satisfaction studies that included education as a variable indicates that the relationship between education and job satisfaction can be negative or positive. Carrell and Elbert (1974), for example, reported negative
direct effects of education on job satisfaction. They concluded that younger workers, who have a higher level of formal education, may be dissatisfied with performing the routine tasks required in most jobs.

DeSantis and Durst (1996) compared job satisfaction among public and private-sector employees. They identified many similarities between the two groups, but one of the clear differences concerned the education variable. The expected negative relationship between education and overall job satisfaction was much stronger for the private-sector employees than the public sector. DeSantis and Durst offered as a possible explanation that the private-sector individuals might be employed in unchallenging positions and might be experiencing larger gaps between expectations and realities.

Quinn and Baldi de Mandilovitch (1980) analyzed data from 11 studies of American workers. Based on this analysis, they documented a positive relationship between the workers' educational level and overall job satisfaction. The attainment of a college degree resulted in the largest increase in overall job satisfaction.

2.5.14 Tenure

Gruneberg (1979) already pointed out that the relationships between tenure, defined as length of service, and job satisfaction was unclear. It is possible that an increase in job tenure can be associated with a decrease in job satisfaction (DeSantis and Durst, 1996). It is also possible, as evidence provided by Bedeian, Ferris, and Kacmar (1992) has shown, that tenure and job satisfaction are positively related. Work-related characteristics job satisfaction can be affected by the work situation. Any aspect of the job and employing organization is part of the work situation.
2.52 Work Characteristics

Based on an extensive review of the literature, Locke (1976), Vroom (1982), Bruce and Blackburn (1992), and Robbins (1998) identified challenging work, equitable rewards, supportive working conditions, and supportive colleagues as main determinants of job satisfaction.

2.521 Challenging Work

The work itself is the factor that correlates most highly with overall job satisfaction (Schneider, Gunnarson, and Wheeler, 1992). Employees' preference tends to be jobs that let them apply their abilities and skills and embody a diversity of tasks, freedom, and performance feedback. This preference makes work mentally challenging. Challenge has to be balanced. Not enough challenge can lead to boredom, but too much challenge and employees experience frustration and feelings of failure. An appropriate level of challenge will cause feelings of pleasure and satisfaction (Locke, 1976, Vroom, 1982, Bruce and Blackburn, 1992).

2.522 Equitable Rewards

Pay and promotion are rewards employees tend to expect for their efforts. Pay and promotion lead to satisfaction when they are perceived as being fair. For pay to be fair, decisions on the amount to pay should reflect job requirements, people's abilities, and community pay standards. By the same token, employees encounter satisfaction when they perceive that promotion decisions are the result of fair policies and processes (Locke, 1976, Vroom, 1982, Bruce and Blackburn, 1992).
2.523 Supportive Working Conditions

People want to be comfortable and safe while they work. Appropriate lighting, temperature, and noise level are several aspects that keep people from being uncomfortable, and, therefore, from experiencing dissatisfaction. People want the tangible items that they need to work to perform their job well. In an office environment, examples for tangibles are computers, copiers, fax machines, and phones. Furthermore, people prefer cleanliness to dirt and living close to their jobs over living far away (Locke, 1976, Vroom, 1982, Bruce and Blackburn, 1992).

2.524 Supportive Colleagues

Many individuals' social need can be satisfied through their favorable interaction with both coworkers and managers at work. Sympathetic and helpful coworkers can increase employee job satisfaction. Managers who interact favorably with employees and assist in solving problems are aware of employees' challenges and are able to communicate effectively and provide constructive feedback periodically. These managerial behaviors can lead to increased job satisfaction for employees (Herzberg et al., 1957, Locke, 1976, Vroom, 1982, Bruce and Blackburn, 1992.)

2.6 Impact of Job Satisfaction

2.61 Job Satisfaction and Performance

During the 1930s-1950s, the notion existed that happy workers are productive workers. Research conducted based on that notion and with the goal to show a positive relationship between job satisfaction and job performance found little support for such a relationship (Vroom, 1982, Bruce and Blackburn, 1992).
presented the fact that a positive job satisfaction-performance relationship is possible, but so is the possibility of no relationship as well as a negative relationship. Spector (1997) pointed out the potentiality of a performance-satisfaction relationship in addition to the satisfaction-performance relationship. In his opinion, more evidence exists that better performers experience more job satisfaction because they receive rewards associated with good performance.

