CHAPTER V

DISCUSSION AND INTERPRETATIONS
As sleep is natural to man so is work. It is the most important activity of human being, perhaps next to sleep. It spans most of the living time of the individual. Probably next to family, work has become the compact core of human activities. Some of the persons even view that the aim of education is to prepare one for work. Work provides dignity, status, challenge and a sense of achievement to many of us. It is a societal expectation as well. Yet job satisfaction is the problem facing managements, administrators, behavioural scientists, societal leaders, etc. And the problem of job satisfaction is highly complex.

Library has been termed as a trinity of books, users, and library staff. As the teacher is the transmitter and disseminator of knowledge, so is the librarian. So far, university librarians in India have directed relatively more of their energies to collection building than to library manpower. At many fronts and forums, they try to draw the attention of authorities, government and society to this factor.

A library is a service oriented institution. And library service depends not only on the collection but
equally on staff. The library personnel who makes, develops, organises and services a collection, is of greater significance. And this constituent of the trinity has unfortunately not arrested the attention of library managers to the extent as it should have.

Strikes by library staff (leaving aside the general strikes by university staff in which the library staff participate) have not been reported, as is the case with many other occupations and professions, in India and abroad. So, it may be assumed by some that theirs is a contented lot.

We have a very rich and ancient cultural heritage which eulogises work. Work is worship. Gita preaches perfection of work without expectations and return, as also attainment of 'moksha' through 'karma yoga'. Hard work is a part of our cultural heritage. Yet, it is also a fact that work ethics is fast deteriorating in India. We are moving towards a non-work-holiday culture. Libraries are no exception to it. Top persons at the helm of libraries complain about the deteriorating work situation.

It is the belief of the investigator that job satisfaction is the basic ingredient of effective organizational
behaviour. It is determined by the totality of the work, the organizational structure and climate on the one hand and what employees bring with them to an organization on the other. Their expectancy, need system and response dispositions interact with the organizational variables. The resultant outcome is job satisfaction. Job satisfaction is vital to the library staff as well as to those associated with or interacting with libraries. It may not be an exaggeration to say that a library would be, what its manpower makes of it.

Hence, a nation-wide investigation was undertaken to study job satisfaction of the professional staff working in the university libraries which are more developed than the public, school and college libraries in India.

The hypotheses were that level of job satisfaction of males and females on the one hand and the seniors and the juniors on the other hand, were the same.

Library work is considered female oriented in the west. The two groups based on sex are talked about not only in other fields, but also in libraries. The available studies in the field of libraries in U.S.A. and U.K.
suggested either no significant differences in job satisfaction of males and females or concluded that there was difference. Their findings have been contradictory. In view of this, the present investigator felt the need to test the hypothesis in the Indian context.

In Indian university libraries, the two professional groups based on structural organization are senior graded professional personnel and junior graded professional and semi professional personnel. Most of the seniors are holding top or middle managing posts. It is a general belief that perceptual difference exist in seniors and juniors. The Research Methodology Workshop held at Kaulalampur in 1976, in its report among other things, suggested indepth studies of factors motivating employees at managerial and supervisory levels.¹ The present study also addressed itself to the question: "Do seniors and juniors differ in their perceptions of job satisfaction?"

Findings:

As demonstrated in the previous chapter, the data collected did not disprove the null hypothesis regarding sexes, whereas it rejected the null hypothesis relating to seniors and juniors and supported the alternative hypothesis.

¹ Quoted in Udai Pareek, ed. op. cit. P.508.
The analysis of data reported in the previous chapter found no significant differences in the degree of job satisfaction between males and females in the sample, in the overall job satisfaction scores. But there was significant difference in the overall level of job satisfaction of the seniors and the juniors. The evidence suggests that sex did not affect job satisfaction whereas, professional/organisational level influenced the level of job satisfaction.

