CHAPTER II

REVIEW OF LITERATURE
CHAPTER-II

Abstract

In this chapter, all the relevant literature available on job satisfaction in general, literature on public libraries and job satisfaction in libraries was reviewed and presented.
The Job Satisfaction is an important and widely discussed research topic in almost all the fields. Since the rise of the human relations movement in industry in the thirties and forties, Job Satisfaction has become a major focus of research. Many researchers have focussed on Job Satisfaction ever since the revelations made by the Hawthorne high-lightings, and its importance in effective human relations leading to Organizational effectiveness.

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 organised 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 the area of research in particular. As the present study is aimed at Job Satisfaction in public libraries of Andhra Pradesh, all the relevant literature available was reviewed and presented. The contribution of academicians, information scientists, research scholars and library professionals on this topic in various dimensions has yielded invaluable set of research output. The research
publications with bearing on the thesis of present study over a period from 1970 to 2012 are covered and reviewed. This review provided a finer perspective on the present area of research i.e. Job Satisfaction in Public Libraries.

**REVIEWS ON JOB SATISFACTION IN GENERAL**

**Mira Singh and Pestonjee**\(^1\) (1990), hypothesized that Job Satisfaction is influenced by the levels of Occupation, Job involvement and Participation. The sample for the study consisted of 250 officers and 250 clerical cadres belonging to a Nationalised bank in Western India. The study confirmed the hypothesis and it was found that Job Satisfaction of the Bank employees was positively affected by the Occupational level, Job involvement and participation.

**Balgir**\(^2\) (1991) attempted to understand hygiene-motivational factors as postulated by Hergeberg based on their need priorities that dominate the minds of Indian Managers while continuing service in their respective Organisations. The results revealed that Job Satisfaction, Salary, Job Security, better chances of promotion, happy Personal life, high Position and friendly social circle are some of the motivating factors in that order which strongly influence Indian Managers.

**Mathew**\(^3\) (1991) tested the relationship between Satisfaction and Organisational commitment with a Non-recursive model that permitted the simultaneous examination of the influence of satisfaction on commitment and the influence of commitment on satisfaction. The study highlighted that the two variables were reciprocally related but that the influence of satisfaction on commitment was stronger.

**Mehra and Mishra**\(^4\) (1991) in their study explored the potential moderator effect of mental health on the Intrinsic Job Satisfaction-Occupational stress relationship. The study was conducted on 250 blue collar industrial workers of UPTRON India Ltd. The findings of the study showed that mental health has a moderating effect on the Intrinsic Job Satisfaction-Occupational stress relationship.

**Dhar and Jain**\(^5\) (1992) carried out an investigation amongst academicians. The investigation explored the nature of relationship between Job Satisfaction, Job
Involvement, Age and Length of service. An important finding of the study was that Job Involvement and Job Satisfaction are positive correlates which imply that involvement in Job increases Job Satisfaction and vice-versa.

Syeed\(^6\) (1992), made an endeavour to determine the relationship between employee Job Satisfaction and Organisational effectiveness. The sample for the study consisted of 44 supervisors of a public sector undertaking which was randomly drawn from a single unit of the Company. The main objective of the study was to relate satisfaction with Organisational effectiveness along with personal attributes such as age, education, pay, length of service etc. the study revealed that Job satisfaction facets had more explanatory power than the personal attributes of respondents. It was clear from the study that the Organisation through its human resource development policies and practices created better environment for employees, resulting in greater satisfaction which in turn enhanced Organisational effectiveness.

Rama Devi\(^7\) (1997) conducted a study on faculty Job Satisfaction and their views on management of the two universities in Andhra Pradesh. The sample consisting of 200 teaching faculty and 100 members were selected randomly from each university and the attempt was made to measure Job Satisfaction of the faculty in universities of Andhra Pradesh. The study found that the factors such as freedom in job, scope for self-improvement, income and job security were causing satisfaction while bureaucratic rules, no recognition for work and routine work were causing dissatisfaction to them.

Sarri and Judges\(^8\) (2004), article provided greater understanding of the research on employee’s attitudes and Job Satisfaction. The article identified three gaps between Human resource practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular –Job satisfaction: the causes of employee attitudes, the result of positive or negative job satisfaction and how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices.
Worrell\(^9\) (2004) examined and described the levels of Job Satisfaction and relationship between the variables in a national sample of school psychologists belonging to the National Association of School Psychologists (NASP). Data were collected through mailed survey packets including a data form including Minnesota Satisfaction Questionnaire. 234 full time practitioners responded. Result indicated that 90% of school psychologists were satisfied or very satisfied with their jobs. The findings showed a gradual increase in overall satisfaction when compared to 1982 and 1992 that reported being satisfied or very satisfied with their jobs. Participants in the current sample were more satisfied with their job security, independence and creativity.

Santhapparaj\(^10\) (2005) studied the Job Satisfaction of the women managers working in automobile Manufacturing Industry in Malaysia. It was based on primary survey from 200 women managers. The study investigated the relationship between specific aspects of Job Satisfaction and the personal characteristics of women managers. It was also aimed to retest the Herzberg’s Two-Factors theory. The correlation analysis showed that there was a significant negative correlation between education level and pay, promotion people on present job and job in general. The percentage of overall satisfaction was 75.59%. The results did not support the Hezberg’s theory and concluded that no separate and distinct factors lead to job satisfaction or dissatisfaction, but if they were together contributed to job satisfaction or dissatisfaction. The study reveals that there was a need for change in the Organisational culture and the management should create the environment for social and organisational network. The factor which was relatively less satisfied was the pay and this can be improved only through dialogue which involve cost to the organisation and the less level of satisfaction on present job could be easily improved by job rotation, providing challenging job and so on.

Santhapparaj,\(^11\) et.al. (2005) were assessed the job satisfaction of the women managers working in automobile industry in Malaysia based on primary survey from 200 woman managers. The result showed that female managers were generally satisfied with their job. Highest level of satisfaction occurs in the areas of supervision, job in general, and present job and present pay. However, relatively more number of women managers was dissatisfied with their co-workers, pay and present job. The correlation analysis
showed that there was a significant negative correlation between age, education and various job factors that determine the job satisfaction.

**Rajesh**\(^{12}\) (2007) studied the Quality of Work life and Job satisfaction in 10 IT Companies professionals from 3 cities i.e. Hyderabad, Bangalore and Chennai. The objectives of the study were to explore the levels of Job Satisfaction and relationship between demographic characteristics and satisfaction, to find differences exists between demographic characteristics with overall Job Satisfaction, to identify specific Indicators that causes dissatisfaction and to examine the hierarchy of needs among IT Professionals. The questionnaire was administered to collect primary data. The study revealed that higher income groups and higher experienced were the most dissatisfied with Job Security. It was also showed that the most satisfied employees in IT Industry were of Hyderabad, followed by Chennai and Bangalore respectively.

**Chen and Silverthrone**\(^{13}\) (2008) examined the relationship between Locus of Control (LOC) and the work-related behavioural measures of job stress, Satisfaction and performance of professional accountants who work for Certified Public Accountant (CPA) firms in Taiwan. The main objective of the study was to assess how LOC impacts individuals and behaviour in the work place in three primary areas: Job Stress, Job Satisfaction and Job performance. A total of 620 survey instruments were mailed to 310 Certified Public Accountant firms in Taiwan with two surveys sent to each firm. The findings indicated that one aspect of an accountant’s personality, as measured by locus of control, plays an important role in predicting the level of Job satisfaction, stress and performance. Individuals with a higher internal locus control are more likely to have lower levels of job stress and higher levels of job performance and satisfaction.

