CHAPTER-VI

SUMMARY, FINDINGS AND SUGGESTIONS
Summary:

India has emerged as a major player in the world, in the field of engineering education. The Government of India, after Independence, recognized the need for and the importance of technical education for its economic and industrial growth. This, indeed, required the future generation of engineers to be competent, innovative, good designers and excellent product manufactures. While reiterating the importance of technical education the Radhakrishna commission made several recommendations, for the growth and development of different engineering and technical institutions’ in India. The technological innovations and advancements in the field of information technology and communication networks have further geared up the efforts to start many technical and engineering colleges across the country, both in Private and Public sectors.

For the last a couple of decades, there has been rapid technological developments, and information networks that have brought revolutionary changes in the educational system in general and technical education so particular. As a result, many Professional educational institutions have come into existence today than ever before. The number of new colleges and courses have been gradually increasing at a large scale. The enrolment of students has also been accordingly increasing. Besides, the Government of India and AICTE have also been encouraging to launch many technological institutions to cater to the needs of nation and also students. Therefore, there is a phenomenal growth of technological institutions in terms of infrastructure, course design, employment of qualified technical faculty and professionals. Along with these improvements, the development of technical education can be possible through well developed and equipped
library. The libraries can be considered as the reservoirs of knowledge, as they collect knowledge in the form of information, books, documents, periodicals, back volumes and other services like bar-coding system, inter-library loans, internet facilities, catalogue, automation, e-journals and digital e-resources. Now-a-days, the library professionals who are young, well versed, in library techniques and trained with professional degrees are entering the libraries.

The effectiveness and efficiency of service organizations like libraries can be measured in terms of their service delivered or rendered to its users - students, research scholars and teaching faculty. The quality of library services depends upon the quality of work force, which in turn depends on knowledge, adaptability and more importantly job satisfaction of professionals working in libraries. Library Professionals’ satisfaction is a prerequisite for delivery of quality service and keeps the users satisfied. It is known that the libraries especially in engineering and technological colleges are being well maintained with modern technology, bar-coding system, automation, on-line catalogues, inter-library loans, internet facilities, E-journals, digital e-resources etc. All these services can reach to the ultimate readers/users timely and objectively not only through the electronic devices but mainly from the services rendered by the dedicated and satisfied library personnel.

In industrial enterprises, a satisfied employee is a productive employee of the organization. Similarly, in the library, satisfied library professionals, along with professional competencies, alone can render quality service and can be considered as a useful asset to the library. Satisfied professionals, therefore, not only render quality
services to the users, but also ensure commitment towards the professional duties in the library in which he/she is serving to contribute one’s might to its image building. The quality and timely service by the committed professionals, in turn, enhances the effectiveness and efficiency of the library and above all, enriches the image of the library and its existence in the society as well.

The technological developments on one side, availability of latest knowledge and data source on other can effectively be reached to readers / users only when library professionals discharge their functions with commitment and dedication. This can be ensured through contended and highly satisfied work-force. The satisfaction of the library professionals is possible when the job and job related attributes are well received and gratified by them. The job being performed must give them a sense of identity, scope for use of one’s skills and abilities, variety in work, salary in commensurate with their qualifications, service, responsibility, autonomy, challenge, cordial superior-subordinate relations, relations with fellow employees, status, recognition etc. Dissatisfaction of the professionals on the said factors will lead to high rate of employee turnover, absenteeism, lethargy, monotony etc. This not only affects the employees’ loyalty to the job and organization and more so on their efficiency on their job. Therefore, the present study is an attempt addressed to probe into all these aspects among the library professionals working in engineering colleges of both government and private managements in Rayalaseema region of Andhra Pradesh.
It is evident from the literature that many studies were carried out on library professionals. Besides voluminous literature is also found in the domain of Job satisfaction, some stray articles and studies are made Job satisfaction among library professionals. But surprisingly, no in-depth study is made covering job satisfaction among library professionals working in public and private engineering colleges. The presently study is an humble attempt to fill this gap.