2.62 Job Satisfaction and Absenteeism

Studies investigating the job satisfaction-absenteeism relationship have documented consistent, significant, but moderate negative relationships (Locke, 1976). Employees who are satisfied are less likely to be absent than employees who are dissatisfied. Absence is influenced by job satisfaction but also by, for example, pressure or lack of pressure to attend. Incentives for attendance or punishment for absence can decrease absenteeism. Liberal sick leave policies can cause employees, including the highly satisfied ones, to be absent.

2.63 Job Satisfaction and Turnover

According to Mobely (1982), a weak-to-moderate negative relationship exists between job satisfaction and turnover. High job satisfaction leads to low turnover. In general, dissatisfied workers are more likely to quit than those who are satisfied. But it is also a fact that some dissatisfied workers never leave, and some satisfied workers do take jobs in other organizations. Both Mobely (1982) and Vroom (1982) advise to administer and re-administer facet-specific job satisfaction surveys. Facet-specific instruments allow the identification of dissatisfaction concerning such factors as pay, job content, supervision, coworkers, and working conditions. Re-administering instruments can identify changes and facilitate trend analysis.
2.7 Job satisfaction Studies in Library and Information Science

Chwe (1978) compared the satisfaction score results of reference librarians and catalogers on the (MSQ) in ninety-one university libraries. Although he found no difference in overall (general) job satisfaction, the author did find that the catalogers were significantly less satisfied than reference librarians with the opportunities inherent in their work for creativity, variety, and social service.

D'Elia (1979) analysed 288 MSQs completed by recent library school graduates. The author found that the supervisory, climate and factors intrinsic to the work itself, such as opportunities for achievement, creativity, and recognition, were most closely related to job satisfaction.

Lynch and Verdin (1983) reported the survey result of full-time staff in three research libraries. Among the findings were that staff in reference departments reported significantly more satisfaction than staff in all other departments, and that staff with more experience reported more satisfaction than staff with less experience.

Rockman (1984) did a research survey in California State university system faculty and librarians using the MSQ. She found that decision-making (which was positively influenced by years of experience) and autonomy were highly correlated with job satisfaction, but that gender was not.

Hamshari (1986) measured the level of job satisfaction of Jordanian professional academic librarians employed in technical and public service departments. The study was focused on the applicability of Herzberg's two factor theory of job satisfaction to these situations. The author tested the following two hypothesis:

1)
Professional librarians in technical service departments in academic libraries in Jordan attain a higher level of job satisfaction than those of public service departments, and (2) Motivator factors (satisfiers) are more likely to increase job satisfaction than to decrease it, and hygiene factors (dissatisfiers) are more likely to increase job satisfaction than to decrease it. The hygiene factors (dissatisfiers) are more likely to contribute to job satisfaction than to satisfaction.

In 1987 Lynch and Verdin reported on the results of a replication of their study. They again found that staffs in reference departments were relatively more satisfied with their jobs. Circulation staff, however, reported higher job satisfaction in the second study than in the first.

Etuk (1989) has pointed out that, the majority of staffs were found to be dissatisfied with their pay, working conditions and lack of facilities to improve their talents. The author suggested, the interaction between subordinates and superiors, provision of better facilities and involvement of junior staff in decision making, for the higher level of job satisfaction.

Parmer and East (1989) organized a study of support staff in twelve Ohio libraries. They used the Job satisfaction Survey (job satisfaction) as its basis and found that overall, these workers considered themselves basically satisfied. They were strongly satisfied in the areas of supervision, coworkers, work, benefits, and pay, but were dissatisfied with operational procedures, communication, contingent rewards (sense of appreciation and recognition), and opportunities for promotion.

Singh P and Krishnaiah (1989) took a research study about to find out the perceptions of work climate and the patterns of relationships between work climate dimensions and performance of research and development units in six countries. The study is based on the analysis of the subject of data collected in Argentina, Egypt, India, Republic of Korea, Poland and USSR for the second.
round of the international comparative study on the organisation and performance of research units. The following dimensions of work climate have been used: morale, openness, job satisfaction, work contracts, career opportunities, satisfaction with supervisors, information on research plans, research autonomy. The sets of work climate dimensions are related separately for two measures of performance of research units: (1) scientific effectiveness, (2) user-oriented effectiveness.

