CHAPTER VIII

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS
A brief summary of the report, conclusions and recommendations are presented in this chapter.

1. SUMMARY

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

1.1 Objectives

The following are the objectives of 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 such as work, pay, promotions, supervision, co-workers, etc.;

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; and

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 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.
1.2 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 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 joining, managerial level, expectation of pay, number of promotions obtained, salary, 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 recognition for work done, promotions and chances of rise, and supervisory support;

5. Job satisfaction would not be related to job autonomy, work involvement and organizational involvement;
6. Job satisfaction would not be related to self-rated 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-rated performance, and willingness to leave the organization; and

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

1.3 Methodology

The following methodology is used in the present study:

1.3.1 Selection of the sample

The population in this study consists of professional
staff working in university and special libraries of Andhra Pradesh, India. In total there are 366 professional staff members working in these libraries. A sample consisting of 256 persons has been drawn from the population by simple random method. However, the investigator received responses only from 195 members (53% of the population).

1.3.2 **Instruments used**

In order to measure the job satisfaction and professional staff, a scale has been constructed by the investigator on the basis of some standardized scales. The reliability of the scale was found to be 0.924 by Spearman-Brown formula.

Standardized scales have been adopted for measuring the independent variables namely promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support, work involvement, and organizational involvement. For measuring the other independent variables namely professional involvement, utilization of professional knowledge, recognition for the work done, self-rated performance and willingness to leave the organization, separate scales have been constructed by the present investigator. Ranking method
has been used to assess the relative importance of incentive items for the professional staff (see Chapter III for details).

1.3.3 Collection of Data

The data were collected from the respondents using a questionnaire. It consists of questions relating to the background information of the respondents and the scales of the above-mentioned variables. The questions were framed in such a way that they can easily be understood. The questionnaires were distributed to the respondents personally by the investigator and collected from them during the months from January to September, 1989.

1.3.4 Analysis and presentation of data

The data were analysed according to the objectives and hypotheses formulated. First the data were recorded on the data sheets and then fed into the computer. The data were sorted out using the Lotus programme. Means, standard deviations, simple and multiple correlation coefficients were found out using the same programme. However, percentages and other necessary calculations were done manually with the help of a calculator.

In the analysis of data, both descriptive and inferential statistical techniques were employed. Mean, Median
Mode, standard deviation and standard error of the mean were employed in the case of descriptive statistics. Karl Pearson's coefficient of correlation, multiple correlation coefficient, 't' and 'f' tests of significance, Spearman rank correlation and Chi-square test were employed in the case of inferential statistics.

The data were presented with the help of tables, graphs and figures wherever necessary.

2. CONCLUSIONS

The following are the conclusions of the present study:

2.1 Classification of professional staff according to their level of job satisfaction

The professional staff were classified into five subgroups on the basis of their job satisfaction scores using the mean and standard deviation of the scores. According to the responses of the professional staff, 3.1 per cent of them are highly satisfied, 24.1 per cent are satisfied, 48.7 per cent are neither satisfied nor dissatisfied, 19 per cent are dissatisfied and 5.1 per cent are highly dissatisfied.
2.2 Satisfaction with different facets of job

After testing hypothesis one, the following conclusions have been drawn in relation to the satisfaction of professional staff with different facets of the job.

2.2.1 Work

There are no significant differences between university and special library staff, junior and senior level staff and men and women staff in satisfaction with regard to work.

2.2.2 Pay

1. University and special library staff do not differ significantly from each other in satisfaction with regard to pay.

2. Junior and senior professional staff differ significantly from each other in satisfaction with pay. As expected senior level staff are more satisfied with their pay compared to junior level staff. It may be due to their high salary. The mean pay of senior level staff is Rs.3,963/- and that of junior level staff is Rs.2,816/-.

3. Men and women librarians do not differ significantly in satisfaction with pay.
2.2.3 **Promotions**

1. There are no significant differences between university and special library staff in satisfaction with regard to promotions.

2. Junior and senior level staff differ significantly from each other in satisfaction with regard to promotions. The latter group is more satisfied than the former group in this regard.

