CHAPTER II

REVIEW OF RELATED LITERATURE
Primitive man's conceptualization of work is reflected in a very prepotent survival need. During man's development, the immediate need for work could be defined in terms of activities being oriented toward the acquisition of food and shelter. In essence, there was little differentiation conceptually between the dimensions of life and the dimensions of work.

With the advancement of society and culture, industrialisation and material growth, the situation changed. Nevertheless, work remains an important facet of man's life. Man works for earning his livelihood. A man's working life spans forty to fifty years. A survey by Morse and Weiss\(^1\) indicates that people like to work even if they inherited enough money to live comfortably. According to Schumacher, "A person's work is undoubtedly one of the most decisive formative influences on the character and personality.\(^2\) At the heart of the system of our work lies in our system of values and more precisely, our view of the individual and

his relationships with others.\textsuperscript{3}

The intricacies involved in work have attracted interests and energies of poets, philosophers, psychologists, managers, researchers and academicians to mention only a few.

So is the importance of work satisfaction felt, that poet Khalil Gibran (1883-1931) reflected:

"And if you cannot work with love but only with distaste, it is better that you should leave your work and sit at the gate of the temple and take alms of those who work for joy."

Modern man works in organisations. And the "twin objectives, which are universally held valid for an organisation, are productivity and satisfaction—productivity for the organisation and satisfaction for its employees.\textsuperscript{4}

Work provides the major source of satisfaction in adult life. The strongest predictor of longevity, it is claimed, is work satisfaction and absence of job satisfaction is related to heart disease and a variety of mental problems.\textsuperscript{5}

\textsuperscript{3} E.F. Schumacher. \textit{op.cit.} P.1x


The pioneer in the field of employee attitude was Houser$^6$(1927). But the first classic work on job satisfaction is by Hoppock$^7$(1935). Ever since then "literally thousands of job satisfaction and employee attitude surveys have been conducted... and hundreds of articles written on the topic."$^8$

There is distinction between overall job satisfaction and satisfaction with a particular facet of one's job. The definitions of job satisfaction also differ in the kinds of facets they include, what they mean by a facet and also what the response from a respondent is to be called. "Some writers (Morse, 1953; Smith, 1963) refer to such verbal responses as measures of job satisfaction; while others (Guion, 1958; Likert and Willits) prefer the concept of morale."$^9$

The proliferation of operational definitions and

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their conceptual models have been reviewed by Wanous and Lawler. According to them, some measure satisfaction in different need areas (e.g. Porter 1961); while others measure satisfaction with such concrete job factors as pay and promotion (e.g. Smith, Kendall and Mulin 1969).

Some ... are direct affect (i.e. satisfaction) ratings, while others ... are statements about the causation of satisfaction. All these views however share the common problem of specifying which facets are relevant in a given setting to a particular person and in defending their choice of facets.11

By job satisfaction in the present study is meant the degree of satisfaction experienced by a person towards the job itself and the overall job satisfaction is the sum of job facet satisfaction across all facets of a job.

An analysis of definitions and literature on job satisfaction suggests that there are some major conceptual frameworks, which have been utilised for explaining the phenomenon. Some of the important theories of job satisfaction are discussed here, in brief.

11. Ibid.
The Traditional Theory:

The predication of job satisfaction is based upon the assumption that "if the presence of a variable in the work situation leads to satisfaction, then its absence will lead to job dissatisfaction, and vice versa." The "two factor theory" of Herzberg et al opposes this theory.

Inducement Contribution Theory:

Barnard (1938) and Simon (1947) propounded the theory called the Inducement Contribution theory. This theory views each member or participant in the organisation as receiving inducement for his participation (which, in the case of employees, may include pay, recognition, prestige, etc) and as making payments or contributions to the organisation (including the 'cost' to him of his effort and of lost opportunities stemming from his participation in the organisation). The individual's decision to participate in the system is determined by the relative magnitude of inducement and contributions when both are measured in terms of the participants values or motives.

According to the theory, persons' attitudes toward their work roles and the probability that they will choose to continue to occupy them, are dependent on both situational and personality variables. The situational variables correspond to the amount of different kinds of outcomes (e.g. pay, influence, variety) provided by the work roles. And the personality variables correspond to individual differences in the strength of their distinct desire or aversion for these outcomes.

**Maslow's Theory:**

Abraham Maslow\(^2\) propounded the theory of needs. His fundamental postulate is that human needs arrange themselves in hierarchies of prepotency. As soon as one need is satisfied, another appears in its place. Human beings constantly seek to satisfy some needs. Maslow characterized these needs as:

(a) Physiological - (tissue needs such as hunger and thirst)

(b) Safety - (needs for security, absence of threat)

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(c) Affiliation - (need for close affective relationships)
(d) Achievement and Esteem - (need for achievement and self-respect)
(e) Self-actualization - (need for the utilization and growth of one's potential skills and abilities).

He postulates that the needs are the only motivators. He further suggests that these needs work roughly in the definite order, commencing with physiological needs. The lower order needs such as food, water and sleep, are dominant until satisfied, whereupon the higher order need of security comes into operation after physiological needs. Love needs are the needs for affection, affiliation and ego needs are the needs for getting status and power. The highest level is self-actualization representing motivation to realise one's own potential.