Thapisa (1989) performed a survey of job satisfaction among support staff in British libraries, though unlike other studies, an instrument that broke satisfaction down into discrete parts was not used. These workers seemed less satisfied overall than did those in the other studies, with complaints that their jobs were "boring" and "inflexible" much more apparent than in the American studies. Because Thapisa's study relied more on open-ended questions, however, some specific causes of dissatisfaction were verbalized that were only hinted at in other studies. One of the greatest areas of discontent was in perceived "class distinction" between professionals and paraprofessionals, with one respondent identifying "a kind of apartheid, but based on library qualifications rather than colour of skin. The gap between library assistants and 'professional' staff is huge and totally unjust." Other respondents complained that an overlap of tasks between professionals and paraprofessionals resulted in a feeling that paraprofessionals were doing essentially the same work for less compensation and respect. "Within the library an artificially wide distinction is made between 'academic' and 'non-academic' staff which is reflected neither in personal qualifications nor in the demands of the job."

Fitch (1990) done a study in Alabama Academic libraries on "job satisfaction among library support staff in." For the study, the job descriptive index (JDI) was used as the survey instrument and the resulting satisfaction scores were related to the variables of size of city, sex, variability of working hours, type and size of
institution, staff, development, historic rays of the institution and automation status of the library functions. The study emphasized that the library staff are largely neglected group. The null hypothesis could not be rejected for most variables, reaffirming conclusions of other studies that demographic factors do not influence job satisfaction. The need for better compensation and opportunities for promotion for academic library support staff is emphasized, as well as the need to relate satisfaction to quality of work-life-issues.

One of the most significant studies of Kreitz and Ogden (1990) intended to measure job satisfaction of professionals and paraprofessionals in the nine libraries of the University of California system. Kreitz and Ogden created a questionnaire with a aim to find out the frequency of job activities and measure the overlap of tasks identified as a cause of dissatisfaction in LIS field. They found a significant overlap of responsibilities and concluded that this blurring of duties resulted in a perception among paraprofessionals that they performed the same work for less compensation. Though Kreitz and Ogden found that both types of library staff were generally satisfied, there was a wide gap between the two groups, most notably in the areas of promotion, influence, and job development.

Navalani (1990) has conducted a survey of professional and semi professional library staff working in Indian University libraries to determine the levels of job satisfaction. The data analysis revealed that the majority of library staff are satisfied with most of the attributes of their work, but there were differences in the perception of men and women and seniors and juniors. The author has suggested in his study the following improvement need to be made, are more attention to in service training, reanalysis and redesigning of jobs for better utilization of skills and abilities, more internal motivation to staff and improvement in the quality of work performance.
Caynon (1991) addresses the question, how satisfied are library science educators with their jobs? The two major purposes of this study are (1) to determine the extent to which four dimensions of job satisfaction (satisfaction with work, satisfaction with pay, satisfaction with opportunities for promotion and satisfaction with co-workers) are related to overall job satisfaction among library science educators and (2) to determine extent to which sex, age, total years teaching in current institution, professional rank and nature of work affect job satisfaction.

Chen and Farr (1991) pointed out the potential effects of personal characteristics, perception of job characteristics and perception of organization on specific satisfaction measures, general satisfaction, and aggregate satisfaction are examined. Perception of job uncertainty is examined. Perception of standardization and centralization of the organization is dismissed.

Igbaria, Greenhaus, and Parasuraman (1991) examines the career attitudes of a sample of Management Information Systems (MIS) employees. A number of analysis are performed on the collected data. In the analysis job satisfaction and propensity to leave are correlated with person's match or mismatch between career orientation and the job, and career orientation is analyzed with respect to the various demographic characteristics. This study reveals the diversity of employee's interest.