3. Men and women staff do not differ significantly from each other in satisfaction in this regard.

2.2.4 **Supervision**

University and special library staff, junior and senior level staff do not differ significantly in satisfaction with regard to supervision.

2.2.5 **Co-workers**

University and special library staff, junior and senior level staff, and men and women staff do not differ significantly from one another in satisfaction with regard to co-workers.
2.2.6 Opportunities for professional development

1. Special library staff are more satisfied with regard to opportunities for professional development compared to university library staff.

2. Senior level staff are more satisfied with regard to opportunities for professional development than the junior level staff.

3. Men and women staff do not differ significantly in satisfaction in this regard.

A. Opportunities to attend seminars, conferences, etc.

1. University and special library staff differ significantly from each other in satisfaction with regard to opportunities to attend seminars, conferences, etc., on behalf of the organization. The latter group is more satisfied than the former group in this regard. This may be due to the availability of better opportunities to attend seminars, conferences, etc., in special libraries compared to university libraries.

2. There are significant difference between junior and senior level staff in satisfaction in this regard. Senior level staff are more satisfied with regard to opportunities to attend seminars, conferences
etc., than the junior level staff. This may be due to the better chances available for attending them for senior level staff by virtue of their positions.

3. Men and women staff do not differ significantly in satisfaction in this regard.

B. Chances for study leave

1. University and special library staff differ significantly in satisfaction with regard to chances for study leave. The latter group is more satisfied than the former group in satisfaction in this regard.

2. There are no significant differences between junior and senior level staff in satisfaction in this regard.

3. Men and women staff do not differ significantly in satisfaction with regard to chances for study leave.

2.2.7 Security of the job

University and special library staff, junior and senior staff, and men and women staff do not differ significantly in satisfaction with regard to the security of the job.

2.2.8 Reading community

University and special library staff, junior and
senior level staff, and men and women staff do not differ significantly in satisfaction with regard to cooperation and treatment that they are getting from the reading community.

2.2.9 Policies and administration

There are no significant differences between university and special library staff, junior and senior level staff, and men and women staff in satisfaction with regard to general policies and administration of the library/institute.

A. Functioning of the Library Committee

There are no significant differences in satisfaction with regard to functioning of the Library Committee between university and special library staff, and junior and senior level staff. However, men and women staff differ significantly from each another in satisfaction in this regard.

B. Opportunity to submit complaints or to make suggestions

University and special library staff, junior and senior level staff, and men and women staff do not differ significantly in satisfaction with regard to opportunities to submit complaints or to make suggestions.
2.2.10 Working conditions

A. Working hours

1. University and special library staff differ significantly from each other in satisfaction with regard to working hours. The latter group is more satisfied than the former group in satisfaction in this regard.

2. There are significant difference between junior and senior level staff in satisfaction with regard to working hours. Senior level staff are more satisfied in this regard than the junior level staff.

3. Men and women staff do not differ significantly in satisfaction in this regard.

B. Physical working conditions

1. University and special library staff differ significantly from each other in the level of satisfaction with regard to physical working conditions (such as work spaces, good ventilation, light, fans, lavatory, staff room, lunch room, etc.). The latter group is more satisfied than the former group in this regard.

2. Junior and senior level staff differ significantly from each other in satisfaction with regard to physical
working conditions. This may be due to the differences in the level of expectation between the two groups

3. There are no significant differences between men and women staff in satisfaction with regard to physical working conditions.

C. Materials and equipment

1. University and special library staff differ significantly in satisfaction with regard to materials and equipment which are necessary to perform the job successfully. The latter group is more satisfied in this regard than the former group. It may be due to the fact that special libraries are in general well equipped with the necessary materials and equipment due to less financial constraints compared to university libraries.

2. There are no significant differences between junior and senior level staff, and men and women staff in satisfaction with regard to materials and equipment that are necessary to perform the job successfully.

D. Housing facilities

1. University and special library staff differ significantly from each other in satisfaction with regard
to housing facilities provided by their respective organizations. The latter group is more satisfied than the former group in this regard. This may be due to the better housing facilities available for the staff working in special libraries compared to university libraries.