The findings in respect of sexes of the present study is in consonance with the results of the previous research in the field undertaken by D'Elia in U.S.A. and Sergean et al in U.K. They reported no significant differences in the male and female perception of job satisfaction in libraries. The results of the present investigation differ from the findings of Wahba, who reported that women working in U.S.A. libraries were less satisfied than the men. It may be added here, that all the three studies quoted here, used different instruments for collecting the data.

2. George P. D'Elia. op.cit.
3. R. Sergean, J.R. McKay and Cynthia M. Corkill. op.cit.
4. Susanne Patterson Wahba. op.cit.
There were significant differences between the seniors and the juniors in overall job satisfaction as already stated. The analysis of variance of the ten dimensions was done to ascertain direction. And it indicated that there were significant differences in the levels of job satisfaction in the following dimensions:

1. Career
2. Salary
3. Promotion

Though, there were no overall significant differences between males and females relating to job satisfaction, yet one dimension "work" revealed significant difference between the two groups.

Except in one dimension: 'University library, planning and policies', it was observed that there is no significant interaction between the two variables - sex, and the professional level.

Interpretation will be more meaningful if we take these three cases separately.

**Difference between Seniors and Juniors**

A post hoc interpretation of findings of the significant
difference between the seniors and the juniors comes readily to hand. The two groups tend to be quite different on what they think they are getting from their job.

Turning first to the dimensions in which significant differences were found in levels of job satisfaction between the groups, the dimension indicating the most significant difference (p. \( < .001 \) level) was salary. (See table No. 4.33). In fact, the juniors indicated dissatisfaction in this area, whereas the seniors did not. (See table No. 4.34).

The seniors were decidedly better paid when compared with the junior graded posts. The grades of the seniors were better, as it should be, and is, in any organisation. Most of the seniors are in UGC grades. These grades were not only the same at the national level, but were also at par with the corresponding teaching staff of the universities in India. The seniors, therefore, were in equitable positions, to the academic community in the universities. The academic staff in the universities including the senior library staff, is well paid according to the Indian standards, thanks to the University Grants Commission.

Contra
juniors varied from university to university (See table No. 4.4). They not only received less pay compared with the seniors, but probably, they also compared themselves, with other staff, in the university. This might be seen further in the light of the inputs in terms of qualifications and experience the juniors brought to their jobs. 52.26% of the juniors were post-graduates and 14.57% had Master's degree in Library Science (See table Nos. 4.9 and 4.10). So, most of them possessed good qualifications, and some of them were overqualified for their jobs. There was a feeling of inequity and injustice among the juniors as a response to perceived discrepancies in the ratios of rewards in the library, university and society. One of the comments by a professional assistant in this regard is reproduced below:

"Primary school teachers' pay scales are better than the pay scales of District Librarians/Assistant Librarians/ and other Professional Assistants, who are working in various departments of libraries."

Thus, salary seems to be the greatest producer of lack of fulfillment and also a feeling of inequity and injustice as the juniors think themselves underpaid.
The finding of the Sheffield Manpower Study also was that the "attitude to pay was more favourable in senior graded job." 5

In the next dimension 'promotion', the findings revealed statistically significant difference (p.< .001) in the level of job satisfaction between the seniors and the juniors. Although the need for promotion produces the disappointment and dissatisfaction in the two groups, yet the dissatisfaction exceeds significantly in juniors than the seniors (See table No. 4.34).

The seniors in India have been usually treated at par with the academic staff in the universities. It is more likely that they tend to take the ills and disadvantages including stagnation in academic community in their stride.

Some of the seniors, who were senior in age as well as in experience, had entered the profession during the boom period of university expansion in India. They had better and more avenues for advancement. Their higher needs for advancement and status were possibly more fulfilled than that of the juniors. Therefore, the perception of the seniors was different from that of the juniors and their attitude.

towards this aspect of their job was relatively less unfavourable than those of the juniors.