For a detailed study all the engineering colleges which are in Public and Private sector have been purposefully selected and the library professionals who are working in them have been selected for the study. For an empirical analysis the researcher has sent an e-mail letter requesting the managements of 92 engineering colleges to send the details of library professionals working in their institutions and accord permission to administer a mailed questionnaire. As many as 65 colleges have responded positively, provided the details of library professionals in their colleges and even accorded permission to administer the questionnaire to the library staff. While 27 colleges, somehow, did not respond. According to the information provided by the 65 colleges, it is learnt that there are 166 library professionals working in them. Thus, the total population available for the present study was 65 colleges and 166 library professionals working in both Government and private engineering colleges in Rayalaseema region (Rayalaseema region comprises of four districts i.e. Anantapur, Chittor, Kadapa and Kurnool) were finally selected by applying census method.
For a detailed study, 166 structured questionnaires were sent by post to all the 65 engineering colleges of both government and private management along with a request letter stating the purpose and importance of the research. Finally, 166 library professionals filled the questionnaires in all respects and sent them back to the researcher. Thus, all these 166 professionals are finally selected for the present study and their responses to the questionnaire are the basis for analysis and findings of the study.

The present study is confined to analyse the levels of job satisfaction among the library professionals working in engineering colleges of both government and private management in Rayalaseema region of Andhra Pradesh.

The study is basically descriptive and empirical in nature. The required data for the study have been collected both from primary and secondary sources. Primary data were collected by administering a mailed structured questionnaire among the library professionals working in engineering colleges. However, the secondary data were pooled from the published books, journals, periodicals, web sites, research theses, dissertations and official records of All India Council for Technical Education, AICTE) New Delhi and Andhra Pradesh State Council for Higher Education, Hyderabad.

The collected data were processed and analysed with the help of software tools. Statistical Package for Social Sciences (SPSS 11.5 Version) was used for finding association between personal variables of the library professionals and level of Job satisfaction. Chi-Square test was used for comparison of mean scales of dimensions of job
satisfaction between library professionals working in government and private engineering colleges.

**FINDINGS:**

It is observed from the study that librarians and assistant librarians are found more in Private engineering colleges, whereas library assistants are more in Govt. engineering colleges. On the whole, 39.8 per cent of sample respondents are library assistants, 34.3 per cent are the assistant librarians and the remaining 25.9 per cent are the librarians.

The details of caste composition of sample library professionals reveal that the number of library professionals belonging to SCs, STs and BCs are found more in private engineering colleges than in Govt. engineering colleges whereas library professionals from open caste category are found more than SC and ST communities. Thus, altogether 35.54 per cent of sample library professionals hail from Backward Castes, 30.72 per cent
from non-reserved category whereas 25.90 per cent and 7.83 per cent are from the SC and ST communities respectively.

It is found in the study that 78.92 per cent of library professionals are Hindus, 13.25 per cent are Christians, while 7.83 per cent are from the Muslims. On the whole, it is observed that more number of library professionals are from the Hindus followed by Christians and Muslim religious background irrespective of the type of college.

It is interesting to note from the study that more than half of the library professionals in Govt. engineering colleges are women, while 20.05 per cent are found in private engineering colleges. From this, it can be deduced that no reservation policy is followed in private engineering colleges whereas the same is followed in Govt. engineering colleges. In brief, the overall picture shows that male library professionals are found more than females.

Age-wise details show that 43.75 per cent of library professionals are in the age group of 30-40 years, followed by the library professionals in the age group of 41-50 years, less than 30 years and 51 years and above. In case of private engineering colleges also 48.51 per cent are from 30-40 years age group, followed by the professionals with less than 30 years, 41-50 years and 51 years and above. As per as the marital status, it is found that 75.90 per cent of sample library professionals are married, 22.29 per cent are unmarried and only 1.81 per cent of the selected library professionals are widowed.
Regarding the number of dependents, it is found in the study that 13.86 per cent of the selected library professionals who are working both in govt. and private engineering colleges have two dependents, 48.19 per cent have three dependents, 29.52 have four dependents, whereas 14 respondents out of 166 have five and above dependents.