"There is considerable intuitive support for this conceptualization. If you are starving, your needs for esteem or status will be unimportant; only food matters. When adequately warm, further heat will not motivate you i.e. the need does not operate as motivator."16

But, "a major limitation of the theory", as Narayana puts it, "is, that in no organization higher order needs await the satisfaction of lower order needs. All the needs are operative at the same time." 17

Maslow's theory received more attention in the study of job satisfaction, after the "Need Deficiency" questionnaire was developed by Porter based on modification of Maslow's theory of need hierarchy. 18

"Wahba and Bridwell (in press) have reviewed studies that have directly tested the theory in three separate ways and for each they found little or no support." 19

Nevertheless, the basic appeal of the notion that an individual develops a healthy personality to the extent that he realizes fully his human potential, has made the theory "extremely popular," 20 and it has gained further acceptance through the writings of organization theorists and is "quite famous today". 21


**Theory X and Theory Y**

Another theory of motivation was propounded by **22** Douglas McGregor, in the 1950s. He enunciated two sets of propositions and assumptions about man in organisation.

The Theory X is based on the assumption that man is indolent by nature and that he works as little as possible. He lacks ambition and responsibility and is to be led. Inherently self-centered and indifferent to organisational needs, man resists change. On the other hand, management is interested in economic needs and organises various factors such as money, materials, equipment and people to organisational goals. People are to be motivated and their actions controlled and modified to achieve that end of an organisation. People must be persuaded, rewarded, punished, controlled, and their activities must be directed. Hence, the relation of management and workers is like X or at cross purposes.

The theory Y, contrary to the theory X, contends that people are not passive or resistant to organizational needs, by nature. On the other hand, there is motivation, the potential for development, the capacity to assume

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responsibility in them and they are ready to direct their 
behaviour towards organizational goals. It is the respon­
sibility of management to create situations and organize 
in such a way that the economic goals are achieved and 
that people can attain their own goals best by directing 
their own efforts towards organizational objectives.

Thus, McGregor builds his theory 'X' and 'Y' on 
two different assumptions about human nature.

The assumption of McGregor's 'Y' theory is that 
the higher needs are more prevalent in modern man than he 
is given credit for. An individual can gain a lot of job 
satisfaction from the job itself, provided that it is his 
job. He has to be given some degree of freedom in deter­
mining what his job is and how he will do it. In other 
words, workers' involvement and participation will, in 
general, tend to increase motivation. The manager is a 
colleague, consultant and resource person rather than a 
boss, as he is under the theory 'X'. The ideal is to create 
conditions where effective performance is a goal in itself 
rather than a means to a further goal.

The ideas mooted by Elton Mayo and proven in
Theoretical garments by Douglas McGregor are also reflected in much of the behavioural science and management writings of such writers as Chris Argyris, Frederick Herzberg, and Rensis Likert.

**Two Factor Theory:**

As a result of interview study of 200 engineers and accountants made by Herzberg, Mausner and Synderman (1959) in Pittsburgh, they identified two basic job dimensions:

(a) The conditions surrounding or extrinsic to job.
(b) The task itself.

The conditions surrounding the job include administrative policy, working conditions, interpersonal relations, fringe benefits, pay, supervision. Herzberg calls these factors Hygiene factors because, although they may be important prerequisites to job satisfaction, yet they do not themselves generate high performance. These factors operate to remove obstacles in the work environment rather than being directly related to motivation on the job. As the absence of these factors created dissatisfaction, so they were also called Dissatisfiers.

The task itself, according to this theory rather than its surroundings largely determines whether or not individuals will be motivated toward high performance. Does the work provide a sense of achievement or is it interesting? Is there challenge in the work or can it lead to a sense of growth? In other words, these factors related to job content and its intrinsic factors. These factors were also called Motivators, because it is their presence or absence that largely determined whether or not individuals would be motivated toward high performance. These motivators also produced satisfaction. Therefore, they were also called Satisfiers.

This framework is more explicit than Maslow's as to the link between certain needs and job performance. The needs, in general, concerning Hygiene factors consist of the lower levels of the Maslow need hierarchy: physiological, safety, and social. They pertain to climate in which an individual works. Absence of these factors will create dissatisfaction. On the other hand, this framework specifies the needs which can be satisfied by high job performance. The work should be sufficiently challenging and interesting.

It is a controversial theory. Many researchers tested
Herzberg's dual approach to job satisfaction. Some of the researchers like Schwarz, Myers, Walt, Dayal and Saiyadin are supportive of the theory. Studies by Wolf, Centers and Bugental, Padaki and Dolke etc. are partially supportive of Herzberg. While investigations by Friedlander.


Burke, Wernimont, Ewen et al are non-supportive of the theory. The body literature of this theory is quite large. Sarveswara Rao has reviewed the literature.

Vroom criticises this theory. According to him "it is causal and prescriptive." Sarveswara Rao examined the theory using a variety of samples in many empirical studies. He reported that "contrary to the theory, ... motivators significantly contributed to dissatisfaction and hygienes contributed more to satisfaction." As these researches indicate, the theory is not universally valid and it appears to have "seductive simplicity."

Expectancy/Valence Theory:

Maslow gave a general and broad framework of objectives of man's behaviour based on need satisfaction. Herzberg and associates' controversial Two Factory theory tried to explain the satisfiers and dissatisfiers. Vroom\(^{39}\) (1964) advanced the proposition that a person's motivation to perform a job effectively is multiplicative function of the valence of outcomes and of the perceived instrumentality of effective performance for the attainment of these outcomes.\(^{40}\) The theory may be put as under:

\[
Force = \text{Valence} \times \text{Expectancy}
\]

In other words, if valence or expectancy is zero, the result as in any multiplication is, will be zero.

According to this theory, what motivates a person, is different for each individual. It is common knowledge that one person may have high urge for education, yet another for money. Accordingly, a person decides to spend his time and energy to attain his/her goal. There are three separate elements involved in this process:

(a) the strength of his/her need.
(b) the expectancy that will lead to a particular result.
(c) the instrumentality of that result in reducing the need.

To illustrate, a person wants to reach some high position in life (Valence).