While meeting the junior staff for this study, as also talking to them at other forums, the investigator gathered the impression that the juniors compared themselves with the administrative staff in the university, in this respect. In some cases, the professional staff had come to the library via the administrative office. Many of the junior staff complained and quoted instances where less qualified persons with less experience were holding better positions in university offices compared with junior graded persons in university libraries. Two of the respondents in the sample comment:

"There is no equality with other administrative staff. We are recognised neither as teachers nor as administrators, nor anything. This is a great handicap in promotion, and status."

"The office colleagues are better treated, they have been placed in better prospects than the people who have joined the profession. At present it is quite disappointing."
Initial grades for professionals in university libraries were better than those of the clerical staff in the Indian universities. Therefore, some persons were attracted to libraries. Once a person joined the library against a professional post, for promotions, his/her post became ex-cadre post, in the administrative set up of the university, where seniority was the rule for promotion.

On the other hand, promotions to higher posts in university libraries were qualification as well as experience based. And the staff had to face selection committee in some cases for advancement. Besides, the university administration had seen more expansion than the libraries. Dr. D.M. Nanjundappa, who made a study of university finances with special reference to the Karnatak University, found that from 1950-51 to 1971-73, there had been an increase of expenditure on library "only 12 times as against 107 fold increase of administrative expenditure."\(^6\)

Thus, the juniors found themselves in the university system where their other colleagues with probably less inputs and investments in terms of qualifications and experience, were holding senior and better positions, which meant also better pay packets, status, etc. The degree of

inequity experienced by the persons affected their attitudes. The following comment by a respondent of the survey speaks eloquently of their frustration:

"It would have been better if I had stayed in the university office as II Division clerk instead of coming to this lousy profession. I would have been Assistant Registrar, of course, even Deputy Registrar, at the time of retirement, if I had stayed in my previous job as clerk."

It seems also that the juniors got fewer chances for inter and intra job mobility and advancement as compared with the seniors. Some of the juniors reported to be working on the same post for more than 15 years.

"After working 16 years in this field, I am still a Library Assistant. No promotion, no future chances," laments another respondent, holding a junior post.

The younger generation, who were well qualified and entered the profession recently, with probably high expectations, had to face tough competition in view of the stagnation in the university libraries in particular, and employment conditions in the country in general.
Thus, the juniors were probably in a more unfavourable situation relative to the seniors, in this aspect, also.

Career was another dimension, which indicated statistically significant difference ($p < .001$) in the level of job satisfaction between the seniors and the juniors. Additionally, the attitude of the seniors was more favourable than that of the juniors (See table No. 4.34).

42.86% of the seniors as table No. 4.12 reveals, had completed two decades or more of their working life in the profession. As already stated, there were good chances of inter and intra mobility in the profession. Consequently, library career offered them a better prospects.

Moreover, most of the seniors were better qualified or more experienced or both (See table Nos. 4.9-4.12). Age-wise also this group was senior. Therefore, they were more mature, while the juniors were comparatively young and in need of more experience. The juniors joined the profession when the going up for well qualified personnel in the profession was not that easy. The situation is worsening day by day in this regard. 34.17% of the juniors were eager for a change in their present employment (See table No.4.19).
Some of the juniors drifted to the profession because of lack of employment chances in other areas. Additionally, their expectations might have been higher, but the profession did not come up to their expectations, and they found themselves trapped.

The Sheffield Manpower Study also reported that being a senior or having better paid job contributed to the likelihood of a favourable attitude to the profession and remaining in it.\(^7\)

Apart from the three dimensions, where there were statistically significant differences, differences were also visible in all other dimensions between the seniors and the juniors, (as is evidenced from table No. 4.33), which also contributed to overall differences in job satisfaction between these two groups. And a look at table No. 4.34 reveals that in all the dimensions, except the one "university libraries, planning and policies," the attitude of the seniors was more favourable than that of the juniors, which is understandable.

Most of the seniors were at the top or middle level.

posts, whose job had planning or supervisory emphasis. They were widely involved over the whole area of technical and user services, or were in jobs with special materials, subjects, services or equipment emphasis.

