CHAPTER - 1

INTRODUCTION
CHAPTER – I

“One must never lose time vainly in regretting
the past nor in complaining about the changes
which cause us discomfort, for change is the very essence of life”.

1.1 INTRODUCTION

Job satisfaction is a primary requisite for any successful organization. If the University Library Professionals attain adequate job satisfaction, they will be in a position to fulfill the educational objectives and national goals.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job; an affective reaction to one’s job; and an attitude towards one’s job. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee’s involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations.

Job satisfaction of the library professionals naturally depends on the economic, social and cultural conditions in a given country. A library professional that does not get a sufficient wage will face the problem of maintaining his or her family life. This problem puts the library professionals far from being satisfied. Low
wages and lack of status and social security affect motivation. Job satisfaction cannot be thought of where there is absence of motivation. Job satisfaction of the library professional that has an important place in the information society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of the university library professionals gains importance.

In today’s competitive world, the biggest challenge which the organizations are facing is to retain the talented employees. Job satisfaction is necessary to promote the employees’ behaviours in the organization. For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. One common research finding is that job satisfaction is co-related with life satisfaction.

Securing Commitment and retaining good employees are very important to achieve stability and reduce costly turn over. Various outcomes are influenced by organizational commitment such as decreased turn over, higher motivation and organizational support. Organizational commitment is recognized as a key factor in the employment relationship. Similarly, it is also widely accepted that one way to reduce voluntary turnover is by strengthening the employee commitment to the firm. So it is crucial to identify the level of job satisfaction, motivating factors and its influence on organizational commitment to retain the talented work force in software industry.
1.2 JOB COMMITMENT

The job satisfaction attitude has received the most attention over the years. Recently the more global organizational commitment has emerged out of the research literature as being important to understanding and predicting organizational behaviour. Organizational commitment can be considered to be effective responses or attitudes which link or attach an employee to the organization. As an attitude, organizational commitment is most often defined as a strong desire to remain a member of a particular organization, a willingness to exert high levels of effort on behalf of the organization and a definite belief in and acceptance of the values and goals of the organization. According to Allen's and Meyer (1996)\(^2\) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization.

1.2.1 EFFECTIVE COMMITMENT

Effective commitment is defined as the employee's positive emotional attachment to the organization. An employee who is effectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steer’s (1982)\(^3\) concept of commitment, which in turn drew on earlier work.

1.2.2 CONTINUANCE COMMITMENT

An individual is committed to the organization because he/she perceives high costs of losing organizational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she "has to".\(^4\)
1.2.3 NORMATIVE COMMITMENT

The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". Normative commitment involves the employee’s feelings of obligation to stay with the organization.

1.2.4 BENEFIT OF ORGANIZATIONAL COMMITMENT

Organizational Commitment implies an intention to persist in a course of action. Therefore, organizations often try to foster commitment with their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to “go the extra mile” to achieve organizational objectives. Research has consistently demonstrated that commitment does indeed contribute to a reduction in turnover.

Research consistently shows that employees who want to stay tend to perform at a higher level than those who do not. Employees who remain out of obligation also tend to out-perform those who feel no such obligation, but the effect on performance is not as strong as that observed for desire. Finally, employees who have to stay primarily to avoid losing something of value (e.g., benefits, seniority) often have little incentive to do anything more than is required to retain their positions.”
1.3 JOB SATISFACTION

Job satisfaction is a result of employee’s perception of how well their job provides those things that are viewed as important. There are three important dimensions to job satisfaction. First, job satisfaction is an emotional response to a job situation. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations. Thirdly, job satisfaction represents several related attitudes.

