CHAPTER II

OBJECTIVES, HYPOTHESES AND THE CONCEPTS


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In this chapter a brief statement of objectives, hypotheses and the concepts used in this study are presented.

1. OBJECTIVES

The following are the objectives of the present study:

1. To measure the job satisfaction of professional staff working in university and special libraries of Andhra Pradesh;

2. To know the differences, if any, among different groups of professional staff such as university and special library staff, junior and senior level staff, and men and women staff in satisfaction with different aspects of job namely work, pay, promotions, supervision, co-workers, opportunities for professional development, reading community, security of the job, working conditions, and general policies and administration;

3. To determine the relationship, if any, between job satisfaction and the chosen independent variables;
4. To know the differences, if any, between university and special library staff, junior and senior level staff, and men and women staff with regard to professional involvement, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support, job participation, work involvement, organizational involvement, attitude towards profession, self-related performance and willingness to leave the organization;

5. To find out the four top most incentives for the professional staff as indicated by them and to know the differences, if any, among the different groups of professional staff such as university and special library staff, junior and senior level staff, men and women staff and high satisfied and low satisfied staff in the perception of relative importance of job incentives; and

6. To recommend some of the measures to raise the job satisfaction of professional staff.

In addition to the objectives as mentioned above, an effort is made in the present study to describe the
characteristics of the sample such as age, sex, marital status, level of education, pay, experience, etc.

2. HYPOTHESES

The following broad null hypotheses have been set up for the investigation:

1. University and special library staff, junior and senior level staff, and men and women staff, would not differ significantly in satisfaction with different facets of job namely work, pay, promotions, supervision, co-workers, facilities for professional development, reading community, security of the job, working conditions and general policies and administration;

2. Job satisfaction would not be related to the age, sex, marital status, level of education, type of the library, level of joining, managerial level, number of promotions obtained, salary, expectation of pay, experience and distance between residence and working place;

3. Job satisfaction would not be related to professional involvement, utilization of professional knowledge, and attitude towards profession;

4. Job satisfaction would not be related to the recogni-
tion for the work done, promotions and chances of rise, and supervisory support;

5. Job satisfaction would not be related to job autonomy, intrinsic motivation, job involvement, job participation, work involvement and organizational involvement;

6. Job satisfaction would not be related to self-related performance and willingness to leave the organization;

7. University and special library staff, junior and senior level staff and men and women staff would not differ significantly with regard to professional involvement, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support, job participation, work involvement, organizational involvement, attitude towards profession, self-related performance, and willingness to leave the organization; and

8. University and special library staff, junior and senior level staff, men and women staff, high satisfied and low satisfied staff would not differ significantly in the perception of relative importance of incentives.
3. CONCEPTS

The following concepts are defined as they are used in this study.

3.1 Job Satisfaction

Hoppock(1) considered job satisfaction as any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say 'I am satisfied with my job'. Smith(2) refers to job satisfaction as the employee's judgement of how well his job on the whole is satisfying his various needs. For Bullock(3), job satisfaction is an attitude which results from balancing and summation of specific likes and dislikes experienced in connection with the job. According to Handyside(4), job satisfaction is a dynamic process of balancing one thing against another. Borrow(5) seems to agree with Hoppock in defining job satisfaction. He defines it as the verbal expression of incumbent's evaluation of his job.

Blum(6) has suggested that the term job satisfaction is a general attitude which is the result of many specific attitudes in three areas namely specific job factors such as wages, supervision and steadiness of work, individual characteristics such as employee's age, health temperament, desires and level of aspiration, and group rela-
tionships outside the job such as his family relationships, social status, recreational outlets and his activity in organizations like labour, political or purely social. According to Gilmer (7), job satisfaction or dissatisfaction is the result of various attitudes the person holds toward his job, toward related factors and toward life in general. Sinha and Agarwala (8) defined job satisfaction as a persistent effective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference.

According to Pestonjee (9), job satisfaction can be taken as a summation of employee's feeling in four important areas. Two of these areas encompass factors directly connected with the job, and the others include factors not directly connected with the job but which were presumed to have a bearing on job satisfaction. These four areas have been defined as follows:

A. Job: Nature of work - dull, dangerous, interesting, hours of work; fellow workers; opportunity on the job for promotion and advancement; overtime regulations; interest in work; physical environment: machine and tools, etc.

B. Management: Supervisory treatment, participation, rewards and punishments, praises and blames, leave policy, favouritism, etc.
C. Social relations: Neighbours, friends and associates, attitude towards people in community, etc.

D. Personal adjustment: Health, home and living conditions, relations with family members, etc.

According to Ganguli\(^{(10)}\), job satisfaction is not a single unified entity but a multidimensional concept. The dimensions he discussed are:

(a) Satisfaction with intrinsic nature of work,
(b) Satisfaction with wages and security;
(c) Satisfaction with technical and human relations aspects of supervision;
(d) pride in workgroup; and
(e) Satisfaction and identification with company and company policies.

The following are some of the definitions used to measure job satisfaction of librarians.

