CHAPTER IV

REVIEW OF RELEVANT STUDIES

4.1 Introduction
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The present study is devoted to the examination of some of the relevant studies on Librarians' Job Satisfaction. This chapter not only highlights the historically significant studies, but also identify the trends in theoretical progress, methodology and techniques used.

Clayton\(^1\) investigates personality characteristics among library students at Midwestern University by using CPI (California Psychological Inventory). This study reveals academic librarianship appears to rank as low-level administrative work, although libraries are considered critical to education. Many librarians are formerly teachers or workers in a quasi-intellectual field carrying more pay and prestige. This is possibly because many who are dissatisfied in such fields wish to remain in academic milieu without its attendant problems.

Vaughun and Dunn\(^2\) uses JDI (Job Description Index) to measure Job Satisfaction in the areas of pay, promotion, supervision, work and people on the job. They found that the ultimate goal of Job satisfaction research is two fold: 1) to increase the understanding of the employees and their supervi-
sors in regard to the reasons underlying current management policies and practices and 2) to increase long-term understanding of the meaning and implications for managerial policy and practice of basic research in the field of Job satisfaction.

In their another study on occupational categories (Professional Library Assistant, Professional, administrator, clerical) it was found that the professional library assistant enjoy their work most. Next in overall satisfaction is the professional librarian. The clerical employees enjoy their work the least.

Vaughun and Dunn in their study divide the library into its two functional halves - 1) Public services division and 2) Technical services division. It was found that public services employees in the library are happier than their counterparts in technical services. They explore five principal areas of job satisfaction in this study viz. work, pay, promotion, people and supervision.

Roberts study revealed that an overwhelming majority of graduates of the Post Graduate School of Library Science are satisfied with their work and working situations.
factors relating to job satisfaction/dissatisfaction are examined together with job mobility and dropout rates.

Chubb and Yaffe interviewed 25 Canadian Librarians in all three categories to discover their attitudes to their careers. The topics discussed are: reasons for entering the professions; attitudes to social issues; library finance; the situation of women librarians. The study reveals that all of them express joy and satisfaction with their work.

After reviewing the current movement toward job enrichment, Sim designs a system for the technical services department of the Mercer County Community College Library permitting each worker more variety of jobs by dividing it into three levels: a librarian, a technical assistant and three clerk typists. Under this system all jobs in the department are divided into small units so that a library assistant could finish a unit in a few hours or a day. Each unit carries a written work order with a detailed job instruction issued by the librarian, and each unit is to be finished by one person. The three months experiment with the system is evaluated in three aspects: production statistics; absenteeism; and workers job attitudes. The results are considered outstanding on all three measures and permanent implementation of the system is recommended.
Job satisfaction as related to motivation is considered within the framework of Maslow's 'hierarchy of needs' and Herzberg's 'motivation hygiene theory' by Plate and Stone. An investigation, based on Herzberg's theory which involved the analysis of data gathered from 162 American and 75 Canadian librarians is reported. The findings correspond to those of Herzberg and indicate that: 1) the factors involved in producing job satisfaction (and motivation) are distinct and different from the factors that lead to job dissatisfaction. 2) The factors producing job satisfaction (and motivation) are concerned with the actual job content (or work-process factor) - the reasons for dissatisfaction (or hygiene factors) deal primarily with factors relating to the context in which the job is done - the job environment. Both sets of factors are closely inter-related. The implications of the study in terms of motivation and job enrichment are also discussed.

Vaughn and Dunn's study of six University Libraries in Texas by using JDI (Job Description Index) to study their satisfaction with work, supervision, co-workers, pay and promotion has shown that managerial performance is related to employee performance, satisfaction and organizational effectiveness.
Wahba's study of 202 College and University Libraries to determine the differences between men and women librarians' job satisfaction by using Need Satisfaction Questionnaires developed to reflect Maslow's Hierarchy of Needs reveals that men and women attached the same importance to security, social, and self-esteem needs. Women regarded autonomy and self-actualization needs as having lower importance than did men. Women are more dissatisfied than men in all need categories with the exception of social needs, which are similar for both.

Miniter chooses 190 librarians both male and female representing three types of libraries Public, College/University, and special to study the six elements of job satisfaction: work, supervision, people, pay, promotion and total satisfaction by applying JDI (Job Description Index) for his Ph.D. The conclusions drawn in his study are: 1) job satisfaction is partially a function of type of library, 2) Special librarians evidence less job satisfaction due to restricted promotional opportunities and greater work stress, 3) Women are generally happier as librarians than men, 4) Librarians are generally more satisfied than other workers, and 5) Staff size has little or no effect on job satisfaction.
Schofield\textsuperscript{12} states that the concepts behind job evaluation, job analysis, and job satisfaction relate to library management as much as to industrial management. They are the tools of managers. If they promote, they will bring change in methods of operation.