2. Junior and senior level staff differ significantly from each other in satisfaction with regard to housing facilities. Senior level staff are more satisfied than the junior level staff in this regard. It may be due to the reason that more number of senior level staff might have got housing accommodation provided by their organizations compared to junior level staff.

3. There are no significant differences between men and women staff in satisfaction in this regard.

E. Medical facilities

1. University and special library staff differ significantly in satisfaction with regard to medical facilities provided by their organizations. The latter group is more satisfied than the former group in this regard. It may be due to the availability of better medical facilities for the staff working in special libraries.
2. There are significant differences between junior and senior staff in satisfaction with regard to medical facilities. Senior level staff are more satisfied than the junior level staff in satisfaction in this regard. It may be due to the differences in the level of expectation between the two groups.

3. However, there are no significant differences between men and women staff in satisfaction in this regard.

F. Rules regarding leaves

University and special library staff, junior and senior level staff, and men and women staff do not differ significantly in satisfaction with regard to rules regarding leaves (like earned leave, casual leave, medical leave, etc.).

G. Employee benefit schemes

1. University and special library staff differ significantly in satisfaction with regard to employee benefit schemes (such as provident fund, pension, etc.). The latter group is more satisfied than the former group in this regard.

2. There are no significant differences between junior and senior level staff, and men and women staff in satisfaction with regard to employee benefit schemes.
2.3 Correlates of job satisfaction

The following conclusions have been drawn after testing hypothesis two:

1. There is no significant relationship between age and job satisfaction.

2. Sex differences and job satisfaction do not have any significant relation between them.

3. There is no significant relationship between marital status of the professional staff and their job satisfaction.

4. Job satisfaction is not related to the level of education of the professional staff. However, when junior level staff are considered alone, there is significant positive relationship between the two variables. That means as the level of education increases, the job satisfaction also increases.

5. There is relationship between job satisfaction and type of the library. The mean job satisfaction scores obtained by university and special library staff are 149.8 and 154.9 respectively. That means the special library staff are more satisfied than the university library staff. Better working conditions,
better promotional avenues, opportunities available for the utilization of professional knowledge, and opportunities available for the professional development in special libraries may be some of the reasons for the high job satisfaction of special library staff.

6. Job satisfaction is not related to the level of joining of the professional staff in the organization.

7. Managerial level is related to job satisfaction of the professional staff. The mean job satisfaction scores obtained by junior and senior level staff are 149.3 and 156.8 respectively. That means professional staff in senior positions are more satisfied than the staff working in junior positions. It may be due to the fact that the positions at higher level provide more rewards than those at lower level. Jobs at higher positions provide high salary, more status, more authority and more freedom. They are less repetitive, require less physical effort and provide opportunities to satisfy esteem and self actualization needs.

8. Job satisfaction of professional staff is not significantly related to the number of promotions obtained by them.
9. Job satisfaction is not significantly related to the salary of the professional staff. However, when junior professional staff are considered alone, there is negative relationship between the two variables. That means as the salary increases, the job satisfaction of junior professional staff decreases. This finding contradicts our general belief that the persons getting high salary will be more satisfied than the persons getting low salary. Hence, it may be due to the fact that most of the junior professional staff are stagnated in the same position for a number of years without any promotion. Though they are getting high salary due to their long experience, their job satisfaction is affected by the lack of promotional avenues.

10. Job satisfaction of professional staff is not significantly related to their expectation of pay. That means the professional staff who expect additional pay and those who do not expect additional pay are homogeneous in their job satisfaction.

11. Job satisfaction of professional staff is not related to their work experience.
12. Job satisfaction of professional staff is not significantly related to the distance between their residence and working place. However, when the university professional staff are considered alone, there is a significant relationship between the two variables. The negative relationship between the two variables indicates that as the distance between the residence and working place increases, their job satisfaction decreases. The fatigue that the university library staff are getting in travelling long distances through the public transport system due to the inadequate institutional housing facilities and unavailability of houses nearer to the working place, and the amount of time that they have to spend in travelling may be affecting their job satisfaction.