**O’Leary, Patrick, et.al**\(^{14}\) (2008) studied the relationship between job characteristics and job satisfaction amongst physicians in Russia. This research included rewards, other people, nature of work and organisational context. The instrument used in this study was based on the Physicians work-life survey (PWS) created by Konrad et.al (1999) and representing the Society for General Internal Medicine. The survey was distributed to physicians in four Russian cities. The sample included 2,325 physicians.
The research had a large number of female respondents. The study found that the male doctors report higher levels of Job satisfaction than Female doctors and polyclinic doctors report higher level of satisfaction than those employed by Hospitals. The majority of doctors are satisfied with patient’s relationship, colleagues and staff relationship, and prestige and the majority of physicians were dissatisfied with administration and time constraints. The dissimilar finding in the study was that women physicians appear more likely to be satisfied with their compensation than do their male counterparts. The study also found that doctors were more likely to be satisfied if they maintained clinical autonomy, if they were paid well, if they did not have excessive bureaucratic interference.

**Origo and Pagani**\(^5\) (2008) investigated the relationship between flexibility and Job Satisfaction. In their analysis they verified whether various aspects of flexibility namely functional and quantitative flexibility, produce different impact on overall extrinsic and intrinsic Job Satisfaction. They also tested whether the impact of flexibility on Job Satisfaction varied with workers characteristics. Empirical evidence was based on a representative sample of European employees taken from a specific wave of the Eurobarometer Survey. The study found that there was a positive link between functional flexibility and Job Satisfaction and there was either no effect or a negative impact of quantitative flexibility. The positive impact of functional flexibility was greater when compared to the satisfaction for intrinsic aspects of the job. Estimate by workers characteristics highlighted interesting differences by age, skill and country of residence.

**Mau, et.al.**\(^6\) (2008) examined the Job Satisfaction of beginning teachers and the factors influencing their satisfaction and investigated if students who persisted in teaching aspiration were more likely to be satisfied with their work. 450 tenth grade students from a nationally representative sample, who aspired to be teachers, were examined over ten year period regarding their career choices. A Job Satisfaction model was tested using clusters of variables as guided by Social Cognitive Career Theory (SCCT). The study found that the students who persisted in teaching were significantly more satisfied than those who did not persist and those with non-teaching career. Beginning teachers were more satisfied with their jobs than those in other occupations.
Teachers who had teaching license also reported that they were more satisfied than those who did not have license. The social-contextual factors i.e. race, socioeconomic status, teaching license, parent’s education and occupation were the best predictors of Job Satisfaction.

Liu, et.al.\textsuperscript{17} (2008) investigated the dimensionality and generalizability of Public Service Motivation and also examined the relationship between each dimension of public service motivation and public servant’s Job Satisfaction. Exploratory factor analysis and confirmatory factor analysis techniques were applied to survey data of 191 public servants in China. The result indicated that the public service motivation observed in the West existed in china, but the generalizability of the construct was limited. Three of the four dimensions of public service motivation (attraction to public policy making, commitment to the public interest and self-sacrifice) existed in China, but the fourth dimension (compassion) was unconfirmed.

Chileshe and Haupt\textsuperscript{18} (2009) investigated the perceived age differences in Job Satisfaction of construction workers in South Africa. The main objectives of the study were to identify the major variables affecting the relative aspects of work within the South African Construction industry and to investigate the impact of age on the satisfaction derived from work. A total of 300 questionnaires were sent to potential respondents. A total of 65 usable questionnaires were returned. Result of the study indicated that Job Satisfaction differential does not exist between younger and older workers. Although both younger and older workers ranked the relationship with workmates as being poor, age does not have an influence on the effects of the aspects of work. In terms of the effects of Job Satisfaction younger workers reported higher scores than older workers on ‘indifference’, whereas the younger workers ranked poor recognition of abilities as the most effect in comparison to the older workers who reported suffering from a “lack of alertness” as the most ranked effect.

Gunlu, et.al.\textsuperscript{19} (2009) examined the effect of Job Satisfaction on Organisational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, examined whether there is significant relationship between the characteristics of
the sample, organisational commitment and Job satisfaction. Two structured questionnaire were administered to large scale hotel managers in the tourism industry. The population was selected randomly with a sampling ratio of 25 percent. A total of 48 managers in four-star hotels and 75 managers in five-star hotels were reached for a total sample of 123 managers. A total of 43 managers were middle level, whereas 80 were lower level managers such as supervisors. The data were analysed using statistical package for Social Sciences version 13. The findings of the study indicated that extrinsic, intrinsic and general job satisfaction had a significant effect on normative commitment and affective commitment.

Bellou\textsuperscript{20} (2009) examined the influence of gender and age on relationship between organisational culture and Job satisfaction. One hundred and twenty five (125) usable questionnaires were gathered from three Public Hospitals located in a major Greek City. The measures adopted include the Organisational Culture Profile and Job Descriptive Index. The statistical analyses include descriptive statistics, stepwise regression analyses and t-test. The finding of the study was that the employee’s gender and age influenced the way that the organisational values affected their Job Satisfaction.

Nilufar Ahsan\textsuperscript{21} (2009) investigated the relationship between Job stress and Job Satisfaction. The study conducted in a Public University in Klang Valley area in Malaysia and 300 respondents were selected as a sample of the study. The determinants of job stress that have been examined under this study include management role, relationship with others, work load pressure, homework interface, role ambiguity and performance pressure. The results of the study revealed that the association between relationship with others and job stress is not significant. The relationship between workload pressure and job stress, role ambiguity and job stress is significant. The study concluded that the motivation is a key factor as well in affecting job stress among employees. Employees who were highly motivated will feel happier and were more willing to work for the organisation.

Kamal and Hanif\textsuperscript{22} (2009) studied the various factors of job satisfaction among different commercial bankers in Pakistan. They used to statistical techniques like
regression and correlation to gauge level significance for the factor. The findings of the study were pay has been considered as the major factor for job satisfaction, and other factors like promotion, recognition, job involvement and commitment are also taken into consideration. Job satisfaction is an attitude of an employee over a period of his job, so the factors of satisfaction and dissatisfaction changes over the period. It is used as a key factor to gauge the performance of particular employee and organisation. Satisfied employees are more likely to be friendly and responsive which attracts customers. Dissatisfied employees can lead to customer dissatisfaction.

The objective of the study of Castro and Martin (2010) is to explore the relationship between organisational climate and Job Satisfaction and to determine whether employee’s perceptions of work environment influenced their level of Job Satisfaction. Questionnaire was administered to the sample of 696 employees from a population of 1453 employees working in three regions in which the organisation was operational. Confirmatory and explanatory factor analyses were used to investigate the structure of the climate model. The findings of the study indicated a positive relationship between organisational climate scores and Job satisfaction scores.

Salman Khalid (2010) examined Job Satisfaction level of Bank Employees in Punjab Province. The information collected from 144 respondents from four Banks employees who were randomly selected from both public and private sector banks. Five components of Job Satisfaction such as work, pay, promotion, salary and recognition were examined besides overall Job Satisfaction. The findings of the study indicated that the sectoral differences in terms of salary, promotions, job security, recognition and benefits play a significant role in influencing one’s perception of job satisfaction. Private sector bank employees reported dissatisfaction in terms of Job Security. To overcome this obstacle private sector banks need to introduce special schemes related retirement, pension, gratuity and other benefits to enhance the employee’s sense regarding job security in effort to increase organisational commitment which in turn will lead to employee’s commitment and high degree of satisfaction.
Rane 25 (2011) studied the importance of employee Job Satisfaction. He explained that the employee Job Satisfaction was essential to face the dynamic and ever increasing challenges of maintaining productivity of the organisation by keeping their work force constantly engaged and motivated. The study found that the high Job Satisfaction correlated strongly with the feeling of having fun at work. The article explained that the possible ways to enhance their performance in order to face new challenges were providing positive work environment, the appreciation of performance, personal recognition of employees by the management, and employee participation in decision making, providing training facilities to improve worker’s skills and potentials. There should be a continuous process of assessment of Job satisfaction of employees by obtaining feedback in a specially designed evaluation format before and after the training programmes. He concluded that the Job satisfaction of an employee in any organisation was of paramount importance to achieve the targeted goals on a sustainable basis.