From family background details of the library professionals, it is noticed that as many as 53.13 per cent of selected library professionals in Govt. engineering colleges have hailed from agriculture family background, Similarly, 42.54 per cent respondents are from the agriculture background working in private engineering colleges. In a nutshell, it can be inferred that 44.58 per cent of sample respondents hailed from agriculture families followed by business, service and labour family backgrounds both in the Govt. and private engineering college libraries.

With regard to the native place of the selected library professionals, it is noticed that more respondents (57.83 per cent) are from the rural areas, followed by urban (28.31 per cent) and semi-urban areas (13.8 per cent).

Educational background details of the selected library professionals reveal that library professionals working in Govt. engineering colleges have higher educational qualifications like M.Phil and Ph.D research degrees while Bachelor degree holders are found more in Private engineering colleges.
About the professional qualifications possessed by the selected respondents, it is observed in the study that 62.05 per cent of the library professionals working both in Govt. and Private engineering colleges, have post-graduate degree in library sciences, 22.89 per cent with Bachelor’s degree in library sciences and 10.84 per cent have research degrees in library science and only seven out of 166 sample respondents have diplomas in library science.

As far as the experience in the library profession, is concerned it is found that the majority of the selected professionals have minimum of 5 years and 15 years and above as the maximum experience in both govt. and private engineering college libraries. To conclude, 57.33 per cent of library professionals of both Govt and Private engineering colleges have put in 5-10 years of experience in the library profession, 22.89 per cent in 10-15 years, 10-24 per cent have put in 15 years and above. Those who have less than 5 years of experience both in govt. and private engineering colleges constitute only 9.64 per cent of the total sample.

In the study it is found that 44.58 per cent of selected library professionals working both in Govt. and Private engineering colleges did not have past work experience in any other libraries. However, a similar percentage of library professionals in the study had a past work experience in other libraries but put in less than 5 years. Only 10.84 per cent of select library professionals have a past work experience ranging from 5-10 years and above.
Experience in the current position details bring us to conclude that 71.69 per cent have 5-10 years of experience, 18.67 per cent have put in less than 5 years in the present cadre, 6.63 per cent have experience in the present position ranging from 10-15 years and only a meager percentage i.e., 3.01 per cent have 15 years and above years of experience. This is evidently found that the majority of selected library professionals in the current study have put in more than 5 years of experience in the current study.

Details on the total number of years of experience in the present library led us to infer that majority of the respondents working both in govt. and private libraries have been working in the respective college libraries ranging from 5-15 years and only 2.41 per cent have 10-15 years of experience in the current library.

It is regretted to find in the study that the majority of respondents both in Govt. and Private engineering colleges have no membership in any professional bodies. But only, 18.67 per cent of respondents have enrolled themselves as members at the AP state level bodies and 15.66 per cent have been associated with district level bodies while very marginal number of respondents have associated with national associations such as IASLIC and ILA.

About total number of promotions received by the selected library professionals in the study, it is found that as many as 51.81 per cent of the respondents working both in Govt. and Private engineering college have reported that they did not receive any promotion so far. However, 40.30 per cent of professionals working in private
engineering colleges and 12.50 per cent in Govt. engineering colleges have got promotion only once so far.

It is observed in the study that 84.38 per cent and 44.03 per cent of select library professionals working in Govt. and Private engineering colleges respectively did not get any promotion so far. However, 40.30 per cent and 12.50 per cent of library professionals have got promotion only once in their career. More than one promotion is received by the library professionals working in Private engineering colleges when compared to those of Govt. engineering colleges.

It is also surprised to observe that 87.50 per cent and 48.51 per cent of library professionals working Govt. and Private engineering colleges respectively did not get any promotion even in the current libraries where they are working. On the whole also, it is noticed that the majority of the selected library professionals did not have any chance of getting promotion. However, some library professionals working in Private libraries are getting promotions than the respondents working Govt. engineering college.