The seniors had more and better opportunities than the juniors for getting their views across matters affecting both their work and its environment, possibly. And certainly, the senior enjoyed better status than the juniors.

On the other hand, the juniors, were practitioners. They had to carry out most of the routine, monotonous and tiresome jobs. They had to work in shifts and on holidays and Sundays. Working conditions probably affected them more unfavourably than the seniors. They had to carry the cross, and, therefore, it is likely that their perspective of the situation was different from the seniors.

Possibly, they had less say in their work and decisions pertaining to their work. Some of the comments made by the junior respondents revealed that they were never consulted, and that there was lack of communication. Therefore, the
juniors were dissatisfied with this aspect also (See table No. 4.34).

Another fact, which is worth noting, is that a little over one fourth (see table No. 4.19) of the junior females in the sample was temporary. One such respondent comments:

"Working in the library for more than 41 years, purely on temporary basis. This condition of uncertainty is simply awful."

Tripathi (1974) who interviewed 1100 workers in U.P. reported that permanent workers were more satisfied than temporary workers.

The juniors perhaps felt as one of them has put it, that "Professionally qualified and experienced staff at the lower level should be well looked after, they are large in number."

Thus, the need fulfillment or satisfaction of the seniors and juniors varies, because the two groups tend to think quite different in what they think they are getting from their job. Hence, the relative satisfaction of the

needs of the seniors varies significantly from the juniors.

**Difference between Males and Females**

No statistically significant differences were found between sexes, while examining either the over all scores of job satisfaction, or its various dimensions, except the dimension work - its pattern and content. Actually, males tended to derive more satisfaction than females (See table No. 4.34), though the difference was not significant.

Table No. 4.9 and 4.10 reveal an interesting fact. The percentage of women undergraduates is less than that of the men. On the other hand, as in U.S.A. and U.K., so also in India, men were more likely to hold senior graded positions than women. Only one female in the sample was holding the top position in a university and that too in an officiating capacity.

Not only that, a senior man was more likely, than a senior woman was to be engaged in planning and administrative duties. Table No. 4.13 indicates that only 8.16% of the senior females were associated with management and administration at the top level, as against 26.87% of senior males. This gave, possibly, a feeling of not being fair to the fair sex!
The senior women were, therefore, engaged either in middle management or practitioner activities. They had, therefore, less involvement and responsibility, relative to senior men, which amounted to under-utilization of their skills and abilities.

Moreover, it seems that the physical demands of the work and the unconventional timings affected women, because of the additional family duties and cultural milieu in India. The Sheffield Manpower Study (wherein females outnumbered males 3 to 1) reported that 61% of the sample described their work as physically demanding and 63% of them regarded physical working environment as unsatisfactory. Females, who were practitioners, were more likely to be less favourable to such demands. Also, most of the routine jobs go with practitioners.

Besides the dimension 'work', considerable difference in the level job satisfaction is there between the two groups in another area, viz. status. The males reported greater satisfaction than the females (See table No. 4.33 and 4.34). Perhaps, females were more status conscious, or their expectations were higher, or both!

There were some difference in level of job satisfaction...

satisfaction of males and females, in another dimension viz. university library, planning policies, etc. but they were not significant. Once again, the attitude of female is less favourable than that of the male. Females are probably more sensitive and critical because of the effects of the policies on their work.

Thus, this may be seen in the light of less favourable situation for females relative to males, with regard to planning, management and administrative responsibilities leading to the under-utilisation of their capabilities. Probably, the physical demands and unconventional timings might be less favourable to females. Additionally, they might be more conscious and sensitive or their needs and expectations were more.

The Sheffield Manpower Study also concludes that "continuing the theme of under-utilisation, women are also seen to be operating at a disadvantage, relative to men, with regard to job, grades, planning/supervisory responsibility..."