Javed and Premarajan 26 (2011) examined the influence of distributive and procedural justice on pay and Job Satisfaction. They provided that distributive justice and procedural justice had differentiating impact on Job Satisfaction and four facets of pay satisfaction i.e. level, raise, benefits and administration. The survey carried out among 122 Indian managers. It was found that the distributive justice as a more important predictor of all four dimensions of pay satisfaction and Job Satisfaction. Procedural justice was also found to be a statistically significant predictor of pay structure and Job Satisfaction.

Biswa 27 (2011) studied the impact of Human Resource Management policies and practices in a globalized Indian economy and subsequently their outcome with respect to individual behaviour and performances. The data were collected from 357 managerial level employees of Indian Organisations. The result of the study found that the Job Satisfaction significantly correlated with employee performance and also showed that although discrepancies were abounding regarding individual reactions to a hitherto closed and controlled economy. The findings indicated that human resource practices in India need to adapt to contemporary practices and procedures worldwide, while at the same time maintain in its unique cultural ethos.
Chiun Lo and Ramayah (2011) examined the relationship between mentoring and employee’s job satisfaction among employees from small and medium enterprises in Malaysia. A total of 156 Malaysian executives from 21 selected small and medium enterprises were participated in this study. The results show that there was a positive relationship between career mentoring and all dimensions in job satisfaction such as co-workers, job itself, promotions and supervisors. On the other hand, no significant relationship was found between psychosocial mentoring and three aspects of employee’s job satisfaction, namely co-workers, job itself and promotion.

Pankaj Deshwal (2011) investigated the level of Job Satisfaction among engineering faculty members in engineering colleges of technical Universities in Utter Pradesh and also examined the effects of the dimensions of the job on level of Job Satisfaction among them. He collected data from 360 engineering faculty members. Investigate the levels of Job Satisfaction among engineering colleges on technical University, examine the effects of the dimensions of the job on levels of satisfaction among them, and give suggestions to maintain or improve faculty member’s Job Satisfaction were three objectives of the results study. The study revealed that the faculty members were found to be neutral with Organisation policies, independence, and promotional opportunity and satisfied with work variety, creativity, compensation and social status of Job, Job security, achievement but the faculty members dissatisfied with working conditions and recognition.

Raghunatha Reddy and Krishna Sudheer (2011) studied the Employee Involvement and Job Satisfaction in Indian Corporate sector. This study meant to find out the employee’s attitude towards job satisfaction and job involvement. The findings of the study show that the managerial level of employees has low level of satisfaction and Engineers have low level of Job Involvement and supervisors have low level of commitment towards the organisation.

Natarajan, (2012) conducted a study in a public sector organisation with an all India presence. This study explored the relationship of personal and organisational values with Job Satisfaction. 220 participants from a large public sector organisation were asked
to rate on a 7 point scale the 24 items value taxonomy developed by McDonald and Gandz. Results revealed that perceived organizational values emerge as potent predictor of all the three components of job satisfaction as compared to personal values.

**Samanvitha and Jawahar,**\(^{32}\) (2012) aimed at determining and establishing a relationship between strategic emotional intelligence and job satisfaction among faculty members in Arts and Science Institutions. Sample consists of 98 faculty members in Tamil Nadu. The result of the study showed that the emotional intelligence at work has a great influence on the level of job satisfaction and in turn on work performance.

**Studies relating to Public Libraries**

**Sheffield Manpower Project**\(^{33}\) (1970) examined a sample of public, academic and special Librarians in Job Satisfaction study and reported that more preference has been expressed for greater responsibility of various kinds: more freedom of choice, greater opportunity to improvise and to act in a solo capacity and less choice for supervision. Work restructuring and job enlargement techniques should be considered in order to try and meet this desire. This applies at all levels, including the junior most staff. It also applies in a situation where duties have been rigidly divided into professionals and non-professionals.

**Gopinath**\(^{34}\) (1990) identified that the human beings are one of the important factors in library management. The problems faced by librarians are more or less same in all types of libraries. Increased access to knowledge is one of the issues that made the librarians to learn or improve the skills particularly, Information Technology. The library professionals should act as a link between knowledge sources and knowledge seekers. To make the libraries user oriented, to satisfy potential users and to adopt with electronic media, the library professionals should have training in traditional leadership and I.T oriented librarianship. The author noticed the developments in the library profession such as generation of information in variety of forms, computer and communication technology, exchange of information and manipulation of information. He suggested the following skills for professionals.
1. Knowledge of specialised reference source,
2. Specialised analytical skills and techniques,
3. Collection development and Library automation.

Venkatappaiah\textsuperscript{35} (1991) made a comparative study of the Public Library Acts of the States in India. The author examined the preamble of the various state Public library Acts in India and found that these Acts have more or less the same preamble. It was generally accepted that there should be a state Library Authority with the Minister for Libraries as its head and a State Library Committee to advise the Authority on all matters pertaining to libraries. He suggested that a qualified and experienced library professional should be made as the Head of the Directorate/Department of Public Libraries.

The author pointed out the need to treat all cadres of the library staff as government servants. The author has made an attempt to specially point out the unique features of the Kerala Public Libraries Act with regard to every provision of the Public library legislation discussed throughout the comparative study.

Schneider\textsuperscript{36} (1991), in his article describes a study of a large urban public library system that compared levels and sources of stress and job satisfaction between public service and technical service employees and also examined relationship among work load, job content and job satisfaction. The author discussed the working relationships among employees and the organisational climate.

Shih,\textsuperscript{37} (1997) explores the relations of the library volunteers, their characteristics, participated motivation and Job Satisfaction in the public libraries and to provide references for libraries in recruiting, training and managing the volunteers. Questionnaires were delivered to the 294 volunteers. The findings of the study are: the most strongest participated motivation is social responsibility, the most satisfactory dimension in job satisfaction is human relation, there are significant differences between personal characteristics and job satisfaction including sex, age, years on job and job leaving, there are positive significant correlation between participated motivation and job satisfaction at 0.01 level of significance.
Kanaujia and Srivastava\textsuperscript{38} (2003) discussed the role of Public Libraries regarding the problems of illiteracy and educational facility in developing countries as the library can provide a space for mass-education socially and also pointed out the need of legislation for efficient functioning of the public library and initiation of library legislation.

Malleswar\textsuperscript{39} (2003) described the Regional Libraries as a feature of public library system. The author made a survey to examine the Working of Regional Libraries in Andhra Pradesh. The survey revealed that the regional libraries are not functioning to the expected level. They are not able to realize the aims and objectives because of lack of adequate staff, lack of trained professionals, poor accommodation and inadequate book stock. The author stressed the need for comprehensive legislation and suggested a plan for an Andhra Pradesh Public Library network.

Ramesh Babu and Govinda Reddy\textsuperscript{40} (2003) studied the public library system in Tamil Nadu with reference to circle libraries. Observation and interview methods were adopted to collect data for the research. The study revealed that the circle libraries in Chennai occupy a significant position. The findings revealed that the staff members are interested in improving their professional quality and not interested in knowing the current developments and almost all librarians are optimistic in automating the library.

Begum and Goswami\textsuperscript{41} (2003) stated the concept and objectives of public libraries and their establishment, maintenance and development in Indian context. The authors also discussed the importance of library legislation and its development in India. This article puts forth the Public library scenario of Assam and efforts made to enact library legislation in the state. The latest attempts made to enact the proposed library bill as library law is also mentioned.

Ramesh Babu\textsuperscript{42} (2003) studied the state of Art of the Public Library in the light of IT and examined the feasibility and application of IT in Public Libraries in India and focused on the nature and type of services to be provided by the public library system in
the Information Age. The resolutions and the recommendations based on the papers presented in the seminar are:

1. National Policy for IT-based Public Libraries should be formulated to facilitate access to documents and information.

2. Public libraries should develop their own web sites.

3. Organisations like RRRLF and Government of Tamil Nadu should strengthen circle libraries.

4. The Public Library Act should be redrafted to meet factors like resource sharing and networking and right to information.

Ashok Kumar\(^\text{43} \ (2004)\) studied the impact of ‘IT’ on legislation. The ‘IT era’ brings various changes in all sectors of development since information is the base for all developmental activities. He stressed that it is necessary to revise the library legislation on certain areas like collection development management and services.

