

CHAPTER 1

INTRODUCTION

Libraries are the service organisations of the whole population. These are not the service centres of the chosen few. It is no exaggeration that libraries are a force in the progress and prosperity of a nation. People belonging to library profession have tremendous responsibility in terms of fulfilling not only the requirements of their job related duties but also extending a sense of identification with the community and society and contributing towards their growth and development. In this context, it is taken to be true that there are differences in the perception of work and job related responsibilities that professionals of the library carry. In this era of information revolution, no library, notwithstanding its magnificent building, rich collection of documents, easy and comfortable furniture and large finance, can translate into reality, if its professional staff is not imbued with a sense of duty, dedication and devotion to provide information to the concerned users expeditiously, exhaustively and pin pointedly. Therefore, factors responsible for generating and sustaining such work culture should also be identified. These days it is generally seen that the professionals in the libraries are not dedicated to their job and they are not performing their duty as a knowledge professionals in a proper manner.

The work culture in the libraries especially, the special libraries require a thorough understanding. Salary may not be the primary reason for work related stress because of the implementation of better pay scales in the recent past. But there are certain other issues exists, which need to be looked into, like increasing workloads due to shortage of staff, increasing work difficulties of aged library professional due to advent of latest technology, lack of job satisfaction, strict working hours due to biometric attendance system, pressure to perform, interpersonal conflict, relationship with seniors etc.

Experts believe that the dysfunctional aspects of work culture could directly impact an organization's performance and also affect the well-being of its employees. Common problems of any organization like absenteeism, indiscipline, decreased productivity and lower levels of services may link to poor work culture. This also leads to fatigue, irritability, poor communication and work quality problems. Lack of proper work culture also affects the morale and motivation of the employees. In the absence of proper coping mechanism, the work related stress may lead to a host of physical and mental problems.

The purpose of the study is to identify the overall work culture of the library professionals of the special libraries of Delhi (NCR) and the significance of the set of variables. It is needless to mention that libraries are the service oriented organizations, charged with the responsibility to serve humanity irrespective of class and creed. Library professionals have incredible responsibility in terms of fulfilling not only the requirements of their job related duties but also extending a sense of identification with the community and society and contributing towards their growth and development.

Librarianship is recognized as a profession for which special training is required. The dramatic changes in society, exponential advances in technology and globalization are some of the major challenges for this profession. The rapidly changing world has added more challenges to this profession. As far as special libraries are concerned, they are confronted daily with the effects of globalization, technological developments, organizational transformation and performance, and ever changing expectations. Therefore, it is pertinent to investigate the existing work environment in which the library professionals work and to find out the gaps between existing and expected roles. In this context, the study of work culture in the Indian libraries has become more relevant than ever.

CULTURE

Culture is manmade part of environment (Herskovits 1955). Culture is nothing else but a reflection of people's life, their traditions, legacy, way of living, thinking and working etc. To understand culture of a community or nation at a large context, is to understand its people and the spirit which percolates in their life. All the beliefs, customs, and conscience of a particular community makes the culture which is identical to that particular community. Culture is actually a system of socially transmitted behavior patterns that relate human communities to their ecological settings. These life and practices of communities include technologies and economic organization, settlement patterns, modes of social groupings, and political organization, religious beliefs and practices (Keesing 1974). Culture, according to White (1948), determines everything that people do, feel, and think: "Human behavior, therefore, is determined by culture". For others, it is nothing but a bundle of independent variables which might include basic institutions, subsistence patterns, social organizations, languages, and social rules governing interpersonal relations. For still others, culture has no ontological reality; it is neither a super organic reality external to organism, nor it is an idea in the minds of the organism. Culture is a logical construct, abstracted from human behavior, and as such, it exists only in the mind of the investigator, (Spiro 1951).

CONTEXT OF WORK CULTURE

Work culture can be determined by looking at various aspects such as work organizations, its goals and objectives, technology, human resource practices, its constraints etc. Any person who is looking for a job is naturally charmed and fascinated to such organizations where he/she gets a chance to maximally utilize his/her capabilities and expertise. Also, he/she would like to work in those organizations where his/her expectations can be maximally met. The different levels of the organization that such individual join generally

have specific, although overlapping, roles. The totality of the roles, organizational demands, norms, values, ethos, etc. constitute the subjective work culture into which the new entrants are ushered into and thereafter socialized gradually. The inter-play of the entrants' expectations and the role demands in the organizational context determine their work behaviour which in turn either strengthens the existing norms, values, role demands; etc. or weaken and modify them. In the process the entrants change too. They either assign their work a central place in their life, or get alienated from their roles and look somewhere else or in something else the meanings that might make their life worth living.

