CHAPTER-VI

Summary, Findings And Suggestions
# Table of Contents of Chapter –6

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary</td>
<td>211</td>
</tr>
<tr>
<td>Findings</td>
<td>215</td>
</tr>
<tr>
<td>Suggestions</td>
<td>235</td>
</tr>
<tr>
<td>Area for further research</td>
<td>236</td>
</tr>
</tbody>
</table>
Summary:

The higher education system in India has grown in a remarkable way, particularly in the post-independence period, to become one of the largest system of its kind in the world. However, the system has many issues of concern at present, like financing and management including access, equity and relevance, reorientation of programmes by laying emphasis on health consciousness, values and ethics and quality of higher education together with the assessment of institutions and their accreditation. These issues are important for the country, as it is now engaged in the use of higher education as a powerful tool to build a knowledge-based information society of the 21st Century.

Recognizing the above and the basic fact, that the Universities have to perform multiple roles, like creating new knowledge, acquiring new capabilities and producing an intelligent human resource pool, through challenging teaching, research and extension activities so as to balance both the need and the demand, the University Grants commission (UGC) had initiated nation wise discussion on the said issues. The Twelfth Five Year Plan (2012–2017) recognizes the challenges facing India’s higher education system and proposes several initiatives to resolve these, e.g., through increased funding for disadvantaged groups, deployment of cutting-edge
technologies, faculty development programmes, improved governance structures and provision of incentives for research.

The development of higher education is based also based on well equipped library. The libraries can be considered as reservoir of knowledge, as they collect knowledge in the form of information, books, documents, periodicals, back volumes and other services like bar coding system, inter-library loans, internet facility, catalogue, automation, e-journals and digital e-resources. Now-a-days, librarians are well versed, in library techniques and trained with professional degrees.

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

The satisfaction of the library professionals is possible when the job and job related attributes are well received and gratified by them. The job
being performed must give them a sense of identity, scope for use of one’s skills and ability, variety in work, salary in commensurate with their qualifications, service, responsibility, autonomy, challenge, cordial superior subordinate relations, relations with fellow employees, status, recognition etc. Dissatisfaction of the professionals on the said factors will lead to high rate of employee turnover, absenteeism, lethargy, monotony etc. This not only affects the employees’ loyalty to the job and organization and more so on their efficiency on their job. Therefore, the present study is an attempt addressed to probe into all these aspects among librarians working in both Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges in Marathwada region affiliated to Dr Babasaheb Ambedkar Marathwada University.

It is evident from the literature that many studies were carried out on library professionals. Besides voluminous literature is also found in the domain of job satisfaction, some stray articles and studies are made on job satisfaction among librarians. But surprisingly, no in-depth study is made covering job satisfaction among librarians working in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. The present study is an humble attempt to fill this gap.

For detailed study all Arts, Science and Commerce Colleges which are both Aided and Unaided have been purposefully selected and the librarians
who are working in them have been selected for the study. For an empirical analysis, a structured questionnaire was prepared and distributed to the librarians of 335 Arts, Science and Commerce Colleges in Marathwada region affiliated to Dr Babasaheb Ambedkar Marathwada University, Aurangabad of which 112 colleges are aided and 223 are Unaided and they were requested to send the filled in questionnaire by post or email. Out of 335 respondents 268 respondents from Arts, Science and Commerce Colleges in Marathwada region affiliated to Dr Babasaheb Ambedkar Marathwada University responded to the questionnaire, of which 94 colleges are Aided and 174 are Unaided were finally selected. Thus all these 268 college librarians are finally selected for the present study and their responses to the questionnaire are basis for analysis and findings of the study.

The study is basically descriptive and empirical in nature. The required data for the study have been collected from both primary and secondary resources. Primary data were collected by administering a mailed structured questionnaire among the librarians working in Arts, Science and Commerce Colleges. However the secondary data was pooled from the published books, journals, periodicals, web sites, research theses and dissertations.

The collected data was processed and analysed with the help of software tools. Statistical Package for social sciences (SPSS 11.5 version) was used for finding association between personal variables of the librarians.
Chi-Square test was used for comparison of mean scales of dimensions of job satisfaction between librarians working in Aided and Unaided Arts, Science and Commerce Colleges.