Mirafeskhari, (1991) examines the level of job satisfaction of academic libraries in university libraries with in the US. The study analyzes these questions (1) To what degree are academic librarians satisfied with various aspects of their job? (2) Is there a difference in librarians’ job satisfaction in different university libraries of different sizes? And (3) Is there any significant relationship between overall job satisfaction of academic librarians with their age, sex, education, experience, length of employment with the present institution and income?
Morita (1991) has pointed out how the online public access catalog has diminished the importance of subject-heading searches. The expanded role of library catalogers is discussed, and the utilization of skills in a variety of ways are studied, including educating the users to use catalogs more effectively and advising librarians how to provide optimal access to a variety of bibliographical information. The author expects greater job satisfaction as a result of the expansion of opportunities.

Schneider (1991) surveyed and interviewed the staff of a large urban public library system, the majority of whom were paraprofessionals and worked in public services. They reported satisfaction with the nature of the work itself, coworkers, immediate supervisors, and working directly with patrons. They reported dissatisfaction with communications between staff and management, and a majority identified heavy workloads and understaffing as serious problems.

Schneider (1991) compared the levels and sources of stress and job satisfaction between public service and technical service employees in large urban public library systems. No difference was found in perception of organizational climate were found between public services and technical service employees. Workload was heavier among public service employees, although satisfaction with job content was greater among public service employees. Relationships with superiors and relationship with coworkers were also more positive among public service employees. The possible reasons for stress for public service employee’s in particular included unpredictability of lack of control over the pace and amount of work and the demands of contact with the public. Because of these conditions, public service employees tended to be more vulnerable than their technical service counterparts to the effects of understanding and poor organizational climate.
Squire (1991) has made a discussion of job satisfaction among ethnic ministry librarians. The study emphasizes the importance of four areas: planning, recruitment, hiring, and staff acceptance and retention. Factors of job satisfaction are described, ethnicity and ethnic minority demographics are discussed.

Thapisa (1991) has investigated the influence of pay satisfaction over job satisfaction of the LIS professionals in the 32 university libraries in the U.K. The author has used the Content Analysis Index (CAIN) for the study. In the study, the author has also evaluated the importance of promotion facets on job satisfaction issue included the promotion dimension also. To keep the LIS professionals satisfied, recommended the reward system in the library.

Vesnen (1991) summarizes the results of a questionnaire into job satisfaction for the employees of the Helsinki university library. The survey included the following consistence, basis supervision, accuracy of information, correctability, representativeness and ethicality.

Whitlatch (1991) the study focuses about the effects of automation on job satisfaction among reference librarians. The influence of stress is discussed, a job strain model is explained, and examples of how to design a job to reduce the stress caused by action are given.

Estabrook, Mason, and Suelflow (1992) distributed questionnaires and conducted selective focus group interviews with 1,371 ARL library staff, 801 of whom were support staff. Communication’ was identified as an area of dissatisfaction for support staff, some respondents specifically noted thinking that they were not given the same level of feedback on matters related to their work, as were librarians. They also thought they were not given the chance to optimally use their talents and education in their work.
Gupta and Raghunathan (1992) pointed out that a growing number of organizations are adopting the concept of an information center (IC) to alleviate the problem of backlog of requests for MIS services and to support end user computing. The characteristics of IC personnel required to operate a successful IC are significantly different from information systems (IS) personnel. A number of studies have been undertaken to examine the turnover process of IS personnel but no attempt has been made to study the turnover process for IC personnel. They examined the antecedents of job satisfaction, commitment, and turnover intentions of IC personnel. It was found that role ambiguity and conflict are dysfunctional variables for IC personnel.

Igbaria and Sigel (1992) examine the effects of the individual characteristics, job type, role stresses, boundary spanning activities, career outcomes, and job characteristics on the turnover propensity of 464 information systems personnel. Results show that age, organizational level, organizational tenure, job tenure, and number of years in the computer field are negatively correlated with the intention to leave the organization. Education aspect found to be positively correlated with turnover intentions and which project leaders are more likely to leave the organization. Information System (IS) managers are less likely. Results also show that both role stresses (role ambiguity and role conflict) and boundary spanning activities are positively correlated with turnover intentions. The job involvement career plateau, promotability, salary, organizational commitment, job satisfaction, satisfaction with progress, promotion, pay status, and projects are negatively correlated while career opportunity is positively correlated with turnover intentions. Finally all job characteristics are negatively correlated with turnover intentions.