Job satisfaction has been coirelated with enhanced job performance, positive work values and high levels of employee’s motivation and lower rates of absenteeism, turnover and burnout. Therefore managers should concern with the level of satisfaction in their organisation and the ultimate aim for those who organize and control the workers’ dissatisfaction. It states that, within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs which are:

- Physiology
- Safety
- Belongingness and love
- Esteem
- Self-actualization

Physical needs are the base from the hierarchy. It includes the basic human needs such as the need for air, water, food, exercise and freedom from diseases. It is commonly achieved by the human being. Once this basic is achieved, then they will go for the other level which is the security. This level includes the need of safety, shelter and stability. In terms of the working environment, it means that an employee
may demand for the job security, they can have a stable job, being treated fairly and have a good pay for their job. The third phase is the social, it includes the need of being loves, and they experience the feeling of belonging and inclusion. In the work place, the employees need to feel the sense of belonging and acceptance, once they have got this feeling, it helps them to achieve the satisfaction at this level. One cannot fulfill this level, for example he or she may face problem in their marriage; it will lead to failure at this level. Next to this level, there is another level which is the ego or known as self-esteem and it is followed by the highest level which is the self-actualization.

1.3.1 THE CAUSES OF JOB SATISFACTION

Five predominant models of job satisfaction focus on different causes.\(^6\)

**Need Fulfillment:** These models propose that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs. Unfulfilled expectation needs can affect both satisfaction and turnover.

**Discrepancies:** These models propose that satisfaction is a result of fulfilled expectations. And they represent the difference between what an individual expects to receive from a job and what he or she actually receives. When expectations are greater than what is received a person will be dissatisfied. This model predicts that individual will be satisfied when he or she attains outcomes above and beyond expectation.

**Value Attainment:** Satisfaction results from the perception that a job allows fulfillment of an individual’s important work values. Managers can thus enhance
employee’s satisfaction by structuring the work environment and its associated rewards and recognition to reinforce the values of the employee.

**Equity:** In this model, satisfaction is a function of how fairly an individual is treated at work. Satisfaction results from one’s perception that work outcomes, relative to inputs, compare favourably with a significant other outcomes/inputs.

**Dispositional/Genetic components:** This model is based on the belief that job satisfaction is partly a function of both personal traits and genetic factors. It implies that stable individual differences are important in explaining job satisfaction.

### 1.3.2 THEORIES OF JOB SATISFACTION

**a) Affect Theory**

Edwin A. Locke’s Range of Affect Theory (1976)\(^7\) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are fulfilled) and negatively (when expectations are not fulfilled), compared to one who doesn’t value that facet.

**b) Dispositional Theory**

Another well known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them
to have tendencies towards a certain level of satisfaction, regardless of one’s job. This approach became a notable explanation of job satisfaction in light evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

c) Two-Factor Theory (Motivator-Hygiene Theory)

Frederick Herzberg’s two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals.

Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

1.3.3 DETERMINANTS OF JOB SATISFACTION

While analyzing the various determinants of job satisfaction, we have to keep in mind that: all individuals do not derive the same degree of satisfaction though they perform the same job in the same job environment at the same time.
Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus, all those factors which provide a fit among the individual variables, nature of job, and situational variables determine the degree of job satisfaction. Let us see what these factors are.

a) Individual factors:

Individuals have certain expectations in their jobs. If their expectations are met from the jobs, they feel satisfied. These expectations are based on an individual’s level of education, age and other factors.

i) Level of education:

Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found negative correlation between the level of education, particularly higher level of education, and job satisfaction. The possible reason for this phenomenon may be that highly educated persons have very high expectations from their jobs which remain unsatisfied. In their case, Peter’s principle which suggests that every individual tries to reach his level of incompetence, applies more quickly.

ii) Age:

Individuals experience different degree of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, gets gradually reduced, starts rising up to certain stage, and finally dips to a low degree. The possible reasons for this phenomenon are like this. When individuals join an organization, they may have some unrealistic assumptions about what they are going to drive from their work. These assumptions make them more satisfied. However, when these assumptions fall short of reality, job satisfaction goes down. It starts rising again as the people start to
assess the jobs in right perspective and correct their assumptions. At the last, particularly at the far end of the career, job satisfaction goes down because of fear of retirement and future outcome.

b) Other factors:

Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favourable social and family life, he may not feel happy at the workplace. Similarly, other personal problems associated with him may affect his level of job satisfaction. Personal problems associated with him may affect his level of job satisfaction.

c) Nature of job:

Nature of job determines job satisfaction which is in the form of occupation level and job content. Occupation level: Higher level jobs provide more satisfaction as compared to lower levels. This happens because high level jobs carry prestige and status in the society which and itself becomes source of satisfaction for the job holders. Job content: Job content refers to the intrinsic value of the job which depends on the requirement of skills for performing it, degree of responsibility and growth it offers. A higher content of these factors provides higher satisfaction. For example, a routine and repetitive lesser satisfaction; the degree of satisfaction progressively increases in job rotation, job enlargement, and job enrichment

d) Situational variables:

Situational variables related to job satisfaction lie in organizational context – formal and informal. Formal organization emerges out of the interaction of individuals in the organization. Some of the important factors which affect job satisfaction are given below:
i) **Working conditions:**

Working conditions, particularly physical work environment, like conditions of workplace and associated facilities for performing the job determine job satisfaction. These work in two ways. Firstly, these provide means of job performance. Secondly, provision of these conditions affects the individual’s perception about the organization. If these factors are favourable, individuals experience higher level of job satisfaction.

ii) **Supervision:**

The type of supervision affects job satisfaction as in each type of supervision; the degree of importance attached to individuals varies. In employee-oriented supervision, there is more concern for people which is perceived favourably by them and provides them more satisfaction. In job oriented supervision, there is more emphasis on the performance of the job and people become secondary. This situation decreases job satisfaction.

iii) **Equitable rewards:**

The type of linkage that is provided between job performance and rewards determines the degree of job satisfaction. If the reward is perceived to be based on the job performance and equitable, it offers higher satisfaction. If the reward is perceived to be based on considerations other than the job performance, it affects job satisfaction adversely.

iv) **Opportunity:**

It is true that individuals seek satisfaction in their jobs in the context of job nature and work environment. They also attach importance to opportunities for promotion that these job offer. If there is no opportunity of promotion is lacking, it reduces satisfaction.
v) Work group:

Individuals work in group either created formally or they develop on their own to seek emotional satisfaction at the workplace. If the groups are cohesive; the degree of satisfaction is high. If the group is not cohesive, job satisfaction is low. In a cohesive group, people derive satisfaction out of their interpersonal interaction and the workplace satisfied and it leads leading to job satisfaction.

1.3.4 OUTCOMES OF JOB SATISFACTION

To society as a whole as well as from an individual employees stand point, job satisfaction in and of itself is a desirable outcome. The most important outcomes of job satisfaction are:

Satisfaction and Productivity: There are many variables which can affect productivity. The most important is rewards. If people receive rewards they feel equitable, they will be satisfied and this is likely to result in greater performance effort.

Satisfaction and Turnover: If there is considerable job dissatisfaction there is likely to be high turnover. There are other factors such as commitment to the organization which plays a role in the relationship between satisfaction and turnover.

Satisfaction and Absenteeism: Research has pretty well demonstrated an inverse relationship between satisfaction and absenteeism. When satisfaction is high, absenteeism tends to be low.

Other effects such as Citizenship Behaviours: Research reports that highly satisfied employees tend to have a better mental and physical health, learn new job related
tasks more quickly, have fewer regarding-the-job accidents, and fewer file about grievances. Also on the positive side, it has recently been found that satisfied employees are more likely to exhibit prosocial citizenship behaviours and activities.

