
JOB SATISFACTION AMONG UNIVERSITY LIBRARY PROFESSIONALS OF WEST BENGAL

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ABSTRACT

Aims to assess job satisfaction among library professionals in terms of status, service conditions, promotional policy and interpersonal relations. To conduct the study 93 questionnaires were sent to the professionals of 7 state funded general university libraries of West Bengal that are known to have been actively involved in using ICT and received duly filled-in questionnaires from 63(68%)respondents. The result shows that Library professionals like their jobs and they have fine relation as well as understanding between colleagues and supervisor. But they are dissatisfied with monetary benefits and promotional policy of the university.

KEYWORDS: Job Satisfaction, Promotion, Interpersonal Relation, Productivity

Introduction

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs. (Moorman, 1993). The effectiveness and efficiency of the service organizations like libraries is measured in terms of quality of its service delivered or rendered to its users. The quality of its service mainly depends upon the quality of

workforce, which in turn directly depends on knowledge, adaptability and satisfaction level of the professionals working in a given library. Employee satisfaction is a prerequisite for delivery of quality service and keeps the users satisfied. The service level of the LIS professionals mainly depends upon their commitment, to work which is dependent on the satisfaction that they get from their job. In industrial sectors a satisfied employee is a productive employee of the organization. Similarly, in the library, a satisfied library professional is regarded as a productive professional. A satisfied professional not only renders quality service to the users, but also ensures commitment to the library in which he/ she is serving and contributes one's might to its image building. (Gowda M, 2009) In a university library system a large number of professional worked to render quality service to the users. It is possible only when they will satisfy in their profession. Past study shows that most of the university library professionals of West Bengal are not satisfied in some issues. That's why it is essential to conduct a deep study regarding the level of satisfaction and dissatisfaction among the library professionals working in the state funded general university libraries of West Bengal.

Review of Literature

Navalani (1990) has conducted a survey to measure the level of satisfaction of the professional and semi professional manpower working in the university libraries in India with various characteristics of job study. The study reveals that majority of the professionals are satisfied with most of the attributes of their work, but there is a difference in the perception of men and women and seniors and juniors. Reddy (1992) has studied the relative importance of incentives to the professional staff working in college and university libraries of Delhi. Fourteen incentive items were considered. The results show that among the incentive item 'recognition of work had done' has been ranked first, by the professionals. The incentive factors namely 'good opportunity for promotion', 'treating the work of professional staff on par with the academic staff' and 'adequate earning' are the next three factors of incentives for the professional staff working in college and university libraries of Delhi. The factors like, 'giving prompt information about policy', 'procedure of staff changes' and 'lesser work load' are considered as least important incentive factors relatively by professional staff.

Singh-Sengupta (1993) in her study observed that one of the most critical and one of the least discussed elements in QWL is the issue of power relations. In their series of observations in a wide range of organisations the top management is suffering from deficit of power as the non-managerial cadres amass all powers because of the strength of trade unions and their numerical strength. The study disclosed that the two groups, managers and workers seemed to be currently interdependent. Appropriate intervention programme may change the relationship to co-operatively interdependent. Prasad (1994) conducted a study of the professional library employees with 460 sample populations from seven central university libraries in India. The level of anxiety of employees of higher post is

comparatively less than that of lower posts. The correlation analysis between job anxiety and job analysis reveals that the degree of job anxiety is related to job satisfaction in various areas in different ways. The findings confirm the theory that interpersonal relations are the major determinants of anxiety.

Reenen (1998) surveyed the job satisfaction of the library professionals in US Libraries compared to the other workers of USA. A few conclusions of the survey are (1) Old workers were more satisfied than younger workers (2) Professional librarians are more satisfied than the non-professional staff and (3) Experienced employees were more satisfied than the less experienced. Those lacking supervisory responsibilities had the lowest satisfaction while department heads were the most satisfied. Parida (1999) has conducted a survey on library personnel working in different academic libraries in Orissa. The study shows that eighty percent of the professionals interviewed preferred academic status rather than be equated with teachers. All university librarians, however, prefer to be assessed for promotion through an expert selection committee, as in the case for teachers.

Raza and Gupta (2000) have conducted a study to measure the extent of job satisfaction and effect of job anxiety on job satisfaction and their inter relationship among library professionals according to their hierarchy of the post. The results indicate that library employees of different posts demonstrate individual differences in job anxiety. The percentage of satisfied employees pertaining to social relation area is the highest (92.30%), most of the persons are able to maintain good social relation. The extent of job satisfaction in personal adjustment area is 63%, which is the lowest percentage as compared to other areas of job satisfaction. There is an inverse relationship between the level of anxiety and hierarchy of posts in library. Haridasan and Sultan (2002) have examined the extent of Occupational Stress felt by the library staff of the Gorakhpur University. A few of the findings are, the librarians are under stress as they are affected by role overload, role conflict, unreasonable group and political pressure and under participation, the librarian also experience high burn out on the emotional exhaustion dimension. Junior professional assistants also experienced high degree of burnout on the emotional exhaustion etc.