Majority of the library professionals i.e. 62.50 per cent in Govt. and 38.06 per cent in Private engineering colleges have desperately stated that they do not hope of getting promotions even in the near future. However, one-fourth of respondents in Govt. engineering colleges, 29.10 per cent in Private engineering colleges have hopefully stated there is a possibility of getting promotion in near future with due monetary benefits.

Details on expectations of future promotions without any financial benefits in the same libraries as stated by the selected library professionals led us to infer that majority
of them who are working both in Govt. and Private engineering libraries have lost their hope of getting promotion even without any financial benefit.

It is found in the study that 15 out of 32 library professionals working in Govt. engineering colleges had no any previous job experience, while the remaining professionals had previously performed the works like acquisition, classification, cataloging, circulation and collection development. In case of professionals working in Private engineering colleges, 29.85 per cent did not have any previous job experience while the remaining professionals had worked in almost all the sections of libraries.

It is very surprised to find in the study as many as 91.57 per cent of the library professionals are reluctant to leave the current job and 7.83 per cent are still under dilemma and only one professional working in a Private engineering college is willing to leave the current job and college, if any opportunities come from outside.

It is also found in the study that as many as 62.50 per cent of library professionals in Govt. engineering colleges are not willing to leave the current job but wish to continue in the same job with an enhanced pay. While 47.01 per cent of the professionals in Private engineering colleges are willing to leave the present institution if an offer with more pay comes from outside.

It is observed from the responses of the select library professionals that 65.63 per cent of the respondents working in Govt. engineering colleges and 93.28 per cent of the respondents in Private engineering colleges are ready to leave the current job if they get higher grade job than the current one.
It is evident in the study that more than 62.50 per cent of the respondents working in Govt. and Private engineering college libraries reported that they are comfortable in the present job in their respective colleges. Besides, as many as 33.73 per cent are unable to say and only 3.61 per cent have revealed that they are not comfortable in the current job.

Majority of the library professionals working in both Govt. and Private engineering colleges were satisfied with the administrative policies, procedures, management’s sympathetic attitude towards the problems of library professionals, awards and rewards for better performance and positive attitude of management in sending the employees for upgrading their knowledge, while dissatisfied with the management’s attitude in listening and settling the problem and conflicts of the employees.

It is quite interesting to note that the majority of the library professionals working both in Govt. and Private engineering colleges were satisfied with the working and other hygiene conditions, modern facilities like internet and OPAC, book collections, the system of classification, cataloguing and also working relationships among the library staff.

On satisfaction about the working relationships among the selected library professionals, it is found that 46.88 per cent and 41.79 per cent of library professionals working in Govt. and Private engineering colleges respectively have stated their satisfaction, about existing working relationships.

As far as the management’s support for improving the job skills among the select library staff concerned it is witnessed from the study that as many as 60.45 per cent and
56.25 per cent respondents in Govt. and Private engineering colleges respectively stated that they are satisfied with the management’s support for improving the skills of library professionals.

It has been reported by the majority of library professionals in Govt. engineering colleges that they are satisfied with the friendly and free communication with the management while the majority of the library professionals in Private engineering colleges were dissatisfied for the same.

It is also noticed in the study that as many as half of the respondents working in Govt. and Private engineering colleges in the study area was utterly dissatisfied with the way the employees’ grievances are heard and settled.

Regarding salary related matters, it is observed in the study that the majority of the selected respondents working both in Govt. and Private engineering colleges have expressed their satisfaction towards salary packages being offered to them. However, 40.63 per cent of library professionals in Govt. and 56.72 per cent in Private engineering colleges were satisfied with the salary being paid in relation to their educational qualifications.

Regarding the salaries paid as compatible to the nature and quantity of work being done, it is found that 58.96 per cent and 46.88 per cent of library professionals working in Govt. and Private engineering colleges respectively dissatisfied. However, the level of satisfaction with regard to the salary and nature and quantity of work, library professionals working in Govt. engineering colleges were satisfied more compared to their counter parts in Private engineering colleges.
On the level of satisfaction whether salary is commensurate with the number of years of experience, it is found that 50 per cent of professionals working in Govt. engineering colleges and 38.81 per cent in Private engineering colleges have stated that they are gratified and contended well.