**Findings:**

It is observed from the study that that out of total 268 librarians, librarians in Unaided Arts, Science and Commerce colleges stood top of ladder with 64.92 percent followed by 35.07 librarians in Aided Arts, Science and Commerce colleges in Marathwada region affiliated to Dr Babasaheb Ambedkar Marathwada University.

It is regretted to note that total share of women among total selected librarians is confirmed 32.83 percent. The remaining 67.16 percent are male. In brief, the overall picture shows that male librarians are more in number than females.

Age wise details show that 50.74 percent of sample librarians hail from 30-40 years age group. About 29.47 of them from less than 30 years age group and 15.67 from 41-50 years age group. Remaining 4.1 percent from 51 years and above age group.

As per marital status, 80.97 percent of the sample librarians are married. About 19.02 percent of the respondents are unmarried.
Regarding the number of dependents, it is found that about 20.14 percent sample librarians have 2 dependents. Nearly 44.4 percent have three dependents and 26.86 percent have four dependents. Only 8.58 percent that is 23 out of 268 respondents have five and above dependents.

From family background details of librarians, it is noticed Aided Arts, Science and Commerce College’s librarians are from agricultural background families with 53.19 percent. In case of Unaided Arts, Science and Commerce College’s librarians belonging to agricultural background constitutes to 44.84 percent of the total sample librarians. In a nutshell, 47.76 percent of sample respondents hailed from agriculture background families, followed by service background, business background and labour background with 21.64 percent, 19.77 percent and 10.83 percent respectively.

With regard to native place of the sample librarians, it is noticed that librarians are more from rural areas (57.46) than that from urban areas (42.53).

Educational background details of the sample librarians reveal that Post-Graduate holders are dominating the scene with 78.72 percent of librarians of Aided Arts, Science and Commerce Colleges and 91.37 percent of librarians of Unaided Arts, Science and Commerce Colleges. In all, nearly 86.94 percent of sample librarians respondents are Post-Graduate degree
holders. About 7.08 percent of respondents are research degree holders followed by 5.97 percent degree holders.

About experience in library profession by the sample respondents in present library, it is observed that 59.19 percent of librarians in Unaided Arts, Science and Commerce Colleges have five to ten years of experience in library profession. While slightly more than half that is 52.12 percent of Aided Arts, Science and Commerce College’s librarians have five to ten years of experience. In brief, 56.71 percent of respondents have five to ten years of experience in library profession, 30.22 percent have ten to fifteen years of experience and 7.83 percent have fifteen and above years of experience. Those who have less than five years of experience constitute 5.22 percent of the total sample.

For experience in library profession by the sample respondents in other library, it is found out that more than half of the Unaided Arts, Science and Commerce College’s librarians have no experience in other libraries. Librarians in Aided Arts, Science and Commerce Colleges who have no experience is 65.95 percent. About 3.19 percent of Aided Arts, Science and Commerce College’s librarians have ten years and above experience in other colleges. While only 5.17 percent in case of Unaided Arts, Science and Commerce College’s librarians. In all, 56.34 percent and 30.59 percent of respondents reported that they have no experience and less than five years of
experience respectively in other libraries. Nearly 8.58 percent of respondents have five to ten years of experience in other libraries which is almost double to that of 4.47 percent of respondents having ten years and above experience in other libraries.

It is regretted to note that a large number of respondents both in Aided and Unaided Arts, Science and Commerce Colleges have no membership in any library organizations. About 37.31 percent have district level membership. 1.11 percent of the respondents have IASLIC membership and 2.61 percent have ILA membership.

About total number of promotions received by librarians in the study, surprisingly, 22.34 percent of respondents in Aided Arts, Science and Commerce College have reported that they never got chance of promotion while 100 percent of Unaided Arts, Science and Commerce College’s librarians respondents have reported that they did not receive promotion in their librarians career.

It is observed that about 54.25 percent of Aided Arts, Science and Commerce College’s librarians have reported that they got promotion once while, 23.4 percent of Aided Arts, Science and Commerce College’s librarians reported that they have received two promotions. None of the librarians got one or two promotions in Unaided Arts, Science and Commerce Colleges libraries.