He expects that educational attainment will lead to the desired position. (Expectancy)

That education will satisfy his need (Instrumental)

He expects education as an instrument to achieve his set goal. Whereas force is the strength of a person's motivation, valence is the strength of an individual's preference for that need. And expectancy is the probability that a particular action will lead to the desired goal.

The theory is based on the assumption that the effort is directed to a desired result, through some instrument. It is difficult if not impossible to anticipate in all cases, the result. If the anticipated results are not clear, it is difficult to measure job satisfaction, in such situation. A few studies have tested the theory. But it has been criticised

by Behling and Starks,42 Reinhart and Wahba43 and others.

However, Porter et al are of the view that while there are some technical difficulties associated with exact formulations of expectancy theory, there seems to be widespread research support for the utility of a general Expectancy theory approach to understanding the behaviour of people in organisations.44

Cognitive Dissonance Theory:

Consistency motivation theories have developed as an alternative to the weaknesses of the Expectancy-Valence model. A major characteristic of this type of approach is that it predicts paradoxical non-optimizing behaviour as a result of the desire to be consistent. The assumption that inconsistency (or dissonance) among cognitions is a source of tension and produces behaviour or cognitive reconstructions to remove the inconsistency, has been common to a number of


43. Leon Reinhart and Malimond A. Wahba. Expectancy theory as a predict or of work motivation; effort expenditure and work performance. *Academy of Management Journal* 16(5); 1975.

theories put forth by social psychologists such as Osgood and Tannenbaum\(^{45}\) (1955), Festinger\(^{46}\) (1957), Heider\(^{47}\) (1958), and Brehm and Cohen\(^{48}\) (1961).

Festinger stated that when an individual finds himself in a situation, where the cues he received from reality are not in consonance with or in harmony with the image of that reality should be, he will experience dissonance. These images depend upon acquired beliefs, opinions of attitudes.

According to the Dissonance theory, a person would be motivated to perform effectively on job, when his effective performance would be consistent with his other beliefs and opinions. Conversely, a dissonant set of cognitions constitutes a negative motivational state.

Korman\(^{49}\) lists studies done with this theory. He is of the opinion that they provide impressive support.


\(^{49}\) Abraham K. Korman. *op.cit.* P.61.
that consistency is an important motivating influence in work behaviour. Yet, he admits that there are problems with this theory, viz., measurement of dissonance and measuring the degree of dissonance.

Equity Theory:

The Equity Theory, which grew out of the Dissonance Theory, seems to be better suited to the study of Job satisfaction. Stouffer et al, Homans (1961), Patchen (1961), and Adams (1963) developed models which assume that the amount of satisfaction or dissatisfaction is not solely a function of difference in reward levels between the two persons but is also influenced by differences in such variables as merit, seniority, ethnic background, etc., which are considered by the individual to be proper basis for reward allocation. A common theoretical solution has been to treat feelings of inequity or injustice as a response to perceive discrepancies between the ratios of rewards to such "inputs" or "investments" on the part of individuals.

According to Adams (1965), inequity can be defined as follows:

"Inequity exists for a person whenever he perceives that the ratio of his outcomes to inputs and the ratios of Other's outcomes to Other's inputs are unequal. This may happen either

(a) when he and Other are in a direct exchange relationship or
(b) when both are in an exchange relationship with a third party and Person compares himself to Other."

Inputs, Adams says, are anything the person might invest in a task (e.g. effort, education, time), and outcomes are anything he might receive (e.g. money, recognition, etc.). These elements, as in the Dissonance theory, are weighed by their importance and the motivational states (e.g. tension, etc.), which the person tries to reduce.

According to this theory, a worker would be most comfortable or satisfied when his outcomes are believed to be a fair return on inputs.

"There have been several reviews of the many studies stimulated by Adams' theory ... and each review evaluates
Adami's predictions somewhat differently, but they agree on several important conclusions ... and have further supported Adams. *54

But there are problems in application of this theory e.g. measuring the degree of inequity in an individual. Another question concerns the input and outcome variables as separate clearly distinguishable factors, such as those Adams proposes, are nowhere as distinct as they seem at first glance. Yet another problem concerns how we choose individuals for comparison. What factors determine these choices? To add to the complexity, recent work with Adami's models seems to indicate that the basis for a feeling of inequity may not be just comparison with another person. It may also come from comparing an outcome with one's internal standard as to what is an appropriate level of outcome with one's interpersonal. In other words, feelings of inequity may result not only from comparing yourself with another person but also from comparing yourself with what you have been used to in the past.

All these above mentioned considerations make the notion of equity and what determines it, more complex than Adami's original model.

The Theory of Work Adjustment was propounded by Scott, Dawis, England and Lofquist of Minnesota School. It was developed and discussed by Dawis, Lofquist and Weis (1968) and Lofquist and Dawis (1969). They are of the view that in practically all studies of job satisfaction, the unit of observation was the individual and conclusions derived pertained to individuals.

According to the Theory of Work Adjustment, work environments are to be described not only in terms of ability (skill) requirements but also in terms of reinforcers. The work environment is viewed as a reinforcer system.

In these Minnesota studies, satisfaction is defined in need fulfillment terms as a "... correspondence between

59. Rene V. Dawis et al. Describing organisations as reinforcer systems. op.cit.
the reinforcer system of the work environment and the individual needs. From their viewpoint organisations can be described as reinforcers systems for different classes of the workers. The identification of reinforcers and the determination of the systems interrelationships among reinforcers are left by the theory as empirical problems.

The Minnesota School has developed Minnesota Satisfaction Questionnaire into two forms - short and long. The Manual describes the procedure. The questionnaire has been used by many researchers including those in Library Science.

