CHAPTER-II

REVIEW OF LITERATURE
Review of literature is the most important aspect in any research work. It is a measure stating the recent output on a particular area of research and organized in a helpful sequence to strengthen the present research techniques. The main objective of the review of literature is to understand the research activities that have taken place in a particular discipline in general and in the area of research in particular.

A review of literature of related Job Satisfaction employees in different organisations in general among the library Professionals in Engineering Colleges in particular. Thus, the review covers studies made at international and national level.

Reviews on Job Satisfaction in General

Hoppock R. (1935)\(^1\) in his study on job satisfaction, emphasized that the combination of three factors, namely psychological, physiological and environmental determine the level of Job satisfaction or Job dissatisfaction of employees in an organisation irrespective of its nature and type.

In a study by Katz and associates (1949)\(^2\) found that morale had four dimensions: job satisfaction, satisfaction with wages and promotional opportunities, identification with company, and pride in work group. They found that only the last dimension was significantly correlated with productivity.

Bullock R.P.(1952)\(^3\) define 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 objective”.

Chatterji (1960)\(^4\) pointed out that modern society recognizes the importance of every individual feeling satisfied in his/her job. Job security, a good supervision. Opportunities, for promotion and satisfactory solutions of grievances are equally as important as amount of pay.

Sinha and Singh, P. (1961)\(^5\) studied the relationship between absenteeism and job satisfaction of hundred workers of TISCO at Jamshedpur and concluded that there is a higher degree of relationship between absenteeism and job satisfaction. The higher absence group was much less satisfied with their jobs than the low absentee group.

Sinha, D. and Sharma, K.C., (1962)\(^6\) found that no relationship between job satisfaction and material status could be observed. They observed that negative association between union attitude and job satisfaction and positive relationship between job satisfaction and general adjustment.

Anjaneyulu (1968)\(^7\) in his study found that inadequate salary was one of the most common causes for dissatisfaction among school teachers. Those who were working under financial incentives had better job satisfaction than those who work under no such incentives.
Locke E.A. (1976)\textsuperscript{8} highlighted the psychological aspect of the job. According to him the job satisfaction/dissatisfaction mainly depends on the emotional feelings of an employee. Job satisfaction is, thus, the result of positive emotions. These positive emotions or job satisfaction of the employees would promote the willingness and commitment in their profession/job.

Anrold and Feldman (1982)\textsuperscript{9} carried out an empirical investigation on a multivariate analysis of the determinants of the job turnover in the manufacturing organization. It was found in the study that un-remunerative wages, close supervision, poor working conditions and options of good retirement benefits were some of the factors that led to high rate of absenteeism and finally resorted to leave the existing organizations.

Etuk M.E. (1989)\textsuperscript{10} 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 subordinated and superiors, provision of better facilities and involvement of junior staff in decision making for higher level of job satisfaction.

Singh, M.; Pestonjee, D.M. (1990)\textsuperscript{11} in their study tried to bring out relationship between job involvement, sense of participation and job satisfaction in banking industry in western India. They concluded and confirmed that the job satisfaction of the bank employees was positively effected by the occupational level, job employment and participation.
Slocum (1990), made an attempt to establish a relationship between performance and job satisfaction. In this empirical study the author could find a tangible relationship and close proximity between job satisfaction and organizational performance. Yet the study could not able to correlate job satisfaction with that of employee turnover.

An empirical study was made by Khaleque et. al., (1992), titled job satisfaction, mental health, fatigue and performance of industrial workers. The authors empirically could see the positive relationship between job satisfaction and mental health and performance of industrial workers.

Hossain, and Miah, M.K. (1992) strongly believed that there exists a strong relationship between job satisfaction and performance of commercial bank employment. However, the study could not identify a positive relationship of job satisfaction of younger employees than experienced older ones.

Robert B Tiegs, Lois E. Tetruck, Yitzhak Fried (1992), in their study examined the moderating effects of Growth Need Strength (GNS) and each of the four context satisfactions using a large sample (N = 6405) of employees from a variety of jobs and occupations. The results showed that none of the five individual difference factors appeared to be viable moderators of any of the relations among job characteristics, psychological states, and three work outcomes (viz., growth satisfaction, overall job satisfaction, and internal motivation). Also, there was no supportive evidence for potential joint moderating effects between GNS and each context satisfaction (viz., pay,
job security, co-worker, and supervision) on the relations of the JCM (Job Characteristics Model; Hackman & Oldham, 1980).

**Jahan and Haque (1993)**\(^{16}\) made a critical study on effects of organizational climate on job related aspects of middle level managers of banks. The authors observed and found that there is an indispensable correlation between job satisfaction and the organizational factors like decision-making, communication, supervision and salary packages.

**Kulkarni, S Y; Nikhade, D.M. (1996)**\(^{17}\) undertook a study on critical analysis of in-service training needs to branch managers and correlated with job satisfaction and job performance. The study concluded that some respondents appear to have expressed dissatisfaction towards the job. Some of the important reasons for such dissatisfaction according to them were; non-availability of facilities such as infrastructure including supporting staff, vehicles, power etc.