218
It is surprised to observe that, more than half i.e 72.76 percent of respondents working in both Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges reported that they have not received promotions so far. About 19.02 percent and 8.20 percent of respondents working in both Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges reported that they have got one and two promotions respectively.

Taking into consideration Nature of Activity Performed in previous libraries by sample respondents working in both Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges, 32.08 percent of them have done no work. 10.07 percent, 20.52 percent and 9.7 percent have done acquisition, classification and cataloguing work. Circulation, reference, maintenance of records and accounting and finance contribute 10.82 percent, 11.94 percent, 2.61 percent and 1.86 percent respectively. Whereas Special collection division contribution is negligible so is indexing and abstracting.

It is also found from the present study that, that 35.82 percent librarians working in both Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges are not willing to leave the present institution rather wish to continue in same cadre while only 1.86 percent of sample respondents are unable to decide whether to leave the
present institutions or to be in same cadre. 62.31 percent of librarians working in both Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges are willing to leave present institution if they get same job in other library.

Considering Respondents views on changing institution for monetary benefits, it is found that 43.61 percent of librarians in Aided Arts, Science and Commerce College are not willing to leave the present institution and wish to continue in the same position. Nearly 98.85 percent of Unaided Arts, Science and Commerce College’s librarians are ready to leave the present institution for pecuniary benefits.

It is very surprised to find in study that, On the whole, 15.29 percent are not willing while 73.13 percent are willing to leave the present institution for monetary benefits. 11.56 percent of the librarians are unable to decide whether to leave or not.

It is evident in the study that, 21.64 percent are comfortable with the present position in the present library. On the other hand, majority 66.41 percent are not comfortable due to various reasons and, 11.94 percent are unable to express either way.

Majority of the librarians working in Aided Arts, Science and Commerce College libraries are satisfied and Unaided Arts, Science and
Commerce College libraries are dissatisfied about the administrative policies and procedures, Management’s sympathetic attitude towards the problems of employee and sending the employees for updating their knowledge. However majority of the respondents were dissatisfied with regard to the way the college managements are listening and settling conflicts of the employees and due awards/rewards is given for better work performance in the library.

On satisfaction among working conditions of the sample librarians, it is quite interesting to note that that majority of the select librarians both in Aided and Unaided Arts, Science and Commerce Colleges have gratified with the Books Collection, classification and cataloguing systems and Working relationship among librarians in the library. On the whole most of the selected library professionals from both colleges are dissatisfied as far as ventilation and other hygiene facilities available in the library modern facilities like internet and OPAC aspect are considered.

As far as working relationship among sample librarians it is found out that, 58.04 percent respondents from Unaided Arts, Science and Commerce Colleges are satisfied and 50 percent respondents from Aided Arts, Science and Commerce Colleges are satisfied.

On the whole, it can be stated that the majority of the sample respondents, to be specific 55.22 percent, in the study area irrespective of colleges in which they are working, have expressed their level of job
satisfaction as far as working relationship among selected library professionals is considered.

It has been found that, 39.9 percent of librarians from both College libraries, however were dissatisfied with the existing working relationships among the library staff in the said libraries.

As far as management’s support for improving the job skills among the library staff is concerned, it is witnessed that as many as 15.51 percent of librarians from Unaided Arts, Science and Commerce College libraries and 55.31 percent of librarians from Aided Arts, Science and Commerce College libraries have stated that they are satisfied with the college management support for improving skills.

It has been reported that majority of the librarians on the whole, almost 39.55 percent working in both Aided Arts, Science and Commerce College libraries are satisfied and Unaided Arts, Science and Commerce College libraries are satisfied with regard to formal communication with college management.

It is found from that slightly more than half of the respondents working in Aided and Unaided Arts, Science and Commerce College libraries are dissatisfied with the way employee grievances are listened and settled.
Regarding salary matters, it is observed in the study that the about 47.02 percent of the sample respondents, are dissatisfied with the salary package offered to them. Whereas if salary being offered to them in relation to the educational qualification aspect is concerned 45.14 percent of the sample respondents, are satisfied.