Work culture, thus, is a dynamic construct encompassing the mutually interactive structural, behavioural, and ideational components of a work setting. The components are in a continuous flux because of the interactive relationship. Work culture is also a sub-cultural system in the sense that it reflects specific configuration of the culture which surrounds a work organization, (Rohner 1984).

In order to examine the work culture, following dimensions may be looked into:

- (a) Goals and objectives of the particular institution or organization.
- (b) How those goals and objectives are perceived and practised by the employees.
- (c) Human resource practices of such organizations and its structure etc.
- (d) Pressure of social groups, norms, values, power structure etc.
- (e) Job clarity, job involvement, job satisfaction and other job related activities.

However, before analysing the work culture, we would inevitably like to focus on two factors. First, its roots into the socio-cultural values and features of the surrounding environment and second, latest knowledge regarding work, its forms, technological advancements and the resultant trends/issues in the realm of work.

INDIAN APPROACH TO WORK

The Indian concept of work has always been different from rest of the world. We have the legacy of Shrimad Bhagavad Gita which preached on the importance of Niskam Karmyoga. It says:

“Karmanye Vadhikaraste Ma Phaleshu Kadachana,
Ma Karma Phala Hetur Bhurma Tey Sangostva Karmani

(Bhagavad Gita Chapter 2, Verse 47)

This means “you have the right to work only but never to its fruits. Let not the fruits of action be your motive, nor let your attachment be to inaction”.

Work was not necessarily conceived as physical activities for one’s subsistence. It was prescribed as “duty” without any concern for the outcomes. The duty, however, was not conceived to be socially neutral. On the contrary, duty meant meeting the obligations of one’s relatives, friends, and even strangers.

Detachment of one’s duty from any desire for outcome (Niskam Karma) was meant to suggest one-way-service without any expectation.

In the Indian society of yesteryears, this approach had an instrumental value for maintaining collectivism and yet ensuring subsistence and security. The caste system was developed around that time only. Castes were the occupational clusters originally, each discharging their roles and in turn being maintained by the system. Work as gainful economic activities was performed either in the family or within inter-caste relationship. The hierarchy within a family or castes, of course, determined the allocation of work. While the Brahmins engaged in intellectual, religious, and spiritual work, the Rajput’s protected the community, the Vaishyas managed trade and commerce, other intermediate castes did the farming, and the lower castes served all of them. The manual work was considered to be inferior to mental work.

It's virtue of chance, that India missed the industrial revolution. Hence large industrial organizations remained alien to Indians until very recently. The British were the first to introduce the western type of public administration in India. In the second half of the 19th century, the Indians owned companies increased rapidly but the management remained in the hands of the Europeans only. Those managers were meticulously strict and maintained enough distance form Indian subordinates. Hence, emotional detachment combined with high control of subordinates characterized the British style of Indian management. When British left, the same model was inherited by Indian managers. Some believe that the Indian managers behave in a way which is midway between bureaucratic and autocratic styles. This style of management is still in existence in Indian organizations at a significant level. This approach may be a reason for low work motivation in formal work organizations. The effect has been getting more pronounced in the recent past. Though, India has made commendable progress in all spheres of life but the work values have not been internalized by the Indians. The climate of many organizations is still marked by bureaucratization. At the other hand, there has been a greater penetration of social habits and cultural values into the fabrics of work organizations.

The result has been a weakening of work values. As pointed out by Sinha (1985), there exists a culture of Aram which roughly means rest and relaxation without preceded by hard and exhausting work. It is not infrequent to find a large number of people sitting here and there and doing nothing. Even those who are employed often come to office late and leave early unless they are forced to be punctual. Once in office, they receive friends and relatives who feel free to call on any time without any prior appointment. People relish chatting and talking over a cup of tea or coffee while work suffers. Quite often, people visit ailing friends and relatives or go out of the way to help them in their personal matters even during office hours. While

working, one is stuck by the slow and clumsy actions and reactions, indifferent attitudes, procedures rather than outcome orientation, and lack of consideration for others.