**Kossek, E and Ozeki (1998)**\(^{18}\) in their study examined the relationship among work-family (w-f) conflict, policies, and job and life satisfaction. The meta-analytic results showed that regardless of the type of measures used (bidirectional w-f conflict, work to family, family to work), a consistent negative relationship exists among all forms of w-f conflict and job-life satisfaction. This relationship was slightly less strong for family to work conflict. Although confidence intervals overlap, the relationship between ob-life satisfaction and w-f conflict may be stronger for women than men.
Sincore (1998)\textsuperscript{19} carried out an investigation among the employed mothers. The investigation explored that some demographic variables, such as, age, race, and employment status, have been found as important factors in determining level of job satisfaction.

Jaques Igalens and Patrice Roussel (1999)\textsuperscript{20}, in their study examined how the elements of total compensation might influence work motivation and job satisfaction. The three principle conclusions of the study were: (1) under certain conditions, individualized compensation of exempt employees can be a factor of work motivation; (2) flexible pay of non exempt employees neither motivates nor increases job satisfaction; (3) benefits of executive and non-executive employees neither motivate nor increase job satisfaction.

Rama Devi (1999)\textsuperscript{21} conducted study on faculty job satisfaction and their views on management of two universities in Andhra Pradesh. The sample consists of 200 teaching faculty – 100 non-teaching staff working in Sri Krishnadevaraya University, Anantapur and teaching staff working in university of Hyderabad. The sample was drawn on random basis using Fisher and Yates random numbers and an attempt was made to measure job satisfaction of the faculty in universities in Andhra Pradesh and found the factors such as freedom in doing job, scope for self improvement, income and job security causing satisfaction while bureaucratic rules, no recognition for work and routine work are the dissatisfaction to them.
Musharraff (2000) conducted a comparative study job satisfaction of commercial bank employees in Bangladesh. The study was designed with a view to investigate the satisfaction of commercial bank employees and its consequences on related issues. A total number of 450 commercial bank employees from both the public and private sectors were randomly selected. The results revealed that the public sector bank employees were in a better position in terms of their job satisfaction than the private sector bank employees and the executives were more satisfied than the non-executives. It was also found that job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the job.

Richmond and McCroskey (2000), in their study established that employees job satisfaction resulted in positive outcomes for the organization as a whole. They argued that supervisors’ positive behaviour increased employees job satisfaction, and created a positive effect on organizational functioning. It was also found that employees, who linked their immediate supervisors, had greater motivation toward their work and more satisfaction with the work.

Trylor.H (2000) suggested that job satisfaction is directly related to company’s investment in employee’s well being. When an organization cares for its employees, it definitely gets their support in reward. Organizational investment in employee’s well being results in the higher satisfaction in employees.
Vigoda (2000) stated that perception of organizational politics was found to have negative relationship with job attitude, a positive relationship with intention to leave the job, and a stronger positive relationship with negligent behaviour. A weak negative relationship was found between perception of organizational politics and employment performance as reported by supervisors.

David E. Denton, Lawrence S.Kleiman (2001) in their study attempted to determine the extent to which job tenure moderates the relationship between autonomy and job satisfaction. Autonomy was operationally defined using Breaugh’s (1985) work autonomy scale, which measures three facets of autonomy, while job satisfaction was measured using three scales from the Job descriptive Index (Smith, Kendall, & Hulin, 1969). Data were collected from a sample of 76 production workers. It was found that job tenure does moderate the relationship between job satisfaction and both criteria autonomy and scheduling autonomy. The findings reported in this paper suggest that employers should proceed cautiously when introducing empowerment programs to new production workers.

Savery, L.K., and Luks, J.A, (2001) analyzed the relationship between empowerment, job satisfaction and reported stress levels. The study was conducted by the Federal Government of Australia and concluded that influence decisions affecting a person and type and speed of work seemed to alter the perceived level of job satisfaction rather than the level of job stress.”
Sharma, V.C., Gaur, A.K., (2001) Carried out a study in a large Engineering Industrial Organization and tried to find out the extent of job satisfaction of its women artisans. The study was intended to know whether the determinants of job satisfaction evoke any reaction or response from the women workers. It was found from the study that about 8 per cent of the respondents agreed that they got adequate supervisory guidance, 40 per cent of the respondents fully satisfied with the job while 48 per cent expressed that they are partially satisfied. This partial satisfaction, according to the authors, may be due to disinterest, monotony, and partiality of the supervisor and the pressure of the family. The authors concluded that the job satisfaction cannot be built on a job from external factors but satisfied with intrinsic factors of the job.

Kim, S. (2002) conducted a study to explore the relationship between participative management in the context of strategic planning and job satisfaction in US public organizations. The results showed that managers’ use a participative management style and employees’ perceptions of participative strategic planning processes were positively associated with high level of job satisfaction.

Sumitha Rai; Aravind, K Sinha (2002) in their study on job delight: beyond job satisfaction identified a concept of job delight, which connotes a delight of having expectations surpassed, and delight brought about by augmentation. Data were obtained from 261 managers of nationalized banks. The statistical analysis included were correlation and regression analysis. The results based on two sub samples of 60 and 43 respondents and showed that compared to intrinsic job satisfaction, the extrinsic job
delight was a better predictor of self-esteem and of the two measures of personal effectiveness. The results were supportive of the implicit hypotheses that job delight is a more worthwhile variable compared to job satisfaction under specified condition.

