CHAPTER I

INTRODUCTION
Verily, none can ever rest for an instant, without performing action, for, all are made to act, helplessly indeed by virtue of prakrti or nature.

Indian culture not only emphasises work ethos but suggests that it is necessary for attaining perfection. Work is an important aspect of man's life and behaviour. The most active part of man's life is spent in doing some kind of work or work-related activities. It is but natural that work has attracted the attention of poets, psychologists,
philosophers, managers, behavioural scientists etc. Comprehensive and in-depth studies of the behavioural phenomena involved in work have been conducted by scientists both in western as well as eastern countries.

Some people love their work. Others dislike it. People take a job for their livelihood. Some stay in the same job and organisation for a lifetime. Others are always on the move. Modern men have to work in organisations. So they are not only affected by the content but the context or environment in which they work. They may like some facets of their work and its environment. They may have dislike for some aspects of the work or they may be indifferent to others. All these attitudes regarding the job come under the purview of job satisfaction.

Job satisfaction is satisfaction regarding work related dimensions. Bullock¹(1952) defines Job Satisfaction, as "... an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job. This attitude maintains itself in evaluation of the job and of the employing organisation. ... Job satisfaction ... is rather an evaluation of one's job and employing company as contributing suitably to the attainment of one's personal objectives."

"Fundamentally, an organisation comes into existence exclusively through the efforts of people."

And people working in an organisation are attracted to it because they anticipate that the organization will offer them rewards that will satisfy their needs.

Expectations from work and its environment vary from person to person, depending upon the values and needs, people perceive. As such, a person experiences different degrees of pleasure or displeasure on different jobs and/or with different aspects of the same job.

Besides, there are individual differences in the vocational needs of people and in jobs with respect to 'reinforcers' available for the satisfaction of needs.

Notwithstanding the controversy, a fact that stands out prominently in this century is the earnest desire of all serious thinkers to make work more agreeable, meaningful and

---

interesting. Sociologists, psychologists, managers and administrators today are preoccupied with designing strategies for providing job satisfaction to all. And job satisfaction has been a favourite research area both in India and abroad. 

Statement of the problem:

"Ideas, whether those of art and science, or those embodied in practical appliances are the most 'real' of the gifts that each generation receives from its predecessors. The world's material wealth would quickly be replaced if it were destroyed, but the ideas by which it was made were retained. If, however, the ideas were lost, but not the material wealth, then that would dwindle and the world would go back to poverty. And most of our knowledge of mere facts could be quickly recovered if it were lost, but the constructive ideas of thought remained, while if the ideas perished, the world would enter again the Dark Ages."


The library is a repository of these recorded ideas and knowledge. It is the corporate memory of humankind. The recorded knowledge is its input. It is procured, processed and organised for transmission and dissemination purpose. The transmission and dissemination of recorded knowledge and information to clientele is its output.

Since the advent of university education, the library has been considered as an essential part of advanced learning and research. The library is 'a dynamic instrument of education',

"Scientific research needs a library as well as its laboratories, while for humanistic research the library is both library and laboratory in one." 

"The library is the fountain from which the current of culture, enlightenment and new knowledge flows into any university campus." Hence, it is a pre-requisite for pursuit of knowledge and learning.

The university library is service oriented organization.

Though technology has advanced, and electronic gadgets are doing a lot of processing work in western countries, human

resource still plays an overwhelmingly major role in a library. "Libraries are labour intensive." And "in a highly labour intensive organisation ... the major scope for improvement in efficiency and effectiveness must come through more effective use of human resource." Therefore, it is compellingly necessary for the university library to pay attention to manpower management, for its efficient and effective functioning.

If we take systems view, productivity in an organisation depends on three sequential things:

a. Individual must join and remain in an organisation.
b. They must perform dependably.
c. They must engage in occasional innovative and operative behaviour.

Productive orientation of work to some extent requires creation of a work culture where employees get a fair amount of satisfaction on the job.

Job satisfaction is, therefore, receiving increasing attention, to understand behaviour in organisations. Studies

and empirical research abounds both in India and abroad on job satisfaction. Research literature on the psychology of work gives a lot of insight into some basic questions such as, what motivates people to work? What are the effects of work? What makes work satisfying?