To the statement that salaries are paid equally to that of nature of work and quantity of work being performed , 58.62 percent of librarians working in Unaided Arts, Science and Commerce College libraries respectively are dissatisfied and 59.57 percent of librarians working in Aided Arts, Science and Commerce College libraries are satisfied. On the whole , majority of librarians are satisfied.

On level of job satisfaction with relation to experience as librarian as a criteria, it is observed that 51.06 percent of librarians working in Aided Arts, Science and Commerce College libraries have expressed satisfaction while only 38.5 percent of librarians working in Unaided Arts, Science and Commerce College libraries are satisfied. On the whole , majority of librarians are satisfied that is about 42.91 percent.

In brief it can be observed that the majority of sample librarians, are dissatisfied with the salary packages, however, they expressed satisfaction with regard to salaries paid in relation to educational qualification, salary
with present scale and salary being paid in relation to the nature and quantum of work being done by them and salary in relation to the experience.

If we consider job security as a criteria then as far as the statements “The services of the librarians are must and hence their positions are duly recognized and protected.” And “There is complete freedom of work in libraries compared to other jobs” are considered 35.07 percent and 35.82 percent of librarians on the whole working in both colleges are dissatisfied.

It is found that the respondents (46.8 percent) in Aided Arts, Science and Commerce College libraries are enjoying absolute freedom in their jobs whereas the librarians working in Unaided Arts, Science and Commerce College libraries (35.63) have constraints and restrictions while discharging their duties. On the whole, large chunk of respondents (45.52) in the study have dissatisfaction about the job security.

It is evidently found that majority of the sample librarians have expressed their satisfaction with respect to work load and shift system & working hours, to be specific about 73.5 percent and 54.1 percent, respectively.

However if we consider “Work deadlines are fixed and asked the employees to adhere to time and complete the work.” Then 46.8 percent of librarians working in Aided Arts, Science and Commerce College libraries
are dissatisfied and 58.62 percent of librarians working in Unaided Arts, Science and Commerce College libraries are dissatisfied. On the whole 54.47 percent of sample librarians have expressed their dissatisfaction.

It is explicitly observed that 46.26 percent of the sample library professionals on the whole are dissatisfied if we consider work responsibilities on them.

With regard to the achievement drive, majority of the sample librarians of both Aided and Unaided Arts, Science and Commerce College’s libraries have expressed their satisfaction with respect to the encouragement being extended by the respective managements of about 63.8 percent.

It is unfortunate to find that majority of them were dissatisfied of about 51.44 percent and 50.37 percent if we consider the opportunities for career development in the present library and the possibility for personal growth and development through library profession, respectively.

A sense of social responsibility attached to the job of librarians it is found out that majority of the selected librarians of about 45.52 of both Aided and Unaided Arts, Science and Commerce College’s libraries are dissatisfied. As per the accountability fixed at different hierarchical positions in the library, 47.32 percent of librarians are dissatisfied. Regarding the role efficiency of librarians most of them of about 47.76 percent are satisfied.
On personal growth and development through library profession, on the whole, it is found that 43.9 percent said there is no scope for personal growth being a librarian i.e. they were dissatisfied with the statement. If career planning and development in the library profession is considered then, on the whole, 49.25 percent of the sample librarians of both Aided and Unaided Arts, Science and Commerce College’s libraries have expressed their satisfaction. A similar opinion is observed if we consider scope for personal achievement in libraries is possible in the library profession i.e. 43.88 percent of the selected librarians of both Aided and Unaided Arts, Science and Commerce College’s libraries have expressed their satisfaction.

It has been found in the current study that if we consider the statement “Personal initiatives and judgement are well appreciated and recognized in the present library” majority of the librarians in both Aided Arts, Science and Commerce College libraries and Unaided Arts, Science and Commerce College libraries have felt dissatisfaction or are highly dissatisfied. On the whole 41.41 percent of the sample librarians of both Aided and Unaided Arts, Science and Commerce College’s libraries have expressed their dissatisfaction.

Majority of respondents, of about 44.02 percent on whole, working in both Aided Arts, Science and Commerce College libraries and Unaided Arts, Science and Commerce College libraries have felt dissatisfaction with the
statement “Due regard and recognition is given for good performance in library”.