**Barry M. Staw Yochi Cohen Charash (2005)**, in their study on the dispositional approach to job satisfaction tried out to show how dispositional affect can be a theoretically and empirically robust explanation of job attitudes, demonstrating that what is experienced in the workplace, how one evaluates it, and how it is remembered over time. According to the authors by specifying these processed one can be reasonably confident that the dispositional approach to job satisfaction is no change.

**Ronald F. Piccolo, Timothy A Locke (2005)** carried out an investigation in a non-western culture (Japan) the relative validity in predicting job satisfaction, life satisfaction, and happiness of core self-evaluations (CSE), positive and negative affectively (PA/NA), and the Neutral objects satisfaction and results indicated that initial support for the general ability of CSE culture differed in many respects from western cultures, and suggested that judgment of satisfaction and happiness in a non-western cultures have a dispositional source.

**Assaf Semadar, (2006)**, In their study examined four social effectiveness constructs (i.e., self-monitoring, leadership self-efficacy, emotional intelligence and political skill) in the prediction of managerial job performance. Bivariate correlations showed that performance was predicted by social effectiveness constructs with the exception of self-monitoring. Multiple regression analyses, using gender and seniority as control variables,
found that the political skill was the strongest predictor and that it has significant incremental validity in the prediction of performance over the prediction provided by the other three social effectiveness constructs as a set.

**Brent A. Scott, and Timothy A. Judge (2006)**

in their study found that within individuals, insomnia was associated with increased feelings of hostility and fatigue and decreased feelings of joviality and attentiveness. Insomnia was also negatively related to job satisfaction, and this relationship was mediated by the emotions, finally, gender moderated the within-individual relationships between insomnia and three of the four emotions such that women were more affected by a poor night of sleep than were men.

**Samata Rai & Amulys Khurana (2006)**

their aimed study at investigating the relationship between organizational role stress (ORS) and job satisfaction (JS) of personnel of one of the paramilitary forces of India. An attempt has also been made to find out whether ORS and its dimensions can predict job satisfaction of paramilitary personnel. The sample consists of 328 paramilitary personnel posted at two districts of Kashmir, namely, Srinagar and Pulwama. The sample was selected by purposive and random sampling techniques. Organizational Role Stress Scale (Pareek, 1983 a,b) and job satisfaction scale (Singh and sharma,1999) were employed to collect data. Pearson’s product moment correlation and step-wise multiple regression techniques were used for data analysis. The results reveal that the total ORS and eight of its dimensions have a significant negative relationship with job satisfaction of the personnel. Step-wise multiple regression analysis shows that only one dimension of ORS (role stagnation) has emerged
as a significant predictor of job satisfaction. The results have been discussed in the light of previous studies.

**Harriss, Ranida B and Marret, Kent (2009)** in their article entitled “An Investigation of Linking of Computers, Help Reviewed and Job Outcomes for Computer Workers” felt that the usage of computers among the workers in their jobs have been showing an increasing trend. However, not all employees enjoy computer work at the same levels, and for those who do not enjoy computer work negative outcomes are likely to result. Further, the study also examined how work-related support from either supervisors or coworkers will minimized the relationships between those who do not like computer work and the consequences of job satisfaction and technology overload. They examined these hypotheses in a sample of 225 workers, from a wide range of jobs, all of whom work more than 20 hours per week on their computers. The results showed that there is a positive relationship between workers who use computers and their level of job satisfaction including technology overload.

**Popoola, Sunday O. (2009)** in his paper entitled “Organizational Commitment of Records Management Personnel in Nigerian Private Universities”. The study investigated the socio-economic factors such as gender, age, marital status, educational qualifications, job tenure, monthly salary; and job satisfaction and locus of control factors as they determine organizational commitment of records management personnel in Nigerian private universities. Design/methodology/approach -- The research design adopted for the study was ex-post facto type. A questionnaire was used for data collection from a sample
of 240 records management personnel from a population of 310 in 24 private universities in Nigeria. Of these 220 responded to the questionnaire and fit found valid for analysis. The response rate of the respondents was 91.7 per cent. Findings of the study revealed that there was significant multiple correlation between socio-economic factors, job satisfaction, locus of control and organizational commitment of the respondents. In addition, socio-economic factors, job satisfaction and locus of control significantly determined organizational commitment of the respondents. The author recommended that the administrators in private universities in Nigeria should take into consideration the socio-economic variables, job satisfaction and the locus of control of records management personnel and proper planning to improve their organizational commitment that can be possible by ensuring employee job satisfaction.
Reviews on Job Satisfaction among Library Professionals

Ryan, J. Mary (1968) investigated the effects of some characteristics of libraries as they may relate to satisfaction with librarianship. She discovered that, job satisfaction was related to the length of service in the profession, a finding consistently conformed by job satisfaction research.

Smith P. C. Kendall L. M. and Hulin C. L. (1969) and others 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 conditions 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 hand and the differences in themselves on the other.