Understanding the job satisfaction is undoubtedly a vital phenomenon for university libraries, as it is for any other organisation. Hence, a concerted effort is required to study job satisfaction in university libraries, so as to apply this knowledge for scientific management and advance "beyond the nineteenth-century attitudes upon which our traditional job design principles are based." 14

Unfortunately, library profession has lagged behind in this respect. But, recently a few empirical studies on job satisfaction of librarians have been carried out in western countries. And, the topic is receiving increasing attention, during the last few years, as a cursory look at the Library and Information Science Abstracts shows:

TABLE NO. 1.1
LITERATURE ON JOB SATISFACTION NOTICED IN LIBRARY AND INFORMATION SCIENCE ABSTRACTS

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of entries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1978</td>
<td>Nil</td>
</tr>
<tr>
<td>1979</td>
<td>2</td>
</tr>
<tr>
<td>1980</td>
<td>4</td>
</tr>
<tr>
<td>1981</td>
<td>2</td>
</tr>
<tr>
<td>1982</td>
<td>11</td>
</tr>
<tr>
<td>1983</td>
<td>10</td>
</tr>
</tbody>
</table>

However, the position about the Indian scene in this area is dismal. Glancing through the pages of *A Survey of research in psychology* ¹⁵, one notices significant research done about job satisfaction of academic community, but there is not a single reference about librarians in it. The field of job satisfaction of librarians is almost virgin, in India.

Therefore, the present investigation was undertaken to explore this barren but crucial area of manpower management of university libraries in India. It may not be out of place

to mention here that the university libraries in India, were relatively more developed than other libraries, such as public, college, and school. They are employing comparatively more staff than the other libraries to meet the increasing demands made on them. And they are growing into complex organisations.

In the university library, both males as well as females were employed. One trend in the study of job satisfaction in general has been a comparative analysis of satisfaction of the two sexes viz. males and females. A number of studies have been carried out where sex difference has been taken as a variable. Some researchers reported difference in job satisfaction between the two sexes, while others have not confirmed it.

Wahba¹⁶, studied job satisfaction of men and women of college and university librarians from the greater New York Metropolitan Areas. She reported that women were more dissatisfied than men in all need categories (security, esteem, autonomy and self-actualization needs) with the exception of social needs which were similar for both men and women.

Contrary to that, George P. D'Elia, who investigated 228 librarians in U.S.A., reported that "job satisfaction among librarians is not related to their sex." Sergean also reported that, in spite of the under-utilization of women, in senior positions, women librarians in U.K. did not appear to perceive themselves discriminated against. Their level of satisfaction with their work, job, and profession was at par with that of the men.

As the findings were contradictory, the investigator felt there is a strong need for the further investigation of the two groups to understand job satisfaction and its various aspects and dimensions, particularly in the context of Indian university library scene.

Another trend in job satisfaction studies of librarians was to carry out comparative studies of groups of librarians.

---


on the basis of task, e.g., Chwe, Azad, and Burgess made comparative studies of job satisfaction of persons working in cataloguing and public service/reference services.

"Whereas task differences alone might be sufficient, it seems particularly questionable that measures of job attitude components will have generality over groups which differ in terms of organizational level." Porter and Lawler (1965) also reported that role perceptions and perceived need satisfactions had all been found to vary in a systematic way with the level of employees in the formal organizational hierarchy. As such, the variables most generally thought to be associated with organizational level, seem to be of the sort that would strongly influence one's perspective in viewing and assessing the job domain.


With the above considerations in mind, the present study was to make a comparison of job attitudes across organisational levels of the university libraries.

Throughout India, the organizational structure of university libraries is hierarchical. Nomenclature and pay scales vary from State to State, and from university to university. Yet, by and large, the staff structure may be divided into two groups: Professionals and non-professionals.