On the whole, it is observed that the majority of select library professionals irrespective of the library in which they are working were satisfied with the salary packages, salary in relation to their experience, However, they expressed dissatisfaction with regard to salaries paid in relation to the educational qualifications and nature and quantum of work being performed.

On the level of satisfaction on the services of library professionals whether they are duly recognized and protected, it is found that the majority of library professionals working in Govt. engineering colleges have expressed satisfaction whereas majority of the library professionals in Private engineering colleges have felt dissatisfaction. On the whole more than fifty per cent of select library professionals working both in Govt. and Private engineering colleges have expressed dissatisfaction about the same.

About the job security, it is observed that the majority of the respondents in Govt. engineering colleges were satisfied while in Private engineering colleges, the majority of the professionals were highly dissatisfied.

With regard to freedom of work, the majority of the library professionals in Govt. engineering colleges have expressed satisfaction, while those in Private engineering colleges were dissatisfied. The overall satisfaction score of library professionals working
in Govt. and Private engineering colleges also clearly showed the idea that majority of library professionals have stated that the freedom of work in libraries is not noticed.

It is explicitly observed in the study that the majority of the library professionals working both in Govt. and Private engineering colleges were satisfaction with regard to hard work in library profession, work responsibilities, shift system and working hours while a few library professionals expressed dissatisfaction.

It is evidently found that the majority of the selected library professionals both in Govt. and Private engineering colleges are happy and accordingly expressed satisfaction about the encouragement being extended by the respective managements. But dissatisfied with regard to opportunities for career development, personal growth and development and hence unable to reach their achievement drive.

A sense of social responsibility attached to the Job of a library profession, it has been found that the majority of select library professionals in Govt engineering colleges have expressed satisfaction while for the same; a negative opinion is noticed by the respondents working in Private engineering colleges. A similar response is observed with regard to accountability fixed at different hierarchical positions in the selected libraries.

About the role efficacy, it is observed that the majority of library professionals of both Govt. and Private engineering colleges have contented about the role they are playing in dissemination of knowledge.

It has been observed from the study that the majority of library professionals in Govt. engineering colleges have expressed high Job satisfaction while their counter parts
in Private engineering colleges have stated that they were not satisfied. Besides, majority of the respondents in Govt. engineering college have expressed that they are enjoying complete freedom of work in the libraries while those in Private engineering colleges are dissatisfied.

On personal growth and development through library profession, it is found that as many as 43.75 per cent of select respondents in Govt. engineering college stated that the personal growth and development is possible through their profession whereas 47.76 per cent professionals working in Private engineering colleges have felt that there is no scope for personal growth and development. A similar opinion is observed even to the statement that “there is a wider scope for career planning and development”. But with regard to the statement that “the scope for personal achievement is possible through library profession”, the majority of the respondents have stated that personal achievement cannot be possible. On the whole, it can be concluded that the library profession is not a promising profession as is opined by the respondents working in both Govt. and Private engineering colleges.

It has been found in the current study that the majority of the selected library professionals in Govt. engineering colleges were dissatisfied with the statement that their personal initiatives are well appreciated and recognized. While the respondents hailing from Private engineering colleges were highly dissatisfied to the due statement.

Majority of the respondents both in Govt. and Private engineering colleges have stated that they are satisfied with the statement that due regard and recognition is given
As per as the employee welfare measures are concerned, the majority of the library professionals both in Govt. and Private engineering colleges have stated that they are contented. But highly dissatisfied with the statement that their profession and its importance is recognized in the college and society.

It is found in the study that job satisfaction among the higher cadres like Librarians and Assistant Librarians is high, whereas the level of job satisfaction among lower cadre employees like Library Assistants the level of Job satisfaction is low both in Govt. and private engineering colleges. This has, even been established by the Chi-square values.

