

CHAPTER -2

REVIEW OF LITERATURE

Review of literature on an area of research proved that the concerned researcher is familiar with what has already investigated and what is yet to investigate and to explore. Since social science research based upon past experiences, the review will help to eliminate the duplication of what has been done and will provide useful hypotheses and helpful analysis and conclusion for the investigation.

A review may suggest a research scholar or investigator to select suitable methods and techniques by which his or her research problems may easily be solved. It may also provide new ideas and turning point of investigation to the research scholar and his or her work may be better than her predecessors.

Literature review in the field of work culture is very interesting. Normally most of the researchers do their survey on the synonymous topics like-job involvement, job satisfaction, organizational climate and information seeking behaviour etc. As understood, the user studies have been given more importance to enable the information scientists, social scientists, information managers, document lists, planners, librarians etc. in designing an effective information system in their respective institutions. Keeping these important points in view few literature which are relevant with the study work are reviewing here under:

Besong (2015) found the relationship between incentive management and job involvement among teachers in technical schools in Cameroon. Three hypotheses were formulated to guide the study. The sample population consisted of 252 teachers randomly selected from a population of 580 teachers. Data for the study were collected using an instrument made by the researcher called Incentive Management and Job involvement Questionnaire.

Data was analysed using Pearson Product Moment Correlation and Population t-test statistics and the hypotheses were tested at .05 level of significance. The result of the study revealed that economic and non-economic involvement significantly correlated with job involvement of teachers in technical schools. Job involvement of teachers was found to be significantly high. From the findings, it was recommended that adequate economic and non-economic incentive packages should be provided for teachers to stimulate them for higher job involvement and commitment.

Chermack and others (2015) described effects of scenario planning on participant perceptions of organizational creative climate. Participants from scenario planning projects in four different organizations were asked to contribute to the study as well as participants from four similar organizations that did not receive scenario planning. The scenario work took place over the course of 3 months and data were collected as pre- and posttests. Comparisons were made that suggest some significant changes over the course of the intervention period for the intervention group, but not for the comparison group. Results and limitations were discussed in detail and recommendations for future research were provided.

Henri (2015) examined the relationship between the human resources management practices in force in the public enterprises in Benin and the indicators of the organizational climate. These practices RH were designed in the study as an ensemble of factors that exert a positive influence on the performance if the organizational climate is on the same wavelength. To reach this objective, the research was focused on the previous research works that resort the assumption that six (06) practices have an influence on the performance: recruitment, training, promotion, remuneration, communication, and assessment of the yield. This assumption was testified on a sample of 400 employees owing to the method of questionnaire. The results obtained prove

that the application without discrimination of these RH practices was at the same time source of satisfaction, cohesion and the reinforcement of the team spirit.

R. Kaur, K. Kumar and S. Singh (2015) Clarified and investigated the relation of work values with job satisfaction and occupational self-efficacy experienced by secondary school teachers. They pointed that during the past few years, many different theories and facts of work values have been developed. They stressed that it is required to explore the consequences of work values in efficacy of any profession. In addition, they pointed that the concepts of job satisfaction and occupational self-efficacy need to be explored in terms of work values. In their study, the investigators randomly selected a sample of 80 secondary school teachers which consisted of 40 male and 40 females. After analysis of the data by Pearson co-efficient of co-relation it was found that there was a high positive co-relation of work values with job satisfaction and occupational self-efficacy.

B. Kumar and Mishra (2015) focused on determining teacher efficacy of secondary school teachers in relation to their locale and organisational climate. Sample of the study consisted of 50 teachers, selected through stratified random sampling, belonging to the state of Bihar. The standardised teacher efficacy scale and organisational climate scale and qualification scale were used to measure the teacher efficacy and organisational climate of secondary schools. Statistical techniques such as “t” test and two way ANOVA were used to find out the significant difference between rural and urban schools and to see the effect of Locale and Organisational Climate on Teacher’s Efficacy.

Milhauser (2015) agreed that a focus on organizational culture and climate is important any time an organization attempts to introduce a change initiative. This paper outlined an approach for developing a culture and climate assessment and allowing the customization to suit the organization.

This paper has the potential to support the analysis of culture and climate dimensions at play within an organization in order to improve alignment and increase sustainability of change improvement efforts.