McClelland (1975) also commented that Indian perform work as a “favour” to others. Work is believed to exhaust a person by draining out his energy which he believes to be precious and limited. Hence, he tends to conserve his energy which he can expend only in turn for favour or tangible gain. Ganesh (1982) made equally strong statement that work as a concept and a culture has not been internalized in Indian organizations. He went on to elaborate his contention by pointing out that there is a very little concern for

- (a) Quality of product and services;
- (b) Timeliness;
- (c) Cost;
- (d) People who work around;
- (e) Employees future; and
- (f) Organizational process

Kavita (2001) also suggests that if the organizations are not able to evolve a fit between the individual work value systems and the norms of the organization, employee’s contribution to the organization becomes negative thereby making the work culture dysfunctional. The author also warns that if organizations do not make attempts to socialize their employees, to develop congruence between the persons and the jobs, the personal work values may have detrimental impact on work culture. Organizational factors, which can be managed by the company make a direct contribution to work culture and, therefore, should be given due consideration.

Junjuhnwala (2012) points out that in India, people do not adhere to the timings. No doubt, they work for long hours approximately for 10-12 hours a

day and sometimes even on weekends, but take long tea breaks and lunch breaks. They are not very imperative on deadlines and keep negotiating for extension of timeline.

As has already been pointed out that work culture is an interplay of various aspects related to work, let us now, discuss these aspects one by one.

JOB INVOLVEMENT

Job involvement has been widely studied mostly by industrial psychologists. The concept of job involvement has gained much importance in recent years, because of its pivotal role in providing a link between performance on one hand and employees' needs and quality of working life on the other.

Lewin (1951) demonstrated that individuals became involved in their work even in the artificial context of laboratory. Since that time empirical investigations of ego-involvement in the job have appeared in the psychological literature with increasing frequency. The process of ego-involvement in work has been a concern of psychologists such as Allport (1947) and sociologists such as Dubin (1956). Allport defined ego-involvement, as the situation in which the person engaged in the status seeking activities in his work. The psychologists have tended to focus on organizational conditions that lead to job involvement.

French and Kahn (1962) have reported that the centrality of an ability is the degree to which it affects self-esteem. If job-performance is central to the workers, then we have ego-involved performance.

Job involvement has been to explain "ego-involvement, occupational involvement, work involvement, intrinsic motivation, morale, ego-involved performance, central life interest, etc. The early studies on job involvement used the term "ego-involvement", though the implications of both term are somewhat similar.

Lodhal and Kejner (1965) started systematic work in the area of job involvement. They described the concept of job involvement in two ways: (a) performance – self-esteem contingency, and (b) component of self-image. In first definition of the concept they described the job involvement as the degree to which a person’s work performance affects his self-esteem. For a job involved person work is a very important part of life, and as one who is personally affected by his whole job situation (work itself, his co-workers, the company, and so on); on the other hand, the non- job involved worker does the majority of his living activities off-the-job. The work is not very important part of his psychological life. The core of his self-image, the essence of his identity, is not generally affected by the kind of work he does or how well he does it. Only in the sense of later meaning Lodhal and Kejner used the term job involvement to refer to the “internalization of values about the goodness of work or the importance of work in the work of the person, and perhaps it thus, measures the ease with which the person can be further socialized by an organization”. In other words job involvement is the degree to which a person identifies psychologically with his work, or the importance of work in his total self -image.

Lodhal holds that main determinant of job involvement is a value orientation toward work that is learned early in the socialization process. It is the result of the interjection of certain values about work into the self and it is probably resistant to changes in the person due to the nature of a particular job.

Some psychologists have described job involvement as employee’s ego-involvement in his job (Vroom, 1962; Bass, 1965; Saleh, 1981). Vroom (1962) describes a person as ego-involved in a job or a task by the level of his self-esteem which is affected by his perceived level of performance. According to him, involvement exists when a person’s feelings of esteem are enhanced by good performance and declines with poor performance. Bass

(1965) also considered job involvement as a representative of employee's ego-involvement in his job. He identified certain conditions under which job involvement could be enhanced. These conditions are related to opportunity to make job-decisions; the feeling that one is making an important contribution to the organizational success; achievement; self-determination; and freedom to set one's own work pace. Saleh (1981) has identified job involvement as a "self-involving attitudes". He extended that job involvement is a multi-dimensional attitudinal concept and its basic dimensions are cognitive, cognitive (behavioural) and evaluative.

Argyris (1964) emphasized the role of employee's personal characteristic and response to organizational conditions in job involvement. Blauner (1964) is of opinion that involvement in work may come from personal control, from association with others, and from a sense of purpose.