To gather data on the roles, status, and working conditions of library staff, Oberg et al. (1992) conducted a national survey of library directors. Among their
findings, paraprofessionals were often more qualified than required for their positions, and high-level skills were often expected of support staff, many of whom carried out duties that were in the past performed by librarians.

Saha (1992) examined the role of such structural factors as size of an organization, degree of specialization, supervisory levels and supervisory staff ratios, in the functioning of special and academic libraries. The effectiveness of such libraries has been measured by such criteria variables as user satisfaction, employee's job satisfaction, group performance and organizational growth rates. The data have been collected from 203 employees, 200 users and 30 supervisors from fifteen academic and special libraries in Delhi. The result based on the inter correlation analysis between the independent and controllable variables indicate that size of an organization and the degree of specialization are negatively related and the supervisory staff ratios are positively related in the effective functioning of special libraries. No such relationship has been observed in academic libraries.

Siggins (1992) highlighted that the research libraries are faced with the challenge of retaining an effective staff who have the skills necessary to respond to new and changing circumstances and increased users demands. Ways must be found out not only to reduce stress and prevent burnout but also to sustain a level of interest and job satisfaction among staff sufficient to ensure a high level of performance. The elements of job attitudes and their relationship to performance output are analyzed. Factors, which lead to job satisfaction and dissatisfaction, are explored. Steps which library administrators and managers can take to improve job satisfaction are also suggested.

Bonnie (1993) studied over 600 academic librarians in the United States to determine whether faculty status and rank were related to job satisfaction. She found that the greatest sources of satisfaction of the librarians in her study were
relationship with patrons, relationship with coworkers, assigned duties, and variety of work. Dissatisfaction was caused by opportunities for promotion, recognition of accomplishments, and salary.

Conner (1993) explains the general background against which the trend to downsize of mainframe computers has developed. The author offers ways to turn the potentially negative impact of downsizing into a positive enhancement of professional and managerial skills and job satisfaction. Conner also tried to explain the effects of downsizing process on general management, on operating management, and on the information system departments.

Horenstein (1993) examines job satisfaction of academic library staff as it relates to faculty status and participation of librarians in library planning and decision making, university academic affairs and professional library activities. The study focused on job satisfaction of 3 groups of librarians. Librarians with no faculty status or rank, librarians with either faculty status or rank, but not both and librarians with both faculty status and rank. Academic librarians with both faculty status and rank were more satisfied than librarians in other two groups. They also perceived themselves as more involved in library planning and decision making, more frequently consulted, better informed about matter affecting the library, and more involved in the university. The best prediction of overall satisfaction was perception of participation, salary, and possession of academic rank.

Lee and Kim (1993) conducted a survey of branch staff in a large metropolitan public library and examined four dimensions of perceived quality of goal setting-specificity, difficulty, feedback and participation as they related to overall satisfaction, as well as satisfaction with job, supervisor and coworkers. The relationship between job satisfaction and gender, education, occupational level,
and tenure were also studied. Analysis revealed that all four dimensions of goal setting were correlated with overall job satisfaction. The pattern of correlation between sub-dimensions of both goal setting and job satisfaction varied, however, for professional and support staff.

Doyle (1994) presents the results of the job satisfaction survey of U.S. and international college and university media specialists with a aim to measure an employee’s level of satisfaction, theories, including human relations, work itself and physical-economic relations.

Nugent, Lifter and William (1994) obtained results through an unofficial questionnaire survey of 50 U.S. librarians in various strata of librarianship, which asked the question ‘If you could have any library position, in America, which one it would it be?’ Results showed a wide variety of aspirations, but the overall impression was that a majority of librarians are leading fulfilling, meaningful careers and are happy in their current jobs.

In a survey of more than two hundred academic library support staff in Palmini (1994) found that automation was a source of job satisfaction for over half of the respondents, although 38 per cent said the training they received was inadequate. Causes of job satisfaction identified by the respondents included working with patrons, aspects of the work itself, coworkers, and working with computers. Causes of dissatisfaction included computer downtime and slow response time, heavy workloads, and understaffing.