Mishra and Agarwal (2015) explained that every organization has a structure and systems. Most also have norms, values and traditions; and these three elements constitute the organizational culture. The main actors in the organization are its top leaders. They and the other employees have their own individual needs in addition to those of the organization. All of these organizational components-structure, systems, culture, leader behaviour and the psychological needs of employees-interact with one another and create what may be called “organizational climate”. They pointed that organizational climate is one of the most important concepts to enter into the theory of organizations in this century. The intensive research as well as databases on its conceptualization and assessment during the past five decades has helped to develop organizational climate as a mature concept in management. The concept has also proved to be useful in predicting and explaining a variety of job related behaviours, attitudes, performance as well as organizational performance on a variety of dimensions. They mentioned that there are several frameworks and approaches to study organizational climate. One such framework focuses on the effect of organizational climate on motivation. Because climate affects people's motivation; a framework based on motivation seems to be quite relevant in studying organizational climate. They mentioned that there is a dearth of research in India on assessing organizational climate from the view point of motivation. The study used a comprehensive framework that focuses on assessing organizational climate from the view point of motivation in Forest Research Institute (FRI), India.

Newman, Allen and Miao (2015) studied the role clarity of 239 employee working in public sector enterprises. When subordinates perceived higher levels of role clarity with job, the positive relationship between ethical leadership and helping behaviour was stronger.

Platania and others (2015) focused on the factors that predispose people to work and on the importance of a positive climate within organisations. They pointed that next to the multi-dimensional construct climate, the concept of “work engagement” has recently emerged. This is understood as the ability of individuals to act in order to follow the interests of the organization while feeling committed and enthusiastic. The study involved 62 police officers and 84 penitentiary health workers. The results revealed that the organisational climate in relation to communication was central and positive for respondents, although this was primarily a communication directive. The mean scores related to work engagement were below the average, indicating a low commitment on the part of workers.

Radmand (2015) proposed a model to determine the effect of psychological climate on job satisfaction and organizational values. He noted that the goal of implementing job satisfaction mediates the relationship between psychological climate and employee adoption values in organization. The study provided insight of each variable of the theoretical model. The intention of the study was to find out which factors contribute significantly to the best organizational values in hotel industry in Kuala Lumpur, Malaysia. This study was one of the first to highlight the effect of psychological climate on job satisfaction and organizational values.

Varnali (2015) described that ‘climate’ construct has an important and long history in organisational science. This study explored a specific type of organisational climate, known as human resource (HR) climate, in the context of an organisation operating in Turkey. The competing values framework was used to interpret the findings regarding the nature of HR climate, and to compare and contrast HR climate with organisational climate. This study employed an exploratory qualitative research design in which several in-depth interviews were conducted with HR managers/directors. The findings suggested that although some dimensions of HR climate show similarities

with those of organisational climate, there were significant differences. In addition, several dimensions of the HR climate found in this study reflected cultural characteristics of Turkey, specifically collectivism and paternalism. This extended knowledge of the concept of HR climate and showed that the construct may have dimensions that were culturally specific rather than universal.

Yang (2015) pointed that higher education institutions in the world has become an emergent issue. Asian countries tried to offer more autonomy to universities. Consequently, universities moved toward scientific management and emphasized organizational performance and efficiency. Taiwan is no exception to this trend. Thus, studying the institutional organizational climate in higher education is critical for current higher education changes in Taiwan, and it is even more important to study organizational climate's effects on universities. This research developed a questionnaire to explore Taiwanese university faculty members' perceived institutional, organizational climate and their satisfaction with teaching and research in the last five years. The findings of this research implicated that gender difference was an important factor to consider when university administration want to enhance the internal organizational climate in Taiwan. Years of employment, university history, and research field all have different effects on faculty members' perceived organizational climate aspects. Implications for policy making and future researches were discussed in this research article.

Caillier (2014) explained the empirical association between telework and work effort, as well as how this relationship is mediated by role clarity and job satisfaction, is lacking in the literature. As a consequence, the direct and indirect impact of telework on work effort in U.S. federal government agencies was examined in the article. Results indicated that telework was inversely related to work effort. Moreover, role clarity and job satisfaction did not mediate the relationship between telework and work effort. The

implications these results have for theory and practice are thoroughly discussed in the article.

Gupta, Deolia and Sharma (2014) discussed the various activities of an organization which requires individuals who, in their day-to-day interaction, reflect a variety of leadership styles and skills in dealing with their subordinates. They said that the sum total of these and many other such activities creates an internal environment which each organization accounts for its uniqueness and identity. Members of an organization work within and are continuously influenced by these internal environments which are also organizational culture or organizational climate.