Katz and Kahn (1978) observed three characteristics of the phenomenon of job involvement : firstly, that job involvement is a necessary condition if the individual is to accept fully the organizational demands placed upon him by his membership in an organization; secondly, that the degree of job involvement is related to the level of aspiration and to the degree of internalization of the organizational goals; and thirdly that job involvement is a moderator variable in relationship between job satisfaction and performance.

Lawler and Hall (1970) defined job involvement in terms of psychological identification with work or the importance of work to one's total self-image. They suggested that job involvement is the function of individual-job interaction. They also assumed that a job involved employee perceives his job as an important part of his self- concept and perhaps as a place to satisfy his intrinsic or growth needs. Lawler and Hall have argued that "intrinsic motivation" is a state of an individual in which satisfaction of intrinsic needs are contingent upon the appropriate job behaviour, and in

which job satisfaction results from satisfaction of the needs of the individual through the attainment of job outcomes without any regard to the contingencies of the outcomes.

Payne and Patchen (1973) used various types of job motivation indices to view a general devotion of energy to job tasks. One of these indices, are general interest in the job, is quite similar to the concept of job involvement as identification. He considered the construct of job involvement as a convenient label summarizing several characteristics that make the more important and potentially more satisfying to the individual. The job involved person is highly motivated and feels a sense of pride in his work.

Kanungo, Mishra, and Dayal (1975) holds that the attitudes of job involvement represents the degree to which the total job situation is thought of as being central to one's life or self-concept. Saleh and Hosek (1976) identified four different interpretations of the concept of job involvement. A person is involved when (i) work to him/her is closer to central life interest, (ii) he/she actively participates in his/her job, (iii) he/she perceives performance as consistent with his/her self -concept, and (iv) he/she perceives performance as central to his/her self-esteem. They defined job involvement as "the degree to which the person identifies with the job, actively participates in it, and considers his performance important to his self-worth".

Wiener and Gechman (1977) extended a behavioural approach to the study of job involvement. They argued that when individuals are committed to a cause, person activity or institution, they must express it by an overt public act, and commitment behaviours which are taken as socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment. They have developed a behaviourally-oriented "Commitment Scale" to measure job involvement.

Khan (2011) has concluded that those organizations that have job involvement culture, their employees are more committed with organization

than those organizations who do not involve their employees.

In their review of the literature, Robinowitz and Hall suggested that progress has been made to understand workers who are psychologically involved in their jobs. After describing the conceptual confusion and proliferation of term that have plagued definition of job involvement, these reviewers identified two classes of definition that have guided previous research: (a) Job involvement as a performance-self-esteem contingency, and (b) job involvement as a component of self-image. Further, Robinowitz and Hall specified three theoretical prospective of job involvement:

- (a) Job involvement as an individual difference variable;
- (b) Job involvement as a function of the situation;
- (c) Job involvement as an individual-situation interaction.

Their conclusions based primarily on reported bivariate correlations which were as follows:

1. Job involvement is related to three classes of working variables, personal characteristics, situational characteristics and work outcomes. No one class of variables shows clearly stronger relationship to job involvement than any other.
2. Job involvement is quite stable.
3. Much of variance in job-involvement remains unexplained.
4. The data are more consistent with the importance of work definition' of job involvement than with the extent to which performance affects self-esteem definition.
5. Job involvement seems to be a "feedback variable", both a cause and effect of job behaviour.
6. Personal and situational variables have independent effect on involvement.
7. Situational variables seem to have more effect on the attitudes of low involved persons than on highly involved persons.

In a multivariate study, Saal (1981) examined the significance of the cognitive definition of job involvement, and established its validity. He argued that job involvement is a joint function of individual characteristics (demographic and psychological) and situational variables, and that these different types of variables explain some non-redundant parts of total job involvement variance.

Jans (1982) hypothesized the construct of work-involvement as having three dimensions: job involvement or psychological identification with the position or job occupied, specialization involvement or psychological identification with the career or specialization of which the present job is a part, and importance of performance to self-esteem.

Kanungo (1982) has described the concept of job involvement in motivational language. According to him job involvement can be defined as a generalized cognitive state of psychological identification with work insofar as work is perceived to have the potentially to satisfy one salient needs and expectations. The degree of involvement should be measured in terms of an individual's cognition about his identification with his work.