However, in other dimensions, the differences between the males and the females are not much. Consequently, the

The overall level of job satisfaction of males and females does not show statistically significant difference. Hence, barring one dimension, the evidence does not suggest that sex affects job satisfaction.

Differences due to interaction between variables:

The interaction between the two variables — sex and the professional level — produced significant difference in the aspects: university library, planning policies etc. It was the only dimension, wherein interaction showed significant difference. And as Snedecor, an authority on the F test writes, "that if interaction appeared the main effects of the variables would have little meaning." 11

To sum up, the analysis of the data presents a picture, which shows significant differences in the perception of the need fulfillment of the seniors and the juniors regarding earnings, advancement and career and some differences in other areas, leading to overall significant difference in job satisfaction of the seniors and the juniors.

Additionally, the seniors, in terms of the responses

received by them, compared to the answers indicated by the juniors, are significantly more satisfied than the juniors.

On the other hand, there was significant difference between males and females job satisfaction in only one dimension viz. work, its content and pattern; and considerable difference in another dimension namely, status. In fact, males also tended to derive more satisfaction than females in both these areas. In other dimensions, the differences were not much as to affect overall job satisfaction. Hence, there was no significant difference between males and females, in overall job satisfaction.

Low satisfying dimensions:

In the preceding section of this chapter, the differences in job satisfaction between the groups viz. the senior and the juniors, and the males and the females were discussed. Probably the most fruitful as well as interesting analysis of the data for perceived satisfaction or fulfilment could be made if the various groups were grouped by patterns or profiles of the areas of dissatisfaction, than if each dimension is considered, separately. Incidentally, this exercise would also help in identifying the problem areas, which need attention of the concerned quarters.
For classifying a dimension as low satisfying, the value of the mean of the dimension is the determining factor or as the mark point. If the value of mean of a group was less than the value of mean of the dimension, it would be regarded as a low satisfying dimension for that group.

If the grouping is carried out on the basis mentioned above, fairly clear areas of dissatisfaction emerge, as given hereunder:

i. Promotion
ii. Working conditions
iii. Communication
iv. Salary

Promotion:

Promotion was having the lowest satisfaction amongst all the dimensions. None of the groups under study reached the mean score 9 of this dimension. As already aforesaid, it was only the degree of disappointment of the seniors and the juniors which varied here, and it was found statistically significant.

Academic community in universities is very dissatisfied with avenues for advancement. The study by Sri Chandra (1970) of 524 scientists working in research institutions
and universities revealed that they were disappointed due to lack of promotional opportunities etc. as already pointed out. It is a heart burning national problem. Many a university witnessed strikes by teachers on this issue in recent times. Personal merit promotion scheme has been implemented in some of the universities to remove this dissatisfying factor, among the teaching community, in India.

Librarians are a part of the academic community. They are in the same system. There is stagnation in the profession as well as in university libraries. This investigator while tabulating the data, came across scores of cases, where persons were working in the same grade and cadre for more than 15 years, without getting a single chance for advancement.

It is not only the question of not getting an opportunity for going up, but the future also seemed to them bleak! One of the respondents commented:

"There is not much scope for promotion to the next higher post."

12. Sri Chandra. op.cit.
"... more chances should be created for the next promotion," suggests another.

Even the practices and handling of promotion, seem to be disatisfying. As one of the professionals puts it:

"Nowadays, there is great politics in the profession. The chances of promotion are very less, long experience with excellent record of service does not pay any more. Only the 'approach' (influence) is more helpful than the academic or professional qualifications." It not only reflects upon the society, the environment in which one has to work, but also work value system of the present day!

The findings of the present investigation in this area, corroborates the results of Nourse 13, Hoage 14, Wahba 15, D'Elia 16, Chwe 17, Azad 18, Woodruff 19 in U.S.A. and Burgess 20 in Australia.