Afonso\(^\text{44} \ (2004)\) discussed the importance of computerisation of public Libraries and explains in detail the essential factors involved in the scope of computerisation of different library functions using advanced information Technology. He examined different types of computer networks and security measures to be followed in India. He felt that we are far behind the advanced countries in computerising our public libraries and using advanced Information Technologies.

Raju\(^\text{45} \ (2004)\) discussed the present status of public libraries in Andhra Pradesh. The author suggested some measures like adding new dimensions to their services with the help of new communication technologies, the involvement of the community as such and the partnership of voluntary organisations with the public library authorities for the upliftment of the services offered by the public libraries.

Deshpande\(^\text{46} \ (2004)\) referred to the importance of literacy and the steps taken to banish illiteracy and discussed the implications of the Five Laws, UNESCO Charter of the book and the Manifesto of Public libraries. The author suggested the changes to be
incorporated in the Library Act and other essential related issues. He discussed the financial issues and IFLA standards regarding the number of libraries and the number books in libraries, Internet facilities and the present situation of public libraries in Karnataka urging the need to transform Public Library Movement as People’s.

Singh\textsuperscript{47} (2005) mentioned in her article the initiatives of RRRLF and UNESCO for promoting Public Libraries and gives brief overview about public library legislation in India and emphasises the changing role of public library i.e. from store houses where preservation of knowledge to dynamic knowledge institutions involved in disseminating knowledge available anywhere any time and changing objectives and goals of public libraries with changing needs of the users. It also emphasises new strategies in changing environment and essence of new strategies for promoting library services is to identify how best library can grow and become stronger in an increasingly competitive environment. It concludes that the libraries need to invent themselves and adopt new ways to meet their user’s information requirements which is becoming necessary for libraries services.

Vashishth\textsuperscript{48} (2007), in his article stated that the public libraries will have to change as self- learning centre in view of future educational scenario. He discussed the steps taken by successive Governments so as to bring the books to the doorsteps of the rural people. The author explained the sphere of activities to be under taken by the rural library community centres.

Farajpahlou and Akhshik\textsuperscript{49} (2008) administered the Job Description Index (JDI) to assess the degree of job satisfaction among Librarians in Public Libraries in South-Iran in terms of supervision, co-workers, payments and promotion as well as General Job satisfaction. The results of the study revealed that all librarians, despite their dissatisfaction in regard with some aspects, especially payments and promotions, were all satisfied with their job as librarians. Running an ANOVA test with repeated measures indicated existence of no significant difference among the mentioned variables, except for payments. It is suggested that decision makers and act in regard with recruit of younger librarians before the older librarians are retired, and allow some time for them to
transfer their knowledge and methods of job administration and techniques to younger ones.

**Pratapa Reddy**\(^{50}\) (2010) investigated the quality of work life of professionals in Public Libraries of Andhra Pradesh. The objectives of the study such as to assess the economic aspects of QWL and to know the physical facilities, to study the HRD components, To study the QWL in terms of social aspects, etc., The primary data was collected from 280 professionals through questionnaire. The findings of the study were 50 per cent of the staff with remuneration in proportion to their work output but level of satisfaction was very poor with periodical revision of pay scales and rewards from the organisation and also not satisfied with physical facilities and expressed good opinion about the interpersonal relations, 40.48 per cent expressed satisfaction over the training aspects. He suggested to the organisation to implement the recommendations of Ekbote Committee report to improve the Quality of Work Life in A.P. Public Library System.

**Studies on Job Satisfaction in Libraries**

**Plate and Stone**\(^{51}\) (1974) studied the Factors affecting Job Satisfaction of the librarians. They used Herzberg theory in their study on job motivation to examine 162 Americans and 75 Canadian librarians randomly selected from all types of Libraries. The result of this study confirmed Herzberg’s views that certain factors are positive ‘emotions’ in the work place, while others are merely ‘hygiene factors’. These hygiene factors create dissatisfaction, if absent in the work place but they are not the positive motivation. In this study it is found that of all the factors named by the librarians as contributing to job satisfaction, 99 percent were motivators and were related to job content: Of all the factors contributing to their dissatisfaction at work, 81 percent involved hygiene factors found in the work environment. The motivational factors were identified as achievement, responsibility, work itself, advancement and personal or professional growth and the Hygiene factors as institution policy and administration, supervision, interpersonal relationships, working conditions, status, salary, and security.

**Vaughn and Dunn**\(^{52}\) (1974) studied job satisfaction among the library employees who had been employed in six university libraries. They used job description index for
the study. This job description Index asked the employee to describe their job environment in six university libraries, in relation to five job characteristics i.e. work itself, supervisory climate, interpersonal climate, pay condition and promotion opportunities. The six libraries were compared in terms of their scores for each dimensions of satisfaction. The study revealed that no one library scored consistently high or low on all dimensions of satisfaction. Managerial performance was related to employee satisfaction, employee productivity and organisational effectiveness. The action of managers in regard to leading, staffing, coaching and counselling had a direct influence upon employee satisfaction as well as employee productivity.

D'Elia\textsuperscript{53} (1979) study seeks to identify those factors which are highly related to Job Satisfaction among Librarians. It includes 224 Librarians, both male and female of 5 groups of Librarian’ representative of the type of library in which the Librarians worked. He used 3 measuring instruments like MIQ (Minnesota Importance Questionnaire) to measure vocational needs, MJDQ (Minnesota Job Description Questionnaire) to measure perceptions of the characteristics of his job environment and MSQ (Minnesota Satisfaction Questionnaire) to measure Librarian’s Job satisfaction. In this study is has been found that the Job satisfaction among Librarians is not related to their sex, or the type of the library in which they worked, but it is related to the characteristics of their job environment and also experience that there is an integral relationship between supervisory climate and professional judgment and the Librarians experience of measuring job. Thus it tends to indicate that a participatory administrative style is conducive to Job Satisfaction among Librarians.

Lynch and Jo Ann Verdin\textsuperscript{54} (1983) identified 10 studies on various aspects of Job Satisfaction in Libraries. These studies attempted to identify the factors most that were highly related to Job satisfaction. Of the 10 studies, two were concerned with satisfaction in specific Libraries, one compared libraries or library units and one investigated satisfaction of all occupational groups within the Library. The study explored the correlates of Job Satisfaction with in the work setting. It suggested that significant variation in Job Satisfaction occur among functional units in Libraries and among occupational groups.
Chopra\textsuperscript{55} (1984) discussed the importance of Libraries and the role of Librarians and stressed the need for contented and well-satisfied Librarians to make libraries more serviceable. He collected data from 100 Librarians of Lucknow city through the questionnaires. Analyses of the data showed that the librarians derived satisfaction from their work, social recognition received, working conditions, job security and social status in his general satisfaction survey. Sources of dissatisfaction were from avenues for promotions, behaviour and pay scales.

Shyer,\textsuperscript{56} (1985) studied the level of Satisfaction at Sixteen University Libraries in the Republic of China. The data suggested that the staff had not achieved satisfaction on their jobs. Neither the educational level nor department affiliation nor marital status of variables showed significant differences among the respondents in Job Satisfaction. Sex, age, professional education, tenure, career orientation and supervisory level affected the job satisfaction.

Brigg Nzotta\textsuperscript{57} (1985) studied the factors associated with the Job Satisfaction of male and female Librarians in Nigeria. He found that women derived greater Job Satisfaction from their work than their counterparts. Women were more satisfied with the independence, security ability, utilization and work conditions. On the other hand, men were more satisfied with Variety.

Gopal, et.al.\textsuperscript{58} (1985) analysed several studies on Job satisfaction in the Library field. He described 3 methods of increasing Job satisfaction. He asserts that Job satisfaction leads to the effective functioning of the individuals and the organisation as a whole.