In a nutshell, we can aver that there is a great deal of confusion and diversity about the way job involvement has been treated in the existing literature. However, it is notable that the confusion is not only at the theoretical/conceptual level but also continues in the empirical treatment in the studies of job involvement. Summarily, it may be said that it has been considered in following three ways:

First, theoretical perspective of job involvement is known as an individual difference variable. Hall and Mansfield (1971) are of opinion that if job involvement is indeed a personal characteristics then there should be little change in it under period of organizational stress. Hulin and Blood (1968) have also denoted the importance of individual difference in the job involvement.

Second, theoretical prospective of job involvement describe it as a function of situation. Vroom has reported that job factor can influence the degree to which an employee is involved in his job. According to the theory of Vroom job involvement may be surely influenced by the situational factors. Participative, management theorists have also stressed involvement as a response to organizational condition rather than as a personal characteristics.

The last theoretical perspective of job involvement emphasizes an interaction between individual and situation. In the other words, we can say that job involvement is influenced by the interactional effects of individual and situations. Lawler and Hall suggested that job involvement is a function of individual-job interaction. Wanous (1974) suggested that job involvement is an interactional function of individuals socialization process and characteristics of job. According to him it is likely that an involvement prone individual will became involved when holding a job with such characteristics.

Finally to conclude, we may define job involvement as “an employee’s psychological identification with his job, contingent upon the extent to which he/she perceives the job satisfying his/her intrinsic and/or growth needs.”

JOB SATISFACTION

Increasing higher educational programmes, intensive research activities, the rapid growth of literature and increased demands of reading community for varied library services have brought significant changes in the collection of academic and special libraries in India and the staff working in them. In other words, the collections of libraries and the staff working in them increased considerably compared to what they were in the 20th century. It is a well-known fact that both material and human resources became expensive and would be becoming more expensive in future. Providing maximum service at minimum cost is the primary objective of a service organisation like library. The human resources are the most important constituent in the organisation which converts financial and material resources into the desired

services. Unless and until, the management utilizes the human resources fully well, libraries cannot accomplish the objectives which they aim to achieve. Then, the question arises as to how to utilize these human resources fully. One possible answer is by developing a positive attitude in the staff towards their jobs and by motivating them through a provision of job incentives as perceived by them. This needs an understanding and a thorough investigation of the feelings of library staff about various aspects of job such as pay, promotions and supervision etc. The differences in the feelings between the various groups of professional staff such as university and special library staff, men and women staff and junior and senior level staff and finally their perception of job incentives can also be understood. This necessitates more and more research on various aspects of job satisfaction. Existing literature suggests the following benefits of job satisfaction after studying various aspects:

- a. An employee who is satisfied with the job generally extends both his mental and physical efforts towards the accomplishment of objectives of the organisation. He helps the organisation for further development by adding his creative ideas to it.
- b. The study of man's attitudes towards work is of value not only for increased production and better services but also for a wider advantage to the society and the nation too. An employee who is contented, satisfied and fully devoted to his work is more likely to be happy and will adjust himself well to his family members, neighbours, friends and the community at large in comparison to a dissatisfied employee.
- c. Khan and Ahmad (2013) claimed that by way of job satisfaction, employees feel the relaxation and there are more chances of achieving institutional goals, develop their own capabilities and strengthen themselves in the same field. It has been correlated with positive behaviour towards others and physical health. It is related to life satisfaction of the employees as well.

- d. Lawler and Porter (1968) mentioned that one of the reasons for studying job satisfaction was its low but consistent association with job performance.
- e. Metzner and Mann (1953) found that job satisfaction is also related to absentee rate. Hulin's study indicates a relationship between job satisfaction and turnover of employees. Brayfield and Crockett, supported the notion that the dissatisfied worker is more likely to leave his job than a satisfied worker. Therefore, when one minimizes absenteeism and increases turnover by maximizing job satisfaction, one increases total organisational performance and productivity.
- f. Dissatisfied employees may leave the organisation if alternatives are available otherwise they stay with organisation and fight. According to Stanger, the patterns of fight behaviour are strikes, slow down the work or other subtle means such as failure to commit one's maximum efforts in support of the organisational goals and other activities leading to serious economic and social loss to individuals and institutions.
- g. A dissatisfied employee is more likely to distort the aims and objectives of unions or associations and make them instruments of unnecessary aggression against management.