The Ranganathan Committee on University and College libraries appointed by the University Grants Commission, spells out the structure of professional staff, their functional designations, professional status, qualifications, and grades in a university library. The categorization of professional status of the staff is as under: 24

<table>
<thead>
<tr>
<th>Scale</th>
<th>(Professor's)</th>
<th>(Reader's)</th>
<th>(Lecturer's)</th>
<th>(Assistant Lecturer's)</th>
<th>80-5-150-10-220</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Professional Senior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Professional Senior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Professional Junior</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Professional Assistant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Semi Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

The professional personnel has not only to attain general academic qualifications as stipulated in the report, commensurate with their professional status, but also have to undergo professional education in library science before joining as professionals in university libraries. Since the publication of the report, grades and qualifications of these categories have seen changes. A few more categories have been added to this structure in some libraries, whereas others have curtailed the number. But the first three categories mentioned above remain in the university library scene, in India.

The Seminar of University Librarians in India\textsuperscript{25} while recommending the pay scales of the university library staff classified the library personnel into two groups:

\begin{center}
\textbf{Designation}
\end{center}

\begin{center}
\textbf{Group I}
\end{center}

- Librarian
- Dy. Librarian
- Senior Assistant Librarian
- Junior Assistant Librarian

\begin{center}
\textbf{Group II}
\end{center}

- Senior Library Assistant
- Junior Library Assistant
- etc.

The structure of the professional personnel provided by the Banganathan Committee and the Seminar mentioned above, may be conveniently divided into two categories:

a) Senior professionals holding the posts of Assistant Librarians and above; and

b) Juniors holding the professional posts below that of Assistant Librarians and semi-professional posts.

The present study also aimed to examine perceptual differences of job satisfaction of these two groups - seniors and juniors based on organizational levels.

Thus, in all there were four groups based on two independent variables:

1. Sex - Male Vs. Female
2. Organizational/Professional level
   Seniors Vs. Juniors

And the four groups based on these variables were: Senior male, Senior female, Junior male and Junior female.

The present investigation addressed itself to the following problem of library professionals working in the Indian universities: "Do the males and the females on the one hand, and the seniors and the juniors on the other hand, differ in their perceptions of job satisfaction?"
Need for the study:

Job satisfaction is an employee's affective response to his/her job and its environment. It is a state of mind inferred directly from an employee's response to a question relating to his/her job. "The human side of enterprise" according to McGregor has become the focal point of modern management. "The human side of enterprise is 'all of a piece' - that the theoretical assumptions management hold about controlling its human resources determine the whole character of the enterprise."²⁶ Both the practitioners and the theoreticians know the value of meeting human needs in an organisational life. And the empirical study of job satisfaction of library professionals and its analyses provides an important diagnostic assessment of the health of the organization - university library, as also of this segment of library profession in India.

The knowledge of job satisfaction has long been of value in various types of organizations. Intensive studies of job satisfaction of various professions have been conducted. Yet only a few systematic studies have been reported on the subject of job satisfaction of librarians, in western countries. While

an understanding of job satisfaction, on the basis of researches abroad is useful, what is more relevant may be an understanding of what people look for in India when they work, what they actually find when they start and settle down to work, and how they react to what they face while working. And precious little has been reported from India. Therefore, it is essential to survey the Indian scene, in this regard.

Significance of the problem

The future growth of university education and research requires proper organisation and optimum utilisation of resources. The library is one of the principal supporting institutions of higher education and research. In a developing country like India, professional skill and talent is as scarce and important, as any other resource. Effective employment of the resource in the most productive way is of utmost importance.

In the library and information field, interest in various aspects of manpower planning and development is increasing at all levels - international, national and local. Manpower in library and information services has been engaging the attention of several international organizations, such as MUL, IELA, UNESCO, UNISIST and NATIS. These organizations have included manpower planning in their programmes.
The starting point for all manpower planning is the belief that satisfactory functioning of library and information services depend to a large extent on adequate and appropriate staffing. This involves:

"a. Attracting staff who are both motivated towards the work and capable of meeting its growing and changing demands.

"b. Employing staff on tasks and under conditions to which they are better suited and in which they can be most effective."

Currently, a growing interest is visible among social scientists and researchers in R & D planning and management to study and isolate social and human factors which affect workers'/professionals' motivation and performance at their work place. For organisations are interested in their effectiveness. The effectiveness of an organization depends on how it transforms inputs into outputs. And this process also affects and in return is affected by job satisfaction and work commitment of employees.