Guyton\textsuperscript{13} while summarising the historical patterns of library unionism has analysed the personal characteristics of librarians, their economic position, and employment environment as these affect the propensity to unionize and has drawn the following conclusions. 1) Professional and employee associations have not played a major role in hindering unionization; 2) Occupational characteristics are not found to be significant in explaining propensity toward unionization; 3) Economic position of librarians has had a differential effect on the pattern or unions; and 4) Environmental factors found to be important in unionization are employment concentrations, legislative, climate and strong labour traditions.

Plate\textsuperscript{14} made a survey of North American librarians to determine the usefulness of job environment to the library operations by applying Herzberg's hygiene theory. The study concludes that librarians respond positively to such motiva-
tion factors as sense of achievement, recognition, and work satisfaction. He also suggests the job enrichment methods which help in overcoming lack of motivation.

Gore\textsuperscript{15} suggests several steps to be followed for maintaining a productive and satisfied staff in an academic library. They are: base the book collection on the principle of 'probable' rather than 'possible' use, and so reduce user frustration and complaints; introduce or improve techniques to minimise routine work and cut down unnecessary tasks; show interest in the work of the staff; when producing an annual report be positive and show what the library and its staff achieved; and always protect personnel from harassment by the faculty; to prevent staff boredom, engage a high percentage of student workers.

Musman\textsuperscript{16} focuses on three areas 1) The work itself, 2) The individual versus the organization, and 3) Job design and explores some of the problems in job design for library employees in his recent job satisfaction research under the influence of socio-technical theory.

Wahba's\textsuperscript{17} study concentrates on the sources of job satisfaction and dissatisfaction of librarians and investigates the
relationship between job satisfaction and work motivation, job performance and willingness to leave. The results of the data collected by means of JDI (Job Descriptive Inventory) and Patchen's self rating scale of motivation reveals that librarians are extremely dissatisfied with pay and promotions; work is ranked as the highest source of satisfaction and satisfaction with work is highly correlated with motivation. Correlation between job satisfaction and job performance are not conclusive, but job dissatisfaction leads to negative job performance such as high turnover rate.

Chwe's findings show no significant difference on the level of overall job satisfaction between cataloguers and reference librarians. But cataloguers are significantly less satisfied than reference librarians with three individual aspects of their jobs: creativity, social service, and variety.

Shaughnessy's examination of technological change and its impact on library jobs explains from the historical perspective how technology absorbed much routine work and created the potential for more challenging jobs. He further discusses the factors to be considered in redesigning jobs to accommodate both technological innovation and human values are discussed.
Azad’s study aimed at measuring and comparing the job satisfaction of paraprofessional librarians working in the departments of public and technical services in university libraries. He suggests that job satisfaction is a function of the degree to which needs are satisfied by the work environment.

D’Elia studies to identify the factors that are highly related to job satisfaction among librarians by collecting the data from 228 librarians regarding sex, type of library, vocational needs, characteristics of the job environment, and job satisfaction. It is found that job satisfaction does not related to the first three factors, but does relate to the characteristics of the job environment. Of these, the supervisory climate and the intrinsic characteristics of the job itself are the two most important determinants of job satisfaction. One interpretation of the data suggests that a supervisory climate which permits a librarian to exercise initiative and professional judgement in the performance of the job is conducive to job satisfaction.

Preslan has conducted interviews with 10 US librarians choosing five from academic and five from public libraries to discuss their false expectations created by theirindoctrina-
tion to professionalism. Nine out of the 10 admitted that they are trying to get out of librarianship, partly due to unrealistic expectations learned in library school, and partly because of the experience. Chances for advancement are slim, and disillusionment at the lack of encouragement to participate in professional activities outside the job is life. Low salaries seen endemic to the profession. In order to keep good people in librarianship, the profession must realise the ways in which it fails new entrants, and act upon them.

Scamell and Stead\(^23\) notes the importance of studying the job satisfaction within the context of librarianship, and examines the relationship between age and tenure of the job satisfaction of librarians through the findings of five empirical studies designed to analyse the job satisfaction of 64 US librarians. The study revealed that the librarians experienced relatively constant levels of job satisfaction within the age and tenure categories. The primary job dissatisfaction noted relate to age and satisfaction with supervision and co-workers.

Stead & Scamell\(^24\) in their investigation on a sample of 68 librarians suggests that while role ambiguity and role conflict are both significantly related to overall job satis-
faction, need for role clarity does not affect the relationships between role ambiguity and the overall or individual dimensions of job satisfaction.