It is well witnessed from the responses of the selected professionals that the level of Job satisfaction is high among the library professionals belonging to Backward and Farward communities whereas it is low in case of the library professionals belonging to Scheduled Caste and Scheduled Tribe communities. However, the calculated statistical Chi-square values asserted that there is no relationship between caste and level of job satisfaction.

In the present study, the selected library professionals are categorized into three types namely Hindus, Muslims and Christians. It is further observed that level of Job satisfaction is high among the Muslims followed by the library professionals belonging to Christians and Hindus and found that there is a close relationship between religion and level of job satisfaction.
It can be inferred from the study that low job satisfaction is expressed both by the male and female library professionals under the study. Though job satisfaction was expressed by the selected library professionals, high job satisfaction was noticed more among the males than females. Further, the statistical techniques have also confirmed that there is a close relationship between gender and the level of job satisfaction.

Age is also considered to be an important demographic factor that influences the level of job satisfaction with regard to this, it is found in the study that as the age increases, the level of job satisfaction is also increasing while the level of job satisfaction is low as the age decreases. It is also further established through calculated statistical technique that age and job satisfaction are closely associated with each other.

Regarding marital status and level of job satisfaction, it is observed that majority of library professionals who are married have expressed low job satisfaction while unmarried professionals have expressed high satisfaction and also proved that there is a close relationship between marital status with that of level of job satisfaction.

It has been noticed in the study that the lesser the number of dependents, the higher level of job satisfaction is found among the library professionals and more dependents, the lesser the level of job satisfaction. In this regard, it has been explicitly established strongly that there is a close association between number of dependents to that of level of satisfaction as it has been proved statistically.

Family background is yet another factor that influences one’s job satisfaction. In this regard it is evidently found that majority of the library professionals hail from agricultural family background have stated high satisfaction while the other library
professionals coming from business, service and labour family background, however, expressed low job satisfaction. The statistical results also clearly endorsed that there is a close association between family background and the level of job satisfaction.

On the native place and the level of Job satisfaction among the selected library professionals under the study, high job satisfaction was stated by the library professionals who hail from rural and semi-urban areas while low job satisfaction was felt by the professionals hail from urban areas. Statistically also it is established that there is a close relationship between native place of the library professionals and also level of job satisfaction.

Educational background and the level of job satisfaction will go together and can establish its relationship with the level of job satisfaction. The educational background of the selected respondents ranges from Bachelor’s degree with library professional degree to doctoral degrees in library sciences. As per as the job satisfaction Vs educational background, it is observed that the library professionals with Bachelor’s degree have felt high job satisfaction by majority of the professionals whereas library professionals with high educational background have felt low job satisfaction. It is also established statistically that there is a close relationship between educational background and job satisfaction.

An analysis on professional degrees and the level of job satisfaction established that the library professionals with B.L.I.Sc./ Diploma in library science degrees have felt high job satisfaction whereas the respondents with post-graduation and research degrees in library Science professional degree have expressed low job satisfaction. From this, it
can be deduced that the higher the professional degrees, lower the job satisfaction and vice-versa. As per as the relationship between professional degrees and level of job satisfaction, the statistical techniques used have established that there is a close relationship between the said variables.

Experience on the job, as a matter fact, will have impact on the level of job satisfaction. As regards this, it is tried to know whether there exists a relationship between total number of years of experience and the job satisfaction. It is found in the study that majority of the library professionals with less number of years of experience are found felt high job satisfaction, while the professionals with more number of years of experience have stated low job satisfaction.

The analysis led us to infer that the lesser the total number of years of experience, the more the job satisfaction and vice versa. The statistical chi-square test also significantly revealed that there is a close relationship between total number of years of experience and the level of job satisfaction.