Phillips, Carson and Carson (1994) made a study of evaluation of affective career outcomes. A field study of Academic librarians, in which they surveyed about one hundred nine master-level librarians of varying ages to know their employed to examine the relationship between age and three affective outcomes (1) career satisfaction (2) career entrapment, and (3) career identity. Results of
the study indicated that, the age and satisfaction relationship was linear. The result demonstrate that librarians become increasingly pleased with their profession over time. A similar linear relationship between age and entrapment indicated that as librarians mature they become career attitudes. Hierarchical polynomial regression was then bound to their line of work because of accumulated investments and career options. The relationship between age and identity assumed a collinear, or invested U shaped form career and lower at both early and late career stages. Implications of these findings are advanced.

Prasad (1994) conducted a sample survey of 460 professional librarians in India. He has investigated the reasons for job anxiety and job satisfaction. The level of anxiety of staff in higher posts was comparatively lower than in lower posts. Job satisfaction scores of the 3 anxiety sub groups low, moderate, and high. The study revealed significant difference between job anxiety and job analysis. Also pointed out that the degree of job anxiety are related to job satisfaction in various areas in different ways. This confirms the theory that interpersonal relations are major determinants of anxiety.

Hovekamp (1995) made a study in which he has examined issue through a survey of professional librarians in 19 non-union and 13 union academic research institutions in the USA. By comparing the survey results of union and non-union participants, the study found that the presence of union has a negative relationship with job satisfaction. However, the results did not support the arguments that such a relationship is a product of union culture as some researchers have suggested. Salary was revealed as a mere consistent predictor of job satisfaction. There was also the suggestion that part-time employment status might relate to the survey participants happiness with their job.

Mendelsohn (1995) reports the views of 8 European librarians and information scientists on what makes the job of the information professional so satisfying.
Elements mentioned include intellectual stimulation, variety, the satisfaction of helping people and curiosity.

Carson et al. (1996) noted that the Management technique of empowerment was quickly adopted by library managers who embraced the total quality management philosophy, but many directors now consider the empowerment process to be a failed experiment. Presents the results of 128 members of the US Medical Library Association which assessed attitudes about their jobs, organizations, and careers as they related to their feelings of empowerment. Results show that respondents higher in empowerment reported greater job satisfaction, weaker job withdrawal cognition and greater organizational commitment than those lower in empowerment. There were significant differences in the expected direction for career satisfaction, but only partial support for career withdrawal intentions. Implications of the findings are discussed.

Goucus and Toit (1996) described the relationship between motivation and job satisfaction of information workers in public libraries in South Africa. It was found that there was a relationship between motivation and job satisfaction. Information workers reported above average satisfaction levels of overall job satisfaction. Aspects that were most satisfactory to the total group were relationships with library users, assigned duties, working conditions and physical surroundings. On the negative side, information workers complained about salaries and poorly articulated promotion standards.

Koeng, Morrison and Roberts (1996) made a questionnaire survey of library directors of all Association of Research Libraries (ARL) to investigate the relationship between job turnover and job satisfaction of ARL university library directors relative to faculty status. The results of the study indicated a positive relationship between job satisfaction and faculty status. The provision of staff release time to pursue scholarly endeavors was correlated positively with
directors' reported job satisfaction, where as 'hollow faculty status', defined as nominal faculty status, but without the provision of release time was correlated negatively. Job turnover by itself was quite unrelated to the issue of faculty status.

Ang, and Koh, (1997) examined the literature on job satisfaction and user information satisfaction to see if there is any sufficient evidence to suggest that the two constructs are correlated. The factors, which affect job satisfaction, are similar to those which affect user information satisfaction. Examining user information satisfaction and job satisfaction in isolation would not be rigorous, because the effects of relevant contextual variables have to be taken into account. The study identifies the relevant contextual variables, and develops a comprehensive framework which allows investigation of the relationships between two constructs.