Biscoe and Stone\textsuperscript{25} suggests ways of bringing about a renaissance in the library as a workplace which would bring the 'quality of work life' movement to libraries. They discuss managers "and non-managers" roles, relationships and responsibilities for the creation of an atmosphere conducive to growth, in the framework of the library development process.

Woodrum\textsuperscript{26} suggests that the job motivation is a subject about which all managers including librarians must have some knowledge since it helps in attaining the goals desired by the organisation.

Woodruff's\textsuperscript{27} study on 202 data processing personnel by using MSQ (Minnesota Satisfaction Questionnaire) with 20 job satisfaction levels reveals satisfaction with advancement and compensation is particularly low for the data processing personnel when compared with accountants and engineers. Data processing operations personnel reported lower job satisfaction than the other data processing functional groups.
Zachert finds two major ideas when the adults are motivated to continue education in the workplace (motivating inhouse trainees) making the learning useful (preferably in the immediate future); making the experience intellectually and socially satisfying.

Martell examines techniques for the redesign of work in academic libraries, and presents methods that adhere to Quality of Working Life (QWL) principles. Further says that by implementing some advanced methods of organisation and work system design, academic libraries should be able to respond more effectively to rapid changes in user demand and improve the QWL of employees.

Stead describes in his empirical study the relationship between assertiveness and individual dimensions of job satisfaction for a sample of 68 professional librarians. The results do not support the emphasis of assertiveness training, if overall job satisfaction is a goal. However, assertiveness training may lead to decrease in job satisfaction with co-workers.

Kishore in his study explores the factors that motivate the members of library professional staff to perform their
function of accumulation, preservation and dissemination of knowledge.

McNally\textsuperscript{32} has carried out a survey among Ontario reference library staff, using techniques of analysis and measurement adapted from the field of business studies to investigate the relation between job motivation and satisfaction. The results show generally moderate satisfaction with environmental conditions, but low motivation. The initial hypothesis, that professionals would express greater motivation and satisfaction than non-professionals is not confirmed.

Aguola\textsuperscript{33} undertakes a study to ascertain to what extent academic librarians in Nigeria satisfy the bibliographical and information requirements, of scholarships and research, and whether the institutional settings in which staff work are conducive to effective professional service. Among major elements examined are the librarian's perceptions of their responsibilities; their academic and professional backgrounds; work environments; job satisfaction; and opportunities for continuing educational and professional development. It is found that professional library service has been hindered by the inability of the library administrators to conceptualise
the proper role of a librarian; rigid bureaucratization in the libraries; failure to separate professional from non-professional duties; and by limited incentives and opportunities for continuing education and professional growth.

Stewart's survey of 151 samples in some UK libraries indicates that the greatest conflict in libraries lies not between managers and employees, but between professionals and non-professionals.

Merchant's study of management studies in US university libraries shows that participative management leads to high job satisfaction which in turn leads to a high level of performance. The staff's judgement of the confidence and trust their leaders have in them is the most important aspect of participative management which emphasises the desire to achieve and grow and perform well. Management must be goal-oriented and its staff must know and approve the goals.

Bowern examines job satisfaction among non-professional staff. Commitment to serving the user and four main areas of frustration are identified: inadequate service; distancing of professionals from users and non-professional staff; dependence on other non-professional staff for help and information;
and job rotation preventing the building up of expertise. The female subordinate concern for quality of service is cultivated from skills developed in the home. There is a need to look at the effects that changes in management structures mean for non-professional staff within their own definitions of a user-oriented service.

The main purpose of Glasgow's research is to identify predictors of job satisfaction among academic librarians. Structural models are developed by him and examined with path analytic procedures to determine the effect of the following variables on librarians' job satisfaction:

Selected characteristics of individual librarians
(education, experience, sex, age, salary and position)

Selected characteristics of library organisation
(annual budget, sex of director, size of staff, average annual salary of staff, organisational status of librarians, and size of collection)

and librarians' perceptions of their job
(perceptions of the work, adequacy of pay, promotion opportunities, supervision, associates and job security)

Burgess study on job satisfaction of staff in Australian University Libraries by using the MSQ (Minnesota Satisfac-
tion Questionnaire) found that 1) There is no difference in the level of job satisfaction between reference librarians and cataloguers 2) Cataloguers are less satisfied with the social service aspect of their job; 3) The three least satisfying dimensions are the same for both (advancement, library policies and practices, recognition); 4) for cataloguers only the higher the position, the greater the career length and age, the higher the level of job satisfaction.

Martell explores the important (Quality of Work Life) strategy of job redesign by discussing the techniques of job enlargement and job enrichment. His study shows how the introduction of automated systems in the University of California at Berkely Library has led to the restructuring and enrichment of jobs. The study offers a number of suggestions to indicate potential directions for librarians in the QWL field.