Job Satisfaction and Performance:

Twenty years ago, it was assumed that satisfaction in an organisation and the role effectiveness of the workers were positively correlated with one another. An individual who liked his job, his supervisor, the organisation, for which he worked and his co-workers was assumed to have significantly higher productivity of being more

60. L.H. Lofquist and R.V. Dawis. Adjustment to work. op. cit. P.53.
effective on his job than one who had negative attitudes toward these role related referents. An even stronger causal assumption was implied in the writings of some of the early advocates of 'Better human relations' in American industry. The Hawthorne experiment of Elton Mayo and other early studies led many to the conclusion that satisfying the needs of workers would result in a higher level of productivity. However, as Porter and Lawler noted, "The earlier assumptions about the effects of high levels of job satisfaction were greatly oversimplified, if not clearly incorrect. Any view that because a worker is satisfied, he must be a highly productive performer is obviously naive. The first lesson to be learned is not that job satisfaction is an inconsequential variable, but rather that its relationship to performance is more complex than previously recognised."

Brayfield and Crockett and Vroom are also of


the same view. They state that data are suggestive
mainly of relationship between attitudes and absenteeism
and turnover. Vroom has quoted studies in which positive
and negative and no relationships have been reported.

Although a wide range of factors influence
productivity or job performance, the more determining
factors are ability and motivation. High morale plays a
key role in raising productivity. Individual traits of
the role occupant and occupational differences of the
employees, all have a significant effect on performance-
satisfaction linkages. More studies now divert the direc­
tion of relationship from performance to satisfaction. The
two are linked usually via the medium of rewards, which go
back to the theory of motivation: that rewards cause sati­
sfaction, and that in some cases performances produces
rewards. Locke is also of the view that there is a
positive linear relation between the number of success on

Personnel Administration 30; September, October, 1967. 3-5

P.199.


69. Edwin A. Locke. Further data on the relationship of
task success to liking and satisfaction. Psychological
Reports 2; February, 1967. P.246.
a task and the ratings of a task on liking and satisfaction scales. Cherrington, Reitz and Scott\textsuperscript{70} also support "rewards" as a causal factor for satisfaction.

The area of job satisfaction is well researched. There is over abundance of both systematic and non-systematic; theoretical and atheoretical research. Motivation and job satisfaction research in organizational psychology has progressed slowly from common sense viewpoints toward attitudes and motivation, in more systematic investigation of human motivation in parallel with motivational research in other areas of psychology.

Comprehensive and in-depth studies of behavioural phenomena involved in work have been conducted by scientists. Lot of research is available in India and abroad on different dimensions of job satisfaction and related topics. The topic has been regularly reviewed in journals.\textsuperscript{71} The studies have also been systematically reviewed and presented.


by authors like Vroom, Vroom and Deci, Porter and Lawler, Carroll, Korman. Some books such as *Psychology of work*, *Work in America*, *Job satisfaction and productivity*, *Survey of research in Psychology* (for Indian scene), also survey the field.

Despite numerous studies and a few theories, the area has failed to develop a consolidated theoretical framework


79. *Work in America. op. cit.*


81. Udai Pareek, ed. *A survey of research in Psychology. op. cit.*
which can integrate the existing pieces of evidence and explain some of the conflicting results. The theories in the area are only tentative summarizing devices for current state of knowledge. Knowledge accumulation goes on, however, without regard to theory, eventually forcing the development of new theories.\(^{82}\) And as Vroom puts it "... this increase in our reservoir of empirical findings has far outstripped the development of theories capable of explaining them. The inherent complexity of the problems studied, the variety in research methods used, and the absence of standardization of concepts or measures combine to produce a situation which to the outsider appears chaotic and to the insider seems like a challenging, if perhaps insoluble puzzle."\(^{83}\)

Therefore, the present investigation confines itself to literature survey of empirical studies on job satisfaction of librarians.

It is a paradox that librarians dealing in knowledge industry did not apply the knowledge of job satisfaction in their own profession. Ami Winslow echoes this feeling when he remarks that "a search of early literature reveals occasional

\(^{82}\) Abraham K. Korman. Organizational behaviour. \textit{op.cit.} P.81.
\(^{83}\) Victor H. Vroom. Industrial social psychology. \textit{op.cit.} P. 197.
recognition of the importance of employee attitude."\textsuperscript{84} Lopez and Hubacher also lament that "librarians have been slightly less receptive to the advances made in behavioural science. Such 'selectivity' can only be, in time, detrimental to the professional growth of the librarians, the library as an institution and to the patrons for whom it exists."\textsuperscript{85} Auster is of the opinion that "Research is viewed with some skepticism by the practitioner."\textsuperscript{86}

As early as in 1937, Nourse\textsuperscript{87} gave thought to causes for 'high turnover' in libraries in America in 1937. According to him - these causes were low salaries, too few raises and monotonous routine work, lack of initiative and development and few avenues of promotion, and the need for a particular code of ethics.

A survey was conducted by Hoage\textsuperscript{88} in 1948. She was also interested in pin-pointing causes of employee turnover by resignations. Her data base was very limited as it covered

\textsuperscript{84} Amy Winslow. Supervision and morale. \textit{Library Trends} 3 ; July 1954. P.39.


\textsuperscript{86} Ethel Auster. Organizational behaviour and information seeking. \textit{Special Libraries} 73 (3); July 1982. P.180.

\textsuperscript{87} Louis M. Nourse. Speaking for the dissatisfied young assistants. \textit{ALA Bulletin} 31; October, 1937. P.629-634.

only two university libraries viz., the University of Illinois Library and the University of Minnesota Library. The investigation was carried for five years from 1943 to 1947. Questionnaires and field visits were used as instruments for collecting data. Her analysis of the data revealed that low salaries and lack of promotional chances affected turnover, but did not confirm the direct causal relationship in either cases.