As per employee welfare measures are concerned, majority of the librarians of about 45.89 percent on whole, working in both Aided Arts, Science and Commerce College libraries and Unaided Arts, Science and Commerce College libraries have felt satisfaction.

For the statement “Job in present library is enthusiastic and giving on immense recognition and satisfaction” it is observed that on the whole, 40.23 percent of the librarians in both Aided Arts, Science and Commerce College libraries and Unaided Arts, Science and Commerce College libraries have felt satisfaction.

It is observed that majority of the librarians both in Aided Arts, Science and Commerce College libraries and Unaided Arts, Science and Commerce College libraries have felt that their position both in college and society are not duly recognized and respected and hence highly dissatisfied of about 55.97 percent. It can be inferred from the study that low job satisfaction is expressed more by male librarians of about 48.33 percent under study. About 51.66 percent of male librarians are highly satisfied. While 57.95 percent of female librarian have job satisfaction. Hence the hypothesis number two “Female librarians are significantly more satisfied then the male librarians” is valid. Further the statistical technique have also
confirmed that there is no close relationship between gender and level of job satisfaction of librarians. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

Age is also considered to be an important demographic factor that influences the level of job satisfaction with regard to this, it is found out that librarians from the age group 51 and above have highest high level satisfaction of about 72.72 percent whereas from the age group 30 and less than 30 have highest low level satisfaction of about 59.49 percent. In the study it is observed that as the age increases, the level of job satisfaction is also increased while the level of the job satisfaction is low as the age decreases. Further the statistical technique have also confirmed that there is no close relationship between Age Group and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

With regard to the marital status and level of job satisfaction, it is observed that both married and unmarried librarians have expressed high level of job satisfaction on the whole 63.8 percent of the sample library professionals are highly satisfied. Further the statistical technique have also
confirmed that there is no close relationship between marital status and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

It has been noticed from the study that lesser the number of dependents, the higher level of job satisfaction is found among the librarians and more dependents the lesser level of job satisfaction is found. On the whole with respect to family size as a criteria most of the library professionals have low level job satisfaction i.e. of about 53.35 percent. Further the statistical technique have also confirmed that there is no close relationship between the size of the family and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

Family background is yet another factor that influences the job satisfaction. In this regard it is evidently found that the majority of the librarians hail from agriculture background but highest level of job satisfaction is observed by librarians with service as family background i.e. of about 67.24 percent. In all, most of the library professionals have high
level job satisfaction i.e. of about 60.07 percent. Further the statistical technique have also confirmed that there is no close relationship between family background and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

On the native place and level of job satisfaction among the sample librarians under the study highest job satisfaction was stated by librarians who hail from rural background i.e. of about 70.77 percent. In all, 67.53 percent of librarians expressed high level satisfaction and the remaining 32.46 percent of librarians have expressed low level satisfaction when native place is taken as a criteria. The statistical technique have also confirmed that there is no close relationship between native place and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

Educational background and level of job satisfaction go together and establish its relationship. The educational background of the sample respondents range from bachelor’s degree to doctorate degree in library
sciences. As per the job satisfaction Vs educational background, it is observed that, majority of the librarians with research degree have shown high level satisfaction i.e. about 84.21 percent. In all, 75.74 percent of librarians expressed high level satisfaction and the remaining 24.26 percent of librarians have expressed low level satisfaction when educational background is taken as a criteria. The statistical technique have also confirmed that there is no close relationship between educational background and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

Experience on the job, as a matter fact, will have impact on the level of job satisfaction. As regards this, it is tried to know whether there exist a relationship between total number of years of experience and the job satisfaction. In all, 45.14 percent of librarians expressed high level satisfaction and the remaining 54.86 percent of librarians have expressed low level satisfaction when total number of years of experience is taken as a criteria. The statistical technique have also confirmed that there is no close relationship between total number of years of experience and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges
and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