Mc Nally's study of job satisfaction among 81 reference staff in 10 public library systems concludes that they are of average competence, enjoy their work and colleagues, and experience high job satisfaction despite being poorly paid and having little opportunity for advancement or participation in the administration of their libraries.
Lynch\textsuperscript{41} study guided by an interest in job satisfaction within the work setting. The chief hypothesis is that differences in job satisfaction will be found among library units and among occupational groups within libraries. The relationships of sex, age, and tenure to the job satisfaction of library employees also are explored. The results suggest that further library studies of job satisfaction will be more useful to the profession if placed within the context of the work environments in which librarians find themselves.

Honnabuss\textsuperscript{42} while reviewing motivational theories sets them in the context of library. The heart of the matter is the individual/organisation relationship, what an employee does, and what is asked of the employee. In a healthy organisation, a good job comprises good opportunities, good pay, and good human relations.

Simonson, B.A\textsuperscript{43} carried out a survey of 141 young library workers in the State Public Scientific and Technical Library of USSR to determine their motivation and attitude to work and further self-education. The survey reveals that 41.9 percent wanted to be librarians, 12.8\% hoped to go to a university this way, 6.4\% hoped to become scientists and 39.7\% had no motivation.
55.9 per cent work to the best of their ability, 32.3 per cent work to satisfy the boss, 1.7 per cent worked without interest and 29 per cent are not satisfied with their work and prospects. It is suggested that a close involvement in various departmental projects would increase young worker's interest in the library.

Rockman's study of job satisfaction on a sample of 280 academic librarians and faculty employed by the California University Library system reveals that a majority population (male faculty and female librarians) would experience a higher level of job satisfaction than a minority population (Male Librarians and Female faculty). Results indicate that job satisfaction is not solely a function of gender or membership in a dominant work group; rather it is highly correlated with autonomy and opportunities to exercise decision making skills.

Pankhurst reports low mobility and adverse effects firstly on the management imposed or proposed change; secondly on the management of human resources through loss of flexibility, the inability to extend employment opportunities, the constraints on staff development, and low morale; and thirdly on the library's clients. Some positive aspects of low mobility are also cautiously presented.
Sable discusses the protection of the librarian. The study explores three potential sources of harassment from whom the librarian requires protection: patrons, lower-echelon supervisors, and library administrators.

The types of protection provided by library associations, the courts, unionization, librarians' professional goals, actions of progressive administrators, collective bargaining, are also discussed.

Withinslow and Mitcheson's study reveals that professional library staff and non-professional workers reported high to average levels of job satisfaction. But the semi-professional library staff reported low levels.

Haack and others in their pilot survey conducted at one day conference on service begins empirical assessment of burnout syndrome among librarians and other information professionals and outlines the stages of occupational burnout: enthusiasm, stagnation, frustration, apathy.

Verho's study on working librarians in governmental libraries at Helsinki observes that the work in public libraries to be far too dull and mechanistic with no challenges for developing one's skills. Work in governmental libraries is
independent, creative and demanding and the salary is twice as much as in public ones.

Taler's\textsuperscript{50} Research based on the survey of 90 libraries in New York state finds that 65\% of the library directors perceived burnout among their professional staff. The important signs of burnout are stress and frustration. It further suggests two important administrative techniques to deal with burnout: 1) to provide realistic job expectations; 2) to establish clear lines of communication.

Hosel\textsuperscript{51} discusses faculty status for librarians and provides a conceptual basis i.e., the role stress job satisfaction. The study reveals that 1) if full faculty status increases role conflict and/or role ambiguity among librarians, a reduction in job satisfaction might well result. There is little likelihood that job satisfaction will increase unless faculty status can be achieved without increasing role conflict and/or role ambiguity. 2) Self-esteem is more likely to be a moderator of the relationship between role conflict/role ambiguity and job satisfaction for lower level librarians than for top and middle library managers. 3) Self-esteem is probably not greater among top and middle library managers than among lower level librarians, and it probably
does not protect their sense of job satisfaction from the negative effects predictable from their presumably higher role ambiguity.

Nzotta\textsuperscript{52} describes a research project designed to compare the job satisfaction of academic and public librarians in Nigeria in the belief that the results obtained would be helpful in certain areas of library management such as personnel recruitment, development, motivation and retention. Data are collected by means of administration of the categories of librarians. The findings reveal that there are significant differences in job satisfaction of the administrative services or management librarians on the one hand and reader services/public services librarians and technical services librarians on the other. Management librarians felt more satisfied than the other two groups with regard to independence, variety, responsibility and creativity. Regarding social status, management librarians and public services librarians desire greater satisfaction than technical services librarians. The three groups are least satisfied with compensation or remuneration; the physical environment of their places of work and their advancement prospects. On the other hand, the three groups of
librarians seem to derive the greatest satisfaction with regard to security involved in their job.