P. Kumar (2014) studied job satisfaction of B. Ed. Trained teachers working in primary schools in relation to their teaching effectiveness. Data was collected from 150 B. Ed. Trained, primary school teachers in Saharanpur district. The investigator found positive relationship of teaching effectiveness with job satisfaction. Teachers who were highly satisfied with their jobs were the most effective ones in imparting teaching and those who had low level of job satisfaction were the least effective ones in teaching. It was also found that female teachers were more satisfied towards their job and lot more effective in teaching than male counterparts.

Lakshmanan and Selvam (2014) described that job plays a very important role to develop any organization or institutions. The basic objectives their study was to find out the job involvement among the library professional working in Bharathidasan Applied College of Orathanadu. Researcher randomly selected 75 employees of different six (5) colleges and analysed the data by using Job involvement questionnaire developed by Lodahl and Kejner (1965). It contained 20 items at 5 point rating scale. The major finding was the higher job stability of male and female employees of AVVM Sri Pushpam College, than other colleges. The satisfaction level of male employees of AVVM Sri Pushpam College and female employees of

Jamal Mohamed College, was highest among all colleges included in study. The personally involvement level of male employees of Jamal Mohamed college and female employees of AVVM Sri Pushpam College was higher than other colleges. The priority of work life of male and female employees of Joseph College, was higher than other colleges.

Mcintyre and others (2014) described how individuals in close relationships incorporate aspects of their partner into their self-concept. They suggested that jobs promote self-expansion when they lead people to develop skills and assume new identities. In this study they sampled currently employed individuals, and results show that self-expansion predicted job satisfaction and commitment, even when controlling for salary, tenure, and demographic variables. The study also examined the impact of losing a self-expanding job by sampling currently unemployed individuals, and results showed that losing a self-expanding job resulted in lower amounts of self-concept clarity and self-esteem.

Muthukumaran (2014) explored the relationship between the librarian job satisfaction and their demographic factors. He examined the satisfaction in three dimensions such as satisfaction towards workplace condition, compensation and infrastructure. It included 35 questions including personal questions. There were 120 librarian selected on the basis of disproportionate stratified random sampling techniques. In the result the respondents were highly satisfied with the management policy, approach, freedom in decision –making and material support of the management. Demographic difference was also significantly correlated with their job satisfaction based on hypothesis results. Overall satisfaction level of academic librarian was found to be good in all studied aspects.

Rao (2014) described the importance of time and outlined timeless tools to manage the time. He cautions that wasting one second is losing one precious second of life. Hee adds that time management tools can be applied

in all areas of life such as personal, professional and social lives. These time-tested tools are essential for everybody to make a difference for themselves and also for others. He enlightens the biggest gift one can give to others which is time, not money.

Blachut (2013) studied the job dissatisfaction and high turnover of insurance agents in the U.S. insurance industry. Based on Herzberg's motivation-hygiene theory, his study examined job satisfaction and job dissatisfaction as separate constructs as conceptualized by Friedlander. In the insurance industry, managers focused primarily on the financial aspects of customer satisfaction and long-term relationships at the expense of nonfinancial matters which can also greatly influence insurance agent-customer satisfaction relationships. The problem was a managerial lack of understanding regarding the nature of the relationship between job satisfaction, job dissatisfaction, and intent to stay and the effects of industry work experience and job involvement which moderate these relationships. One hundred and ten property and casualty insurance agents located within Broward County, Florida participated in the survey. In this nonexperimental survey-based quantitative research, data was analyzed using correlation and moderated regression analyses. Results of the study indicated a positive relationship between job satisfaction and intent to stay, $r(102) = .20$, $p = .04$ and a negative relationship between job dissatisfaction and intent to stay, $r(102) = -.22$, $p = .03$. Mean scores were indicators of the job factors involved in the job satisfaction/dissatisfaction experience. Industry work experience and job involvement did not moderate the job satisfaction-intent to stay and job dissatisfaction-intent to stay relationships. The results added to the literature on the job satisfaction-intent to stay and job dissatisfaction-intent to stay relationships as well as the role of moderators such as industry work experience and job involvement on these aforementioned relationships.