1.4 JOB ADVERTISEMENTS

Addressing the concerns associated with entry-level job seeking in a time of rapid change, this study focuses on the roles and responsibilities of entry-level academic reference positions as stated in recent job advertisements. As with other areas of librarianship, reference services in academic libraries have evolved in response to emerging technologies and evolving user dynamics. Many academic libraries are moving away from staffing a traditional reference desk in favour of multifaceted and collaborative learning spaces, such as an information commons. These areas merge several services into one location, decreasing the importance of a traditional desk. Coupled with changes in physical space, academic reference librarians have adopted many new roles, such as serving as “embedded librarians” in particular classes, offering electronic outreach services such as chat and texting, participating in virtual and social networking environments, collaborating with faculty on information literacy initiatives, and much more\textsuperscript{10}. As a result, beginning reference librarians must be prepared for a diverse range of responsibilities, and hiring institutions must carefully consider their priorities for reference positions. This study of job advertisements attempts to categorize a complex job environment as well as providing insight into how academic libraries currently envision the role of the reference librarian within the library itself and the larger campus community\textsuperscript{11}.

Results should be of interest to those currently enrolled in library science programs, first-time job seekers, libraries seeking to recruit entry-level candidates,
and anyone interested in the evolving nature of reference librarianship. Although a few content analyses of job advertisements have discussed the requirements to be obtained at an entry-level reference position and the categorized listed job duties, no study has researched the stated duties of entry-level positions in reference\textsuperscript{12}. Thus, this study provides unique value as a snapshot of current reference responsibilities at the entry level.

1.5 DEVELOPING LIBRARIES

Rapid revolutionary advances in ICT have now transformed the way by how the information is gathered, processed, organized, accessed and disseminated to the user community. Today, the libraries are increasingly viewed as outdated and under rated with the use of modern web based services. The pressure on libraries to modernize the way of delivering their services is now intense and more demanding. The users’ expectations from the libraries such as to deliver high quality, comprehensive, user-friendly new generation services have grown tremendously in the recent years. The survival demands change, updating and modernization. Libraries need to change quite dramatically to modernize almost every aspect of their operations, information resources and services in order to meet the rising users’ expectations of the modern world. As the world advances, the library must also evolve and redesign their activities in order to deliver highly quality, need based and value added services according to the expectations of today’s library users\textsuperscript{13}.

The concept of library has been described by several different terms such as automated library, computerized library, electronic library, digital library, virtual library, library without walls, transformed library, complex library, hybrid library, internet library and future library and so on.
1.6 CHANGING INFORMATION ENVIRONMENT

Today, information has been recognised as a powerful key resource by all the sectors of knowledge based society. Information Management has gained an immense interest and importance stimulated by new technology. ICT has changed the whole nature of publication, storage, transmission, delivery and use of information. The web was utterly transformed the information access behavior of the users.

The main characteristics of the information society have been defined as: changed perceptions of the importance of the role of information; the growth in the amount of information now available and the wide variety of formats; the size and continued growth of the information sector in modern economies; and the rate of technological change and the impact of technology\textsuperscript{14}.

LIS Professionals are facing many major paradigm shifts creating a new information environment, which really dictates the increased importance of professional competencies\textsuperscript{15}.

- Technology applications in library operations & services
- Transition from paper based resources to digital and multimedia resources
- Shift from acquisition to accessing the resources
- Emphasis on information rather than the documents
- User demands information access facilities at their desktops.
1.7 CHANGING ROLE OF LIBRARY & INFORMATION SERVICE PROFESSIONALS

In the Modern World, the role of the LIS professionals is adapting to changing technologies, information environment and customers expectations. Library professionals are increasingly responsible not only to provide traditional library information services but also to deliver online information services according to the actual user needs. Librarians need to keep up with their users’ expectations to survive and service them. Librarians need to become information knowledge navigators who distill data into usable Information. In the 21st century, everyone is going through many occupational changes to face the future challenges. Information and Communication Technology has transformed the role of not only libraries but also library professionals in the changing environment in which they now work.\(^\text{16}\)

Library professionals are functioning under great pressure to become more efficient to deliver more effective services to the users. As the role of LIS professionals is changing to face the new challenges posed by ICT, they must be keen to stay at the forefront of innovation in the library world. LIS professionals need to be confident and competent that they can prepare for new challenges, deal with emerging technologies, manage the changes effectively and claim new professional roles. A well-informed competent and creative LIS professional shall play multiple evolving roles in the 21st century. As the information industry has changed, the expectations of information users have been soared and librarians have come to fear about their positions and profession. As we race into the future, librarians should begin to think about the position of the library in the new environment. LIS professionals are
functioning under great pressure to keep pace with the constantly changing technological environment.