Katna and Saibaba argue that efficiency in any organisation depends upon the motivation of the personnel. Concept of the motivation is yet to be applied in libraries. They further attempt to recognize the role of motivation of the libraries as in any organisation and its considerations in redesigning library job elements. Analyses how the library job elements may be motivating per se to the workers.

Smith administers Maslach Burnout Inventory to a group of randomly selected corporate librarians. The study reveals that feelings of lack of personal accomplishment, inadequate positive feedback, and lack of control over library operation are the greatest causes of high burnout scores; average scores are lower than other professional groups in four of six categories.

Chopra points out the need for contented and well-satisfied librarians to make libraries more serviceable to their clientele. His study of 100 librarians in Lucknow showed that 91 per cent of them derived satisfaction from their work, 90 per cent are satisfied with the social recognition given to them by the public, 72 per cent are
satisfied with their working conditions, 70 per cent are satisfied as regards job security and 63 per cent are satisfied with the social status ascribed to their profession. Only 34 per cent are satisfied with their pay scales and 48 per cent with the avenues for promotion. A significantly higher percentage of female librarians are satisfied with social status of their job and with their work. A higher percentage of librarians working in special libraries are satisfied with their working conditions, pay scales and avenues of promotion.

Sharma's study investigates the extent of frustration and type of personality among 86 library professionals (58 males and 28 females) working in two libraries of Delhi. The findings reveal that female professionals are found significantly different from male professionals on frustration and extroversion-introversion, and also professionals having five to ten years experience are found significantly different from professionals having below five years experience and professionals having more than ten years on frustration and extroversion-introversion variables. No significant differences are found between professional assistants and professional junior and professionals in Jamia Milia Library and Delhi University Library system in the chosen variables.
Saunders and Saunders\textsuperscript{57} study a pre-test and post-test group design in a public university library setting to study the impact of flexitime. Objective and subjective measures are employed. The study reveals that satisfaction with promotions decreased. Flexitime has a favourable and significant effect on sick leave (that is, sick leaves decreased and the average length of vacation leaves increased). The results are mixed on performance and are favourable and approached significance for anxiety.

Rosenthal\textsuperscript{58} tested the hierarchical regression model on three salary levels: the department head, the beginning librarians, and the clerical workers. Results indicate that librarians union presence explains 5-14\% of the variation in librarians' salaries. No significant amount of variation in the salaries of department heads and clerical workers is explained by librarian union presence. Simple union presence can explain 11-17\% of the variation in the salaries of clerical workers. Simple union presence does not explain any of the variation in the salaries of librarians or department heads.

Jakubicek's\textsuperscript{59} observations reveal that young librarians do not find established library staff particularly helpful;
some library collectives seem to find it difficult to accept new librarians.

Isacco finds physical working conditions are a factor which can lead to job dissatisfaction. Public service employees like librarians work in the most demanding of environments. If off-duty space provides no privacy and they have no participation in work space planning, the possible dissatisfaction might contribute to "burnout". Discusses several studies of the effect of work environment on staff morale and productivity and considers the relevance of their finding to library staff conditions.

Decker describing in his paper Quality of Work Life (QWL) in libraries discusses who is affected by QWL; why is QWL important; and what factors determine QWL. He concludes that as the patron has a right to quality service from the librarian, so the librarian has a right to a quality work life.

Hegg surveys in Midwestern academic libraries to determine the involvement of librarians in continuing education activities and their level of job satisfaction. The findings indicate that participants in credit courses, work shops, and
writing for publication are more satisfied than non-participants, although convention attenders are less satisfied than their peers.

Bengston and Shields applies/users the predictive model developed by Marchant in 1970 on participative management and job satisfaction to the librarians at Bringham Young University. They find that Academic librarians feel better about their relationships with university administration and direct supervisors when the management of library is more participative. They also feel more satisfied with their relationship to library clientele when a higher percentage of librarians have worked in the library. They conclude that greater overall satisfaction of librarians can be predicted from increased satisfaction with duties, supervisory relationship, opportunity for salary increases, and relations with their clientele.

Nandy analyses several studies on job satisfaction in library field. Describes 3 methods: job enrichment, job enlargement and job rotation for increasing job satisfaction. The study finally asserts that job satisfaction leads to the effective functioning of the individuals and the organisation as a whole. The study further suggests that it is a good policy for any organisation to ensure job satisfaction which
is able to generate a favourable climate of employee-employer strained relationship.