For Vaughan and Dunn\(^{(11)}\), job satisfaction is the feeling an employee has about his pay, his work, his promotional opportunities, his co-workers and his supervisor. In Azad's\(^{(12)}\) study job satisfaction was conceptualized as a multi-dimensional phenomenon whose magnitude and direction is determined by numerous intercorrelated variables. It was treated as 'general satisfaction' the score
of which was generated from the summation of the scores of its 20 dimensions. The dimensions are: pay, promotions, supervision, etc. Wahba (13) has attempted to measure job satisfaction of librarians in relation to individual's needs such as security needs, social needs, self esteem needs etc.

By examining all the above definitions, 'Job satisfaction' in this study is defined as a summation of feelings of an employee over the several dimensions of his job namely the nature of the work, pay, promotional opportunities, supervision, co-workers, opportunities for professional development, reading community, security of the job, working conditions, and general policies and administration.

3.2 Incentives

Number of definitions have been proposed by various investigators for the term incentive. The following are some of them.

In Brown's(14) view, it is an objective goal which is capable of satisfying what we are subjectively aware of as need, drive, or desire. Viteless(15) expressed that incentives are the conditions which start or initiate, decrease or speed up or partially inhibit and direct activities. From this view, incentives are situations
which function in arousing dynamic forces in the individual, or arrangements of conditions introduced with the expectation of influencing or altering the behaviour of the people. The term incentive has been defined by Harrell(16) as an outward stimulus that activates a need or brings the motive to work. Any need present at a moment in an individual does not necessarily lead to action. Often, it is incentive which triggers off action.

Thus any external stimulus which activates the employee to satisfy his needs is considered as an incentive. For example hunger is a need and food is incentive. Food satisfies hunger. A need when fulfilled has no power to motivate the individual. The need is terminated by the achievement of incentive. Therefore, incentives satisfy number of human needs which results in better adjustment to work environment as well as increased overall satisfaction.

3.3 **Professional staff**

According to Basu et al.(17), professional staff are those personnel who are having qualifications in Library and Information Science of any level and engaged in disseminating the library and information services at any level.
Librarians generally consider only those personnel who are in possession of at least a professional Bachelor's degree or an equivalent degree in Library Science/Library and Information Science (i.e., B.L.Sc./B.L.I.Sc. or post graduate Diploma in Library Science) awarded by a university or an equivalent recognized institute as professional staff.

But by examining the constitution of Indian Association of Academic Librarians(16), it is clear that the persons who are working at semi-professional level having a Bachelor's degree in Library Science/Library and Information science are not allowed to become members of it. That means persons who are working in professional posts are only eligible to become members of it.

In this study, the persons working in professional positions in a library with a minimum qualification of Bachelor's degree in Library Science or Library and Information Science are considered as professional staff.

3.3.1 **University and special library staff**

Professional staff have been divided into two categories on the basis of type of the library in which they are working at present. They are university library staff and special library staff.
3.3.1.1 University library staff

The libraries attached to the universities or the institutions which have the status of a university are considered as university libraries. The professional staff working in these libraries are termed as university library staff.

3.3.1.2 Special library staff

The libraries attached to the research organizations, research laboratories, organizations which have been established for providing help to research activities, industrial organizations, government departments, and specialized training institutes are considered as special libraries. The professional staff working in these libraries are termed as special library staff.

3.3.2 Junior and Senior Professional Staff

In the analysis of data, the professional staff have been divided into two categories on the basis of pay scales. They are (1) Junior professional staff and (2) Senior professional staff. Professional staff who are employed in the pay scale starting with Rs.2200/- (revised) or above are considered as senior professional staff and others who are below that scale as junior professional staff.
3.4 Professional Involvement

Professional involvement has been defined in this study as the extent of involvement of an individual in the following four activities:

a. The extent of reading professional journals;

b. The membership in professional organisations;

c. The participation in seminars, conferences, workshops and refresher courses; and

d. The contribution to professional knowledge in the form of articles, books, etc.

3.5 Job Involvement

Job involvement refers to the degree to which a person is psychologically identified with his/her work or with the importance of work in his/her total self-image.

3.6 Job Participation

Job participation refers to the extent to which the individuals participate in their jobs.

3.7 Work

Work means the work role assigned to a person or the nature of work he is performing in the library.
example, some persons perform acquisition work, some processing work, some reference work and so on.

3.8 Number of Promotions

Reaching a higher position in the organizational hierarchy compared to the previous level, which usually includes a change in the pay grade and in the nature of duties is considered as promotion. In counting the number of promotions obtained by a person, the following two criteria have been observed in this study:

A. The promotions obtained by a person in the present library and in other libraries are taken into account; and

B. The promotions obtained in non-professional and semi-professional positions are also taken into account.

3.9 Experience

This term also needs some clarification. In counting the number of years of experience of the person, the following criteria have been used:

1. The experience obtained by a person at various levels namely non-professional, semi-professional and professional levels is considered, and
2. The experience obtained by a person in the present library as well as in other libraries if he has worked is also considered.

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