Interestingly, Gloria, Leckie and Brett (1997) study of Canadian librarians found that "relationship with non-professional staff" was a source of great satisfaction among professional librarians. They were investigated about the job satisfaction of Canadian University librarians. The study explored the relationship between faculty status (academic status) administration and the participation of librarians in library planning and decision making, university affairs, and professional activities. Data analysis concentrated on comparison between faculty status librarians and non-faculty status librarians and non-administrative librarians. Although academic status librarians were significantly more satisfied with their involvement in university affairs and promotion tenure process. They were not more satisfied with the other dimensions of their work such as workload and salary. Administrative librarians on the other hand, were significantly more satisfied with most of the major aspects of work. Work being measured and perceived themselves to be much more involved in library planning and university affairs than did non-administrative librarians.
Lanier and others (1997) pointed out by using measurements of job satisfaction and organizational entranchment gathered from a survey of academic librarians, 4 workplace profiles were gathered from a survey of academic librarians: "Mobile-contents" satisfied and unentrenched, "immobile-contents", satisfied but entrenched, "imbobile-discounts", dissatisfied but entrenched, and "Mobile-discounts" dissatisfied and unentrenched) For each people, reactions to respondents employment experience were analysed.

Patricia Lanier et al (1997) performed a study of professional librarian job satisfaction which found that creativity, flexibility, and recognition of librarians' skills and knowledge were sources of high satisfaction.

Terry (1997) also has written extensively on deprecation of support staff by the professional, suggesting that less antagonistic relations would improve satisfaction for everyone involved. Few studies using standard instruments have been performed on professional librarians, making comparison to paraprofessional studies difficult. Nonetheless, a number of studies of particular note should be mentioned.

Runen (1998) has examined whether librarians have a positive outlook on work, workplace conditions and work style changes. Asks if the area of rapid change in libraries, both in technical processes and elsewhere, enabling enhanced services to be provided to the users and new opportunities for library workers, has resulted in happier library workers, or library workers at least as happy as the general worker. The library literature has reported and analyzed many job satisfaction surveys and these are reviewed. Discussions in detail the results of 6 questions about professional satisfaction in a survey administered by the author during various professional concerns. Results indicate that library workers seen less satisfied at work than the average employee, although their over all...
satisfaction is still high. They also considered the implications and suggested what could be done to improve the rating.

Wu (1998) describes in his study of job satisfaction among academic librarians in Taiwan and the relationship between job satisfaction and other factors. The samples investigated consist of librarians from 25 academic libraries in Taiwan. The results of the study show that most librarians are female aged 31-45, college graduates, professionally trained, having worked from 4 to 20 years in national academic libraries. Librarians are not satisfied with their job overall nor with particular aspects of it. Based on these findings, the author offers suggestions for academic libraries, librarians, and readers.

Edem and Lawal (1999) made a survey and collected data were used to determine the influence of job satisfaction on the publication output of librarians in Nigerian Universities. The results of the empirical analysis indicate that out of the 6 dimensions of job satisfaction used in the study, only three dimensions (librarians' level of satisfaction with their achievement, responsibility, and recognition) had a significant influence on their publication output. Other dimensions including salary, university library policies and administration, and supervision, had no significant influence on their publication output.

Hall (1999) has made a study in the Sheffield University, Department of Information Studies, about the 98 UK public library focusing mainly on the causes and determinants of job satisfaction and absenteeism. Results of the study indicated that physical working conditions and salary levels provoked the most dissatisfaction and that library assistants tended to be dissatisfied with their working relationships with professionally qualified colleagues. Examination of absence records over several years showed that, although colds and viral infections accounted for 43 percent of illnesses they only accounted for 26.4 percent of the total number of days lost. Conversely, stress, anxiety and
depression accounted for 2.8 per cent of the recorded absences but 15.8 per cent of the time lost.

Payne (1999) examines issues in librarian support staff relations. Describes studies which show that support staff perceives lack of status, recognition and appreciation of their role. The longer serving staff member has the greater satisfaction in their profession. Support staff need to be involved in organizational communications and participate in policy formulation processes to increase the level of satisfaction the librarians' education, training, and pay need to be improved.

To sum up, several studies carried on job satisfaction of the LIS professionals attempt for assessment of the level of job satisfaction against the identified key dimensions the same. It is not a fad but an ongoing process and a commitment from the concerned party. The eleven key dimensions of job satisfaction namely, supervision, reward and recognition, performance evaluation, nature of work, communication, working environment, autonomy by authority, coworkers and in-service training, benefits, salary and promotion are identified as a core criteria that LIS professionals while assessing the job satisfaction.