Nandy’s,\textsuperscript{59} (1988) article on Job Satisfaction of the library professionals was based on the main objective to study some of the eminent studies on job satisfaction in library field and some of their problems and explore some method of increasing job satisfaction. In his opinion characteristics of both the individual and the job appear to be related to the job satisfaction, but they are inter-correlated to such an extent that it is extremely difficult to isolate them for scientific investigation. It is a good policy for any
organisation and job satisfaction is of the main cause which leads to more effective functioning of the individual and organisation as a whole.

**Etuk**\(^{60}\) (1989) in his study has pointed out that the majority of the staff was found to be dissatisfied with their pay, working conditions and lack of facilities to improve their talents. The author suggested some measures like the interaction between the subordinates and the supervisors, provision of better facilities and involvement of junior staff in decision making for higher level of job satisfaction.

**Navalani**\(^{61}\) (1990) studied the levels of job satisfaction of professionals and semi-professional library staff working in Indian University libraries. The primary data were collected through questionnaire. The analysis revealed that the majority of the library staff was satisfied with most of the attributes of their work, but there were differences in the perception of men and women, and seniors and juniors. It concluded with suggestions for improvement which includes: more attention to in-service training, reanalysis and redesigning of jobs for better utilization of skills and abilities and more internal motivation of staff and improvement in the quality of work performance.

**Pulla Reddy**\(^{62}\) (1992) studied the job satisfaction of the professional staff of the college and the University Libraries of Delhi. To measure the job satisfaction of the professional staff, know the difference between the University and the college professional staff and senior and junior level staff in satisfaction with work, pay, promotional avenues, supervision, co-workers, opportunities for the development of professional career, security of the job, reading communities, library/institution’s policies and administration and working conditions, determine the correlation of work satisfaction, pay satisfaction etc. and find out the four top most incentives among the selected items and to know the similarities and differences between different groups were the objectives of the study. Among 300 professionals 150 members had been drawn at random sample and 104 members were responded for questionnaire. The findings of the study were: there were no significant difference between University and college staff, men and women, junior and senior level in satisfaction level with their work, pay, co-workers, with regard to the functioning of the library committee, the submission of
complaints, physical working conditions, materials and the equipment necessary to perform the job well, leaves and personal benefits.

The professional staff was more satisfied with their promotion, security of job, reading community, physical working conditions, housing facilities than the college staff. In recommendation, the factor ‘recognition for work done’ had been given the first rank, and ‘opportunities for promotion’ stood in second rank.

Pamer and East\textsuperscript{63} (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 itself, benefits and pay and were dissatisfied with operational procedures, communication, contingent rewards (sense of appreciation and recognition) and opportunities for promotion.

Prasad\textsuperscript{64} (1994) investigated the reasons for job anxiety and job satisfaction of professional library staff of Central University Libraries in India. The data collected from 460 professional library staff of 7 central Universities. The objectives of the study were, to study the effect of job anxiety on job satisfaction and their inter-relationship, Job anxiety and job satisfaction according to the position in the hierarchy of their posts. and the extent of job satisfaction. Considerable differences were found in Job Satisfaction in 4 areas: Job content, management, personal adjustment, social relations. The level of anxiety of staff in higher posts was comparatively lower than in lower posts. Job satisfaction scores of the 3 anxiety sub groups: low, moderate, and high revealed significant differences between them. Correlation analyses between job anxiety and job analysis revealed that the degree of job anxiety is related to job satisfaction in various areas in different ways and confirms the theory that interpersonal relations were the major determinants of anxiety.

Cynthia Preston\textsuperscript{65} (1998) conducted a study on Perceptions of discriminatory Practices and attitudes in the workplace and how they influenced Job Satisfaction. The study focused on relationship with supervisors, patrons, co-workers and management.
She concluded that racism by itself is not a significant and recognisable determinant of Job satisfaction or dissatisfaction.

Van Reenen\textsuperscript{66} (1998) made conclusions which found that by analysing the literature review of work satisfaction in Library workers. The older workers were more satisfied than the younger workers, experienced employees were more satisfied than those with less experience, those lacking supervisory responsibilities had the lowest Job Satisfaction, while department heads were the most satisfied, professional Librarians were more satisfied than non-professionals and factor that consistently scored the highest satisfaction rates was working directly with patrons.

Wu\textsuperscript{67} (1998) studied the Job satisfaction among Academic Librarians in Taiwan and relationship between Job Satisfaction and other factors. The sample consisted of Librarians from 25 academic Libraries. The study showed that most Librarians were female, aged 31-45, college graduates, professionally trained, having worked for 4 to 25 years in national academic Libraries. It revealed that the Librarians were not satisfied with their Job.

Eden and Lawal\textsuperscript{68} (1999) conducted a survey to find the influence of Job satisfaction on the publication output of librarians in Nigerian universities. The result of the empirical analysis indicated that out of the 6 dimensions of Job Satisfaction used in the study, only three dimensions i.e. 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.

Murray\textsuperscript{69} (1999) investigated the Job Satisfaction of professionals and paraprofessional staff working at the University of North Carolina at Chapel Hill, over 140 library employees administered a modified version of Paul Spector’s Job Satisfaction Survey, a standard instrument used to measure Job Satisfaction. 44.1 per cent of professionals and only 27.1 per cent of Para-professionals agreed very much with the statement “I like doing the things I do at work”. Both groups were satisfied with the supervision, co-worker’s benefit packages. Professional staff was more satisfied with
communication, opportunities for promotional aspects but Para professional staff were less satisfied with supervision, dissatisfied with appreciation and recognition, promotion but both group groups were slightly dissatisfied with operating procedures. Both groups were strongly disagreed with the statement “I feel I am being paid fair amount for the work I do”. 80% of professional staff and only 54.6% Para professional staff were satisfied with their jobs.

Payne\textsuperscript{70} (1999) showed that the Library support staff perceives lack of status, recognition and appreciation of their role. The longer serving staff member has the greater satisfaction in their profession. Support staff needs to be involved in organisational communications and participate in policy formulation process to increase the satisfaction level and the librarians qualification, training and pay need to be improved.

Thornton\textsuperscript{71} (2000) examined Job Satisfaction of librarians of African Descent employed at Academic libraries holding membership in the Association of Research Libraries. The main objective of the study was to examine the factors, already established, that contribute significantly to Job Satisfaction of librarians of African descent at ninety six U.S Academic libraries. A three part survey instrument was administered to collect the data. The survey identified the areas of Job Satisfaction and dissatisfaction for the group of librarians. The author found that 60 per cent of ARL Librarians felt that diversity programmes were inadequate. The study suggested to the organisation that it is a time to take necessary steps to create work environment that attracts and enhances the Job satisfaction of librarians of African Descent.

Bartlet\textsuperscript{72} (2000) administered a survey among 263 employees of the Wake County Library System in North Carolina in which 5 communication behaviours were tested to determine their relationship to subordinate’s Job Satisfaction. Findings indicated that offers of help, offers of co-operation, frequency of contact and trust were substantially related to subordinates Job Satisfaction. Personal self-disclosure was not found to be substantially related, although its task-focused dimension was related to subordinates Job satisfaction.
Landry\textsuperscript{73} (2000) discussed the importance of Job Satisfaction for Library staff working at the reference desk. It not only affected their quality of life and overall level of life satisfaction experienced by the reference staff but also the quality of the reference work itself. The study found a moderate positive relationship between life satisfaction and job satisfaction. A moderate negative relationship was found between Life Satisfaction and the desire to find a comparable job in another Library.

Bil and Wanyama\textsuperscript{74} (2001) examined the automation and its impact on the Job Satisfaction among the staff of the Margaret Thatcher Library, Moi University, Kenya. The University Librarian, his deputy and systems librarians were interviewed face to face and also distributed questionnaires to all other library staff. It was found that there were problems within the library regarding training and access to automated systems of interest. However, staff viewed automation as enrichment and a source of satisfaction in their jobs. There must be implemented concrete plans for consistent structured in house training, free access to the available software, additional systems staff and centralised databases for automation to boost Job satisfaction.