13. Louis M. Nourse. op. cit.
15. Sussane Patterson Wahba. op. cit.
17. Steven Seokho Chwe. op. cit.
20. Susan Fay Burgess. op. cit.
The homogeneity of dissatisfaction across a variety of cultures suggests strongly that this need for promotion arises from the nature of people. Although dissatisfaction with promotion varies from country to country, there is a strong evidence to suggest that this basic need is not being fulfilled in the library profession.

Salary:

Salary was another low satisfying dimension considering the aggregate mean score of the sample. There was also significant difference in levels of job satisfaction in this respect between the juniors and seniors, as is seen under the analysis of data, the values of mean of the groups except that of senior in this regard were below the value of mean of the dimension. Mean scores of the various groups are given below:

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Senior</th>
<th>Junior</th>
<th>All Mean</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.5</td>
<td>8.02</td>
<td>9.53</td>
<td>7.38</td>
<td>8.32</td>
<td>9</td>
</tr>
</tbody>
</table>

One of the respondent commented that "Most of the library staff are less paid," while another suggested for "increasing the salary scale." This dimension has already been discussed in detail, earlier.

D’Elia21, Chwe22 and Azad23 and others reported dissatisfaction with compensation in U.S.A., while Burgess24

22. Steven Seokho Chwe. op.cit.
found it among the five most satisfying dimension for cataloguers in Australia.

Working conditions:

Another low satisfying dimension was working conditions. The position of mean score of the four groups in this dimension is as under:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Senior</th>
<th>Junior</th>
<th>All</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>23.88</td>
<td>23.73</td>
<td>24.17</td>
<td>23.55</td>
<td>23.82</td>
<td>24</td>
</tr>
</tbody>
</table>

Out of the four groups under study, values of mean of the three groups viz., female, male and junior as also the aggregate mean of the groups fell below the value of mean of this dimension.

While visiting university libraries in India for the purpose of this survey, as also for other purposes, it was observed that the working conditions in India are less favourable in university libraries. The staff and equipment in some of the libraries are hardly adequate. One of the comment has
pointed out; "Have to pull on the work within a very limited staff." No intercom or internal telephone connections - a bare necessity for any service organisation, were there in many university libraries. Nor were there lifts, connecting stacks, in some of the libraries. In some cases even the book trollies were not provided. It is a make-do-and-mend with very limited resources.

Library manpower has to work in some places under very trying conditions. The university campus in many cases, is miles away from the city. In the absence of provision of accommodation for library staff on the campus, they had to commute daily from far off places, by local transport. The library is kept open for longer hours. And the persons working in the morning and evening shifts are the worst sufferers. In some universities, even the canteen facilities for library staff after office hours or on Sundays and holidays were not available.

In many a university, library professional staff did not enjoy privileges extended to teaching academic community such as academic leave to attend seminars and conferences and study leave. Naturally, there was a feeling of discrimination. One of the respondents draws pointed attention to this sad
fact: "equal status comparative to the university teachers" is not given.

Not only that, as another respondent bewails:

"The office colleagues are better treated (than the library staff). In short, the administrative staff rules the library and we are helplessly looking at it." Library power personnel is toothless and hardly has any/or even nuisance value.

Libraries still continue to be low priority institutions, particularly in the developing countries and most of the authorities in universities are apathetic or indifferent to libraries. Some of the comments made by the respondents in the questionnaire put the finger on this point. e.g. One of the respondents remarked "... the authority takes no interest in matters concerning libraries." Consequently, the library manpower in university libraries had to face hardships and suffer heartburnings.

The seniors... were relatively in better position... and holding management and supervisory positions and perhaps not as adversely affected as other groups. Or their position has possibly changed their perspectives. Or, probably, both!
Therefore, they seem to adjust to their environment and working conditions, slightly better than the other groups.