After testing hypothesis three, the following conclusions have been drawn:

1. Job satisfaction is significantly and positively related to the professional involvement. That means the scores on professional involvement scale increases, their job satisfaction scores also increases.

2. Job satisfaction is significantly and positively related to the utilization of professional knowledge. That means higher the utilization of professional
knowledge, higher is the job satisfaction and lesser the utilization of professional knowledge, lower is the job satisfaction.

3. Job satisfaction is significantly and positively related to the attitude towards librarianship.

The following conclusions have been arrived after testing hypothesis four:

1. Job satisfaction is significantly and positively related to the recognition for work done. That means higher the recognition for work done, higher is the job satisfaction, and lesser the recognition for work done, lower is the job satisfaction.

2. Job satisfaction is also significantly and positively related to promotions and chances of rise. It means higher the score on promotions and chances of rise scale, higher is the job satisfaction, and lesser the score on promotions and chances of rise, lower is the job satisfaction.

3. There is significant relationship between job satisfaction and supervisory support. That means higher the supervisory support, higher is the job satisfaction, and lesser the supervisory support, lower is the job satisfaction.
The following conclusions have been drawn after testing the hypothesis five:

1. There is significant positive relationship between job satisfaction and job autonomy. That means as job autonomy increases, the job satisfaction score also increases.

2. Job satisfaction is positively correlated with intrinsic motivation. That means as the score on intrinsic motivation scale increases, the job satisfaction score also increases.

3. There is significant relationship between job satisfaction and job involvement. That means as the job involvement of professional staff increases, their job satisfaction also increases.

4. There is positive low correlation between job satisfaction and job participation. It means as the level of job participation increases, job satisfaction also increases.

5. Job satisfaction and work involvement are related to each other. That means as the work involvement of professional staff increases, their job satisfaction also increases.

6. Job satisfaction of professional staff is positively related to their organizational involvement. That means as the organizational involvement of professional staff increases, their job satisfaction also increases.
The following conclusions have been drawn after testing the hypothesis six:

1. There is low positive significant relationship between job satisfaction and self-rated performance. As the job satisfaction of professional staff increases, their performance also increases. Hence, the performance of the organization can be improved by maximizing the job satisfaction of employees.

2. There is no significant relationship between job satisfaction and willingness to leave the organization. However, when special library staff are considered alone, there is significant negative relationship between the two variables. That means the willingness to leave the organization increases as the job satisfaction decreases. In other words, it demonstrates the relationship between job satisfaction and turnover of employees.

2.3.1 Multiple correlation analysis

1. Type of the library ($x_1$), Managerial level ($x_2$), Utilization of professional knowledge ($x_3$), Recognition for the work done ($x_4$), Promotions and chances of rise ($x_5$), Job challenge ($x_6$), Job autonomy ($x_7$), Job involvement ($x_8$), Supervisory support ($x_9$), Attitude towards
profession \( (x_{10}) \) and work involvement \( (x_{11}) \) are identified as relevant independent variables for explaining the variance in job satisfaction. The multiple correlation coefficient between job satisfaction and the independent variables mentioned above is 0.777 which is significant (\( F \) value = 24.85) at .01 level. The coefficient of multiple determination is 0.599. That means the independent variables mentioned above account for about 60 per cent of total variance of job satisfaction. The remaining 40 per cent variance is the unexplained variance. It may be due to the effect of some unknown variables on which the present study has no data. The following multiple regression equation has been obtained after substituting the constant estimated and the estimated coefficients of independent variables \( (x_1, \ldots, x_{11}) \).

\[
\hat{JS} = 65.097 + 2.321 x_1 + 4.047 x_2 + 2.978 x_3 + 1.867 x_4 + 1.027 x_5 - 0.117 x_6 + 0.785 x_7 + 0.187 x_8 + 2.035 x_9 + 0.176 x_{10} + 0.305 x_{11}
\]

2. The multiple correlation coefficient between job satisfaction and the relevant independent variables in the case of university library professional staff is 0.766 and is significant (\( F \) value = 13.33) at .01 level. The identified relevant independent variables are managerial level, distance between residence and working place,
utilization of professional knowledge, promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support. The coefficient of multiple determination is 0.587. That means these 9 independent variables together explain 58.7 per cent of variance in job satisfaction and the remaining 41.3 per cent is the unexplained variance.