Job satisfaction and dissatisfaction and functions of perceived relationship between what one wants to derive from one’s job and what one perceives 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.
Vaughn, William John. (1972) made an attempt to determine the predictors, correlates, and consequences of job satisfaction in a university library. He constructed a managerial model and hypothesized that organizational effectiveness in any organization is linked closely to the concept of “job satisfaction” and “employee satisfaction.” These two concepts in turn, according to him are closely related to managerial behaviour. The job Descriptive Index (JDI) was administered to all full time employees, one hundred and seven persons, of a large library of a state supported university located in the southwest. The sample consists of twenty two male and forty five female employees. He concluded that overall job satisfaction was linked directly to age, earnings, job level, and library science major; and satisfaction with work was directly related to tenure, earnings, job level, supervisor status, etc., Moreover, he found that the concept of multidimensional job satisfaction was an important and highly useful one in exploring and explaining many of environmental and behavioral features of the work setting of university library.

Bourse, M. Louis (1973) made an effort to identify major causes of dissatisfaction of librarians. He identified five major causes of dissatisfaction such as, the monotony of too much routine work, not enough scope for initiative and development, lack of promotion, low salaries and the need for particular code of ethics.

George, P. D’Elia (1973) investigated to identify the determinants of job satisfaction among the librarians who are beginners in their profession. Data were collected from a sample of 222 librarians as to their sex, the type of library in which they worked, their vocational needs using the Minnesota Importance Questionnaire), the characteristics of
their job environments (using the Minnesota Job Description Questionnaire). He found that, “Job satisfaction among librarians was not related to their sex, the type of library in which they worked, or their vocational needs, but was related to the characteristics of their job environments. Of these, the supervision climate and intrinsic characteristics of the job itself were the two most important determinants of job satisfaction. The results showed that a supervisory climate which permitted librarians to exercise initiative and professional judgment in the performance of the job was conductive to job satisfaction. The results also revealed no differences in the degree of job satisfaction. The results also confirmed that no differences in the degree of job satisfaction experienced by male and female librarians.

Prybil, D Lawrence (1973) conducted a study wherein the professional librarians, clerical workers and service personnel shared their views to find out job satisfaction in relation to job performance and occupation level, revealed that, a low but positive relationship, a finding which is consistent with the results of several previous studies, and they do not, however, show a direct relationship between occupational level and job satisfaction, a finding which conflict with their result of previous research.”

Susanne, P. Wahba (1973) studied the relationship between job satisfaction and work motivation, job performance and the willingness to leave. The data were collected by means of standardized scales; in particular the Job Description Index (JDI) the Need Satisfaction Questionnaire (NSO) The data was collected from a sample of 200 librarian’s distributed evenly among service, public services and library administration.
The data were collected from sample three academic libraries. The results of this study showed that, librarians in the sample were extremely dissatisfied with promotion and pay. Librarians also reported a high degree of insecurity. Besides women librarians reported more dissatisfaction than men with work, supervision, pay and autonomy. Technical service librarians expressed the lowest level of satisfaction with work, supervision, pay, co-workers and security needs.

**Kenneth, H.plate and Elizabeth w stone (1974)** the study undertaken was based on Herzberg’s theory which involved the analysis of data gathered from 162 American and 72 Canadian librarians. The findings corresponded to those of Herzberg and indicated that, the factors involved in producing Job satisfaction are concerned primarily with the actual job content (or work process factors); the reasons for dissatisfaction (or hygiene factors) deal primarily with factors relating to the context in which the job is done the job environment. Both sets of factors were closely interrelated. Moreover, the results of this study suggested that these generalizations apply with as much force to librarianship as to the other occupations on which Herzberg based his conclusion.

**W.J. Vaughn and J.D. Dunn (1974)** administered the job Descriptive Index (JDI) to determine attitude towards supervision, work, people, pay and promotion policies. “Their conclusion showed that, no particular library scored either consistently higher or lower than any other library on any dimension. Similar results were found when comparison among departments of a particular library were made.
John J. Miniter (1975) conducted an investigation on the five elements of job satisfaction from 310 librarians in public, special, college and university libraries by using the Job Descriptive Index (JDI) instrument. He found statistical differences in job satisfaction between public and special librarians. Finally, he inferred that women librarians were happier than men, although men received higher pay and occupied the more prestigious administrative positions. He also concluded that librarians in public libraries were more satisfied with their work than other librarians because better equipped for the job.

Susanne, P. Wahba (1975) in his study reported that job satisfaction of men and women librarians. She administered the Need Satisfaction Questionnaire (NSQ) to 202 men and women librarians from twenty three colleges and university libraries. Wahba found that, men and women attached the same importance to security, social and self esteem needs. Women regarded autonomy and self actualization needs as having lower importance than did the men. The results also showed that women were more dissatisfied than men in all need categories (security, esteem, autonomy and self actualization) with the exception of social needs, which were similar for both men and women.