Communication:

Communication was yet another dimension which was low satisfying for two of the groups, viz. the females and the juniors. The values of mean of these two groups were below the value of mean of the dimension, as is evident from the scores of mean of the groups given below:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Senior</th>
<th>Junior</th>
<th>All</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>15.24</td>
<td>14.96</td>
<td>15.47</td>
<td>14.86</td>
<td>15.13</td>
<td>15</td>
</tr>
</tbody>
</table>

It is ironic that an organisation operating in the information business, professing to be looking after the information needs of others, was not satisfactorily meeting the information needs of its own groups of information personnel!

Communication is important to both individual performance and individual satisfaction. It affects attitudes to work. Some respondents have deplored the state of affairs in this regard and comment: "There is no process of communication among the employees and administration." "They are not at all ready to take into confidence their colleagues." "Consultation among the staff, meetings etc. are not at all applicable in the library."
It appears that the management hoarded information and distributed it only when necessary to maintain its source of power. The staff comes to know of a certain thing only when it is a fait accompli.

Better opportunities for having their views considered were enjoyed by some of the seniors involved in management and administration or males it seems. Attitude of the females was less favourable than that of males and the juniors than that of the seniors. The juniors and the females tend to think quite different from the seniors and the males, in this respect.

Thus, one outstanding feature in the pattern of dissatisfaction, is the fact that there is similarity in the areas of dissatisfaction among the groups. All the four groups are dissatisfied with the aspect 'promotion' of their job. In addition to that, the males, the females and the juniors are dissatisfied with 'salary' and 'working conditions', and the juniors and the females with one more dimension: 'communication'. The picture which emerges, in this regard is as follows:

The seniors were dissatisfied with:

1. Promotion.
The juniors were dissatisfied with:

i. Promotion
ii. Salary
iii. Working Conditions
iv. Communication

Dissatisfiers for the males were:

i. Promotion
ii. Salary
iii. Working conditions

For the females, the dissatisfying dimensions were:

i. Promotion
ii. Salary
iii. Working conditions
iv. Communication

The juniors, considering the dissatisfaction, were on the top, followed by females, males and the seniors.

Hereafter, the other dimensions are discussed separately.

**User Services/Contact with people**

While considering the dimensions other than the low satisfying dimensions, the dimension which was the most satisfying dimension to all the groups was: user services/Contact with users, as it appears in the mean scores (Table No. 4.34).
Dealing with users is an important aspect of library work. Library is a service oriented organisation. In common with other service oriented organizations and professions, it is one of the special demands of the work and the working context of the library. Library work demands a capacity for enjoying working with people as well as the ability to stand users. It is the special environment of the library. Some consider it as social service. Therefore, a separate dimension was devoted to this special aspect of library in the present investigation.

It is a paradox. Users are heard to complain that library staff did not bother much about them. But the responses from the library personnel depicted that they were satisfied with users. The sample saw themselves the most adjusted to this dimension.

Barring one adverse comment from a respondent which runs thus "... particularly in the university libraries, we can't run the library properly due to student leaders interference", all the comments made by the other persons who participated in this investigation were favourable, in this regard. A few of the favourable comments are reproduced below:

"Library profession is a noble profession for those who
are interested in learning and meeting with learned people."

"The best profession to help the readers in the university."

"In today's context, librarianship provides you a change to have some satisfaction of service of the people."

"A vast scope for rendering much greater service to the community through the scholar."

"In spite of all .... I am satisfied with my job, a satisfaction which is seen when a reader goes satisfied. This is enough to forget all..."

These comments hold a mirror to the fact that the library staff had to act as a catalytic agent between the reader on the one hand and their sources of information vis., the books on the other. They also show that it is possible to derive a good deal of pleasure by serving the users in general and the scholars in particular.

Best of the dimensions are discussed in the order as they appear in the investigation.
Career:

In this dimension, the observations of job satisfaction showed significant differences between the seniors and the juniors, and this point has already been discussed at length earlier. It may be of interest to note that the responses received from the library professional personnel (Table No. 4.17) revealed that the seniors were more positively attracted to the profession as compared with the juniors. More seniors claimed to have chosen library profession profession actively or as the best profession than did the juniors.