From the research findings it is also evident that the determinants of job satisfaction are different for

different occupational groups. In other words these investigations also indicate that job satisfaction differs from occupation to occupation. Hence it is of utmost significance to study job satisfaction of librarians, who form different professional group. This professional group has hitherto been neglected by researchers in Behavioural Sciences in India.

A literature search has revealed that some studies in job satisfaction were conducted in Western countries. Vaughn,29(1972), Vaughn and Dunn30(1974), Plate and Stone,31


Wahba\textsuperscript{32}(1973), D'Elia\textsuperscript{33}, Chwe\textsuperscript{34}, Azad\textsuperscript{35}, Stead and Scammell\textsuperscript{36}, West\textsuperscript{37}, Woodruff\textsuperscript{38}, Burges\textsuperscript{39}, McNally\textsuperscript{40}, Claim\textsuperscript{41} and others carried out empirical research on job satisfaction. Some of them made a comparative study by using two groups - cataloguers and reference librarians, men and woman, groups among para-professionals etc. All these are valuable in understanding

\begin{itemize}
\item \textsuperscript{32} Susanne Patterson Wahba. \textit{op.cit.}
\item \textsuperscript{33} George Patrick Michael D'Elia. \textit{op.cit.}
\item \textsuperscript{34} Steven Seokho Chwe. \textit{op.cit.}
\item \textsuperscript{35} Asadollah Azad. \textit{op.cit.}
\item \textsuperscript{36} Bette Anne Stead and Richard W. Scammell. A Study of the role conflict, the need for role clarity and job satisfaction for professional librarians. \textit{Library Quarterly} \textbf{50}(3); July, 1980. P.510-325.
\item \textsuperscript{38} Charles E. Woodruff. Data processing people - are they satisfied with their job? \textit{Information and Management} \textbf{3}(6); December, 1980. P. 219 - 225.
\item \textsuperscript{39} Susan Fay Burgess. \textit{op.cit.}
\item \textsuperscript{40} Peter F. McNally. Participation, satisfaction and quality of reference service in Canadian public libraries. \textit{APLA Bulletin} \textbf{46}(6); May 1983. P.65-67.
\item \textsuperscript{41} Linda Stewart. Relationships. \textit{Information and Library Manager} \textbf{1}(4); March, 1982. P. 122-127.
\end{itemize}
the problem of job satisfaction in libraries. But what is more relevant is the study of work behaviour in particular setting of work. For, job satisfaction "for a particular need varies from country to country." 42

Besides, comparative study of job satisfaction of senior and junior library professional has remained unattempted, so far. And no in-depth investigation has been reported of the groups of librarians based on the sex on the one hand and professional level on the other hand.

Thus, the present study is a pioneering attempt in the field. Neither a comparison of job satisfaction of male and female librarians working in university libraries in India has been conducted nor that of seniors and juniors in that set up, as already stated. Measurement of job satisfaction of library professionals working in Indian university libraries would not only throw much wanted light in this barren field, but would also provide an important diagnostic assessment of the health of Indian university libraries and climate of their work life. The comparative study would highlight the differences in perceptions and needs of the groups.

Hypotheses:

a. The level of job satisfaction as measured by this questionnaire is the same for male and female professionals working in university libraries in India.

b. The level of job satisfaction as measured by this questionnaire is the same for senior and junior library professionals working in university libraries in India.

Purpose of the study:

The purpose of the present investigation is to provide answers to the following research questions:

1. Is there any evidence to support the arguments stated in the hypotheses?

2. Which of the specific dimension(s) studied by the questionnaire contribute to significant differences to job satisfaction among the groups?

3. Which of the specific dimensions are related to job satisfaction?

The findings of this investigation, it is hoped, will
enable university library managers to know the areas of feelings of satisfaction and dissatisfaction among professionals of both sexes, and among seniors and juniors. Information and knowledge about these areas would yield a better understanding of the problems of manpower management and would help managers in future in arriving at suitable decisions about manpower. Identification of determinants of satisfaction and dissatisfaction would help in redesigning work for improved quality of work life. This in turn would lead to sound and effective manpower management.