Khan and Mishra (2013) studied librarians in Muscat of Oman and indicated that library employees were satisfied with their present job. There was a significant difference in several levels of satisfaction in almost all the nine facets of JSS. It also suggested that more focus should be given to the area of less-satisfied parameters. They hoped that their research will encourage masters of Library Science programs, which should be sponsored to the para-professionals by the Ministry of Education or the college itself and should raise the level of library employees.

Mahesh Kumar and Jayaraman (2013) examined the factors which are related in a high manner to job satisfaction among librarians. Data was collected from a sample of 100 respondents from Coimbatore city. The data analysis indicated that job satisfaction among librarian was not related to their sex, the type of library in which they worked, or their vocational needs, but it was related to the characteristics of their job involvements. The supervisory climate and the essential characteristics of the job itself were the two most important determinants of job satisfaction. Interpretation of the data suggested that a supervisory climate which permits a librarian to exercise initiative and professional judgment in the performance of the job is conducive to job satisfaction. The authors stressed that libraries are the indispensable cornerstones of the society. The qualifications of the library personnel are the fundamental determinant of the development and organization of the service. Rendering effective service in libraries depends on the human source. Job satisfaction of the librarians, who have an important place in the information society, will affect the quality of the service they render.

Shikha and Parimoo (2013) developed a framework for understanding the relationships between work culture and job satisfaction approaches to leadership behaviour in the context of higher education. They pointed that job satisfaction is a matter where every individual compare his/her job satisfaction level and other factors like compensation, career

growth, relocation and family considerations with expectations of what they achieve in life. They suggested that there are wide ranges of variables relating to environment, institutions and individual that affects job satisfaction level. Such effects may affect in faculty's physical and mental health, their productivity, turnover and absenteeism. The finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. The study aimed at initial step towards measurement of job satisfaction level among faculty of private institutes in higher education in Delhi/NCR by conducting a survey. The scope of this study would be helpful in identifying the problems related to education system that leads to faculty dissatisfaction. The outcome of this study would not only be beneficial to academicians and researchers but also to corporate people and others who are involved in the concerned areas.

Thakkar and Pandya (2013) described that employee who is satisfied with and involved in the job is likely to exhibit higher motivation and also feels a sense of pride in work. They stressed that job involvement and job satisfaction are the two primary work/job related attitudes in which organizations are showing increasing interest now-a-days. They conceptualize with the help of available literature and with a practical orientation, the nature of job involvement and job satisfaction, the similarities and differences between them, and more importantly their interrelationship. It clearly explained that job involvement and job satisfaction are different constructs and should not be confused as if they are synonymous.

Tiu and others (2013) noted that, competencies are the techniques, skills, knowledge and characteristics and can make a certain employee or person stand out over a regular employee with the same function or work category because of his performance. This study aimed to evaluate the competencies, work attitudes and traits of librarians in the 21st century and to determine how the professional and personal competencies of the respondent-

librarians related to their work attitude, factors affecting their work attitudes and traits. The researcher used the descriptive method utilizing the process of assessment and evaluation and randomly interviewed librarians from different private and public colleges and universities. Based on the findings there was a moderate correlation between professional competencies and traits of librarians, for personal competencies and traits of librarians, no significant relationship was found among education, service commitment, leadership, flexibility, and ethics.

Behera (2012) explained that teachers are the backbone of the education system and are central to the reform effort. But for too long in India, teachers have been blamed for poor performance of the students and the low levels of learning. The challenge is therefore seen as reforming and improving the quality of teachers and quality of instruction. Only investment in effective teacher educational and professional development cannot improve the quality of students' learning outcomes, rather, there is urgent need to look beyond the monetary benefits as motivational factors for teachers. Moreover, it is anticipated that non-availability of jobs in other sectors encourages many to join as teachers. Many of them are entering into the teaching profession by force not by choice. Perhaps this traumatic situation leads the teachers' job dissatisfaction. Besides there are some personal factors (job involvement, learned helplessness and so on) of teachers has tremendous impact on job satisfaction. Therefore this study set out to examine the effect of job involvement and learned helplessness on a job satisfaction of senior secondary school teachers. It was an ex-post facto type of study involving descriptive survey method wherein 200 senior secondary school teachers were selected as a sample through simple random sampling technique. For obtaining the precise information concerning the current status of the phenomena, standardized questionnaires were used. At the outset, a significant positive relationship was revealed between job satisfaction and job

involvement as well as job satisfaction and learned helplessness of senior secondary school teachers in the study as a whole. The study again revealed high and low job involvement and high and low learned helplessness in senior secondary school teachers, who differed in their job satisfaction. Therefore, policy makers, planners and civil society need to invest their collective efforts in such a way that, the low learned helplessness and low job involvement in teachers' job satisfaction can be improved.