Herrick\textsuperscript{89}(1950) conducted a survey of the "Status of worker morale among college cataloguers" in U.S.A. The sample covered 415 cataloguers of college and university libraries having over 1,000 students and librarians in colleges having less than 1,000 students. The data were collected through a questionnaire. She analysed the factors for job satisfaction, but found it impossible "to evaluate the amount of satisfaction in cataloguing with reference to any other form of library work",\textsuperscript{90} for want of comparable data.

Presthus\textsuperscript{91} (1970) in his study of librarians found only a marginal degree of job satisfaction among librarians. His investigation further revealed that two thirds of the


\textsuperscript{90} \textit{Ibid.} P.39.

librarians would not choose librarianship, if they were given another chance.

Merchant^92-94 (1970) studied job satisfaction as one of the five dependent variables in his dissertation. He attempted to find out the applicability of Rensis Likert's Participative Management Theory to university libraries. Profile of Organization Characteristics was used for measurement of variables. The questionnaire which he administered to professional staff working in 22 university libraries, for collecting the data, among other things contained questions pertaining to job satisfaction. Staff scores on overall satisfaction were used in analysing the effect of participative decision making on satisfaction. The techniques of the research were correlation analysis and regression. His findings were that participation of librarians in the decision making process and participative style of management within libraries improved job satisfaction of librarians.

The first full scale investigation of job satisfaction


of librarians was carried out by Vaughn (1972). His hypothesis was that organizational effectiveness in an organization was linked closely to the concept of "job satisfaction" and "employee satisfactoriness", and that these two concepts are closely related to managerial behaviour. The instrument for collecting data was "Job Descriptive Index" (JDI) designed by Smith, Kendall and Hulin (1969). His sample comprised 107 full time employees both professionals as well as clericals working in a library. The analysis of data was done with the help of a computer. Correlation, multivariate and regression analysis were his statistical techniques. He measured relationships existing between six dimensions of job satisfaction and forty eight biographical and organizational variables. His findings were that overall job satisfaction was linked directly to age, earnings, job level, and library science major; and satisfaction with work was directly related to tenure, earnings, job level, supervisor status, etc. But his study was limited to one university library.

Besides his dissertation in business administration mentioned above, Vaughn along with Dunn (1974) carried out

95. William John Vaughn. op.cit.
96. William John Vaughn and J.D.Dunn. op.cit.
another investigation in the field. This time his sample covered six libraries. They compared the five dimensions of JDI — viz. supervision, pay, work, people and promotion. They also compared job satisfaction of various departments in university libraries. They reported that in general, no one department scored consistently high or low on all dimensions in their study.

Vincent97(1974) directed his investigation to relationship between administrative style in five university libraries and the staff attitudes. He examined in depth the individual management systems of the libraries to provide diagnostic insight into their internal variations and external similarities. He designed a questionnaire and used it as an instrument as also Rensis Likert's profile of organisational characteristics for collecting data. Both the professionals as well as clerical staff formed his sample. He reported that both the groups were moderately satisfied, but a closer analysis showed that answers from clerical staff were less favourable than the answers from the professionals.

Another study was reported by Plate and Stone.98(1974).

The aim of the study was to test Herzberg et al. theory of 'Motivation and Hygiene factors'. The data were collected from 162 American and 75 Canadian librarians attending different workshops. They confirm that the theory was applicable to librarians as to other occupations, on which Herzberg et al. based their conclusion. They found that motivators (factors which produced job satisfaction) were distinct from hygienes (the factors which denote job dissatisfactions). They found that motivators were concerned mainly with job content - work process factors, while the hygiene factors were primarily related to the context in which the job was done i.e. environment.

Wahba (1973) has reported that she did one "study on the overall job satisfaction of librarians," and in the references gives title: "Job satisfaction and motivation of librarians." As the paper was unpublished, it is difficult to know its details.

She concentrated in another study (1975) on the sources of job satisfaction and dissatisfaction of men and women librarians. Data were collected by means of a slightly

101. Ibid.
modified Porter's Need Satisfaction Questionnaire (NSQ),
developed to reflect Maslow's 'hierarchy of needs' and
consisted of thirteen items. The sample included 202
librarians from 23 academic libraries from the greater New
York Metropolitan Area. The statistical significance of
the difference between the means of men and women was
determined using t-test. The results showed that women
expressed lower need fulfillment than the men. The differences
were statistically significant in two need categories: esteem
and autonomy. Men and women showed a similar level of
fulfillment in security and social needs. Also women
expressed lower fulfillment in self-actualization needs, but
the mean difference was not significant. The results
indicated that men perceived the importance of autonomy and
self-actualisation needs significantly different (more
important) than the women. The judged importance of need of
both men and women is similar in other categories, namely
security, social, and esteem needs.

She reported another study\(^{102}\) (1978) pertaining to
sources of job satisfaction and dissatisfaction of librarians
and investigated the relationship between job satisfaction
and work motivation, job performance and willingness to leave.

\(^{102}\) Suzanne Patterson Wahba. Motivation, performance and
job satisfaction in libraries. *Law Library Journal*
71 (21); May, 1978. 270-288.
Data were collected by means of the Job Descriptive Inventory (JDI), the self-rating report of job performance developed by Porter and Lawler, Patchen's self-rating scale of motivation and the Ability-Willingness-to-leave scale. Her findings were that librarians were extremely dissatisfied with pay scales and promotion. Work was ranked as the highest source of satisfaction and satisfaction with it is highly correlated with motivation. Correlation with job satisfaction and job performance were not conclusive.