Work:

Library work makes certain of the intellectual, social and physical demands besides the context in which it takes place, such as working hours, interruptions etc. This pattern of work and its specific and special features make various kinds of demands to which the library personnel has to adapt.

This dimension was the only, out of the ten, which showed statistically significant differences between males and females. As already stated, it seems that males were more matched to the pattern of library work than the females, contrary to the common belief.

There is no statistically significant difference between
the seniors and the juniors, yet the means suggest that attitude of the seniors is more favourable than that of the juniors. It is understandable, for, the juniors as already stated, are practitioners and have to do the monotonous and routine jobs and also those juniors, who are over qualified probably feel being underutilized.

University Library planning policies, Practice:

This is the only dimension, in which interaction showed significant difference. According to Snedecor, an authority on the F test, main effects of the variables would have little value, as already stated.

Two facts are worth noting here, it is the only dimension, where the value of the mean of the seniors is less than that of the juniors. Responses from females are also less favourable than that of the males.

And many of the comments made by the respondents are very critical of the University library planning, policies etc.

Supervision and Management:

Differences between male and female responses in this dimension are not visible. (See Table No. 4.33 and 4.34). On

the other hand, differences between the seniors and the juniors though not statistically significant are there. The seniors are once again found in more favourable positions than that of the juniors, which is understandable. Juniors have to work under supervision of some senior.

Social Status:

At least, the librarians in India did not perceive themselves unfavourable on this aspect. Though no statistically significant differences were found among the groups in this dimension, yet they were considerable differences between the males and the females as already pointed out. The males had more favourable attitude compared with females, in this respect.

It may be of interest to note that the librarians engaged in cataloguing and technical services in U.S.A. and Australia were dissatisfied with their status, as reported by Chee, Azad, and Burgess.

According to the Work Adjustment Theory, the variables of 'satisfactoriness' and 'satisfaction' were selected as the indicators of work adjustment. 'Satisfactoriness is a function

26. Steven Seokho Chee. op.cit.
27. Asadullah Azad. op.cit.
28. Susan Fay Burgess. op.cit.
of the correspondence between the individual's abilities and the ability requirements of the job, while satisfaction is a function of the correspondence between an individual's needs and the reinforcer system in the job." From this point of view, satisfaction is defined as work adjustment viewed from the vantage point of the individual, while satisfactoriness is work adjustment viewed from the employer's standpoint.

In the light of the behavioural notions of the theory, the picture that emerges overall from this exercise, is of a moderately adjusted profession workforce in the university libraries in India. They are marginally satisfied. Attitudes to the work, profession, and to some extent, context were not negative. But they seem to be negative to terms and conditions of service, such as salary, promotion, and working conditions.

All the need fulfillment models of job satisfaction place a primary emphasis on individual differences in needs. This study was concerned with measurement and comparison of levels of job satisfaction of the four groups of professional and semi professional personnel. The investigation revealed

29. Steven Seokho Chwe. op.cit. P.57.
statistically significant differences in the overall job satisfaction between seniors and juniors but not between males and females. Additionally, seniors were more satisfied than juniors in overall job satisfaction, and among the ten dimensions, three viz. promotion, pay, and career showed significant differences. Sexes showed significant differences under work, while the interaction under 'university library policies, practices, functioning' was significantly different. All these indicate differences in needs of the various groups, according to need theories of job satisfaction. According to the Work Adjustment Theory a reinforcer system consists of all interacting actions and outcomes that are available in the work environment which maintains an individual's work behaviour. A need, therefore, in terms of Work Adjustment Theory, can be defined conceptually as an expression of preference for a specific reinforcer. In accordance with this theory, it may be interpreted that the seniors are more matched to university library system when compared with the juniors graded personnel. And only in the work content the male group is more matched than the female group. In rest of the nine dimensions and overall job satisfaction, sex did not significantly affect adaptation or adjustment to university library work system in India.