Khan and Raza (2012) worked on the job involvement among the library professional working in universities of Delhi. Researcher randomly selected 150 employees of different six universities and analyzed the data by using job involvement questionnaire which was developed by Lodahl and Kejner (1965). It contained 20 items at 5 point rating scale. They found that the Job stability of male and female employees of GGSIU was highest comparative to other universities. The satisfaction level of male employees of GGSIU and the female employees of JMI was highest comparative to other universities for the respective categories. The personality involvement level of male employees of JMI and female employees of GGSIU was highest comparative to other universities for the respective categories. The priority of work life of male and female employees of IGNOU was highest comparative to other universities for the respective categories.

Okereke and Igbeneghu (2012) examined the influence of self-esteem and job involvement on career satisfaction of librarians in public universities in south-western Nigeria. Out of 165 librarians, 133 (80.6%) completed and returned copies of their questionnaire which were used for analysis. Self-esteem, Job involvement and career satisfaction questionnaires were used to obtain data. Three hypotheses were tested at 0.05 level of significance. Data was analyzed using descriptive statistics, Pearson Product moment Correlation and Multiple Regression. The results of the data analysis indicated that a combination of self – esteem and job involvement had no

significant relationship with career satisfaction ($R=.080$, $p > 0.05$) but contributed 0.6% of the variance in career satisfaction. Career satisfaction had no significant relationship with self – esteem ($r =.077$, $p > 0.05$) and job involvement ($r =.023$, $p > 0.05$). It was concluded that self-esteem and job involvement did not significantly determine the career satisfaction of librarians in public universities in South-Western Nigeria.

Petri and Pekka (2012) expressed that the high involvement management (HIM) practices have higher subjective wellbeing, fewer accidents but more short absence spells compared to those employees which are not exposed to HIM. These results were robust to extensive work, wage and sickness absence history controls. They highlighted the possibility of higher short-term absence in the presence of HIM because it was more demanding than standard production and because multi-skilled HIM workers cover for one another's short absences thus reducing the cost of replacement labour faced by the employer. In accordance with the theoretical framework they found that long-term absences were independent of exposure to HIM, which was consistent with long-term absences entailing replacement labour costs and with short absences having a negative effect on longer absences.

M. Singh, Deolia and Tiwari (2012) described that work culture provide a comprehensive framework for understanding the various factors of work behaviour. They noted that concept of culture has been long in use by a number of disciplines in a variety of settings. Hence the concept suffer from surplus meanings. Yet, if operationalized carefully, the concept has the potentials that no other currently used concepts in organizational behaviour seem to possess.

Biswas (2011) studied human resource (HR) management in India and revealed a variety of factors that significantly affect employees' attitude towards their jobs not the least of which is their perception about the immediate job environment or the psychological climate. His study postulated

two attitudinal variables of job satisfaction and job involvement as consequences of psychological climate. Data was collected from 357 managers/executives and subjected to multivariate data analysis procedures. The results established that psychological climate is a statistically significant predictor of positive levels of job satisfaction and job involvement. The theoretical and practical connotations of the study and possible areas of future research were also discussed.

Pathak and Patwardhan (2011) stressed that human resource is a vital part of any organization. They emphasized that human resources are the backbone of any business. Nothing can really match the strength of highly motivated and progressive employees. Human resource is the repository of knowledge and they provide competitive lead to any organization. In this respect, their study examined the impact of job involvement on organizational effectiveness among the faculty members working at the technical institutes. Job involvement is the degree to which employees immerse themselves in their job, invest time and energy, and view work as a central part of their overall lives. Job involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making, while organizational effectiveness is the extent to which an organization achieves its goals with the given resources and means. An organization remains effective as long as it uses its resources in an efficient manner and continues to contribute to the large system. The results of the study revealed that job involvement is positively correlated with organizational effectiveness. The practical implications of this research for organizations were also discussed.