The objective of the study of D'Elia was to identify factors most highly related to job satisfaction among librarians. His hypothesis was that job satisfaction is a function of the concomitant influence of both need gratification and expectation fulfillment. Data were collected from librarians who had graduated during 1971 from four library schools of Rutgers, Columbia and Drexel universities and Southern Connecticut State College and had taken their first professional job and had been at least for six months in that environment, regarding sex, type of library, vocational need, characteristics of the job environment and job satisfaction. Data collection

instruments were the Minnesota Importance Questionnaire, for measuring vocational needs; the Minnesota Job Description Questionnaire for measuring job expectations during the first round of data collection and environmental reinforcers during the second round of data collection, and the Minnesota Satisfaction Questionnaire for measuring job satisfaction. Analysis of variance, factor analysis and stepwise multiple regression analysis were his statistical techniques. His findings were that need gratification and expectation fulfilment were independent of each other. Further, expectation fulfilment was not related to job satisfaction. Need gratification was related to job satisfaction. The analysis of the data revealed no meaningful pattern of difference in the degree of job satisfaction experienced by public or technical services librarians, no systematic relationship between vocational needs of the librarians and their degree of job satisfaction and no significant difference in levels of job satisfaction of men and women contrary to the findings of Wahba. But there was a strong systematic relationship between the job satisfaction of the librarians and the characteristics of the job environments in which they worked.

Chrisman (1975) in his dissertation compared job satisfaction

104. Larry George Chrisman. An Analysis of the cataloguer's role within the academic library organization. Dissertation. Indiana University, Graduate Library School, 1975.
related tension, job satisfaction and group cohesiveness of different groups of librarians, viz. cataloguers, (No.30), reference librarians (No.23) and other professional librarians (No.35). His hypothesis was that there was no difference between the self-perception of cataloguers and that of other two groups in regard to role consensus relating to position, role ambiguity, role pressure, job satisfaction and group cohesiveness. His study was based on the population of two university libraries. He included all available professional librarians. The three instruments used for collecting data were: Kahn's Job Related Tension Index, Brayfield's and Botha's Job Satisfaction Index and Seashore's Group Cohesiveness Index.

Analysis of variance showed that there was significant difference between groups of the first library but not for the second, while the combination of the data of the two libraries showed significant difference in score means between cataloguers and other librarians, contrary to the findings of D'Elia. 105 He partly attributed the cataloguers' significant dissatisfaction to mechanised or routine aspects of cataloguing, feelings of isolation and the lack of public contact.

Chwe¹⁰⁶(1976) designed his investigation to determine whether reference librarians were more satisfied with their job than cataloguers in university library environment. 185 reference librarians and 170 cataloguers from 94 university libraries of various sizes in U.S.A. responded to his Minnesota Satisfaction Questionnaire (MSQ) administered for collection of data. The findings showed no significant difference in the level of overall job satisfaction between the two groups. However, cataloguers were significantly less satisfied than reference librarians, with three individual aspects of their job: creativity, social service and variety.

He also examined the 'intrinsic' and 'extrinsic' dimensions of job satisfaction. And his findings "seem to provide some evidence to support, although not completely, the motivation-hygiene theory of Frederick Herzberg."¹⁰⁷

Asadollah Azad¹⁰⁸(1978) also chose to compare job satisfaction of paraprofessional librarians working in public and technical services departments. He also used Minnesota Satisfaction Questionnaire (MSQ) to collect his data. 62 subjects from eight university libraries in U.S.A. formed

¹⁰⁶. Steven Seokho Chwe. op.cit.
¹⁰⁷. Ibid. P.129.
¹⁰⁸. Asadollah Azad. op.cit.
his sample. A multivariate method—Hotelling $T^2$ test was employed to test his main hypothesis. His results indicated that there was significant difference between job satisfaction of the two groups and that the level of job satisfaction of librarians of public services departments was higher than that of their counterparts in technical services.

His minor hypothesis was application of Herzberg's Two factor theory. His findings only partially supported the theory.

Preslan\textsuperscript{109} conducted interviews with 10 U.S. librarians—5 from academic libraries and 5 from public libraries to discuss their false expectations created by their indoctrination to professionalism. Nine of the 10 respondents admitted that they were trying to get out of librarianship, partly due to unrealistic expectations learnt in the library school and partly because of minimal difference between pre- and post library school experience. They attributed dissatisfaction to slim chances of advancement, lack of encouragement to participate in professional activities and low salaries.

Stead and Scamell\textsuperscript{110} carried out "A study of the relationship of role conflict, the need for role clarity, and job satisfaction for professional librarians." The sample


\textsuperscript{110} Bette Ann Stead and Richard W.Scamell. op.cit.
comprised 68 respondents. The data were collected through a questionnaire. Role conflict and role ambiguity were measured by the two Rizzo, House, and Lirtzman scales.

The results of the research suggested that role ambiguity and role conflict were both significantly related overall job satisfaction for professional librarians.

For individual dimensions of job satisfaction, there was a statistically significant inverse relationship between role ambiguity and satisfaction with supervision and work and a significant inverse relationship between role conflict and each of the individual dimensions of job satisfaction.111

112 Scamell examined the relationship of age and tenure to job satisfaction. The sample comprised 64 U.S. professional librarians. The findings indicated that the librarians studied experienced relatively constant levels of job satisfaction across 3 different age and tenure categories. The primary job satisfaction noted related to age and satisfaction with supervision and co-workers.