3. The multiple correlation coefficient between job satisfaction and the relevant independent variables in the case of special library staff is 0.814 and is significant (P value = 12.11) beyond .01 level. The identified relevant independent variables are managerial level, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, supervisory support, attitude towards profession, work involvement, organizational involvement, and willingness to leave the organization. The coefficient of multiple determination is 0.662. That means 66.2 per cent of variance in job satisfaction is explained by the independent variables mentioned above. The remaining 33.8 per cent is the unexplained variance which may be due to the effect of some unknown variables.

4. The multiple correlation coefficient between job satisfaction and the relevant independent variables in
the case of junior level professional staff is 0.788 and is significant (F value = 15.57) at .01 level. The identified relevant independent variables are salary, education, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support, work involvement and self-rated performance. The coefficient of multiple determination is 0.621. That means 62.1 per cent of variance in job satisfaction is explained by the independent variables mentioned above. The remaining 37.9 per cent is the unexplained variance which may be due to the effect of some unknown variables.

5. The multiple correlation coefficient between job satisfaction and the relevant independent variables in the case of senior professional staff is 0.754 and is significant (F value = 11.32) beyond .01 level. The identified relevant independent variables are utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, supervisory support, and job participation. The coefficient of determination is 0.569. That means 56.9 per cent of variance in job satisfaction is due to the combined effect of independent variables mentioned above. The remaining 43.1 per cent is the unexplained variance
which may be due to some unknown factors.

6. The multiple correlation coefficient between job satisfaction and the relevant independent variables in the case of men professional staff is 0.797 and is significant (F value = 16.73) at .01 level. The identified relevant independent variables are type of the library, managerial level, distance between residence and working place, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, intrinsic motivation, job involvement, supervisory support, work involvement and professional involvement. The coefficient of multiple determination is 0.635. That means the above mentioned variables account for 63.5 per cent of the total variance of job satisfaction. The remaining 36.5 per cent is the unexplained variance which may be due to some unknown variables.

7. The multiple correlation coefficient between job satisfaction and the relevant independent variables in the case of women professional staff is 0.805 and is significant (F value = 10.82) beyond .01 level. The identified relevant independent variables are utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job autonomy, supervisory support, attitude towards profession, level of joining
and self-rated performance. The coefficient of multiple determination is 0.648. That means 64.8 per cent of variance in job satisfaction is accounted for by the combined effects of the above independent variables. The remaining 35.2 per cent is the unexplained variance which may be due to the effect of some unknown variables.

2.4 Effect of type of library, managerial level and sex on some independent variables

The following conclusions have been drawn after testing the hypothesis seven:

2.4.1 Professional involvement

1. University and special library staff do not differ significantly in level of involvement in professional activities such as extent of reading professional journals, holding of membership in professional organizations, the participation in seminars, conferences, workshops, and refresher courses, and contribution to professional knowledge in the form of books, articles, etc.

2. There are significant differences between junior and senior level staff in the level of involvement in these professional activities. The latter group is more involved than the former group in this regard.
3. Men and women librarians do not differ significantly in the level of involvement in these professional activities.

2.4.2 Utilization of professional knowledge

1. University and special library staff differ significantly in satisfaction with regard to utilization of professional knowledge. The latter group is more satisfied than the former group in this regard.

2. There are no significant differences between junior and senior level staff, and men and women staff in satisfaction with regard to utilization of professional knowledge.

2.4.3 Recognition for the work done

There are no significant differences among the different subgroups of professional staff namely university and special library staff, junior and senior level staff and men and women staff in the level of recognition received for their work done.

2.4.4 Promotions and chances of rise

1. There are significant differences between university and special library staff in the scores obtained on promotions and chances of rise scale. The latter
group secured higher score than the former group in this regard. It may be due to the better promotional avenues available in special libraries compared to university libraries.