Shyu\textsuperscript{65} conducted a study to investigate the level of job satisfaction of the working staff of the University library by administering a questionnaire to 312 employees of 16 university library staff have not achieved job satisfaction; education and department affiliation variables and marital status and university category variables produced few differences among respondents in job satisfaction; and job satisfaction scores differed significantly by sex, age, professional education, supervisory level, tenure and career orientation.

Water\textsuperscript{66} describes a case study of the effects of new technology on the employees of a university library. Factors which constitute job satisfaction are identified. The methods by which the employees' job satisfaction and prestige and self-esteem were measured are described. The results indicate that the automation has not brought about job dissatisfaction or affected self-esteem of most employees, and social relationship are unchanged.

Verill and Wilkins\textsuperscript{67} reports the concern about seriousness of professional stagnation at middle management level,
which can also affect all levels. They suggest staff development as a way of dealing with this problem. The seminar discussed the meaning of motivation, good motivational practice, motivation for the recently qualified, and motivation in the declining climate of job opportunities and library funding.

Rothsteins’s data from three Canadian University libraries on length of service, degree of mobility, and age of professional staff suggest that the combination of middle age, long service, and immobility results in service deficiencies of motivation, morale and creativity. Job rotation and job enlargement are suggested as solutions.

Deventer suggests that staff section is a prerequisite for user satisfaction in the library. He examines the factors that determine job satisfaction and self-motivation, and conditions which create the right climate for job satisfaction. He discusses the role of management in job satisfaction focusing on the four functions of management: Planning, Organising, Leadership and Control. He stresses the importance of applying these principles throughout the professional hierarchy, along with the principle of integrity. He also
Lynch and Verden\textsuperscript{70} in the replication of earlier study after fifteen years note that significant variation occur in job satisfaction among functional units in librarians and among occupational groups in libraries. The people working in reference and collection development department report their work to be significantly less routine than that of those in other units. This finding suggests library managers to make internal adjustments in the content of jobs in their libraries.

Higher percentages of the satisfied people plan to stay in the same place. The first study's finding of new entrants' least satisfaction does not emerge in this replication. The people with no supervisory responsibility report the lowest level of satisfaction in both studies. Both the studies support that there is positive relationship between job level and job satisfaction. No difference emerged among the male and female respondents on satisfaction in either study.

Harrison and Havard-Williams\textsuperscript{71} suggests that the very rapid public library development in Nigeria is a direct result of a hard core of dedicated, British-trained librarians who
have practiced their profession in tune with the social, economic and political situation of their time. The effects of motivation of library staff in developing countries on the health and growth of library services are considered.

Price et al.\textsuperscript{72} suggest that good management is a team effort: the administrator needs competent, creative employees and the employees need competent leaders who provide direction, security and an environment that promotes achievement. They further suggest that the traditional, authoritative library administration be bent a bit, allowing more participation in the administrative process in order to build trust and understanding, while at the same time establishing a more creative, democratic, and collegian atmosphere for dealing with library issues.

LaRose\textsuperscript{73} observes in a 1985 report on career expectations of ALA members: 41 per cent expressed concern that they would not achieve career objectives and 13 per cent indicated that they expected to remain in unsatisfactory positions. This paper examines one search for a middle or upper-management academic library position within the context of concerns expressed by respondents in that survey.
Gerry describes a survey of librarians in the California University that examined the extent of professional staff participation in decision making. Organisational structures that facilitate participative management are identified, and librarians perceptions of its degree and effectiveness are discussed.

Bundy surveyed 163 British and Australian polytechnic subject librarians using the short form of the MSQ (Minnesota Satisfaction Questionnaire). Results indicate that compared with a similar Australian study of reference and cataloguing librarians the job satisfaction of subject librarians is significantly higher. This should be a factor in any consideration of restructuring of an academic library away from a traditional functional structure.

Bendar describes the effects of the automation of cataloguing processes at Pennsylvania University. The discussion covers the reorganization of job responsibilities, staff reactions to the changes, the impact of cataloguing quality and efficiency and patron satisfaction with services offered.

Cooper and Kaufmann have undertaken a project to examine the shared interests and co-operative endeavors between library schools and their host academic libraries and
to determine the state of relations between two units of academic campuses in US and Canada. The study has investigated the role of librarians in library/information science education, the involvement of library school faculty in the libraries, and the extent and effectiveness of various channels of communication between them.

The results reveal that although a common professional bond exists between them each has different missions and goals that limit their possible co-operation. The old conflict between theoreticians and practitioners remains an obstacle to working together. Institutional and state regulations, budgetary constraints, latest technology becoming barriers towards shared programmes and joint ventures between them. The study recommends that concept of library as a laboratory for the library school needs to be substantially expanded. Both should together have a stronger voice on campus to influence and generate funding for various joint ventures to support and further the goals and mission of their parent institution. Then alone both of them have job satisfaction.