Locke E.A. (1976) highlighted the psychological aspect of the job. According to him the job satisfaction/dissatisfaction mainly depends on the emotional feelings of an employee.
Job satisfaction is thus 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” often defined as “more productive” employee. Positive employee attitude improves the service/output from the omitted people in turn promotes the effectiveness and efficiency of the organization. The cordial relation between top management and LIS professional definitely lead to the better co-ordination and co-operation and promote the smooth running of the day-to-day activities of the library. This would contribute to the development and survival of the organization in the long run. Ultimately the organizational goal is achieved and its existence in the society is justified.

Assadollah Azad. (1978)\textsuperscript{50} in his study tried to measure and compare job satisfaction of Para-professional librarians working in two departments of public and technical services of university libraries. Subjects of the study were chosen from eight university libraries in Pennsylvania, Ohio, and West Virginia. Thirty on paraprofessionals provided data for the study in each department (62 total) through the long form of the Minnesota Satisfaction Questionnaire (MSQ). The author found that job satisfaction among paraprofessionals in public service was higher than in technical services. All twenty independent variables included in the study also were found to have a strong, positive relation to job satisfaction. It also showed that, both motivators and hygiene factors could contribute to job satisfaction.
Wahba (1978)\textsuperscript{51} in his study on motivation, performance and job satisfaction in libraries found that work as the highest source of satisfaction and satisfaction with work is highly correlated with motivation. Correlation between job satisfaction and job performance is not conclusive, but job satisfaction leads to negative job performance such as high turnover rate.

D’Elia G. P. (1979)\textsuperscript{52} analyzed 288 Minnesota Satisfaction Questionnaires (MSQ) completed by recent library school graduates. The author found that the supervisory, climate and other factors intrinsic to the work itself, such as opportunities for achievement, creativity, and recognition were most closely related to job satisfaction.

Bette, Ann Stead and Richard, M. Scamell, (1980)\textsuperscript{53} studied the relationship between role conflict, the need for role clarity, and job satisfaction of professional librarians. The researchers also found that while role ambiguity and role conflict were both significantly related to overall job satisfaction, the need for role clarity did not affect the relationship between role ambiguity and the overall or individual dimensions of job satisfaction.

William, E. Lindstram (1980)\textsuperscript{54} investigated the difference in the job satisfaction of librarians employed in college, university and community college libraries in California. The job Description Index was used as the main instrument of data collection. He found that the librarians were more satisfied with their work, pay and promotion than were college and university librarians. The findings showed that all librarians viewed their supervisors and co-workers favourably.
Bette, Ann Stead and Richard, W. Scamell (1981) were concerned with the relationship between assertiveness training and the individual dimensions of job satisfaction for a sample of sixty eighty professional librarians. The results indicated two statistically significant relationships. (1) A significant moderately sized positive relationship between satisfaction with work and assertiveness and (2) Small but significant inverse relationship between satisfaction with co-workers and assertiveness. The overall results of this research partially supported the hypothesis that, job satisfaction is directly related to assertiveness.

Carolyn, Ann Hook (1981) made an attempt to study and determine whether librarians perceived a deficiency in satisfaction of higher level job related needs and in what areas (autonomy, self actualization, and esteem) these needs were perceived was conducted in 1981 at the university of Southern California surveyed covering 400 librarians’ academic libraries in twenty six states. Analysis of variance by position indicated that, non administrators were significantly less satisfied than every other group of librarians in autonomy and overall intrinsic satisfaction. It also indicated that non-administrators were significantly less satisfied in their esteem needs than were directors or assistant directors, and their self actualization needs were significantly less well meet than were those of other administrators or directors. The study concluded that library administrators were significantly more satisfied with higher level intrinsic aspects of their work than were non-administrators.
The Swe’s (1981)\textsuperscript{57} in his dissertation focused on the differences in job satisfaction between bibliographers and non-bibliographers in academic libraries. A random sample of 152 libraries, seventy six of who were bibliographers, was drawn from twenty six libraries. The study utilized the Minnesota Job Importance Questionnaire (MIQ); the Minnesota Job Description Questionnaire (MJDQ), and the Minnesota Job Satisfaction Questionnaire (MSQ short form) as the data collection instruments. Sample characteristics analyzed were: Age, Length of services on present job, in present library, and library profession, sex and pay level. Findings indicated that significant differences in relationships between occupation distribution and sex pay level were found satisfactory. The findings of the research also showed that, no significant difference in occupational needs between bibliographers and non-bibliographers, that bibliographers had a higher degree of correspondence between needs and reinforcers, and that as a result, they were more satisfied than non-bibliographers as for as intrinsic satisfaction was concerned job satisfaction within the work setting and the relationship between job satisfaction and other variables such as age, sex, work itself, occupation groups, tenure, supervision, career commitment, and library department were focused.

George, E. Wittingslow and Mitcheson, Barrie (1984)\textsuperscript{58} reviewed few articles in the field of job satisfaction for professional librarians and suggested that these results are often generalized in the literature to all workers in a library setting. When a stratified sample of library staff were interviewed, results showed that the level of perceived job satisfaction depended on the match mismatch of desired and actual job responsibilities of
the staff members. Professional library staff and non-professional workers reported high to average levels of job satisfaction but the semi-professional library staff reported low levels.”