Bewick and Corral (2010) claimed that the widespread involvement of librarians in information literacy education has raised concerns about their development as teachers, but there is little research on their acquisition and application of pedagogical knowledge. A questionnaire was used to collect

mainly quantitative data about the teaching roles, pedagogical knowledge and professional development of subject librarians in 82 UK higher education institutions. The survey showed post holders were engaged in a variety of teaching-related activities, regarded as central to their work. Contrary to assumptions, most respondents felt confident about teaching and thought their knowledge is sufficient, giving examples of pedagogical theory gained via courses informing their teaching practice. Although on-the-job development was common, the majority had undertaken a short course and/or extended program. Respondents favoured incorporating a teaching module into initial professional education and providing tailored program for librarians with substantial teaching roles.

Christopher (2010) conducted a study to understand the time management and found that time scale factor scores were negatively correlated with both turnover intentions and stress. This time scale was used to assess whether an organization's environment is facilitating and supporting its employees' attempts to engage in time management, and whether or not it can be used as a measure of creating better climate in terms of time management.

Govender and Parumasur (2010) conducted a study to assess the current level of, and relationship between, employee motivation and job involvement. This cross-sectional study was undertaken in a financial institution from which 145 employees were drawn using a simple random sampling technique. Data was collected using the Employee Motivation Questionnaire (Fourie, 1989) and the Job Involvement Questionnaire (Lodahl and Kejner, 1965) and, was analyzed using descriptive and inferential statistics. The results indicated that significant inter correlations exist amongst the majority of dimensions and sub-dimensions of employee motivation and job involvement. Recommendations were graphically presented to provide practitioners and managers with guidelines for enhancing employee motivation and job involvement respectively.

Karim (2010) did a research titled “The Impact of work Related Variables on Librarians’ Organizational Commitment and Job Satisfaction”, attempted to assess the impact of five work related variables (role conflict, role clarity, job autonomy, job performance, feedback and job involvement) on organizational commitment and job satisfaction among Malaysian university librarians. The findings revealed that of the five work’s related variables that were employed, only three were found to have statistically significant predictive relationship with organizational commitment, role clarity, job autonomy and job involvement. Whereas only four were found to correlate significantly with job satisfaction, role conflict, role clarity, job autonomy and job performance. Out of these 4 work correlates, only two were found to significantly predict the variation in job satisfaction. Hence, it was found that the impact of work related variables was greater for organizational commitment for job satisfaction.

Parker (2010) discussed through her study whether there is a significant relationship between job satisfaction, job involvement, perceived organizational support, and organizational commitment among educators or not. Organizational commitment was identified as a leading factor impacting an employee's level of success in various organizations. Organizational commitment among educators employed at the primary, secondary, and postsecondary levels was examined. The sample for her study included 900 educators in a southern U.S. state. Based on the social exchange and leader member exchange theories, she used a nonexperimental quantitative design. The data was analyzed using three hierarchical multiple regressions. The findings revealed a significant relationship between job satisfaction, job involvement, and organizational commitment. Given the significance of these findings, she proposed that promotion of dialogue within education could enhance social exchange relations, employee involvement, and educator commitment. She stressed that social change implications include the

improvement of the educational services and student success outcomes and promotion of the importance of quality workplace exchanges, personal growth, leadership, collaboration for a highly committed workforce.

Peng, and others (2010) used structural equation modelling to examine the effects of different facets of job satisfaction on the task performance and contextual performance of university librarians. The study broke down the overall measure of job satisfaction first into its intrinsic and extrinsic components, and then into sub-facets of these components, in order to isolate in detail how they influence job performance. Findings from competing statistical models demonstrated that certain facets of intrinsic job satisfaction strongly predict both task performance and contextual performance. The findings can be particularly useful for providing a comprehensive understanding of the relationship between job satisfaction and job performance in the university library context.

Ramchandar (2010) studied 170 library professional to investigate demographic variables with job satisfaction in academic libraries in Delhi. It was found that job satisfaction increased with better organizational climate.

Vuori and others (2010) described that increasing the stability of demands, the clarity of work, and autonomy in individual jobs enhances motivation and well-being. However, jobs are often interconnected which makes it difficult to change one single job, without negatively influencing other jobs. Existing research has paid only scant attention to these kinds of dynamics. The claimed to fill the gap by discussing trade-offs relating to the stability of demands and the clarity of one person's work, and another person's autonomy. They argued that increasing autonomy in one job may simultaneously decrease the stability and clarity in a connected job (and vice versa), thus decreasing motivation and well-being in the second job. The model was inferred from 27 interviews with knowledge workers from three organizations.