Stead and Soamell\textsuperscript{113} discussed the concept of assertiveness training which had been found to have a positive impact on personal satisfaction. They examined the relationship between assertiveness and individual dimensions of job satisfaction for a sample of 68 professional librarians. Job satisfaction was measured by the Job Descriptive Index (JDI) developed by Smith, Kendall, and Hulin. Their findings do not support the current emphasis on assertiveness training, if overall job satisfaction is the goal. Assertiveness training for low-assertive people may increase their satisfaction with work. Otherwise it appeared that assertiveness training has little relationship to any other dimensions of job satisfaction. "In fact, the results suggested that "assertiveness training may lead to decrease in satisfaction with co-workers for older, more experienced employees and a decrease in satisfaction with supervision for less experienced employees."\textsuperscript{114}

West\textsuperscript{115} reported a study of job satisfaction, productivity and knowledge workers of the Information Access Corporation (IAC), United States. IAC is a data base publishing firm and produces a number of indexes to popular periodicals

\textsuperscript{113} Bette Ann Stead and Richard W. Soamell. A Note on the contribution of assertiveness training to job satisfaction of professional librarians. \textit{Library Quarterly} 51(4); October, 1981. P. 380-389.

\textsuperscript{114} Ibid. P. 385.

\textsuperscript{115} Martha W. West. op. cit.
and newspaper materials. The indexing staff are required to have the Master of Library Science degree and are specially trained for the purpose. The Corporation had a continuing problem of turnover. Test instruments were the Minnesota Satisfaction Questionnaire (MSQ). It was administered thrice over a period of nine months to the indexers of IAC and ABC-Clio, a similar corporation. The relationship among these three tests was measured by means of the Spearman Rank Correlation Coefficient and found to vary inversely. The study concluded that there was a strong probability of a negative relationship between job satisfaction and productivity.

Job satisfaction and its component factors — self-actualization and hygiene as expressed in test scores were not influenced by changes in the work environment or by the passage of time.

She stated that "It appears that the test instrument chosen for this study, the Minnesota Satisfaction Questionnaire, does not adequately distinguish between these two aspects of job satisfaction." She was of the view that it was "indeed possible that it was not possible to measure the research hypotheses using this tool." The data supplied and

116. Ibid. P. 135.
117. Ibid.
analysed in the study were "too inconsistent and too inconclusive to be used as a basis for management planning." 118

Woodruff 119 collected data of 202 data processing personnel by the Minnesota Satisfaction Questionnaire (MSQ). Comparisons of 20 job satisfaction dimensions of these personnel with studies of accountants and engineers utilising the same instrument, revealed that satisfaction with advancement and compensation was particularly low. Operations personnel reported lower job satisfaction than the other functional groups of the data processing personnel. Till now, investigations carried out in U.S.A. relating to job satisfaction have been reviewed. In other countries also, job satisfaction studies are finding favour.

Burgess 120 investigated job satisfaction of staff of 16 out of 19 Australian university libraries and used the Minnesota Satisfaction Questionnaire (MSQ) for the purpose. In May 1978, Questionnaires were sent to the total population of 229 librarians. But ultimately the sample comprised of 96 librarians: 64 were cataloguers and 32 reference librarians. She reported no difference in the level of job satisfaction between reference librarians and cataloguers. As reported

118. Ibid.
120. Susan Fay Burgess. op. cit.
by Ghwe. She also found that the cataloguers were less satisfied with the social service aspect of their job. The three least satisfying dimensions were the same for both groups i.e. advancement, library policies and practices, and recognition. And for cataloguers only, the higher position, the greater the career length and age, the higher the level of job satisfaction.

McNally\textsuperscript{121-122} carried out research in 1980-1981 of job satisfaction among reference staff in the public library systems in Ontario library regions, and covered 10 libraries in 3 regions. 81 responded. The results revealed generally moderate satisfaction with environmental conditions, but low motivation. The initial hypothesis that professionals would express greater motivation and satisfaction than non-professionals, was not confirmed. He concluded that they were of average competence, enjoyed their work and colleagues, and experienced high job satisfaction despite being poorly paid and having little opportunity for advancement or participation in the administration of their libraries.

Aguola\textsuperscript{123} reported a study undertaken for ascertaining the extent to which academic librarians in Nigeria satisfied

\begin{thebibliography}{9}
\bibitem{121} Peter F. McNally. \textit{op. cit.}.
\bibitem{123} C.C. Aguola. \textit{Staffing in Nigerian University libraries. Library Review 31(1); Spring 1982.} P. 18-29.
\end{thebibliography}
the bibliographical and information requirements as also the institutional setting in which the staff worked were conducive to effective professional service. Job satisfaction was one of the major elements among other things.

In U.K., the faculty members of the Sheffield Post-Graduate School of Librarianship and Information Studies conducted surveys of past students of the School. Among other things, these surveys also asked questions regarding job satisfaction. Norman Roberts' survey had 114 respondents. He reported that the satisfiers were colleagues, further developing professional expertise, using acquired professional expertise, exercising responsibility and authority, etc. Dissatisfiers were: routine work, requiring familiarity with particular library's culture, nature of work, working conditions, lack of responsibility, organisation of work and lack of participation, etc. He found that as experience was gained, the importance of colleagues (co-workers) as a satisfaction factor diminished. Instead, higher job satisfaction came with changes of duties and posts associated with increasing experience.

Wood studied job satisfaction of students of the Sheffield School of Librarianship and Information Studies. A questionnaire was sent to all the students of the School, who completed courses from 1965 to 1973. 95 questionnaires were returned. She found that a majority of respondents was satisfied with the posts held. Further, "the importance of initiative, and freedom to develop one's own ideas, of using and developing further one's professional skills and subject knowledge, and colleagues" contributed to overall satisfaction. The most frequently stated dissatisfying factors were: lack of supporting facilities (staff, equipment), pressure of work, organization of work, working conditions, nature of work, etc.  