With regard to experience in other libraries and the level of job satisfaction, it is witnessed that the lesser the number of years of working experience by the library professionals the more the job satisfaction whereas the select library professionals with more number of years of experience have, unfortunately, stated low job satisfaction gratifying the general thinking that experienced professionals are normally develop a lethargic attention towards jobs and hence, probably, felt low job satisfaction. Finally it is found that there is a close relationship between past experience in other libraries and the level of job satisfaction experienced by the professionals.
Details on total number of years of experience in the present position and the level of job satisfaction, it can be found that the majority of the library professionals under the study have felt low satisfaction while majority of the professionals with less than 5 years of experience have stated high job satisfaction and also found a close relationship between total number of years of experience in the present position and level of job satisfaction.

Total number of years of experience in the present library and the job satisfaction among the library professionals it is held that the lesser the experience of the professionals have put in, the more the job satisfaction. But, the level of job satisfaction is less among the professionals who have put in more number of years of experience in the current job. It is also found that there is a close relationship between the total number of years of experience and job satisfaction.

With regard to membership and exposure to professional organizations among the professionals, it has the positively stated that there is high job satisfaction among all the professionals. Besides, it is found that the library professionals having membership with other organisations have felt more job satisfaction than the professionals with no membership in any organization. The results also confirmed that there is a close relationship between membership with professional bodies and their cadres.

Regarding the number of promotions received and the level of job satisfaction, it is found in the study that those who did not avail any promotion in their life time, stated less job satisfaction while people who enjoyed promotions once or twice have stated high job
satisfaction. The results of the responses have asserted that there is a close relationship between number of promotions received and the level of job satisfaction.

On the number of promotions in the current library and the level of job satisfaction stated by the respondents, it is found that those respondents who got once or twice promotions in the current library, majority of them have stated that they are more satisfied. The statistical figures also confirmed that there is a close association between the number of promotions received in the current library and the level of Job satisfaction among library professionals.

**Suggestions:**

1. Majority of the library professionals who are working in Private engineering college libraries have felt dissatisfaction about salary packages, job security, proper recognition and dominated tendency by the management. Hence, it is suggested that the management of Private engineering colleges must pay much attention and pay UGC pay scales, besides ensuring job security, due recognition to the professionals. They should show paternalistic attitudes to the employees. This, indeed, enhances high motivation and morale among the employees.

2. It is observed that free and friendly relationships between the management and library professionals are hardly found and hence, it is suggested that the managements of Private engineering colleges should realize the importance of social relationships and accordingly change their mind set.

3. It is also regretted that the library professionals in the Private engineering colleges stated that they are highly dissatisfied about the way the grievances are heard and
settled in Private engineering college libraries. A Grievance cell should be established in each college to resolve grievances from time to time.

4. About half of the employees both in Govt. and Private engineering college libraries have felt dissatisfaction that the services of library professionals are not duly recognized and protected. Hence, efforts are to be made to see that their unions are recognized and awards either in cash or kind must be given for the best services rendered by the library professionals.

5. Majority of the library professionals have expressed their dissatisfaction stating that the opportunities for career development and personal growth cannot be achieved through library profession. Therefore, in order to encourage and motivate the library professionals more incentives and good salary packages are to be offered so that their achievement drive can be activated that in turn lead to high level of job satisfaction.

6. The selected library professionals have unfortunately stated that their profession is not well recognized both in the college and also in the contemporary society. Hence, Govt. both Central and State level must make necessary policy decisions by designating their status as Gazetted officers along with hand full salary packages and perks to them.


**Scope for further research:**

In the wake of technological innovations and advancements, there is ample scope to establish new technical educational institutions both in Public and Private sectors in the years to come across the country. Besides, computerization and digitization of library services there will be much scope for libraries to reach out to users than ever before. In technical educational institutions readers and users of technical knowledge have also been increasing alarmingly. Added to this, young library professionals with computer and allied technical qualifications and knowledge are likely to be employed and hence, there is a dire need to take up many studies in the areas of Job satisfaction and related aspects among the younger professionals.

Comparative empirical studies on job satisfaction of the library professionals working in public, academic, special and medical college libraries in the region can also be taken up for holistic understanding of job satisfaction of library professionals working in different colleges.

The sample size of the library professionals can also be increased so as to generalize and accept the findings of the study covering engineering colleges in the three regions of the state of Andhra Pradesh.