The role of job satisfaction is clear from the above discussion. Job satisfaction, being the core of organisational harmony, is one of the most important theoretical and applied fields of research. Job satisfaction surveys, when used properly, can be powerful diagnostic tools in the hands of management. They uncover the areas where employees experience dissatisfaction.

The study of job began with the famous Hawthorne studies conducted by Elton Mayo at the Western Electric Company in the 1920s. Those who were involved in industrial psychology up to this point became interested in examining the effects of physical conditions and equipment design on the

productivity of individuals. Elton Mayo and his co-workers started this tradition of investigating the effects of physical factors on productivity. During the course of their investigations, however, they were convinced that factors of social nature were affecting job satisfaction and productivity. With them Human Relations School was born which saw the functions of industrial psychologist seeking to improve the happiness of the worker and through this, improved productivity. The implicit assumption was, of course, that the satisfied workers produce more.

Consequent to the Hawthorne studies, there has been an enormous output of work on the nature, the causes and the correlates of job satisfaction. The studies were performed not only on industrial workers but also on engineers, managers, teachers, librarians and others. Locke (1969) estimated that the number of studies might exceed four thousand.

Since the appearance of Hopcock's first direct classical study of job satisfaction in 1935, numerous researchers have attempted to conceptualize job satisfaction precisely and exhaustively in terms of likes, dislikes, attitudes, group relationships, job factors etc. and have listed a great many factors related with it.

Hopcock describes job satisfaction as 'any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say 'I am satisfied with my job'. He, in fact, emphasizes the multiplicity of factors that can affect job satisfaction. Some of these such as fatigue, monotony, working conditions, pay and supervision had been studied previously, whereas some, for example, achievement, and recognition and social status were to be emphasized later. It is in this sense that his work is considered a classic. Locke defines job satisfaction as a "function of the perceived relationship between what one wants from one's job and what one perceives it is offering". The appraisal process is characterized by the perception of some aspect of the job, an implicit or explicit value standard,

and a conscious or subconscious judgment of the relationship between one's perception(s) and one's value(s). A value is what a person consciously or unconsciously desires, wants or, seek to obtain. Most previous theorists, for instance, Vroom (1964), porter and Lawler (1968) have used expectations and needs in place of or as synonymous with values. What is expected, however, may or may not correspond to what is valued or wanted.

Most of the definition of job satisfaction conceptualize job satisfaction as a multi-dimensional phenomenon and emphasize that besides measuring overall job satisfaction or general job satisfaction, it can be measured with respect to specific aspects of job independently. Job satisfaction is, indeed, a multidimensional complex phenomenon. The causes of an individual's job satisfaction are multiple, interdependent and interactive, because of the nature of man, his conceptual faculty, and of the evaluation process which is characterized by the perception of some aspect of the job, an implicit or explicit value standard, and a conscious or subconscious judgment of the relationship between one's perceptions and one's values.

APPROACHES TO JOB SATISFACTION

GRUNEBERG'S IDENTIFICATION

Gruneberg (1976) identified three different approaches to job satisfaction.

- (i) The first model of job satisfaction is that it consists of the total body of feelings that an individual has about his job. This total body of feelings involves, in effect, weighing up the sum total of influences on the job; the nature of the job itself, the pay, the promotion aspects, the nature of supervision, and so on. Where the sum total of influences gives rise to feelings of satisfaction, the individual is satisfied with the job, where-as if the sum total gives rise to feelings of dissatisfaction, the individual is dissatisfied with the job. Improving any one of these influences will lead in the direction of job satisfaction and making any one of these

influences less satisfactory will lead in the direction of job dissatisfaction.

Based upon this approach, many job satisfaction studies were made. The mostly used job satisfaction measure of Smith et al. i.e., Job Description Index is based on this approach. Vaughan and Dunn used Job Description Index to study job satisfaction of professional librarians working in university libraries. Wahba (1973) followed the same approach in studying job satisfaction of librarians working in 23 academic libraries of U.S.A. Azad (1979) made job satisfaction study of para professional librarians working in eight universities in Pennsylvania, Ohio and West Virginia using 'Minnesota Satisfaction Questionnaire' which is based on the same approach. Lastly in India, Ganguli (1954) surveyed job satisfaction of industrial employees using the same approach.

(ii) The second approach is 'Expectancy theory approach'. This theory points to the importance of the individual's expectations of his job in determining job satisfaction. For individuals who have expectations that their job should give those factors like challenge, failure of the job to meet this expectation will lead to dissatisfaction, compared to a situation where no such expectation is involved.