Thornton\textsuperscript{75} (2001) presented a paper on Job Satisfaction of African American Female Librarians at the Big 12 plus Libraries Consortium Diversity Conference, held at the University of Texas. It examined the responses of the 98 female respondents to survey on Job satisfaction of librarians of African Descent employed in 79 Association of Research Libraries (ARL), academic libraries in relation to other gender studies on Job satisfaction of librarians. It provided information about the perception of the survey respondents regarding isolation in the workplace, racial discrimination in the workplace and diversity programmes.

Dickinson\textsuperscript{76} (2002) reviewed the Theories of Clayton P. Alderfer on Job Satisfaction using his triple values of Existence, Relatedness and Growth (ERG). These are seen in the context of site based, team driven workplaces found in modern Libraries, and also applied to the isolation prevalent in information based institutions especially for home based workers and those for whom the Internet, Email, fax and Voice Mail are way of life.
Pors and Johannsen\textsuperscript{77} (2002) focused on Job Satisfaction among library directors in the context of problems of recruiting the right kind of staff and the need to create attractive workplaces. Job Satisfaction was a central topic for motivational theories. Some of the most major of these theories were evaluated in relation to the findings of a survey of Danish Library Directors. The analysis correlates Job Satisfaction with a number of both extrinsic and intrinsic factors and finds major differences between these factors and levels of Job Satisfaction among the library directors.

Pors\textsuperscript{78} (2003) explores the concept of job satisfaction and its relation to stress, job content and job conditions based on a survey of British and Danish Library Managers. This research paper evokes the theories of Hofstede as a tentative explanation of national differences. It sets out to analyse job satisfaction in relation to a range of demographic variables. On the basis of multitude of questions and statements the author forms several composite variables. They concern factors such as stress, freedom in the job, perception of management style and the actual job content. It is also evident that nationality plays a significant role in relation to factors such as stress and freedom in making decisions.

Koustelios, et.al.\textsuperscript{79} (2004) investigated Job Satisfaction among academic librarians in Greece and used the Employee Satisfaction Inventory (ESI). It assessed six dimensions of satisfaction: working conditions, pay, promotion, job itself, supervision, and organisation as a whole. Greek academic librarians were more satisfied with job itself, supervision, and working conditions and less satisfied with pay and promotion. Prior working experience contributed negatively to the prediction of satisfaction with working conditions, supervision, and organisation as a whole, whereas participation in decision making positively influenced job itself, and organisation as a whole.

Williamson, et.al.\textsuperscript{80} (2005) investigated the career and Job Satisfaction in relation to personality traits of information professionals. This study collected data from more than 1,300 informational professionals on personality characteristics, job satisfaction and career satisfaction. It included academic reference librarians, distance education librarians, public librarians, system librarians and other information professionals. Significant correlations were obtained between personality variables and both career and
job satisfaction. Step wise regression analyses were performed, and it revealed that the five variables such as optimism, emotional stability, and team work, visionary work style and work drive accounted for 20 percent of the variance in job satisfaction. Optimism, work drive, emotional resilience and assertiveness accounted for 19 percent of the variance in career satisfaction. Hierarchical regression analyses were performed to test Lousbury et al.’s general composite measure of Emotional Resilience, Work Drive and Optimism as predictors of job and career satisfaction. These variables accounted for 18 percent of the variance in Job Satisfaction and 19 percent of the variance in career satisfaction. Suggestions were made for employers to help, hiring and managing information professionals.

**Rajwant Kaur** (2006) made an attempt to highlight the importance and conceptual definitions of Job Satisfaction. The article revealed that the correlation between motivation and job satisfaction by mentioning the motivational theories. He also described specific organizational and personal variables which determine satisfaction of a person and pointed out the need for contented and well satisfied librarians to make libraries more serviceable to their clientele. The author strongly felt that the Job Satisfaction is a complex concept and difficult to measure objectively and despite many theories and studies it is still a challenge for employees to manage an organisation. He suggested the ways to improve satisfaction such as paying employees fairly, quality supervision, decentralization of power and matching people of jobs that fit their interests.

**Ghaji Badawi** (2006) investigated the levels of Job satisfaction of female librarians in Nigeria, using Herzberg’s Hygiene/Motivator factors of Job Satisfaction. Its aim was to provide an empirical test of the applicability of Herzberg’s Hygiene/Motivator factors of Job Satisfaction on female librarians in Nigeria. 176 female librarians among 228 randomly selected female librarians from 35 libraries drawn from the six geographical Zones returned usable questionnaire for the data analysis. Descriptive and inferential statistics were used to analyse the data collected. The study identified that female librarians in Nigeria were satisfied with achievement, interpersonal relationships, recognition, growth or advancement, work itself, salary, personal life and job security. They reported moderate satisfaction with supervision and responsibility. They accounted
the lowest Job Satisfaction with status, working conditions, dissatisfaction towards policy and administration of libraries. The study revealed the need for a new approach to librarianship in Nigeria by considering the human side of the profession as well as its technical side.

Adeyinka Tella, et al. (2007) examined the work motivation, job satisfaction and organizational commitment of library personnel in Academic and Research libraries in Oyo State, Nigeria. They analysed 200 Library Personnel (41% female, 59% male) through questionnaire from five research libraries and four academic libraries. The findings of the study revealed that a correlation exists between perceived motivation, job satisfaction and commitment, although correlation between motivation and commitment was negative. No difference was observed in the perceived motivation of professional and non-professional library personnel. It also showed that differences exist in the job satisfaction of library personnel in academic and research libraries and that no relationship exists in the organisational commitment of library personnel based on their years of experience. It was imperative for library management to meet the demands of their personnel to strengthen their motivation, satisfaction and commitment. The study concluded that there was a need for strong and effective motivation at various levels, departments and sections of the library.

Mallaiah (2008) studied a performance management and Job Satisfaction of University Library professionals in Karnataka. He collected primary data through pre-tested, structured, comprehensive questionnaire from 188 library professionals of 15 universities in Karnataka. The specific objectives of the study were, discuss the views and perceptions of the library professionals in respect of their job, job environment, and the organization, and identify and analyses the major personal, work and organizational factors influencing motivation performance and job satisfaction and to raise important HRM implications and to offer suggestions for strengthening the motivational-performance-satisfaction linkages among library professionals based on the findings of the study. The findings of the study showed that 26.66% of respondents expressed that employee’s attitude promoted the willingness, dedication and commitment in their profession and that they were highly satisfied about that and 60% of respondents
expressed that they were satisfied with their job and work environment. The analysis showed that 86.66% of the respondents were satisfied with their jobs. He concluded that the conducive and congenial physical, social and psychological conditions present in the workplace have potential to enhance the job satisfaction of the library professionals. He gave suggestions to library administration that proper, adequate, and timely attention should be paid to the interaction and reinforcing nature of motivation-performance-satisfaction cycle.

Lim\(^{85}\) (2008) examined the Job Satisfaction of Library Information Technology (IT) workers in academic libraries. A mail survey of library IT workers regarding Job Satisfaction in relation to their sense of belonging, Job Autonomy, and their Broker’s role was conducted. It consisted of IT workers in each main library of the 99 university member libraries of Association of Research Libraries (ARL) in the United States. A total of 202 surveys were returned among 443 mail survey. This study found that salary, a sense of belonging, a feeling of acceptance, job autonomy and promotional opportunities were positively related to Job Satisfaction of the library IT workers. On the other hand, an MLS degree was negatively related to Job Satisfaction. Female IT workers were more satisfied with their jobs than their male counterparts. Salary remained as a significant factor affecting the Library IT worker’s Job Satisfaction.

Topper’s\(^{86}\) (2008) article Job Satisfaction in Libraries aims at exploring Job satisfaction among library workers in USA. The paper takes the form of a literature review of psychological and sociological studies of Job Satisfaction in general and for library workers in particular. The findings of this study were that the library workers were very much satisfied in their jobs, no matter if it was a current study or one from previous years. Job satisfaction should be a key factor in recruitment of the next generation of library workers.