Awasthy (2002) has conducted a study on the stress and burnout among library professionals in the universities and colleges of Punjab, Haryana and Chandigarh. The results of the study indicate that (i) the stress of library professionals found moderate or average in the areas under study (ii) the library professionals are maintaining moderate level of burnout (iii) there is no significant sex difference in respect of stress and burnout (iv) urban library professionals suffers from more occupational stress than their rural counterparts (v) significant differences on stress and burnout is found existing between the library professionals based on their age groups (vi) senior library professionals show less satisfaction as regards to their status in comparison with their junior counterparts. Sornam and Sudha

(2003) studied the level of Occupational Role Stress (ORS) among women library professionals working in Bharathidasan University in Tamil Nadu. Among 45 professionals the study has made use of Occupational Role Stress Scale developed by Pareek (1992). Objectives of the study were to identify the influence of age, experience, marital status on ORS and to find out the extent of association between selected socio demographic variables and ORS. The scoring pattern was done in a five point mode ranging from 0-4 and the Median, Chi-Square test, Karl Pearson's Co-efficient of Correlation and Students t-test were used as statistical Tools. The study identified that age, experience and marital status have significant association with ORS.

Hart (2010) investigated job satisfaction at a South African university library. The study included 31 members of staff and the data were gathered via interviews/questionnaires, informed by standard HRM job satisfaction theory. The study found a "love-hate" relationship between respondents and their work. The key positive finding is that 61% report overall job satisfaction—with the core work of an academic library, providing for the information needs of clients, the source. However, only 51% claim to be proud to work at their library and 50% are open to other job offers. Causes for the restlessness include a sense of stagnation, frustration with inadequate resources, and anger at poor remuneration. Madhusudhan (2011) investigates the level of job satisfaction among librarians of select engineering colleges in India. The study found that nature of job is the main motivational factor to enter in to the profession to achieve academic satisfaction. The study also revealed that ICT is the highest motivating factor in increasing efficiency. 'Job profile' is ranked first among the 11 key facets. Female respondents are more satisfied with their job than the male. Level of job satisfaction differs with different age groups. Librarians' association with professional bodies has resulted in highest level of job satisfaction. It is observed that the level of job satisfaction increases with the increase in staff.

Objectives of the Study

The Objectives of the study are as follows:

1. To assess job satisfaction among library professionals in terms of status, service conditions, promotional policy and interpersonal relations.
2. To find out significant difference in the mean 'Job satisfaction' scores of the Professionals categorised on the basis of 'Gender, Age & Qualifications' are compared.
3. To suggest means to improve the job satisfaction of library professionals.

Scope of the Study

In West Bengal there are 12 State Funded General Universities Affiliated to UGC. The researcher has

chosen only 7 state funded general university libraries of West Bengal which are established before 2000A.D. Because they are better off in terms of all resources such as financial, human, infrastructure facilities etc. On the other hand, the universities which were established after 2000 A.D. have not yet managed to develop big libraries and are not having many staff.

Methodology of the Study

In order to achieve the objectives of the study, data collection methods included survey method using questionnaire, observation and personal interviews. The data collected were tabulated and analyzed statistically using appropriate descriptive techniques included in Microsoft Excel software package. The descriptive statistics including frequency distribution, percentage, mean etc. were used.

Data Analysis

Table 1 provides data regarding survey response by library professionals (library assistant to library superintendent). It is seen from the table that 93 questionnaires were sent to the professionals of 7 state funded general university libraries of West Bengal that are known to have been actively involved in using ICT and received duly filled-in questionnaires from 63(68%)respondents. In individual case, 81% response received from BU followed by 75% response received from VU. On the other hand, RBU & NBU provided very poor response of only 50%.

Table 1: Survey Response by Library Professionals

Name of University	Number of Questionnaires		Percentage of Response
	Distributed	Received	
CU	15	09	60
JU	17	09	53
BU	26	21	81
KU	19	14	74
RBU	04	02	50
NBU	04	02	50
VU	08	06	75
Total	93	63	68

The gender details of the respondents presented in Table 2 show that out of 63 respondents, 46 (73%) are men and 17 (27%) women.