Kamala chopra (1984) discussed the importance and role of libraries. He pointed out that the need for contented and well satisfied librarians to make libraries more serviceable to their clientele. The study is based on the data collected the study showed that the 91 per cent of the respondents derived satisfaction with their work, 90 per cent satisfied with the social recognition given to them by the public, 72 per cent were satisfied with their working conditions, 70 per cent were satisfied as regards job security and 63 per cent were satisfied with the social status described to their profession, only 34 per cent were satisfied with their pay scales and 48 per cent with the avenues for promotion. Significantly higher percentage of female librarians was satisfied with the social status of their job and with their work. Higher percentage of librarians working in special libraries was satisfied with their working conditions, pay scales and avenues of promotion.

Liz, Chapman (1984) presented a paper at the library Association Medical Libraries Group, Annual Conference. He examined the causes and consequences of, and the cures for, the general malaise of professional stagnation in libraries. The study found relative differences in the job satisfaction of professional librarian employed in public, special, college and university libraries, and to determine if difference in job satisfaction were influenced by sex and the size of the library staff.
Jin, Fen Shyu (1985) conducted a study to investigate the level of job satisfaction of the working staff of the university library. A questionnaire was administered to 312 employees of 16 university libraries in Taiwan. The data obtained were analyzed by the test, ANOVA, and the Schaffer methods. Results indicated that, university library staffs have not achieved job satisfaction; education and department affiliation variables and martial status and university category variable produced few differences among respondents in job satisfaction; and job satisfaction scores differed significantly by sex, age, professional education, supervisory level, tenure and career orientation.

Nandy, S.G. (1985) analysed several job satisfaction studies in the library field, highlighted some methods of increasing job satisfaction and concluded that, job satisfaction leads to effective functioning of the individuals and the organizations a whole.” Staff would not differ significantly in satisfaction with different facets of job.”

Phil, Verrill and Val Wilkins (1986) submitted a report on a one day seminar on job motivation in librarians organized by the library association, university, college and research section East Midlands Group, at Trent Polytechnic, U.K. A phenomenon of particular concern is that of professional stagnation which can be particularly serious at middle management level, but can affect all levels. The study suggested that staff development as a way of dealing with this problem. The seminar discussed the meaning of motivation, good motivational practice, motivation for the recently qualified, and motivation in a cold climate in which both job opportunities and library funding are declining.”
Van, M.H. Deventer (1987) in his study suggested that, “Staff satisfaction is a prerequisite for user satisfaction in the library. He also Examined the factors that determine job satisfaction and self motivation, and conditions which create the right climate for job satisfaction. The study also focused on the role of the role of management in job satisfaction especially on the four functions of management: planning, organizing leadership and control.

Loughridge, Brendan and Sutton, Jane (1988) explained that, “Graduates of M.A. librarianship programmes at the University of Sheffield were asked about their first and current professional posts, the relevance and value of pre library school work experience, the content of the M.A. Course, job mobility and job satisfaction. Work experience was seen to have had considerable impact on selection of course options and on career expectations but not on subsequent career decisions. Three out of for graduates were satisfied with their present jobs. The number employed in academic libraries had declined, with a significant proportion of graduates moving into jobs outside traditional libraries. The most positive comments on course content and relevance were made by those with most experience in professional posts.

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

**Pulla Reddy, V., (1992)**[^67] analyzed the literature collected using a questionnaire from a random sample drawn from the population of professional staff workers in college and university libraries of Delhi, revealed the incentive items namely: Recognition of work done; Good opportunity for promotion; Treating the work of professional staff on par with academic staff.” The study also revealed that, there is statistically significant agreement in the rank order of incentive items among the various subgroups of librarians-college and university, junior and senior, men and women, and higher ‘job satisfied’ and low job satisfied.

**Saha K. K. (1992)**[^68] examined the role of such structural factors as size of an organization, degree of specialization, supervisory levels and supervisory staff in the functioning of special and academic libraries. The effectiveness of such libraries has been measured by such 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 criteriables indicates 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.
Beverly, P. Lynch’s and Jo Ann, Verdin’s (1993) made a study on 384 full time staff members in the functional departments of the main librarians of three large research libraries. The authors could found no statistically significant differences between men and women library employees in job satisfaction.” This study supported D’Elia’s findings that satisfaction of library employees is unrelated to sex. The researchers also found that, libraries with more years of experience reported higher job satisfaction than other groups and that people who worked in a particular library a relatively shorter period of time reported lower satisfaction than employees who worked longer in the library. The investigators also found significant differences in job satisfaction between respondents with no supervisory responsibility reported the lowest satisfaction. Significant differences were also found between departmental affiliation and job satisfaction. Reference librarians reported significantly higher level of job satisfaction than librarians of other departments except acquisitions. Significant differences were also found between occupational groups and job satisfaction. Professional librarians differed from non-professional employees on job satisfaction. The professional librarians reported higher satisfaction than other members of the staff. It also investigated the differences in job satisfaction between library units and among occupational groups within the three libraries studies.

Parmer C. and East D. (1993) conducted a job satisfaction survey among support staff in twelve Ohio libraries and found that overall these workers considered themselves basically satisfied. However they were found to be strongly satisfied in the areas of
supervision, co-workers, work, benefits, and pay, and were dissatisfied with operational procedures, communication, contingent rewards (sense of appreciation and recognition), and opportunities for promotion.