Karim\(^{87}\) (2008) conducted a study which employs a global measure for Job Satisfaction on worker related variables: affective commitment, continuance commitment, job involvement, job autonomy, job feedback, role clarity, role conflict, age, organisational tenure and job tenure. A survey was conducted in Malaysian
academic Libraries to investigate how much of the variance in Job Satisfaction can collectively be explained by these variables. Survey was administered on 279 academic librarians from eight University libraries in West Malaysia through questionnaires. Findings based on the responses from 139 usable questionnaires revealed that only six of the ten work and worker related variables were significantly correlated with Job Satisfaction: affective commitment, job autonomy, job performance feedback, role conflict, role clarity and organisational tenure. Findings also revealed that of these six correlates, only two had predictive relationship with Job satisfaction: affective commitment and organisational tenure. Collectively these two predictors explained about 26% of the variance in Job Satisfaction. Although the study did not examine all the possible correlates and predictors of Job Satisfaction that had been identified in the Organisational Behaviour, it nevertheless provided an empirical glimpse of the Job Satisfaction phenomenon among Malaysian Academic Librarians.

Mallaiah (2008) discussed the key issues of Organisation like job rotation, promotion policy, reward system, employee frustration, leadership qualities and superior and subordinate relations. The primary data was collected from 188 library professionals in Karnataka through a pre-tested structured comprehensive questionnaire. The paper reported on the views and perceptions of University Library Professionals in Karnataka in respect of their job, job environment and organization in addition to identifying and analysing the key individual, work and organizational characteristics influencing their Job Satisfaction. Findings of the study had implications for human resource management research and practice in university libraries.

Shilpa Verma, et.al. (2009) dealt with the Job Satisfaction among Library professionals of Govind Ballabh Pant University of Agriculture and Technology Library, Pantnagar. Study the Satisfaction level of library staff from their job, know about the status of library and to check its impact on the users, assess the inter-personal relationship among the personnel of library, study about the performance level of the personnel in library, and study about personnel role in decision making were the objectives of the study. They adopted questionnaire method to study the problem. The important finding of the study was the strength of the University library staff was fair but the librarian was not
satisfied with the strength for providing efficiency in the services of library and stressed that the library need to work more on Total Quality Management, for improving the functioning of library and achieving the fully Job Satisfaction. Whereas the Job Satisfaction level of most of the library professionals was very high in the library.

**Purushothama Gowda**\(^{90}\) (2009) conducted a survey on satisfaction levels related to management issues among LIS Professionals. The objectives of the study were: to assess the Library and Information Science professionals perceived level of Satisfaction about the supervision from the top management, to know the level of recognition of LIS Professionals, to find out the performance measurement and evaluation process, to assess the autonomy given by the different type of educational institutes to LIS professionals and to suggest means to improve the Job Satisfaction of LIS professionals. He analysed 77 LIS professionals through questionnaire in Higher education Institutions in Dakshina Kannada district. The study revealed that the LIS professionals in private unaided Institutions offering general courses were highly satisfied with the autonomy provided by their authorities. Professional Education Institutions were not satisfied and the LIS professionals in Government/aided educational Institutions offering professional courses were moderately satisfied and their counter parts in education institutions offering general courses were not satisfied with the autonomy provided by their authorities. The survey revealed that the professionals were satisfied with the management related issues such as supervision, recognition and performance evaluation but dissatisfied with the autonomy by authority facet. He concluded that the positive approach from the authority improved the satisfaction level of the professionals.

**Leysen and Boydston**\(^{91}\) (2009) in their study of Job Satisfaction of Cataloguer Librarians at ARL member libraries in the United States found that 88 percent of the cataloguer librarians were satisfied with their job and 38% were somewhat satisfied with their current job. According to this study, there was no correlation between overall Job Satisfaction and demographic factors such as age or gender. 23% were actively looking for a position in another type of library, but 10% wanted a position in another academic library, only 2% were actively looking for a position in another field. 63% felt that their job had very important and 31% somewhat important and only 5% felt that their job had
little importance in their lives apart from receiving salary and benefits. Majority would make the same career choice again. The Study concluded that the cataloguer wanted to be treated fairly, be consulted about issues directly related to their work and have their opinions respected and considered.

Mallaiah and Yadapadithaya\(^\text{92}\) (2009) discussed the major implications for intrinsic motivation and managerial process in university libraries. The objectives of the study were: 1. to assess key human resource management process and systems prevailing in University libraries such as employee communication and involvement and human resource development, 2. to identify and examine the major personal work and organisational factors influencing motivation of Librarians. The study based on the primary data collected from 15 university librarians in Karnataka through a questionnaire with response rate of 100 percent. It reports on the intrinsic motivation of librarians in respect of their job, job environment and organization in addition to identifying and analysing the key individual, work and organizational characteristics influencing their performance expectations.

Mallaiah’s\(^\text{93}\) (2009), study unfolds major implications for performance management systems and process in University Libraries. The primary data was collected from the professionals working in 15 University libraries of Karnataka State with the help of a questionnaire. Hence, the information, opinions, perceptions and attitudes of these library professionals were collected and analysed. The key issues addressed in this study includes: perceived importance and perceived performance of work place attributes, performance appraisal, issues considered during appraisal, knowledge and competence of employee’s performance by the appraiser and opinion on performance appraisal system. This study reports on the views and perceptions of professionals of university Libraries with respect to their Job, Job environment and organization in addition to identifying and analysing the key individual, work and organizational characteristics influencing their performance and Job satisfaction. Suggestions are made to improve, respondent’s views about frequent disturbance at work, and overall satisfaction.
Pommal Rao and Padmini (2009), in their article focused on the available tools for skills of library professionals and discussed about self-motivation and concluded that proportionately, the increased needs of the users are enforcing the Library Professionals to enhance their skills and competency.

Panigrahi and Lakshmikanta (2010) studied Job Satisfaction among Non-Government College Librarians in West Bengal. It was based on 200 Non-Government College Librarians out of 275. The objectives of the study were: 1. Identification of the factors involved in Job Satisfaction and dissatisfaction among Non-Government College Librarians in West Bengal, 2. providing some suggestions on the basis of findings for their satisfaction in their Jobs. Both questionnaire and interview procedures were used in data collection. The analysis revealed that the respondents felt positive towards their job, whereas, 49.61 per cent expressed negative towards their job. 61.97 per cent of the respondents showed their negative attitude and 38.03% showed their positive attitude towards the work environment factors. 67% of respondents expressed their negative attitude and 33% expressed positive approach on their need factor. He suggested that the librarians need to give attention to the constantly changing technology. It also suggested that the College authorities be sympathetic to remove the factors of dissatisfaction and to provide better library services towards its user community.

Owolabi and Salaam (2010) examined Job Satisfaction and organizational Commitment of Academic Librarians in Nigerian Universities by gathering data through questionnaire from 80 librarians of seven universities in the country. The result showed that 41.25% of the academic librarians were satisfied with their job, while 56.23% claimed that they were highly satisfied. However, 2.5% were not satisfied with their job. The attractive salary and wages were the major determinants of Job Satisfaction among academic librarians with credence of 45% closely followed by promotion which claimed 25%. It was also revealed that age was the major factor with 38 (47.5%) respondents while education came second with 18 (22.5%). The study concluded that there was a need for library management to provide good working environment and also need for special salary and wages for academic librarians in all Universities in the country considering the nature of their jobs and stressed the need for academic librarians to join the rest of the
world in computerisation of their services and being linked to the internet. This would enable them to obtain timely and accurate information which would make them to be more effective in performing their duties and at the same time it would make the profession more attractive.

Nattar\textsuperscript{97} (2010) examined the Job Satisfaction of college library professionals. A total 140 library professionals from 20 colleges had been taken as a sample. The data were collected by structured questionnaire. The findings of the study were that majority of the respondents were male staff in the age group of 30-40 years, P G holders and library assistants. The objectives of the study were 1. To trace the personal factors of library professionals. 2. To trace the factors influencing the Job Satisfaction. 3. To justify the personal factors influencing the library professionals. 4. To analyse the socio-economic variables of the library professionals. Most of the respondents had 1-5 years of work experience and earning 3,000 to 5,000 rupees per month. Through K.S Test the null hypothesis of all the job factors was rejected. Hence it could be concluded that there was a significant difference in the importance of rating given to all the job factors. A few remedial measures suggested were that necessary steps should be taken to attract more female staff and regarding the age group of respondents, concentration should be given more to inter link all age groups and necessary steps should be taken to neutralise three groups towards a good piece of work. It concludes that the necessary activities were very much needed to improve the job satisfaction of the library professionals.