Today, Librarians have to play multiple evolving and expanding roles to face many new challenges in the dynamic technological environment. A librarian must be a professional expert, techno literate, web usability expert, knowledge manager, navigator, trainer, educator, marketer, service provider and many more.

1.8 FUTURE OF LIBRARY PROFESSIONALS

Information Technology is rapidly changing the whole world by creating new challenges and opportunities. Library professionals have to face many complex challenges, make use of the technological opportunities and respond to all these changes positively. LIS professionals with latest technological competencies are in great demand. They have great opportunities and bright career prospects as long as they improve their professional and technological competencies and grab them. Otherwise, it becomes even difficult to survive in the modern libraries. Those professionals that anticipate and embrace the changes constructively, creatively and intelligently will be the ones, who are most likely to survive, prosper, develop and succeed rather than decline and suffer in future. LIS professionals need vision for modern professional skills and technological competencies in order to have bright future in the 21st Century.

1.9 CURRENT TRENDS

Regarding the new roles of librarians and information professionals in the new era, let’s first look at the current trends discussed in the most recent literatures of library and information management. These current trends somehow or rather will
have a bearing in shaping the librarians and information professionals in the new era. They are summarized as follows:

- A vision towards information and knowledge rich society
- Library functions in information and knowledge-based society
- Knowledge-based economy – information and knowledge as drivers to boost the economy
- Information management recognized as an important discipline
- Information recognized as commodity (information brokerage, information entrepreneurship, fee-based information)
- Information recognized as power/strength/weapon
- Information strongly link to decision-making, strategic management, competitive advantage, innovation, R&D
- Knowledge management – leveraging organization
- Globalization of information
- Integrated and widespread ICT applications
- Mushroombing of information systems – need for Information System Management (ISM)
- Growth of electronic / internet resources
- Role of digital/electronic/virtual library
- Librarians designated as cyber librarians
- Librarians expanded & changes digital environment
- New breeds of information professionals: Chief Information Officer (CIO), Chief Knowledge Officer, Information consultants and analysts
- Competency-based assessment/training
- Leadership skills
Access role replace custodial role

Customer-focused/customer-centered, user oriented approach in provision of services

Strategic alliances, partnership and collaborations

Librarians need new management knowledge and skills

Specialized knowledge & skills in library and information management

Double degree (major-minor concept)

Trend to develop digital contents to facilitate the access

Revamping of curriculum – redesign curriculum to accommodate changes and new trends

1.10 NEW ROLES AND SKILLS

The professional skills mentioned, the librarians and information professionals of the future must be equipped with a wide range of personal and transferable skills in order to manage the changing environment in which he or she works. The importance of transferable skills over information technology skills should be highlighted here. Management and interpersonal skills will make the librarians more effective managers of networked resources and services. As Hastings (1996)\textsuperscript{19} says "it is very important that digital librarians possess particular personal qualities (which are innate) rather than specific technical expertise (which can be learned). The information professional must change and adapt to the new electronic information environment, he or she must learn about new technologies and be aware of the strengths and weaknesses about them. Librarians should not feel threatened by computers and technical developments but should move forward with the new technology and take a pivotal role within the organizations."
Information professionals within libraries are playing an increasing role in dealing with information in electronic formats by creating Web pages to promote their services to external customers and choosing automated library management systems. Skills in information organization are more necessary in this age of information explosion. Librarians and information professionals have a key role to play in this era. For example, librarians are well equipped to take intranet projects through the various stages of design and maintenance as they understand their users and their organizations information needs and have the range of skills to manage knowledge effectively.