Patricia Cain Smith (1994) performed a study of professional libraries job satisfaction which found that creativity, flexibility and recognition of librarians’ skills and knowledge were sources of high satisfaction.

Franklin, J A. (1996) discussed the long term employment, benefits and drawbacks for libraries and librarians; factors contributing to job satisfaction among librarians; adapting studies of academic librarians to law librarians; ongoing job design to challenge experienced librarians; job enlargement, rotation, and enrichment; how new positions facilitate internal professional advancement; and the executive librarians in the library’s structure.

Edem U. S. and Lawal O. (1999) conducted a survey to find 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.
Payne, P.C. (1999)\textsuperscript{74} shows that library support staff perceives lack of status, recognition and appreciation of their role. The longer serving staff member has greater satisfaction in their profession. Support staff need to be involved in organizational communications and participate in policy formulation process to increase the satisfaction level and the librarians’ education, training and pay need to be improved.

Lwehabua and Matove (2000)\textsuperscript{75} identified the library and information service managers as having a centre stage role for leading their subordinates in the process of bringing, an effective management and good work output for their organizations. They stressed the importance of managers and their subordinates working together through managerial roles and sharing a strategy for an effective management process. The study pointed out that self-management, understanding individual’s behaviour assertiveness, delegation, empowerment and good relationship as some aspects that could help to harness an effective management process to improve and strengthen productivity.

Davis–Kendrick, Katrena, D. (2003)\textsuperscript{76} in their attempt on “The African American Male Librarian: motivational Factors in Choosing a Career in Library and Information Science” viewed that a recent American Library Association (ALA) report has shown that less than one per cent of credentialed librarians are African American males. The study also identified the possible reasons for this dearth; and, in an effort to inform future LIS recruiting and marketing campaigns. The study also attempted to discover which factors lead African American males to choose to pursue a graduate degree in library and information sciences (LIS) and practice LIS as a career. The study also canvassed African
American male librarians' views on gender advantage in LIS, their career goals, perceived triumphs and challenges in LIS, and level of job satisfaction.

Bernstein, Alan (2009) in an attempt on “Academic Librarians and Faculty Status: Mountain, Male hill or Mose” opined that the Academic librarians play an important role in the overall mission of a university. According to him this role is both overt in the day-to-day involvement between librarians and students and faculty in the institution as well as subtle in the librarians' continual awareness of changes in available resources and technologies to aid the campus community. He was of the opinion that though academic librarians are clearly vital members of the university community, their organizational classification in the hierarchy of the institution can be murky, and this murkiness may have effects, both understated and profound, on a librarian's attitude, motivation, and outlook regarding his or her chosen profession. The author also examined the literature pertinent to academic librarian classification vis-a-vis job satisfaction, sense of worth and place, and commitment both to the librarian profession and to the educative mission of the academic institution.

Leysen, Joan M; Boydston, Jean M. K (2009) in their article entitled “Job Satisfaction among Academic Cataloger Librarians” studied job satisfaction of cataloger librarians at ARL member libraries in the United States. Eighty-eight per cent of the cataloger librarians satisfied with their current job and the majority of them opted the same career choice again. The Job facets such as salary packages, relationships with coworkers, and opportunities to learn new skills, fair treatment, consultation and
involvement in the issues directly related to their work, information made available about current activities in their department, are some of the important factors that gave more and more job satisfaction than other factors.

Mallaiah, T.Y. (2009) in an empirical study on “Management of Employee Expectations, Performance and Satisfaction in University Library” unfolded major implications for performance management systems and process in university libraries. The study was mainly based on the primary data collected from the professionals working in 15 university libraries (regular and deemed) of Karnataka State with the help of a pre-tested, structured, comprehensive, postal questionnaire. The respondents include professionals and semi-professionals working in various university libraries in Karnataka. The total population considered for the current study was 218 library professionals and semi-professionals distributed across the 15 university libraries and 188 respondents submitted their filled-in questionnaire, which accounts for a response rate of 86.24 per cent. The key issues addressed in this study include: perceived importance and perceived performance of workplace attributes, performance appraisal, issues considered during appraisal, knowledge and competence of employee performance by the appraiser, opinion on performance appraisal system, suggestions to improve, respondents' views about frequent disturbance at work and overall satisfaction. He viewed that the perceptions of university library professionals in Karnataka in respect of their job, job environment and organization in addition to identifying and analyzing the key individual, work and
organizational characteristics influenced their performance expectations and job satisfaction.

**Mckelvy, Dina (2009)**\(^\text{80}\) in his paper “Literature Camp; Medicine Redux: Five Years of Literary Advocacy in the Hospital settings” stated the Literature & Medicine program has been expanding to new states and more diverse territory over the past 10 years. He specially said that the hospital librarians continue involve in the organization and planning of the program. He addressed the variations in how the seminars were administered in larger and smaller hospitals and concluded that despite the diversity of practices and settings, the program's goals of improving empathy, interpersonal relations, cultural awareness, job satisfaction, and communication were being met successfully.

