CHAPTER - VI

ANALYSIS OF DATA
6.1 Introduction

The main objective of this chapter is to study the Job Satisfaction among the selected library professionals in Karnataka State University Libraries vis-a-vis Maslow's need framework consisting of security, social need, esteem need, autonomy and self actualization needs to test the hypotheses.

6.2 Study Population

The population of the study consists of Selected University Librarians and Assistant Librarians, belonging to both sexes working in Karnataka State University Libraries. Out of 26 respondents, 20 are in the Assistant Librarians cadre. Their age ranges from 40 to 60 years, though 84% of them were above 46 years. 78% of them were post graduates and 32% of them were graduates. The experience of these Assistant Librarians in terms of length of service in the organization ranged from 10 years to 34 years. The monthly income (basic salary) ranges from Rs. 8000/- to Rs.13500/-. This is brief account of the sample of the study.
6.3 Methodology

The personal data of the Karnataka State University librarians were collected through a personal data sheet. Porter's questionnaire consisting of 15 items was used to assess the perceived need satisfaction, and need importance. The Maslow's need framework consisted of need for security (3 items), social need (2 items), esteem need (3 items), social need (2 items), esteem need (3 items), autonomy (4 items), and self actualization need (3 items). It was required of the respondent to access his satisfaction in each of the need areas in relation to his occupation. A seven-point (1-7) rating scale was used to indicate his level of satisfaction whether the higher the rating higher the satisfaction or and vice versa. There are three questions in relation to indicate (a) How much should be there. How much there should there be? How important is this to you? The differences between (a) & (b) will give an idea of the extent of dissatisfaction wherein the higher the difference between existing and the desired levels (positive), the greater the deprivation felt of the particular need. In case the difference is negative in direction, it indicates that the need is satisfied to a greater extent than desired. The difference between (a) and (c) give an idea whether perception of the existence of the need and its importance is on a par with each other. In case the perceived importance of the need is higher than what exists now,
then the dissatisfaction of the need is prevalent to a greater
degree.

Analysis of the result is made need-wise where the difference
between the present level of need satisfaction and the desired level
of each of the needs are calculated and the algebraic average is
taken. The higher the mean score, the higher the dissatisfaction
and the deprivation experiences of a particular need for purpose of
this study, the importance score is not calculated.

6.4 Results and Discussions

The collected data are computerized to analyze the result of
the sample on each of the need level. The difference between the
present level of need satisfaction and the desired level of each of
the need are calculated and the algebraic average is taken. Mean
score and SDs are computed to study the level of dissatisfaction
and the deprivation experienced of a particular need. The same
has been given in the following sections.
6.4.1 Extent of Dissatisfaction

Table – 119:

Extent of dissatisfaction
Means and SDs for the sample

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.650</td>
<td>2.650</td>
<td>1.500</td>
<td>6.700</td>
<td>5.000</td>
</tr>
</tbody>
</table>

The results presented in Table 1 indicate the extent of dissatisfaction of the sample on selected five needs like security, social, esteem, autonomy and self actualization need. It is clear from the needs that the extent of need dissatisfaction is greater in autonomy (mean score 6.70) and self actualization (5.0) need. The security and social needs are perceived by the librarians (sample) that satisfaction is moderate as the mean scores of these two needs are 2.65 each. It is interesting to note that the librarians of Karnatak University have exhibited greater satisfaction over esteem need comparatively. Professional librarians are occupying white collar job, enjoying a considerable measure of esteem need satisfaction, because they appear to be somewhat superior to the readers and other subordinate staff. This means that the
librarians’ ego need is fulfilled much higher than the other needs. Security is understood from the point of view of the salary and the nature of appointment. It is clear that all the librarians in the sample are appointed on permanent basis. And now their services are guided by the UGC pay norms as well as State Government’s pay scales. Therefore, it is natural to accept some amount of satisfaction over security. The social position of professional librarians is in no way inferior to that of many of the jobs in our society. Librarians are always in the company of the people. When they are in this profession particularly in the library, they are always at giving the end. Therefore, they enjoy some amount of confidence in their inter-personal relations. Thus, it has been exhibited adequately in the present study.