Table 2: Gender-Wise Distribution of Respondents

Gender	No. of Respondents	Percentage
Male	46	73
Female	17	27
Total	63	100.0

The respondents were classified into five categories according to their age and presented in Table 3. The age of 3(4.8%) respondents was between 18-24 years, 16 (25.4%) between 25-35 years, 28 (44.4%) between 36-45 years, 13 (20.6%) between 46-55 years and 3(4.8%) between 56-65 years.

Table 3: Ages of Respondents

Age Range	No. of Respondents	Percentage
Between 18-24 years	03	4.8
Between 25-35 years	16	25.4
Between 36-45 years	28	44.4
Between 46-55 years	13	20.6
Between 56-65 years	03	4.8
Total	63	100

It is found from Table 4, that out of 63 respondents 46(73%) were married whereas only 17(27%) were unmarried.

Table 4: Marital Status of Respondents

Status	No. of Respondents	Percentage
Married	46	73
Unmarried	17	27
Total	63	100.0

The educational background of 63 respondents is presented in Table 5. It reveals that regarding the general education 30 (47.61%) respondents have Bachelor Degree, 32 (50.80%) Master degree and only one (1.58%) have M.Phil degree. In computer science, four (6.34%) respondents have diploma whereas three (4.76%) respondents have P.G diploma in computer science. With regard to library science, 11 (17.46%) have B.L.I.S. 41(65.08%) M.L.I.S. 5 (7.94%) have M.Phil and 6 (9.52%) have Doctoral degree. It is found that more than 50% of respondents are highly qualified having two masters degrees both in general education as well as in library science. This clearly indicates that the responded universities have highly qualified personnel working in their libraries.

Table 5: Educational Background of Respondents

Name of the Course	General Education		Computer Science		Library Science	
	No of Respondents	Percentage	No of Respondents	Percentage	No of Respondents	Percentage
Diploma	-	0.00	04	6.34	-	0.00
Degree	30	47.61	-	0.00	11	17.46
P.G. Diploma	-	0.00	03	4.76	-	0.00
P.G. Degree	32	50.80	-	0.00	41	65.08
M.Phil.	01	1.58	-	0.00	05	7.94
Ph.D.	-	0.00	-	0.00	06	9.52

Table 6 ranked items of positive statement related to job satisfaction. The ranking process is followed by descending order of mean value. The mean value has been calculated on the basis of likert's scale. It is seen from the table that, out of 10 statements, 8 statements have provided positive mean value ranging from 1.08 to 0.06. It means library professionals have satisfied with these aspects. Out of these, highly satisfied areas (According to rank order) are: 'I enjoy my co-workers', 'I like my supervisor,' 'My job is enjoyable', & 'My supervisor is quite competent in doing his/her job.' It reveals that library professionals like their jobs and they have fine relation as well as understanding between colleagues and supervisor. But out of 10 aspects, 2 statements have provided negative mean value of (-) 0.06 & (-) 0.33. It means library professionals are dissatisfied with these aspects. Dissatisfied statements are: 'I feel satisfied with my chances for salary increases' & 'Those who do well on the job stand a fair chance of being promoted'. The concerns of getting adequate training when new technology is introduced and a fair salary for the work done have very little positive response (mean value 0.06 and 0.08) and deserve attention of the authority. Provision of better in house training is needed in case of introduction of new technology.

Table 6: Job Satisfaction (Positive statements)

Rank	Items	SA (2)	A (1)	NC (0)	U (0)	D (-1)	SD (-2)	Score	Mean
1.	I enjoy my co-Workers	15	43	0	0	5	0	68	1.08
2.	My job is Enjoyable	10	45	0	0	7	1	56	0.89
3.	I like my Supervisor.	9	35	10	4	4	1	47	0.75
4.	My supervisor is Quite Competent in Doing his/her Job	5	31	14	2	8	3	30	0.48
5.	When I do a Good job, I Receive the recognition for it that I should Receive.	12	25	5	2	13	6	24	0.38
6.	Communications Systems are good within this institution.	6	33	1	5	14	4	23	0.37
7.	I feel I am being Paid a fair amount for the work I do.	6	24	8	1	17	7	5	0.08
8.	I receive adequate training When new technology is Introduced Relating to my Job Duties.	8	25	1	2	17	10	4	0.06
9.	I feel Satisfied with my Chances for salary Increases.	5	21	8	0	23	6	-4	-0.06
10.	Those who do well on the Job Stand a fair chance of Being Promoted	7	14	8	2	15	17	-21	-0.33

SA= Strongly Agree (2); A= Agree (1); NC=No Comment (0); U= Undecided (0); D= Disagree (-1); SD= Strongly Disagree (-2)

Table 7 depicts the result of job satisfaction in terms of Promotion, Benefits, Rules & regulations of the library, Rewards, & feelings of the library professionals. The table shows that, out of 8 aspects 5 items have provided positive mean value ranging from 0.59 to 0.095. As the statements are negative, therefore highest mean value means low level job satisfaction & lowest mean value means high level job satisfaction. Therefore, the dissatisfied statements are: “There is really too little chance for promotion on my job, as it is few & far between; I am not satisfied with the benefits I receive; Many of our rules and procedures make doing a good job difficult; I often feel that I do not know what is going on with the institution & I don't feel my efforts are rewarded the way they should be.” But the professionals do not support the statements - “I have too much paperwork; my supervisor shows too little interest in the feelings of subordinates & I sometimes feel my job is meaningless.” Because these three statements have provided negative mean value.