**Nicole Eva (2009)**\(^\text{81}\) in his article entitled “Legally satisfied: A survey of law library workers and Job satisfaction” surveyed that law library workers across Canada in an attempt to discover whether they were satisfied with their jobs, and to compare these findings to previous surveys of those working in other types of libraries. Findings indicated that while law library workers are quite satisfied with salary, workload, and opportunities for advancements on the job.

**Walmiki and Ramakrishnegowda (2009)**\(^\text{82}\) in a survey of University libraries in Karnataka outline the status of ICT infrastructure of selected six University libraries. A structured questionnaire was used to obtain data from the University librarians. The data collected include details of hardware infrastructure like availability of servers, PC”s,
Laptops, printers, scanners etc. Software facilities for automation of house-keeping operations, digital library activities are included in the survey. Availability of campus LAN and internet facilities to provide access to information sources are detailed in the study. The survey reveals that most of the libraries lack sufficient hardware and software facilities, and internet with required bandwidth. The University libraries have to plan, implement and develop ICT infrastructure to exploit the benefits of digital information environment.

*Sampath Kumar and Biradar (2010)*\(^{83}\) observed the use of information communication technology (ICT) in 31 college libraries in Karnataka, India by analyzing the ICT infrastructure, status of library automation, barriers to implementation of library automation and librarians' attitudes towards the use of ICT. The survey carried out using questionnaire, observation and informal interview with selected college librarians show that lack of budget, lack of manpower, lack of skilled staff and lack of training are the main constraints for not automating library activities. Even though library professionals have shown a positive attitude towards the use of ICT applications and library automation, majority expressed the need for appropriate training to make use of ICT tools.

*Husain A. Alansari (2011)*\(^{84}\) in his research paper on “Career choice, satisfaction, and perceptions about their professional image: A study of Kuwaiti librarians” investigated the factors affecting career choice, job satisfaction, and perceptions of the public image of librarians in Kuwait. The study identified factors which influenced the choice of
career, sources of satisfaction and dissatisfaction. Respondents reported that they were moderately satisfied with their current job. The results show that extrinsic measures, such as recognition of accomplishment, fair performance evaluation, and job security were ranked in the top and are the most important aspects of job satisfaction, whereas intrinsic measures, such as suitable daily working hours and nature of work, fell close to the bottom of the list. The cause of employee job dissatisfaction occurs in the area of benefits, contingent rewards, communication, salaries, working conditions, and promotions. Recommendations are made to improve the job satisfaction and the public image of librarianship in Kuwait.

**P. Balasubramanian and N. Vasanthakumar (2011)** in their article on “A Study on Job Satisfaction of Library Professionals with Reference to Colleges Imparting Management Education” examined the issues related to the job satisfaction of the library professionals working in colleges imparting management education in and around Madurai, Tamil Nadu. They attempts to evaluate the job satisfaction of library professionals based on a questionnaire survey method. 65 questionnaires were distributed out of which 58 responses were received. In the 58, 3 were not fully completed; we take the sample size as 55 questionnaires for this analysis. The data analyzed indicates that library professionals are satisfied with their job. The following observations were found from their study:

- Professional designation represents 45% of the respondents are library assistants.
In educational qualification represents 46% of the respondents have completed MLISc degree only.

In the gender distribution 44% of the female respondents are involved.

Most of the respondents under 36 to 45 age group.

In the professional experience, majority of the (36%) respondents are from below 10 years experience.

49% of the respondents feel moderately satisfying with the economic advantages.

63% of the respondents are agree with their higher authorities are co-operative, helpful and inspiring people for better sincere work.

Majority of the respondents spend their time with their family after profession.

About 7% of the respondents are work under compulsion.

Library working condition is 67% satisfactory by the respondent’s response.

45% of the respondents feel their professional status is recognized by the family members, relatives and friends.

Somvir, Sudha Kaushik, (2012)\(^86\) in their scholarly article entitled “Job Satisfaction among Library Professionals in Haryana State” examined those factors which are related in a high manner to job satisfaction among library workers. Data were collected from a sample of 100 library professionals from private engineering and management colleges in Haryana state. The data analyses indicated that job satisfaction among library professionals is not related to their sex, the type of library in which they worked, or their vocational needs, but it is related to the characteristics of their job environments. The
supervisory climate and the essential characteristics of the job itself are the two most important determinants of job satisfaction. Interpretation of the data suggests that a supervisory climate which permits a librarian to exercise initiative and professional judgment in the performance of the job is conducive to job satisfaction. The study contributes to the LIS literature and practice in the following two ways: first, this study provides new knowledge concerning the job satisfaction factors of library professionals. Second, the new knowledge may help library and information managers to develop effective managerial approaches.

**Conclusion**

It is evident from the literature reviewed above that several research studies were carried out on academic libraries in other countries, besides, a few studies on Job satisfaction among library professionals in India. However, scant and sporadic attempts were also made in the areas of job-satisfaction among professionals working in the Govt. and Private engineering colleges. More so, no research is exclusively made on the job satisfaction of library professionals working in both Govt. and Private engineering colleges in Andhra Pradesh. The current study is a humble attempt to fill the gap.
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