2. Junior and senior level staff, and men and women staff do not differ significantly in the scores obtained on this scale.

2.4.5 Job challenge

University and special library staff, junior and senior level staff, and men and women staff do not differ significantly in the scores obtained on job challenge scale.

2.4.6 Job autonomy

1. University and special library staff differ significantly in the scores obtained on job autonomy scale. Special library staff expressed the feeling of more autonomy in their jobs compared to university library staff.

2. Junior and senior level staff and men and women staff do not differ significantly in the scores obtained on this scale.
2.4.7 **Intrinsic motivation**

University and special library staff, junior and senior level staff, and men and women staff do not differ significantly in the scores obtained on intrinsic motivation scale.

2.4.8 **Job involvement**

There are no significant differences between university and special library staff, junior and senior level staff, and men and women staff in their job involvement.

2.4.9 **Supervisory support**

University and special library staff, junior and senior level staff and men and women staff do not differ significantly in level of supervisory support received.

2.4.10 **Job participation**

There are no significant differences between university and special library staff, junior and senior level staff, and men and women staff in their job participation level.

2.4.11 **Work involvement**

University and special library staff, junior and senior level staff and men and women staff do not differ significantly in their work involvement.
2.4.12 **Organizational involvement**

1. There are significant differences between university and special library staff in their organizational involvement. The former group is more involved than the latter group in this regard.

2. Junior and senior level staff differ significantly from each other in their organizational involvement.

3. There are no significant differences between men and women staff in this regard.

2.4.13 **Attitude towards profession**

University and special library staff, junior and senior level staff, and men and women staff do not differ significantly in their attitude towards profession.

2.4.14 **Self-rated performance**

1. University and special library staff differ significantly in the rating of their performance. The performance of special library staff is high compared to university library staff as indicated by their ratings.

2. Junior and senior level staff, and men and women staff do not differ significantly in the rating of their performance.
2.4.15 Willingness to leave the organization

University and special library staff, junior and senior level staff and men and women staff do not differ significantly in the level of willingness to leave the organization in case they will get the job with same designation, same grade and with same rules and amenities in some other organization.

2.5 Ranking of incentive factors

The following is the list of conclusions that have been drawn in relation to ranking of incentive factors. It includes the conclusions derived after testing hypothesis eight:

1. The incentive factors namely 'recognition for the work done', 'adequate earning', 'good opportunity for promotion' and 'treating the work of professional staff on par with the academic staff/scientists' are the top most factors for the professional staff working in Andhra Pradesh and Delhi. The factors 'giving prompt information about policy, procedure or staff changes' and 'lesser work load' are considered as least important incentive factors by them.

2. There is statistically significant agreement in the order of importance of incentive factors among the
different subgroups of professional staff of Andhra Pradesh namely university and special library staff, men and women staff, junior and senior level staff, and high satisfied and low satisfied staff.

3. There is statistically significant agreement in the order of importance of incentive factors among the different groups of professional staff of Delhi namely college and university library staff, men and women staff, junior and senior level staff and high satisfied and low satisfied staff.

4. There is statistically significant agreement in the order of importance of incentive factors between the professional staff of Andhra Pradesh and Delhi.

5. There is statistically significant agreement in the order of importance of incentive factors among the different subgroups of professional staff of Andhra Pradesh and Delhi.

3. RECOMMENDATIONS

The following are the recommendations made from the findings of the study:

1. It is evident from the findings of the study that job satisfaction and self-rated performance are posi-
tively related to each other. That means higher the job satisfaction, higher is the job performance. Hence, the authorities should take certain measures to improve the job satisfaction of professional staff in order to enhance the organizational productivity or performance.

2. It has been found out in the study that job satisfaction and attitude towards librarianship are positively related to each other. It will be a loss not only to the profession but also to the institution if the employee possesses negative attitude towards librarianship. As it is not possible to change the attitude of staff at this time, steps should be taken by the Schools of Library and Information Science in making the students develop a positive attitude towards the profession while training them.