Davis-Kendrick (2009) showed that less than 1% of credentialed librarians are African American males. The article discussed possible reasons for the dearth; and, in an effort to inform future LIS recruiting and marketing campaigns, the study attempted to discover which factors lead African American males to choose to pursue a graduate degree in library and information science and practice LIS as a career. The study also canvassed African American male's librarian views on gender advantage in LIS, their career goals, perceived triumphs and challenges in LIS, and level of job satisfaction.

Albanese (2008) stressed that how librarians came to their careers was as varied as the people themselves, but despite some often highly publicized challenges for college and university librarians in the digital age, academic librarianship was good work, according to the "Library Journal's" Job Satisfaction Survey. This article presented the results of this survey. The overwhelming majority of the respondents reported being satisfied with their jobs. The survey, however, also amplified some persistent challenges facing librarians, including keeping up with rapidly changing technology, stressed budgets, management and career advancement issues, campus politics, concern over their role in the academic enterprise, and, of course, low pay.

Kuzyk (2008) discussed why someone choose librarianship as a career? Seventeen percent of public librarians responding to this question in LJ's Job Satisfaction Survey began their answers with the words "I love...." And not for nothing: 70% reported being either "very satisfied" or "satisfied" with their jobs vs. the 31% who said they were "somewhat satisfied" or "not satisfied at all." Respondents with the greatest number of years in the field tended to express the highest levels of satisfaction, and, most promising for the future of the profession, 87% of all public library respondents said they would recommend it as a career to someone just entering college. Nonetheless, problems driving down satisfaction remain.

Li and others (2008) surveyed 272 post-holders from four different occupations, namely, public servants in charge of HR administration, software engineers, web editors, and newspaper advertisement salesperson. They found that all the three job attitude variables of job satisfaction, affective commitment and job involvement have significant effects upon job skill importance ratings and skill level ratings after controlling for occupational and demographic variables. Further comparison revealed that job satisfaction has a greater influence upon the above two ratings than affective commitment and job involvement. Also, they studied several occupations comprehensively in the present article, which is beneficial to a deeper understanding of factors influencing job analysis ratings and is thus of great importance to future job analysis research and practice.

Mallaiah (2008) discussed the relationship between job satisfaction and employee's performance. A highly satisfied employee need not necessarily be a profound performer. However, an employee, who is dissatisfied, can cause irreparable damage to the organisational effectiveness. Performance management system should be based on ideological underpinnings and a holistic context by strengthening the linkages among the key components such as performance planning, performance execution, performance appraisal, recognition and reward, and performance improvement on a continuous basis. The paper discussed performance management and job satisfaction of university library professionals in Karnataka. The study was based on the primary data collected from 188 library professionals through a pre-tested, structured, comprehensive questionnaire. The key issues were identification and definition of key performance areas, role clarity and direction, performance feedback and potential appraisal, and job rotation as a powerful tool to develop and unleash employee's potential. Factor analysis highlighted the significance of three sub-systems of performance management system, i.e., performance planning

and development, employee involvement and empowerment, and organisation-employee rapport. The paper 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. The bottom line was that library administration should pay proper, adequate, and timely attention to the interaction and reinforcing nature of 'motivation-performance-satisfaction (MPS)' cycle.

Mohr and Zoghi (2008) used data from the 1999-2002 Canadian Workplace and Employee survey, the authors investigated the relationship between job satisfaction and high-involvement work practices such as quality circles, feedback suggestion programs, and task teams. They considered the direction of causality, identifying both reasons that work practices might affect job satisfaction, and reasons that satisfaction might affect participation in high-involvement practices. They found that satisfaction was positively associated with high involvement practices, a result that held across different specifications of the imperial model and different subsets of data. Conversely, worker outcomes that might signal dissatisfaction, like work related stress or grievance filing, appeared to have been unrelated to high-involvement jobs. However, the data suggested that the satisfied workers were more likely to increase participation in high involvement practices, but participation did not predict future increases in satisfaction.

Berry (2007) presented the findings from the "Library Journal's" Job Satisfaction Survey among 3,095 library staffers from public, academic, special, and school libraries. A whopping 85.6 percent of the respondents said they would choose a career in librarianship again if they had to start over. Workers in all types of libraries--and across generations--expressed similar views, except those in elementary and secondary school libraries, who were even more enthusiastic--fully 94 percent of them would select the same careers again. While the much-discussed generation gap showed up in some

areas of the survey, no gap appeared on this fundamental issue. Just over 85 percent of every age group--those under 30, the huge crowd of library workers aged 30-49, and those over 50--agreed that if they were to begin again, they would choose that library career. The same results proved true whether or not they had earned the MLS degree. There were significant undercurrents of unhappiness, however. Nearly all library workers were deeply dissatisfied with salaries and library funding, the lack of which hampers creativity and innovation. A surprisingly high number expressed disenchantment with the competence of their managers, particularly in their ability to deal with community or campus politics.