However, they suffer from need dissatisfaction in the case of self-actualization needs. Self-actualization need is the highest need in Maslow's need hierarchy. This need is fulfilled, according to Maslow, only when the lower order needs like, psychological, safety, belongingness, and satisfaction of self-actualization needs are fulfilled. If the data is perceived carefully, it is clear that security and social needs of the librarians in the sample are not adequately met, and also self-actualization need is a little abstract in the case of librarians. Therefore,
there is greater amount of dissatisfaction as far as this need is concerned.

The professional librarians are working in a system where there is steepness in the hierarchy of positions. There will be higher officials who guide and control the activities of the professional librarians. Hence, they fail to enjoy the autonomy in the working system. This has been clearly exhibited in their dissatisfaction over autonomy need in the present study.

6.4.2 The Extent of Perceived Need Dissatisfaction

The results presented in Table 2 clearly indicate the extent of perceived need dissatisfaction in the sample. The mean scores of different needs indicate the difference between the existence of the need and the importance of the need for the individuals. If the discrepancy is negative, the previewed importance of the need is higher than what it exists now. It means the dissatisfaction of need is prevalent to a greater degree. It is interesting to know that the security, social and esteem needs have comparatively the smaller.
Mean scores to indicate lesser discrepancy. Whereas in autonomy and self actualization need the difference is greater (6.65-Autonomy 4.65-Self actualization). The professional librarians' perceived importance of autonomy and self actualization is meager. Therefore, the discrepancy is greater. The  librarians have failed to understand the importance of autonomy and self actualization in their profession.

Further attempts are made to relate the personal factors of professional librarians to the extent of dissatisfaction and perceived dissatisfaction. For the purpose, the data were arranged in the contingency tables.
6.4.3 Extent of Need Dissatisfaction And Length Of Service.

**Hypothesis 1:** "The length of service is a factor leading to need dissatisfaction". Length of service for combination 'A'.

The length of service has been categorized as more than 20 years of service and less than 20 years of service with mean score for 'A' being 18.5. The Chi^2 test was performed to know the differences in the levels of job satisfaction, and the analysis of the data revealed some really interesting facts.

The results do not tally with the above said hypothesis. The resultant score obtained has been 0.6424 which is more than the expected score of level of confidence, it being 0.05. Hence we reject the hypothesis. This reveals that there is no association between the length of service and the extent of need dissatisfaction.

**Table – 121:**

Extent of need dissatisfaction and Length of service for A

<table>
<thead>
<tr>
<th></th>
<th>&gt;18.5</th>
<th>&lt;=18.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;20</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>&lt;20</td>
<td>5</td>
<td>9</td>
</tr>
</tbody>
</table>

Fisher Exact test: 0.6424
6.4.4 Perceived Need Dissatisfaction and Length of Service

Hypothesis 2 "The length of service affects perception of need dissatisfaction." Length of service for combinations of 'B'.

The length of service has been categorized as more than 20 years of service and less than 20 years of service with mean score for 'B' being 16.00. The Chi^2 test was performed to know the difference in level of job satisfaction, and the results are as follows:

The results are not in accordance with the above said hypothesis. The resultant score obtained has been 1.0000, which is more than the expected 0.05 level of confidence. This makes it clear that the length of service is in no way associated with the perception of need dissatisfaction.

Table - 122:

<table>
<thead>
<tr>
<th></th>
<th>&gt;16.0</th>
<th>&lt;=16.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;20</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>&lt;20</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

Fisher Exact test: 1.0000
6.4.5 Extent of Need Dissatisfaction and Sex

Hypothesis 3 "Sex is a factor for the extent of need dissatisfaction for combination 'A'."

The sex has been categorized as male and female and mean score is 18.5. The Chi\textsuperscript{2} test was applied and the results are as follows:

The results do not tally with the given hypothesis. The score obtained being 0.6186, which is again more than the level of confidence (0.05). We can thus say that sex is not a factor for the extent of need dissatisfaction.