What exact expectations individuals have about a job may vary for a large number of reasons, some deriving from social and others individual causes. For example, the expectations that an individual has about his job may be different for males and females. Kuhlen (1963) found that females expected less from their job than males in his sample of teachers. Foa (1957) found that the expectations individuals had about the nature of supervision affected their satisfaction with supervision. Klein and Maher (1976) found expectations to vary with education. Blood and Hulin (1976) found expectations of individuals concerning their job varied according to the social conditions in which they lived. Hackman and Lawler (1971) found that

individuals who had high needs for fulfilment on the job are satisfied by having a job which provides the opportunities for such needs to be fulfilled. Those proposing expectancy usually regard overall job satisfaction as a function of satisfaction with the various elements of job.

(iii) The third approach is two-factor theory of job satisfaction. According to this theory, factors causing satisfaction and dissatisfaction have separate and distinct causes. Factors associated with the individual's needs for psychological growth, contribute to job satisfaction includes the intrinsic nature of the job and achievement. On the other hand, factors associated with job context, such as pay and supervision, when they are deficient lead to job dissatisfaction. This theory is associated with Frederick Herzberg. Herzberg's approach involves enriching the job so that the individual is not restricted to unskilled repetitive work from which he derives no satisfaction, no matter how satisfactory the contextual factors such as pay might be. Rather, the job should be expected to give opportunities for decision making and the application of real skill.

Herzberg's work has come in for severe criticism from a number of sources. A number of studies appeared to show that the same factors can cause both satisfaction and dissatisfaction. Schneider and Hall (1972) are critical of the methodology employed by Herzberg.

JOB CLARITY

As indicated earlier, Super and Nevill's cognitive measure in terms of value expectancies was conceded to be contaminated with affect components. Hence, a purer measure of the cognitive component was considered to be the knowledge about one's job. The job knowledge involved the clarity of information about an employees' authority, rights, responsibilities, guidelines for making decisions, quality of their performance, expectations of the

organization, etc. Altogether 10 items constituted the scale. The items were rated on 5-point scale ranging from strongly agree (1) to strongly disagree (5).

ORGANIZATIONAL CLIMATE

Modern organization is a complex entity. It consists of many individuals who, working in different functions and roles, are engaged in the pursuit of some overall goal or a set of goals. Every organization functions on some specific policies, values and norms. These norms are either clearly laid down or exists in the form of traditions and conventions. In order to coordinate and control its activities, organizations requires such individuals, who not only follow these values but also exhibit leadership and skills in dealing with their subordinates. This creates an internal environment, specific to each organization which accounts for its uniqueness and identity. Members of that organization work within and are continuously influenced by this internal environment, which is also called organizational culture or organizational climate.

Every organization deals with its employees in a variety of ways in the course of their employment. In order to achieve organizational objectives, their cooperation is must, so these organizations have to satisfy various needs of the employees. Through actions such as allocation of resources, reward and punishment, pattern of communication, mode of decision making, style of leadership etc., the organization influences the feelings, attitudes and behaviour of its members. In the course of time, such actions by the management acquires an enduring quality and result in creating a unique organizational culture or climate. As viewed by Baumgartel (1971), organizational climate is a product of leadership practices, communication practices and enduring and systematic characteristics of the working relationships among persons and divisions of any particular organization. Like an individual, an organization too has its own unique identity or “personality” which, according to Insel and Moos (1974), exerts directional influences on behaviour.

VALUE EXPECTANCIES

A value expectancy means the chance that work helps or is anticipated to help realize an important value. It is thus the product of the importance attached to a value and the probability of the value being realized through work experience. Super and Nevill (1986) considered it as a component of work salience. The values were defined as “objectives that one seeks to attain to satisfy a need” (Super, 1970). The author prefers to assign to the value existences, the status of a concomitant variable, because the centrality or importance of work seems to be related to the potential of work to realize important values. The importance of work is conceptually distinct from the instrumentality of work, just as the importance of a value is distinct from its instrumentality to satisfy various needs. The history of the patterns of reinforcement manifests into a set of values, and the social learning about their realization through the work role evolves into generalized expectancies which influence the importance attached to work in one’s life.

The difference in the conceptualization of the role of value expectancies, however, did not deter the author to take advantages of the ground work done by the WIS group. The group thoroughly reviewed the literature on values in other countries, also discussed the representative nature of the values, and came up with a list of values.