3. It has been found out in the study that there is significant positive relationship between job satisfaction and professional involvement. That means higher the involvement in professional development activities such as extent of reading professional journals, holding of membership in professional associations, participation in seminars, conferences, workshops and refresher courses, and contribution
to professional knowledge, higher is the job satisfaction. Hence one's job satisfaction can be enhanced by making him involved in those activities. It has also been found in the study that senior librarians are more involved in professional development activities compared to junior librarians. Hence, senior level staff should encourage their junior level staff in making them involve more in those professional development activities so that they can have more professional competence and more job satisfaction. The authorities also should depute their professional staff for attending seminars, conferences, workshops and refresher courses.

4. The study also reveals a positive moderate correlation between job satisfaction and utilization of professional knowledge. That means higher the satisfaction with regard to utilization of professional knowledge, higher is the job satisfaction. Hence the management should take necessary measures to provide infrastructural facilities in libraries where they are lacking for better utilization of professional knowledge or skills possessed by the professional staff in order to enhance their job satisfaction.
5. Many of the researchers have not stressed the effect of distance that the employee have to travel to reach their working places on their job satisfaction in their investigations. To test the relationship between the distance and job satisfaction, the present investigator made a study on the professional staff working in university and college libraries of Delhi. Significant negative relationship was found out between the two variables. That means higher the distance, lesser is the job satisfaction. It may be due to the fatigue that the professional staff are getting in travelling long distance in order to reach their working places and the spending of much of their time in travelling. They have to come from long distances due to the nonavailability of houses nearer to their working place and inadequate institutional housing facilities.

In the present study, no significant relationship has been found out between job satisfaction and distance. However, when university library staff are considered alone, there is a negative relationship between the two variables. But in the case of special library staff, there is no significant relationship between the two variables. It may be due to the availability of institutional housing and transport facilities for most of the
professional staff working in special libraries. Moreover, special library staff are more satisfied with the housing facilities provided by their organizations compared to university library staff. Hence the authorities should take steps to provide adequate housing facilities and transport facilities for the professional working in university libraries to enhance their job satisfaction.

6. It has been found out in the study that job satisfaction and willingness to leave the organization are not significantly related. However, when special library staff are considered alone, there is a significant negative relationship between the two variables. That means as the job satisfaction increases, the degree of willingness to leave the organization decreases. In other words, the turnover of employees can be minimized by maximizing the job satisfaction of professional staff working in special libraries. Hence their job satisfaction should be enhanced.

7. It has been found out in the study that there is no significant relationship between job satisfaction and level of education. However, when only junior level staff are considered alone, there is a positive relationship between the two variables. That means as the level of education increases, their job satisfaction also increases. It is also evident from the
study that junior level staff are less satisfied with regard to chances for study leave with salary compared to senior level staff. Hence the authorities should encourage the junior level staff to improve their qualifications by providing study leave with salary.

8. As job satisfaction is related to job challenge and job autonomy, the authorities should take necessary steps to provide challenging work and autonomy in their jobs for enhancing their job satisfaction.

9. The factor 'recognition for the work done' has been given the first rank among the fourteen incentive factors by the professional staff. It thus indicates that in general there is lack of recognition by the management for the work done by the professional staff working in university and special libraries of Andhra Pradesh. It has been found out in the study that there is significant relationship between job satisfaction and the recognition for the work done. That means as the level of recognition increases, their job satisfaction also increases. The following are some of the ways by which the work of professional staff can be recognized in order to maximize their job satisfaction.
1. Awards: Awards provide a means for giving special recognition to particular accomplishments. This may vary in nature from length of service awards to awards for outstanding services and worthwhile ideas or best suggestions. Cash awards may also be given to professional staff in recognition for the work done.

2. To give due weightage to the work rendered by professional staff at the time of selection for the higher level positions or in promoting to higher level positions.

3. To award a certificate of merit in recognition of their work done which may help them in getting a higher post in other organizations.

4. To publicize the names of professional staff who performed the job well both within the library especially in staff meetings and outside the library particularly in professional journals.

5. Supervisors also should give recognition to the work of subordinates. The recognition should be from the right person. The recognition may be an acknowledgement, an approval or an acclamation.