Lim (2007) examined the characteristics of library information technology workers using a small survey. The IT workers showed a moderate level of a sense of belonging, playing the broker's role, job autonomy, and job satisfaction. There were differences between librarian IT workers and non-librarian IT workers regarding most of these characteristics.

Bird (2006) discussed the demand for work-life-balance and stressed that it is essential for both employees and managers. Now, work-life balance is fast becoming a hot topic in boardrooms and decision maker's discussions. It is sure that over the coming decade it will be one of the most important issues that executives and human resource professionals will be expected to manage. He further adds that human resource managers who introduces successful work-life training programs in their organizations, accomplish two major goals. First, they increase the retention, commitment, and productivity of the employees. Second, those employees reflect a new image and speak new language that produce a much more positive view of the organization at all levels. This more positive view has a gushing impact on the attitude, morale, productivity, and customer-service levels of all employees.

Luzius and Ard (2006) surveyed former academic librarians to determine why they left the field and which career they pursued afterward.

Results suggest that former academic librarians are unhappy with administration, image, and salary. Time spent as librarians helped individuals in their new careers.

Regha and Rani (2006) pointed that it is very important for the library and information science professionals to live up to the expectations of the users. To meet the user expectations, certain basic qualities have to be developed. Job psychograph was used to measure an individual's qualities and fitness for the job. The paper was an opinion study to find out the importance of certain traits as identified by library professionals employed in higher educational institutions of Tamil Nadu. The study showed that sincerity, clarity of thought, good interpersonal relationship and honesty were considered more important and teaching ability and emotional stability were considered less important by LIS professionals.

Williamson, Pemberton and Lounsbury (2005) collected data on personality characteristics, job satisfaction and career satisfaction from more than 1,300 information professionals. Respondents included academic references librarians, archivists, cataloguers, distance education librarians, public librarians, records managers, school media specialists, special librarians, systems librarians, and other information professionals who picked up questionnaires at a national library conference. Significant correlations were obtained between personality variables and both career and job satisfaction. Stepwise regressive analyses were performed, revealing that five variables (Optimism, Emotional Stability, Teamwork, Visionary Work Style and Work Drive) accounted for 20 percent of the variance in job satisfaction. Four variables accounted for 19 percent of the variance in career satisfaction (Optimism, Work Drive, Emotional Resilience and Assertiveness). Hierarchical regression analyses were performed to test Lounsbury et al.'s general composite measure of Emotional Resilience, Optimism and Work Drive 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.

Boardman (2004) addressed the topic of professionalism among school librarians. The highlights of his study include personal initiative and suggestions for growing professionally, a professional involvement profile, career and job options, best-ever workshops, professional growth through travel, from librarian to computer coordinator, the school librarian as archivist, and career perceptions and problems.

Leopold (2003) who worked on work-life balance and management of time, noted that due to rapidly increasing globalization, our concepts of time and space are fast changing. Now the employer has to think afresh about the concept of time and space with reference to its employees. Companies can no longer keep the age old concept of standardised working hours and will have to look towards flexibility. More and more people are now looking for a balance between work and family life. Issues of time and management and management of time are under serious review. He presented a model of time management in order to understand the changing patterns of time management within the setting of societal approach.

Nazir and Javed (2013) emphasized that the job involvement is the degree to which employees identify themselves with their job. It may be influenced by the level of satisfaction of one's needs- intrinsic or extrinsic. The concept of participative management was considered as a mechanism where workers have a say in decision- making process of an organization. As a sequel to job involvement and participative management, job satisfaction increases productivity through bringing high quality motivation and through increasing working capabilities at the time of implementation. The contextual analysis of the aforesaid three constructs was highlighted in the triangular framework through this study.

M. Singh and Gautam (1995) discussed the various factors that influence an employee's attitude and willingness to work. This study is based on interviews with 261 library professionals in social science libraries in Delhi, examines how motivational factors affect the level of job involvement of the employees. The findings of the study established the negative correlation between the various factors and the level of job involvement of the employee.

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