SPECIAL LIBRARIES

The scope of this study was confined to the library professionals working in the special libraries of Delhi NCR. Special Libraries are actually those libraries which are attached to some special type of organization such as research organizations, industrial and commercial undertakings, government departments and special education institutions. In most of the cases, they deal with one subject or a group of allied subjects, but their collection can be as varied as any other regular library. That may include periodicals, standards

and patents specifications, maps, clippings, technical reports, microfilms, microfiches, disc and tapes, sound recordings, apart from subject specific dictionaries, directories and other reference books etc.

Special libraries are the source of continuous information for its special clientele. They can be termed as blood vessels for that special subject especially with reference to research and development. It is needless to mention that progress of any society or nation is directly related to the progress of its educational system and research activities. Towards this end, special library plays a crucial role in research activities for national development and its advancement.

Special Libraries are established to serve the needs of special clientele group like scientist, technologist, planner, Industrialist, economist, statistician, lawyer, doctor, engineers, traders, entrepreneur, administrator etc. and its collection is limited to special subject, either single subject or cluster of specific subject.

There are several definitions of special library available from the different sources of information. According to Asghar and Shafique (2012) special library is generally concerned with literature of a particular subject or a group of subjects and extends its facilities to a particular type of clientele.

The tag of special library comprehends a gargantuan range of library types which do not fit easily into other categories of libraries. Many special libraries are open to the public, yet they are not considered to be public libraries, because they do not contain general information covering a wide spectrum of universe of subjects or topics. At the other hand Dr. S.R. Ranganathan (2006) prefers to call it the 'Specialist Library'. He defines it by providing emphasis on information as 'to supply detailed information regarding some subject field – scientific, technological or otherwise. The

resources are specialized and the users are specialists’.

From the above discussion, some of the terms used with work culture are as follows:

1. **Job:** Job has been defined as a combination of tasks in which a person is involved plus the environment in which the work is carried out. The environment of work includes not only characteristics of the immediate work place, but also wider social and organisational factors, as well as aspects of a person’s terms and conditions of employment.
2. **Job Clarity:** It’s important that employees have a solid understanding of their role, what organization’s expectations are from them, and the behaviors that lead to success.
3. **Job Involvement:** It is the degree to which a person identifies himself psychologically with his work, or the importance of work in his total self-image.
4. **Job Satisfaction:** Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.
5. **Job Values:** A value is a principal or standard that is held in high esteem by an individual and is related to all aspects of one’s personal and work life.
6. **Motivation:** Motivation has been aptly and precisely defined by Vroom (1964) as the process by which behaviour is energized, directed and sustained over time. Forces both within the individual and the external environment, prompt the individual either to reinforce his present course of action or to cause alternative courses of action to be taken.
7. **Organisation:** It is a group of people in a structured situation working together towards a specified goal.

- 8. Organisational Climate:** It is a set of attributes specific to a particular organisation that may be indices from the way the organisation deals with its members and its environment.
- 9. Organisational Effectiveness:** Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes, the organization intends to produce.
- 10. Time Management:** It is the ability to plan and control how an individual spend the hours of his/her day to effectively accomplish his/her goals.

OBJECTIVES

To examine the work culture and related variables like Job Involvement, Job Clarity, Job Satisfaction, Organizational Climate and Life Value Satisfaction of professionals working in special libraries of Delhi NCR. Following are the objectives of the study:

1. To identify the overall work culture of special libraries by measuring its related variables.
2. To find out the significant difference with regard to various work culture related variables among the library professionals of different job status.
3. To examine organisational climate prevailing in the special libraries.
4. To find out the job satisfaction levels prevailing in the special libraries.
5. To find out how work culture help in providing better library services in the special libraries.

HYPOTHESES

In the light of theoretical constructs available in the literature and findings of the earlier researches on this issue, following major hypotheses are formulated for the present investigation:

- H₁ There is no statistical significant difference amongst library professionals of different job status with regard to job involvement.
- H₂ There is no statistical significant difference amongst library professionals of different job status with regard to job clarity.
- H₃ There is no statistical significant difference amongst library professionals of different job status with regard to job satisfaction.
- H₄ There is no statistical significant difference amongst library professionals of different job status with regard to organizational climate.
- H₅ There is no statistical significant difference amongst library professionals of different job status with regard to importance of life values.
- H₆ There is no statistical significant difference amongst library professionals of different job status with regard to actualization of life values.

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