With regard to the experience in the other library and level of job satisfaction, those who have not worked in other libraries tops the list with 64.23 percent with regard to high level of job satisfaction. In this regard they are followed by less than 5 years of experience, 5-10 years of experience and 10 and above years of experience with 63.41 percent, 60.86 percent and 41.67 percent respectively. Those who don’t have previous library experience stood at the lowest rung of the ladder in case of low level job satisfaction. With regard to low level job satisfaction 10 and above years of experience tops the list with 58.33 percent followed by 5-10 years of experience, 5 years of experience and those who have no experience in other libraries with 39.14 percent, 36.59 percent and 35.76 percent respectively. Hence the hypothesis number three “The lesser the number of years of experience in other library more is the level of job satisfaction and more the number of years of experience in other library less is the level of job satisfaction.” is valid. As it is witnessed that majority of librarians with less number of years of experience in other library are found to have high level of job satisfaction, while the librarians with more number of years of experience in other libraries are found to have low level of job satisfaction. From this we can
infer that lesser the number of years of experience in other library more the level of job satisfaction and vice versa. In all, 62.68 percent of librarians expressed high level satisfaction and the remaining 37.32 percent of librarians have expressed low level satisfaction when total number of years of experience in other library is taken as a criteria. The statistical technique have also confirmed that there is no close relationship between total number of years of experience in other library and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

With regard to the membership and exposure to professional organization among librarians, it is observed that those who have no membership in any librarian organization are with 61.4 percent with regard to low level of job satisfaction. In this regard they are followed by DLA,IASLIC and ILA with 57 percent,33.33 percent and 28.5 percent respectively. In all, 41.41 percent of sample librarians expressed high level of job satisfaction, for membership criterion and remaining 58.59 percent expressed low level of job satisfaction. The statistical technique have also confirmed that there is no close relationship between the membership in librarian organization and level of job satisfaction of librarians both in Aided
Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.

Regarding the number of promotions received and level of job satisfaction, it is found in the study that the librarians who have received promotions are more satisfied than those who did not receive any promotion so far. In all, approximately 50.74 percent of librarians expressed high level satisfaction and the remaining approximately 49.25 percent of librarians have expressed low level satisfaction when Number of Promotions is taken as a criteria. The statistical technique have also confirmed that there is no close relationship between the Number of Promotions and level of job satisfaction of librarians both in Aided Arts, Science and Commerce Colleges and Unaided Arts, Science and Commerce Colleges. So the hypothesis number one “There is no association between Job satisfaction among the college librarians to those of their personal variables.” is valid.
Suggestions:-

1) Job satisfaction is significantly related to the recognition of the work done, hence there should be sound reward mechanism.

2) Librarians of higher education should be encouraged and financially supported to undergo training courses like refreshers, orientations and STTP (Short Term Training Programs) so that they can keep their knowledge up to date.

3) Every institute’s Director/Principal should provide necessary infrastructure and conducive environment in the library by providing infrastructural facilities and required hardware for effective functioning of the library, so that the librarians can utilize their professional knowledge and their job satisfaction will be enhanced.

4) Autonomy should be given to the librarians to take quick decisions. There should be no interference in the work of the librarians by the superiors.

5) Librarians must be trained for the adoption of the latest technology in the library and librarian should adopt the information technology in the library practice. For this purpose a close co-ordination must exist between I.T and Computer Science department of the college and
library, so that the expertise is available in the department for the implementation of any new technology in the library.

6) Librarian should positively participate in the institute’s co-curricular activities. College authority should encourage librarians’ participation.

7) Librarian should get a place in decision making process of the institute and in the selection committee for selecting personal staff.

8) Working conditions and low wages should be improved. The respondents on the consolidated salary must be shifted to salary with pay scales.

9) Institute should create an environment that encourages team work and strengthen interpersonal relationship among staff.

10) Librarian should participate in the consortia or E-resources and digitization of information sources, so as to make the library technologically sound and provide effective services.

11) Management should concentrate improving the working conditions for library personnel.

**Areas for further research:-**

Librarians with computer and allied technical qualifications and knowledge are likely to be employed and hence, there is dire need to take up
many studies in the areas of job satisfaction and related aspects among librarians.

Comparative empirical studies on job satisfaction of librarians working in government and private college libraries in the region can also be taken up for holistic understanding of job satisfaction of librarians working in different colleges.

The sample size can also be increased of the librarians so as to generalize and accept the findings of the study covering colleges in Marathwada region.