\textbf{Table - 123:}

<table>
<thead>
<tr>
<th></th>
<th>&gt;18.5</th>
<th>&lt;=18.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

Female Fisher Exact test: 0.6186
Hypothesis 4 "Sex is a factor for the variation in perception of need dissatisfaction for combination 'B'."

The sex has been categorized as males and females and the mean score is 16.00. The Chi$^2$ test was applied and the results are as follows:

The score obtained is 0.5820, which is greater than 0.05 level of confidence. Hence, the above said hypothesis is refuted.

**Table- 124:**

<table>
<thead>
<tr>
<th></th>
<th>&gt;16.00</th>
<th>&lt;=16.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

Female Fisher Exact test: 0.5820

**6.4.6 Extent Of Need Dissatisfaction And Marital Status**

Hypothesis 5 "Marital status affects the extent of need dissatisfaction." Combination for Marital status for 'A'.

Marital status is categorized as married and unmarried, and the mean score obtained for 'A' is 18.5. Chi$^2$ test was applied and the results are as follows:
The results obtained do not agree with the score of 0.05 level of confidence as it is 0.4947. Marital status has no association with the extent of need dissatisfaction.

**Table – 125:**

<table>
<thead>
<tr>
<th></th>
<th>&gt;18.5</th>
<th>&lt;=18.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Female</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

Fisher Exact test: 0.4947

**6.4.7 Perceived Need Dissatisfaction and Marital Status**

**Hypothesis 6** *"Marital status affecting perception of need dissatisfaction."* Combination for marital status for 'B'.

Marital status is categorized as married and unmarried and the mean score is 10.00. Chi² test was applied to and following results were obtained:

The results obtained do not agree with the score of 0.05 level of confidence as it is 0.4737. Hence we reject the hypothesis and say that Marital status is in no way associated with the perception of need dissatisfaction.
### Table - 126:

Perceived need dissatisfaction and marital status for B

<table>
<thead>
<tr>
<th></th>
<th>&gt;16.00</th>
<th>&lt;=16.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Unmarried</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

Fisher Exact test: 0.4947

#### 6.4.8 Extent Need Dissatisfaction and Ace Group

**Hypothesis 7** "Age group is a factor affected extent of need dissatisfaction." Age group combination for 'A'.

The age group has been categorized as 40-50 and 50 and above with the mean score being 18.5. Chi\(^2\) test has been applied resulting as below:

The score obtained being 0.3729, which is more than the expected level of confidence (0.05). The results do not tally with the hypothesis. Age group is, therefore not a factor-affecting the extent of need dissatisfaction.
Table 127:

Extent of need dissatisfaction and Age group for A

<table>
<thead>
<tr>
<th>Age Group</th>
<th>&gt;18.5</th>
<th>&lt;=18.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-50</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>50-60</td>
<td>2</td>
<td>6</td>
</tr>
</tbody>
</table>

Fisher Exact test: 0.3729

Hypothesis 8 "Age group affecting perception of need dissatisfaction." Age group for combination of 'A'.

The age group has been categorized as 40-50 and 50 & above with the mean score being 16.00. The test of Chi² has been applied, and the result is as follows:

The 0.05 level of confidence being much less than the obtained score 1.0000, is not in accordance with the above said hypothesis. Hence, we refute the hypothesis by saying that age group is not a factor affecting the perception of need dissatisfaction.
Table – 128:

Perceived of need dissatisfaction and Age group for B

<table>
<thead>
<tr>
<th>Age group</th>
<th>&gt;16.00</th>
<th>&lt;=16.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-50</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>50-60</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Fisher Exact test: 1.0000

The results discussed with the help of the contingency table clearly indicate that the personality and service related factors like length of service, marital status, and age of an individual have not been associated with the extent of need dissatisfaction and the perceived need dissatisfaction. The other factors like sex and marital status have also not been associated with the dependent variables of the study.