Further, knowledge regarding the differences in job satisfaction among the groups is valuable in understanding the groups, their needs their work behaviour and attitudes for their effective employment.

Systematic knowledge about what people feel about the content and the context of their work would give a true picture of the situation pertaining to the work, the organizations, and the profession. This information may provide evidence on which to base considerations of modifications and change. The form of such modification and change is the concern of employees, managers, and those concerned with education and training in library and information science.
The survey will help the librarians as well as policy makers to look at the problem more closely and clearly.

Besides the direct purpose of the study, it is hoped that the investigation will encourage and stimulate future researchers to pursue and generate more systematic knowledge of job satisfaction of library manpower. Such knowledge of job satisfaction of librarians is absolutely necessary for this very important aspect of organisational life. Such research will assist library managers in maintaining staff morale and become a basis for effective manpower management.

**Assumptions**

For the purpose of this study, certain assumptions were necessary. It was assumed:

a. that satisfaction (dissatisfaction) exists among the four groups of professionals mentioned above,  
b. that respondents to the questionnaire were capable of making objective judgment, concerning their own perceived professional problems,  
c. that the responses to the questionnaire were true perceptions of the respondents,
d. that the responses provided valid and reliable data, and

e. that the level of degree and not the absolute value can be measured along a continuum.

Scope and delimitations:

The investigation was specifically limited to the population of professionals and semi-professionals working in university libraries in India. It was not possible to cover all the university libraries in India, within a short span of time available to investigator as also limitations of means. Nevertheless, the investigation covers 23 university libraries of all types, sizes spread throughout the length and breadth of the country i.e. north, south, east, west and central regions.

The term 'university library' here connotes the main or central library. Departmental libraries, study centres and constituent college libraries of the university have been excluded, to make the groups in the present study as homogeneous as possible.

As already discussed, the organizational structure of the university library tends to be hierarchical. Although
nomencature and commensurate grades are not completely standardized, yet the structure may be conveniently divided into three tiers -

a. seniors professionals

b. junior professionals and

c. non-professionals.

To concentrate on the professionals, non-professionals, the last group, has been excluded from the investigation, as already mentioned.

Under the senior professionals have been included Chief Librarians, Director of Libraries, Librarians, Deputy Librarians, Professional Seniors, Senior Documentation Officers, Assistant Librarians, Professional Juniors, Documentation Officers and similar posts but having different designations.

All the professionals and semi-professional posts below the rank of Assistant Librarians, such as Senior Library Assistants, Technical Assistants, Junior Technical Assistants, Semi-Professional Seniors, Semi-Professional Juniors have been covered under junior professionals. Hereinafter, the two groups would be denoted as 'seniors' and 'juniors'. And the term 'librarians' used in this study,
often represents as an aggregate, meaning o1 seniors and
junior librarians in university libraries in India.

The comparison of the groups—seniors and juniors
on the one hand, and males and females on the other hand,
would reveal whether these differences influence their
satisfaction on the job and its various dimensions; and
variables and aspects as mentioned in the questionnaire.

Job satisfaction is a very complex phenomenon.
Many factors are associated with it, such as socio-cultural
milieu, work ethics, management, leadership, organization's
personnel policy and practices, political and governmental
dimensions. Job satisfaction affects and is affected by
a person's attitude to work, his/her values of work, needs,
personality, motivational factors etc. This study is limited
to workers' attitudes to work, job environment and conditions
of employment, and profession.

Potential biases and limitations in the study of
human behaviour are great obstacles in causality. Therefore,
the study does not endeavour to search for causal factors of
job satisfaction, but causal differences in job satisfaction,
if any, among these four groups. The investigation is mainly
interested in finding out the existing status of job
satisfaction as manifested by means of the survey instrument.

The survey gives an idea of the work, the job, the environment of the library profession as seen by the librarians themselves. One, of course, does not expect to grasp the entire magnitude of a vast and complex problem like this through one survey alone. Many more questions will have to be answered before an overall assessment of the work and working conditions as they affect the librarians could be made. The present assessment of some of these as viewed by a sizeable sample of Indian librarians working in various places in university libraries of various sizes and types, does, however, confirm certain notions and dispell others about the librarians and their working environment in the country.