In her second survey, Wood found that "using professional expertise, colleagues, initiative and freedom to develop one's own ideas, further developing professional expertise and subject knowledge" were among the top five satisfiers; and "organization of work, or the management of the work, lack of support facilities, pressure of work, lack of opportunity

126. Ibid., P. 44.
127. Ibid. P. 45.
to use initiative and nature of work" were the top dissatisfiers. However, a majority of the respondents had favourable attitude to their job.

The Sheffield Manpower Project, concerning with staffing needs of U.K., touched job satisfaction also. The Job Descriptive Questionnaire (JDQ) was administered during 1974/1975. 1,012 job holders of 547 public, 214 academic and 251 special libraries in U.K., completed the questionnaire. Among other things, it assessed the general satisfaction with or adjustment or adaptation to work, job and profession of the jobholders. The questions related to work characteristics, pay, profession, employer and overall adaptation. Chapter 16 of the study is on "Overall measures of adjustment or adaptation to the job." The study concluded that their overall attitude to work "is favourable, without bearing overwhelmingly so." Most prominent among the intrinsic or work centred factors seen as contributing to a favourable image of library/information work are its variety, its involvement with people, a sense of service and social worth; and the intellectual satisfaction and opportunity for personal development that

129. R. Sergean, J.R. Mckay and Cynthia M. Corkill. op.cit.
130. Ibid. p. 206.
it brings. On the negative side were found work centered factors, working conditions and terms and conditions of employment. There were also some conflicting opinions about routine and involvement with users. There were organizational differences with regard to negative aspects of library/information work.

Simmons conducted a survey in an unnamed public library system in North London to determine the levels of job satisfaction and styles of supervision among librarians in that system.

The Centre for Library and Information Management (CLAIM) carried out a survey on aspects of job satisfaction in some U.K. libraries. The investigation elicited opinions from library staff towards their job, comparing and contrasting their perceptions of job enhancement factors. 151 questionnaires were completed. Evidence from the survey indicated that, unlike other working groups, the greatest conflict in libraries was not between managers and employees, but between professionals and non-professionals.

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131. Ibid. P. 207.
The pioneering survey on motivation of university librarians in India was conducted by Jugal Kishore for his Ph.D. degree of Punjab University. Maslow's theory of hierarchy of needs, Herzberg's Two Factor Theory of motivation and Vroom's Expectancy Valence model of motivation are the basis of the work. 240 respondents from 28 university libraries located in 19 places form the sample. He hypothesised that:

1. the choice of library profession as a career would be preceded by a vocational growth process,

2. People already in the library profession would be advising their children/kith and kin to adopt librarianship as a career.

3. Work efficiency would be related to both intrinsic and extrinsic motivating factors. For collecting the data he used three tools. Work Efficiency Rating Scale, Maslow's Security - Insecurity Inventory and structured interview schedule. The first and the last tools were constructed by the investigator. His statistical techniques were: frequencies, percentages, and 'Chi Square' and for comparison he used mean, S.D. and t ratio.

The results did not support the first hypothesis,

rejected the second hypothesis and highlighted that there was a strong correlation between motivational factors and work efficiency. The study suggested more investigations on the subject.

Champawat\textsuperscript{135} examined McGregor's theories of motivation and their relevance and feasibility in the Indian context. The Jaipur Information Centre was chosen for the application of the theories. He reported that the theories were relevant.

Kapoor\textsuperscript{136} also collected and analysed data on motivation among the professional library staff of the Delhi University Library system only.

Besides these investigations, literature on job satisfaction is increasingly appearing in Library and Information Science journals for the last 5-6 years which is also reviewed here briefly.

Martell\textsuperscript{137} examined techniques for the redesign of work in academic libraries and suggested methods that adhere

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137. Charles Martell. op. cit.
to Quality of Working Life (QWL) principles, he pleaded that academic libraries should be able to respond more effectively to rapid changes in user demand and improve the Quality Work Life of employees, by designing the libraries on the Q.W.L principles.

Woodrun emphasized the need for knowledge about work motivation among managers of people including librarians. Biscoe and Stone argued that staff development programmes and activities did not in themselves motivate staff and suggested ways of bringing about a renaissance in the library as a work place to bring the "Quality of Work Life" movement to libraries. Conroy pleaded for staff development as an effective means of enhancing the capabilities and careers of library personnel and presented a structure for the same. Dodge and Ramsey explained the Expectancy Theory of employee motivation so that it could be understandable and usable by library administrators.

Bowen\textsuperscript{142} highlighted the main areas of frustration among non-professional staff. Auster\textsuperscript{143} found that the organizational behaviour and the area of information seeking were separate fields. She laments that librarians generally do not take into account the findings from these two disciplines. Zachert\textsuperscript{144} felt that employee motivation was the highest when training was presented in ways which related to every day tasks.

Job satisfaction has attracted attention of library profession very recently as is evidenced from the above review of literature on job satisfaction of librarians. The field is almost virgin in India. The researchers in foreign countries as well as in India in the area have felt the need for more research.

A survey of the literature in the field reveals that there had been no investigation for comparing job satisfaction of seniors and juniors. The comparison of males and females in library profession has been investigated by a few in western countries but their results are contradictory. Therefore, the area needs further investigation.

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143. Ethel Auster. \textit{op.cit.}

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The socio-cultural milieu, political and administrative setting, and physical environment vary from country to country. We need an elaborate mapping of environment so that we may ascertain how turbulent or dynamic is our ecology, how restrictive is our set up and how unique is our socio-cultural milieu. Researches on job satisfaction have been conducted in foreign countries. And for organisational behaviour of libraries, its understanding, training and development we are dependent on alien sources, and feel badly handicapped. The present research is an attempt for bettering understanding of library manpower and organisational behaviour in India, leading to effectively inducing directed changes.