10. The factor 'adequate earning' has been given the second rank among the fourteen incentive factors by the professional staff. Most of them (73.9%)
expert additional pay. Hence, the authorities should fix up pay scales on scientific lines by taking into consideration, the academic and professional qualifications, experience, tasks to be performed, salaries paid to other professions, etc.

11. The incentive factor 'good opportunities for promotion' is an important factor in increasing the job satisfaction of professional staff. It has got a rank of 3.5 among the fourteen incentive factors.

It has been found out in the study that there is no significant relationship between job satisfaction and salary of the professional staff. However, when junior level staff are considered alone, there is negative relationship between the two variables. That means as the salary of the professional staff increases, their job satisfaction decreases. Generally it is believed that the persons getting high salary will be more satisfied than the persons getting low salary. The present result contradicts this general belief. The reason may be due to the fact that most of the professional staff are stagnated in the same position from a number of years without any promotion. Though they are getting high salary due to their long experience, their job satisfaction is affected by the lack of promotional avenues.
Recently University Grants Commission has provided career advancement for Assistant Librarians/Documentation Officers working in university libraries by creating Senior Scale Grade (Rs.3000-100-3500-125-5700) and Selection Grade (Rs.3700-125-4700-150-5700). This career advancement scheme provides some satisfaction for Assistant Librarians working in university libraries. In order to enhance the job satisfaction of professional staff, the authorities should take steps to provide promotional avenues for different categories of professional staff working in university and special libraries.

12. The factor 'treating the work of professional staff on par with the academic/scientists' is an important factor in increasing the job satisfaction of professional staff. It has got a rank of 3.5 among the fourteen incentive factors. Hence the University Grants Commission should recognize the work of professional staff on par with the academic staff and should extend all the facilities enjoyed by the academic staff to the professional staff working in university libraries. The work of special library staff should be recognized on par with the scientists working in the concerned organizations.

Librarians should get financial aid for research projects as do the teachers/scientists. It may
be pointed out that working librarians are in a better position to conduct applied research compared to the teachers of Library and Information Science because of the fact that they are in a better position to collect data in actual working conditions which is essential for applied research in Library and Information Science.

13. There are significant differences between university and special library staff in satisfaction with regard to opportunities for professional development, working hours, physical working conditions, materials and equipment necessary to perform job successfully, housing facilities, medical facilities and employee benefit schemes.

There are also significant differences between junior and senior level staff with regard to pay, promotions, opportunities for professional development, working hours, physical working conditions, housing facilities and medical facilities.

The differences between university and special library staff and junior and senior level staff in satisfaction with various aspects of job mentioned above should be minimized for better utilization of these groups in librarianship.
14. The investigator feels with the experience obtained at the time of collection of data that some of the professional staff are not satisfied with Library Science profession itself. They find themselves misfit in the profession. This is loss not only to the individual but also to the profession. Hence, some personality and aptitude tests should be conducted before admitting the candidates in order to get right candidates into the profession by the Schools of Library and Information Science.

4. SUGGESTIONS FOR FURTHER RESEARCH

1. The independent variables namely type of the library, managerial level, utilization of professional knowledge, recognition for the work done, promotions and chances of rise, job challenge, job autonomy, job involvement, supervisory support, attitude towards profession and work involvement do explain 60 per cent of variance in job satisfaction. The remaining 40 per cent is the unexplained variance. It may be due to the effect of some other variables on which the investigator has no data. The investigator feels that the factors such as one’s wrong choice of profession, feeling Librarianship as a low status profession, financial difficulties, burden of work, unsatisfactory
relations with friends and neighbours, health problems or sickness in the family are some of the factors to be tested for their influence on job satisfaction.

2. Further studies may be undertaken on the same pattern choosing different regions and different types of libraries for making valid generalizations.

3. Further studies can also be carried out on the same pattern on semi-professional staff and non-professional staff working in different types of libraries.

4. In the present study, it has been found out that there is a significant positive relationship between job satisfaction and self-rated performance of professional staff. Further studies can be undertaken to test the relationship between job satisfaction and performance of professional staff evaluated by their immediate supervisors.