Adio and Popoola\textsuperscript{98} (2010) examined the dissatisfaction of library users and the manager of each Federal University Library Vis-a-vis the complaint of the librarians working in those libraries on inadequate funding, lack of promotion, poor condition of service and lack of recognition which affected their career commitment. Questionnaires were used to gather data from 381 librarians in the 24 federal University Libraries in Nigeria. The study found that Job Satisfaction had a significant influence on career commitment of librarians and also revealed that demographic variables and job satisfaction accounted for 20 percent in variability of career commitment of the respondents. Suggestions were that the library managers and administrators should formulate Job Satisfaction policies such as adequate provision of working facilities,
provision of conducive working environment and work incentives for improving career commitment of their librarians.

Karim\textsuperscript{99} (2010) studied the impact of five work related variables such as role conflict, role clarity, job autonomy, job performance feedback and job involvement on organizational commitment and Job Satisfaction among Malaysian University librarians. A proportionate stratified random sampling technique was employed and questionnaire was distributed to 222 respondents comprising mainly of professionally trained library employees and the response rate was 63%. The findings of the study revealed that of the five work related variables that were employed, all were found to be correlates of organizational commitment. Of these five correlates however, only three were found to have statistically significant predictive relationship with organisational commitment. Of the five work-related variables that were employed to examine their relationship with Job Satisfaction, only four were found to correlate significantly with Job Satisfaction: role conflict, role clarity job autonomy and job performance feedback. Of these four work correlates, only two were found to significantly predict the variation in Job Satisfaction. Collectively these two variables (role conflict and role clarity) accounted for 16.3% of the variation in Job Satisfaction. Hence, the impact of work related variables was greater for organizational commitment than for Job Satisfaction. Only role clarity was found to be a significant correlate as well as a significant predictor of organizational commitment and Job Satisfaction.

Ram and Choudhury\textsuperscript{100} (2010), examined the relationship between organisational climate and Job Satisfaction in academic libraries in Delhi. 228 questionnaires were collected from professional, technical and administration people from different libraries. The finding of this study is that Job Satisfaction is highly correlated with organisation climate.

Khuntia,\textsuperscript{101} (2010) explained application of motivation theories for the development of human resources in libraries. The article had a theoretical analysis of Motivation which is essential in library and Information centres. In his opinion, for the successful Library Management, 'Motivation' is a powerful force that can be maximise
productivity, boost employee enthusiasm and foster a positive corporate culture. Suggestions had been made for different steps to motivate staff, in today’s modern and rapidly changing context.

**Alansari,¹⁰² (2011)** investigated the factors affecting career choice, job satisfaction, and perceptions of the public image of librarians in Kuwait. Data were gathered via questionnaires sent to 117 professional librarians working in academic, public and special libraries in Kuwait. It identified the 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 were 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 satisfaction occurs in the area of benefits, contingent rewards, communication, salaries, working conditions and promotions.

**Hart,¹⁰³ (2011)** investigated the Job satisfaction at South African University Library undergoing change on many fronts. The study included 31 members of staff and primary data were collected through interview and questionnaire. The study found a “love-hate” relationship between respondents and their work. Analyses revealed that 61% reported overall Job Satisfaction with the core work of an academic library, providing the information needs of readers. However, only 51% claimed to be proud of working at their library and 50% were open to other job offers. Causes for restlessness included a sense of stagnation, frustration with inadequate resources, and anger at poor remuneration.

**Balasubramanian,¹⁰⁴ (2011)** studied the Job Satisfaction of Librarians in Tirunelveli. He stated that the Job Satisfaction refers to an individual’s complex reaction towards his job. It seems eminently logical that a happy employee is a better employee. This article studied about Job Satisfaction of Library professionals. The study concluded that job satisfaction of an employee is related to an individual’s expectations and attainment of their perceptions.
Peng,\textsuperscript{105} (2012), examined the relationship between job satisfaction and job performance at facet level for the University librarians in Taiwan based on a structural equation modelling. Results indicated that job satisfaction is positively related to job performance. Findings indicated that job autonomy moderates the above relationship.

Balasubramanian, Vasanthakumar, and Bala,\textsuperscript{106} (2012) examined the issues related to the Job satisfaction of the Library professionals working in colleges imparting management education in and around Madurai, Tamil Nadu. This paper attempted to evaluate the job satisfaction of library professionals based on questionnaire based survey method. 65 questionnaires were distributed out of which 58 responses were received. To know the level of job satisfaction of library professionals with various qualifications, gender, marital status, and to find the category wise job satisfaction level, and to find the working conditions of library professionals involved in the job satisfaction etc. are the objectives of the study. The data analyses indicated that the library professionals are satisfied with their job.

Maharana, Murmu, and Majhi,\textsuperscript{107} (2012) studied the Motivation of library personnel in the Engineering College Libraries in Bhubaneswar, Orissa. This study is carried out to find out the level of work motivation among the library professionals working in 18 engineering college libraries of Orissa. To explore the present state of professional manpower, to find out the level of job motivation among the library professionals, to find out the working conditions, and to find out various factors affecting the work motivation of the library professionals in the engineering college libraries. The result of the questionnaire survey among 60 respondents demonstrates were the main objectives of study positively motivated library personnel in the libraries.

The article of Baro, Fyneman and Zukemeta\textsuperscript{108} (2013) is to investigate the level of job satisfaction among cataloger librarians in University libraries in Nigeria. 86 catalogers from 29 university libraries in Nigeria participated in the survey. A questionnaire was used for data collection, which was e-mailed to catalogers. Overall 86% of the catalogers satisfied with their current job. The findings revealed that
Catalogers in university libraries in Nigeria are dissatisfied with dimensions such as roles and responsibilities, workplace culture, rewards and professionals development. On the other hand, they satisfied with administration and supervision, performance evaluation and opportunities.

Khan and Ahmed\textsuperscript{109} (2013) conducted a study to measure the job satisfaction of library professionals serving in public sector Universities of Khyber Pakhtunkhwa, Pakistan. A total of 49 responses were collected and analyzed. The study reveals that although library professionals working in these institutions were slightly satisfied with their nature of work, they were dissatisfied with supervision, benefits, promotion, revision of service structure, promotion policies, improvement in academic qualification and advance training were suggested by the researcher.

**INFERENCES**

From the foregoing review the following could be drawn.

1. The concept of Job Satisfaction is a managerial aspect and deals mainly with the performance evaluation of manpower in an organisation.
2. The literature on Job satisfaction was grouped under three parts; (a). studies relating to Job satisfaction, (b.) studies relating to public libraries in general and (c.) studies relating to Job Satisfaction in libraries and in particular public libraries.
3. Studies relating to Job satisfaction were mostly drawn from the productive, manufacturing and service institutions.
4. The studies highlighted the importance of employee and employer relationship, motivational aspects, personnel management and impact of technology on work culture and Job satisfaction.
5. The review also covered the role of public libraries in development of personnel. Further the studies also covered the state of public library system in India with more emphasis on Legislation, impact of IT on public libraries and the career development of personnel in public library system.
6. The literature contributed by the academicians, Information Scientists of both India and abroad on Job Satisfaction in general and in particular was reviewed.
7. Most of the studies covered in the review were drawn from the recent decades.

Conclusion

The review of work done on Job Satisfaction shows that although the number of studies on job satisfaction in libraries continues to grow, examination of Job satisfaction of professionals of public libraries in Andhra Pradesh has remained relatively unexplored. Public Libraries have to meet the social, educational and psychological needs of the clientele. Libraries can effectively work only when its personnel understand their duties and responsibilities and extend support and co-operation to the library management. It is in this context that the present study gains importance and seeks to fill up the gap.
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