Etuk studies the job attitudes and job satisfaction of junior staff in the University of Calabar Library, Nigeria. The analysis of data reveals that majority of staff are not
satisfied with their pay, working conditions and lack of facilities to improve their talents. He suggests interaction between subordinates and supervisors, provision of better facilities and involvement of Junior staff in decision making.

Bunge\textsuperscript{79} provides information on organizational approaches to managing stress in the library workplace, defines stress as a person's psychological and physiological response to the perception of a demand or challenge; develops the concepts of stressors and coping strategies; and emphasizes the importance of library personnel officers, administrators, and managers knowing the dynamics of stress in the lives of individual workers and having awareness of the important sources of stress in the library workplace. The discussion also treats strategies for reducing stressors, assisting staff members in developing good stress management, and helping the employee who is at risk of burnout.

Maehr's\textsuperscript{80} study is concerned with how persons in leadership roles can elicit motivation, commitment, and personal investment of members of an organisation. While summarizing the recent research on employee motivation it is argued that those in leadership roles bear a special responsibility for creating a sense of purpose in the organisation.
It is as leaders engage the members of an organisation in establishing goals, in focussing on the purpose of their work and the mission of their organisation, they are not likely to elicit personal investment. The design and use of the other management tasks, especially evaluation, play an important complementary role in reinforcing the sense of a shared purpose to develop employee commitment.

Prasad and Singh's study of 50 Indian librarians to investigate the job anxiety in relation to the job satisfaction which the individual derives from various aspects of job life results that as job anxiety scores increased, job satisfaction indices decreased.

Ngaiyambe while examining the components of a longer approach states that the key ingredient for a supportive climate is a motivated, committed and dedicated work force. The long-term approach includes: selection of staff, identifying the strengths of employees, delegation, committed leadership, organizational credibility, clearly stated goals, fairness and anticipation of undesirable employees.

Paiste considers how the work of cataloguers can be restructured to maximise achievement, responsibility, recogni-
tion, advancement and opportunities for growth. He discusses how each of these components of job satisfaction are applicable in specific situations involving the cataloguers. He further emphasises that as more sophisticated electronic systems become available accurate, detail oriented, experienced cataloguers will be needed to function as trainers, managers and library policy developers for these systems.

Fitch's study emphasises library support staff a largely neglected group, and discusses a survey of the job satisfaction of these employees in academic libraries of the State of Alamba by using JDI (Job Descriptive Index) as the survey instrument. The resulting satisfaction scores are related to the variables of size of city, sex, varying working hours, type and size of institution, and automation status of the library's functions. The null hypothesis could not be rejected for most variables, reaffirming conclusions of other studies that demographic factors do not influence job satisfaction. The need for better compensation and opportunities for promotion for academic library support staff is emphasized, as well as the need to relate satisfaction to quality of work-life issues.
Krietz and Ogden\textsuperscript{85} compare the roles and responsibilities of academic librarians and support staff at the nine campus library system of the University of California. The results reveal that as a group, University of California staff are extremely satisfied with the work they do - reporting higher levels of job satisfaction than many other American workers. But a comparison of the satisfaction levels reported by librarians and library assistants shows a significant difference between two groups. This is particularly in the areas of promotion, job development and general status. A comparison of the satisfaction levels shows a wide gap between librarians and library assistants with the highest discrepancies in the areas of worker utilization, job duties and responsibilities and salaries. The greatest agreement between librarians and library assistants is found in their satisfaction the opportunity to help others, good relationships with co-workers, job security, variety, flexibility and surprising degree of autonomy.

Estabrook \textit{et al.}\textsuperscript{86} examined job satisfaction among professional and supporting staff in one private and three public university libraries in order to investigate factors that contributed significantly to job satisfaction; whether
use of technology related significantly to job satisfaction; and staff likes and dislikes.

Thaty and Choudhury's study explores the factors motivating the library professionals working in the university libraries of Orissa. Mentions that salary and status are found to be the two important motivators. They suggest that the authorities should recruit professionally competent persons and a periodical performance evaluation should be involved to tone up the image of the library as well as library profession and to increase the productivity.

Nkereuwem reports on a study conducted to determine the correlation between job satisfaction, performance and work behaviour among the staff in Academic libraries in Nigeria. Respondents tended to agree that what appears paramount in increasing their job satisfaction is how much money they earn. Recommends a number of ways in which high performance could be achieved in an academic library.

Thapisa aims to provoke more discussion on the question of how library assistant jobs in academic library can be enriched so that quality of work life is improved. Presents a case for job redesign recommending the Autonomous Work Group (AWG) approach. Recommends the triple ties organisational
structure with its direction, coordination and facilitation roles. Lists the guiding principles which should be taken into account when restructuring library and information work. Examines critical perspectives associated with job redesign.