Table 7: Job Satisfaction (Negative statements)

Rank	Items	SA (2)	A (1)	NC (0)	U (0)	D (-1)	SD (-2)	Score	Mean
1.	There is Really too Little Chance for Promotion on my job, as it is few & far Between.	13	27	6	3	12	2	37	0.59
2.	I am not Satisfied with the Benefits I Receive	8	23	11	1	18	2	17	0.27
3.	Many of our Rules and Procedures make Doing a good job difficult	9	22	9	1	21	1	17	0.27
4.	I often feel that I do not know What is going on with the Institution	9	23	7	3	16	5	15	0.24
5.	I don't feel my Efforts are Rewarded the way they Should be.	5	19	9	10	17	3	6	0.095
6.	I have Too Much Paperwork	4	18	5	3	26	7	-14	-0.22
7.	My Supervisor Shows too Little Interest in the Feelings of Subordinates	6	13	11	2	21	10	-16	-0.25
8.	I Sometimes feel my job is Meaningless.	4	15	4	3	21	16	-30	-0.48

SA= Strongly Agree (2); A= Agree (1); NC=No Comment (0); U= Undecided (0); D= Disagree (-1); SD= Strongly Disagree (-2)

Findings

1. Most of the libraries related to the universities were established in the year of their establishment, except the libraries of C.U. & V.U.
2. Regarding access system, N.B.U is the only university which provides open access library facility to its users. On the other hand, B.U. & R.B.U. provide closed access library. But rest of the university libraries has mixed access system.
3. Library professionals like their jobs and they have fine relation as well as understanding between colleagues and supervisor.
4. Library professionals are dissatisfied with salary & promotional policy of the organization. The concerns of getting adequate training when new technology is introduced and a fair salary for the work done have very little positive response (mean value 0.06 and 0.08) and deserve attention of the authority. Provision of better in house training is needed in case of introduction of new technology.
5. Issues like promotional policy of the university, benefits, rules & procedure related to jobs & rewards women are more satisfied than men.
6. Older age groups (Between 46-55yrs. & 55-65 yrs.) are highly dissatisfied with the issues like promotion, benefits, rules & regulation relating to their jobs etc.
7. Library professionals with only BLIS qualification are more satisfied than MLIS & M.Phil / Ph.D holders. Professionals with MLIS degree are dissatisfied with the issues like promotion, salary & job condition. Besides the issues like promotion, salary & job condition MPHIL/ PHD holders are also dissatisfied with training facilities.

Suggestions

1. The issues relating to key facet monetary benefits, on which majority of the library professionals of West Bengal SFGU libraries are not satisfied, need a special consideration. Therefore, qualification wise salary has recommended.
2. Most of the library professionals of SFGU libraries are not satisfied with present promotional policy of the university. As the promotional opportunities not only fulfill personal ambitions and requirements but also motivate the personal to work more and take additional responsibility. Therefore, it is recommended that management should create more posts in the upper –tiers of the hierarchy and promote the employees working in lower tier.

3. Interpersonal relationship in the organization should be a healthy one. There must be free and frank discussions among the superiors and subordinates at regular intervals regarding policies and decisions. The management must coordinate the staff in a manner so that they co-operate one another in a sincere way.
4. As the twenty first century approaches and information delivery systems are becoming more electronically oriented, professionals must be aware of how users they serve prefer to access information. In this regard if they become success then job satisfaction in computerized work environment will come soon.

Conclusion

The effectiveness and efficiency of the service organizations like libraries is measured in terms of quality of its service delivered or rendered to its users. The quality of its service mainly depends upon the quality of workforce, which in turn directly depends on knowledge, adaptability and satisfaction level of the professionals working in a given library. Majority of the library professionals of West Bengal SFGU libraries are not satisfied with monetary benefits they receive. They also dissatisfied with salary & promotional policy of the organization. The concerns of getting adequate training when new technology is introduced and a fair salary for the work done have very little positive response (mean value 0.06 and 0.08) and deserve attention of the authority. Therefore suitable promotional policies as well as salary structure should be reconstructed to increase productivity in terms of better library service.

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