The role of the librarians in this context is to help the users to find out the required the information and to provide them with the tools to assess and use the resources for their individual needs. Creth (1996) suggests that librarians achieve this by "actively seeking out the users in a variety of settings" and by making "full use of information and multimedia technology" by offering instruction in a variety of formats (including Web based instruction and online tutorials). New era librarians and information professionals should be able to manage the Digital Information System as this encompasses the overall competencies (knowledge, know-how, skills and attitudes) necessary to create, store, analyze, organize, retrieve and disseminate digital information (text, images, sounds) in digital libraries.

1.11 THE VALUE OF THE NEW ERA LIBRARIANS

The new era librarian is a technology application leader who works with other members of the information management team to design and evaluate the systems for information access that meet the user’s needs. Where required, the new era librarian provides instruction and support so that end users can make optimal use of the
information resources available to them. The new era librarian is capable of working in the hybrid world of print and electronic media and providing the best mix of information resources in the most appropriate formats for the environment.

The new era librarian plays a key role in developing information policy for the organization ensuring that access to all the information resources from internal records to external databases which is provided in the most strategically in an effective and cost effective manner. The new era librarian also plays another important role in ensuring that contractual, legal and ethical obligations regarding information use are met. The electronic information age provides new opportunities for organizations to produce as well as the benefits of information products. New era librarians, given their familiarity with the information marketplace, can be the key contributors to the development, marketing and the benefits of information products.21

New era librarians are the knowledge based practitioners who use research as a foundation for their own professional practice and who support the conduct of research through their professional associations. Research has shown that the provision of appropriate information can lead to: better informed, decision-making; the ability to proceed to the next step in a project or task; improved relations with a client; and the exploitation of new business opportunities. The right information at the right time can also benefit the organization by saving the time of highly paid employees by avoiding poor business decisions, and even direct loss of funds.22

In the information age, new era librarians are essential by responding with a sense of urgency to critical information needs they provide the information edge for the knowledge based organization. In order to fulfill this key information role, new era librarians require two main types of competencies.23:
Professional competencies relate to the special librarian's knowledge in the areas of information resources, information access, technology, management and research and the ability to use these areas of knowledge as a basis for providing library and information services.

Personal competencies represent a set of skills, attitudes and values that enable the librarians to work efficiently; good communication; focus on continuous learning throughout their careers; demonstrating the value-added nature of their contributions; and surviving in the new world of work. The following sections highlight the major professional and personal competencies of new era librarians:

1.1.1 Professional Competencies

- Having expert knowledge of the content of information resources, including the ability to critically evaluate and filter them.
- Having specialized subject knowledge appropriate to the business of the organization or client.
- Developing and managing convenient, accessible and cost-effective information services that are aligned with the strategic directions of the organization.
- Providing excellent instruction and support for library and information service users.
- Assessing information needs and designs and markets value-added information services and products to meet identified needs.
- Using appropriate information technology to acquire, organize and disseminate information.
Using appropriate business and management approaches to communicate the importance of information services to senior management.

Developing specialized information products for use inside or outside the organization or by individual clients.

Evaluating the outcomes of information use and conducts research related to the solution of information management problems.

Improving information services in response to the changing needs.

1.11.2 Personal Competencies

Committed to service excellence

Seeking out challenges and looking for new opportunities both inside and outside the library.

Looking the big picture

Creating an environment of mutual respect and trust

Having effective communications skills

Working well with others in a team

Providing leadership

Planning, prioritizes and focuses on what is critical

Committed to lifelong learning and personal career planning

Having personal business skills and creates new opportunities

Recognizing the value of professional networking and solidarity

Being flexible and positive in a time of continuing change

From the preceding section it would seem that there is an abundance of potential roles for the librarian. To take up these roles will require careful and timely preparation. Preparedness is a key issue in repositioning ourselves for new roles.
Preparedness includes content knowledge and related skills but, more importantly, it includes survival skills. The following are a few suggestions that could also shape the teaching approach, assessment methods, etc. Survival skills could include the ability to:

- Carry out the environmental scanning and rapid decision-making
- Critically analyze the professional domain and where it is heading
- Employ time management to keep the librarians from putting off preparing for new roles
- Manage the changes
- Work collaboratively (it is impossible to monitor new developments alone)
- Study independently
- Think creatively
- Assess one's strengths, weaknesses and progress in continuing learning

When considering the roles that have been discussed and their requirements, it seems that, apart from survival skills, new era librarians should focus more on affective skills and characteristics such as:

- Enthusiasm for life-long learning and new roles
- Will-power (because nothing will come easily)
- Assertiveness
- Creative thinking
- Self-confidence and
- Innovativeness
1.12 BACKGROUND OF THE STUDY

Job satisfaction has been an important topic over the years (Akpofure, 2006). The relationship between man and work has always attracted the attention of philosophers. A major part of man’s life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees’ job satisfaction level since it would affect the performance of the organization as well.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for the employers to know the factors that can affect their employees’ job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad & Zin, 2010).

Through workers, organisations can garner a competitive advantage. Committed employees take pride in organizational membership, believe in the goals and values of the organisation, and therefore display higher levels of performance and productivity. In the eyes of employees they believe that they have done a lot for their
organization and they also have emotional involvement in their organization. However, their management has very little involvement in their growth and development of the employees. Many managers have little understanding of how to satisfy their employees and how these employees’ satisfaction levels influence their intention to leave their positions (Feinstein, A., 2002). In fact, because of this limited understanding, managers’ efforts towards the employee satisfaction can sometimes create more dissonance than cohesion between the employees and the management, leading to decreased performance and excessive turnover.

However, it is also sometimes hard to find out the suitable people for certain positions. So once an ideal candidate is chosen, organizations will like to make a great effort to retain those employees. Therefore, in order to meet the changing needs and demands of private organization in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So, it is important to increase job satisfaction and to put organizational commitment into practice. According to Locke (1976), job satisfaction can be generally defined as the employee's feelings towards his or her job. It is a pleasurable emotional state resulting from the appraisal of one’s job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job.

According to Meyer, John P., Stanley, David J., Herscovitch, Lynne, Topolnytsky, Laryssa. (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two
variables are highly interrelated. In other words, when an employee has positive feelings towards the organization, its values and objectives are possible for him to be unsatisfied with the job he has in the organization.

1.13 THE PURPOSE OF THE STUDY

This research is undertaken in order to determine the relationship between components of organizational commitment and job satisfaction among the librarians of affiliated educational institutions with Manonmanian Sundaranar University and to identify which among the three components of organizational commitment (affective, continuance and normative organizational commitment) is the most important driver that relates to job satisfaction. In addition, this study is to examine the relative importance of demographic variables of the employee on the different components of organizational commitment and job satisfaction.

1.14 SIGNIFICANCE OF THE STUDY

The significance of this study can contribute many advantages to many parties such as human resource management in forming their strategy and the analytical and empirical researches. Study and previous literature focused on the aspects of the relationship between organizational commitment and job satisfaction among the librarians of affiliated educational institutions with Manonmanian Sundaranar University whether at the primary, secondary and public higher education. However, this study attempts to focus on organizational commitment and job satisfaction among the librarians in higher education institutions.
1.15 SCOPE AND AREA OF STUDY

Specific library professional’s attitude relating to Job satisfaction and Organizational commitment are of major interest to the field of Organizational behaviour and the practise of human resource management. Job satisfaction is a significant determinant of organizational commitment. So the current study concentrates on identifying the link between job satisfaction and organizational commitment.

1.16 RESUME OF SUCCEEDING CHAPTERS

- The current chapter deals with the introduction job satisfaction and development of library professional and the topic under study.
- The second chapter will be covering the reviews of relevant literature and
- Third chapter deals with research methodology.
- The fourth chapter is about the statistical analysis and interpretation of the data collected.
- The Fifth chapter covers summary and conclusion.
REFERENCES