Reich reports that in 1989 the Association of German librarians made a survey of librarians' professional situations in higher service grades. The proportion of women librarians group larger. Men and women seem equally flexible concerning job changes, but women's career progress seemed slower because of the burden and family. There was prejudice against women in high positions. The higher proportion of women in high positions. The highest proportion of women are in public libraries. Both men and women are interested in advanced training. Most of them are satisfied with their jobs.

Franck and others found that the co-operation and collegiality that can be a part of providing reference service may bring joy to reference librarians fortunate enough to work in such environment. They examine the benefits of the reference staff found in attempting to maintain a collegial atmosphere at Mankato State University Library, Minnesota. Collegiality contributes to building a positive daily environment,
sharing responsibility for the completion of special reference projects and fostering professional and personal growth. By stressing co-operative efforts, reference staff members have broadened their skills in areas such as on-line searching, collection development and other professional activities.

Frantz attempts to explore why, inspite of sometime difficult working conditions, reference services are found to have an appeal both for prospective and experienced library staff. The attraction is explained in terms of: the archetypal role of reference; the various roles public service librarians perform, the positive feedback they experience, the different work rhythm of a reference desk, and the encounters with reality the desk provides. Yet the allure is fragile, and the same factors that give reference desk it attraction also threaten the pleasures it can provide.

Caynon studies the satisfaction level of library science education with their jobs. The two purposes of this study are: to determine the extent to which and dimensions of job satisfaction (satisfaction with work, pay, opportunities for promotion, and satisfaction with co-workers) are related to overall job satisfaction among LIS educators; and to determine the extent to which, sex, age, total years of
teaching in current institution, professional rank and nature of work affect job satisfaction.

Reich\textsuperscript{94} reports that in 1989 the German Librarians' Association study group on women in higher grades of library service has carried out a survey on the professional situations of male and female librarians in senior library posts. Questions are included on career progress and interruptions, current posts, relationships with colleagues, advanced training and other professional activities. Female librarians still seem somewhat disadvantaged before they hold managerial posts. Many librarians feel they have insufficient time for their work, on the whole most of them are satisfied.

Thapisa's\textsuperscript{95} study of 132 Library Assistants working in 13 University Libraries in the United Kingdom by using Job Content Analysis Index (CAI) discusses the attitudes towards pay and reveals the perceptions of their employment. They believe that those who perform well and have extensive experience should be rewarded. Dissatisfaction with pay is high and encourages them to seek alternative employment.

Goulding\textsuperscript{96} states that non-professional library staff are vital members of staff whose job content can be routine but
indispensable. Keeping such staff within the organisation is becoming difficult; keeping them and maintaining their job satisfaction is even more of a challenge. Surveys the literature to provide some guidance through this management issue.

Whitlatch\textsuperscript{97} reviews the literature dealing with job satisfaction among library reference staff and its relationship with job performance. Studies of the role played by the computerisation of library systems on employee job satisfaction lead to the conclusion that stress might prove a better focus than job satisfaction. He indicates the ways in which the reference librarians' work can be designed to reduce stress by the introduction of computers.

Baker\textsuperscript{98} discusses changes in the library environment that affect staff motivation and productivity. He examines issues involved in setting individual and group goals and suggests a framework for analysing motivation in a library setting. He emphasises the need to understand which factors influence motivation in a time of change.

Line\textsuperscript{99} discusses the ways in which library staff become demotivated, including rigid grading structures and hierarchies, ignoring staff, brushing aside suggestions, claiming credit for their ideas, showing no interest in staff
as people. Criticising but never praising (preferably in front of others), confusing and patronizing staff giving them unclear job descriptions and reporting lines, avoiding consultation, excluding them from any involvement and being negative yourself. In spite of few dangers these methods infallibly bring results.

As part of Major's exploratory study he interviewed eighteen mature librarians who are considered colleagues of teaching faculty to understand actual instances of acceptance within an institution. Participants demonstrated that performing the role of librarian and exploiting campus governance activities contributed significantly to collegial acceptance and are used to advantage more often than a common interest in research. The most important factor, however, is self confidence. Models and mentors reportedly have helped subjects learned to be colleagues with other faculty and library school often does not.

Sharma's study investigates the extend of frustration and type of personality among 86 library professionals (58 males and 28 females) working in two libraries of Delhi. The findings reveals that female professionals are found significantly different from male professionals on frustration and
extroversion - introversion; and also professionals having five to ten years experience are found significantly different from professionals having below five years of experience and professionals having more than ten years of service on frustration and extroversion-introversion variables. No significant differences are found between professional assistants and professional juniors and professionals in Jamia Milia Library and Delhi University Library system in the chosen variables.
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