CHAPTER III

REVIEW OF RELATED LITERATURE
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3.1 Studies on job satisfaction in library field

3.2 Studies on job satisfaction in other fields
3.1 REVIEW FROM BOOKS, JOURNALS, THESES & DISSERTATIONS:

Researcher has made an attempt to review in brief the previous studies and literature on job satisfaction. It includes books, journal articles, proceedings, dissertations & theses etc. As not a single study was found related to the job satisfaction of librarians in engineering institutes, the researchers has considered various studies carried out to evaluate job satisfaction among other professional too.

Chopra, Kamla (1984) studied job satisfaction amongst the 100 librarians of Lucknow city, she found in her study that librarians derived satisfaction from their work, recognition received, working conditions, job security & social status. Sources of dissatisfaction were promotion, behaviour & pay scales.

Apart form the studies of library professional cited above, the researcher has consulted some studies in other fields regarding job satisfaction. Some of the studies found important are mentioned below.

Reddy (1991) studied job satisfaction of 195 library professionals staff of universities & special libraries in Andhra Pradesh. The study was having number of dimensions of their jobs like nature of work, pay, promotion, supervision, co-worker, opportunities for professional development, security of the job, working conditions, general policies & administration with the following objectives:

1. To measure the job satisfaction of professional staff
2. To know the differences if any among junior & senior level staff & men & women staff.

It was found in the study that, there is no difference in job satisfaction between the male & female staff. It is also found that senior staff was more satisfied than junior staff. Further, it is also found in the study that, 3.1% staff was highly satisfied with their total job situation, 24.1% were satisfied, 19.0% were dissatisfied & 5.1 were highly dissatisfied. 48.7% were neither satisfied nor dissatisfied.

Prasad (1994) made an attempt to measure job satisfaction amongst professional library employees of seven central universities from India. Considerable differences were found in this study in the extent of employees’ satisfaction with
overall and specific four areas of job satisfaction such as job content area, management area, personal adjustment area and social relation area. It was also found that the level of anxiety of employees of higher post is comparatively less than lower post. Job satisfaction scores of the three anxiety sub groups-low, moderate and high, reveal significant differences between them. The findings confirm the theory that interpersonal relations are the major determinants of anxiety. It was found that overall 62.17% professional library employees were highly satisfied 53.70%, were highly satisfied in job content area and 52.17 were highly satisfied in managing area and 59.55 respondents in social relation area. The sample for the above study was 460 employees.

Singh (1995) studied job motivation of library professionals in relation to organizational climate & personal characteristics. The study was conducted with a total sample of 261 library professionals from social science libraries of Delhi. In this study participant’s organizational climate, job involvement and personal factors were assessed. The demographic variables of employees were also examined. He found in this study that,

1. Experience and personal effectiveness were found to be negatively correlated.
2. It is inferred in the study that strong agreeing varies inversely with the increasing length of service.
3. It cannot be accepted that gender has to play vital role for strong involvement in job.
4. Age and total experience have been found to be negatively correlated with job involvement.
5. Pay salary and duration of service have been found to be strongly correlated with job involvement.
6. Organizational climate in the libraries make it’s employees more involved in their jobs. The libraries under studies were found to be more supportive and have developed attractive climate.

Murray, Richard (1999) conducted a study on job satisfaction of professional and paraprofessional library staff at this university of North Carolina as a case study. Over 140 library employees were administrated a job satisfaction survey. Researcher studied satisfaction through following job dimensions, Nature of work, suspension,
coworker, communication, reward, benefits, promotion, pay etc. It was found in the study that professional and paraprofessional staff was satisfied with their job, there were significant differences in level of satisfaction in several areas. Professionals were significantly more satisfied than paraprofessional in the area of enjoyment of the works coworkers, appreciation and recognition, promotion, pay and overall satisfaction. The only area in which library employees as a whole were dissatisfied were operating procedure, promotion and pay.

**Raza and Gupta (2000)** conducted research during 1989-99 on the library professionals working at Delhi University library system. The aim of their study was 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 data was collected from 65 library professionals. Job satisfaction questionnaire was used to collect the data. The main objectives of this study were:

1. To measure the job satisfaction and job anxiety of professional staff working in Delhi University library system.
2. To measure the extent of job satisfaction and its relationship with anxiety.

Authors found that 87 percent professionals were satisfied with their job, 13 percentage of were not satisfied. It was also found that most of the respondents were able to maintain good social relation and there is an inverse relationship between the level of anxiety and hierarchy of the posts in library.

**Thornton, (2000)** of Sterling C. Evans library at Texas studied job satisfaction of African descent employed in ARL academic libraries. The survey carried out of 146 librarians of African descent with 67 percent of return rate. Author found following ten factors contributed significantly for feeling of satisfaction.

1. Supportive colleagues
2. Professional assignment participation
3. Availability of technology and resources
4. Work environment
5. Opportunity to advance learning
6. Variety of job assignments
7. Salary and benefits.
8. Interaction with faculty and students
Respondents' dissatisfaction factors were:

1. Threatening oppressive environment
2. Lack of respect and acceptance by colleagues and library administration for contribution to the organization.
3. Isolation
4. Racism
5. Being assigned many clerical duties
6. Turf wars
7. Communication with library administrators
8. Castisam
9. Patrons' reluctance to seek assistance.

Srivasta and Srivastava (2004) investigated the level of satisfaction among librarians of institutions of higher education in Jaipur. They have measured satisfaction in six different factors as under:

1. Scope for higher education
2. Training about information technology
3. Opportunities for attending conferences, seminars etc.
4. Opportunities of professional advancement
5. Responsibilities
6. Nature of job

Five point likert rating scale was used for data collection. It was found in the study that overall level of satisfaction (high and moderate) was 31.66% whereas, the percentage for dissatisfaction (Moderate and high) was 68.33% it was more than twice than the level of satisfaction.

Togia, Koustelios & Tsigillis (2004) investigated job satisfaction among Greek academic librarians in Trikala, Greece. Authors used employees satisfaction inventory (ESI) and assessed six dimensions of job satisfaction like working conditions, pay, promotion, job itself, supervision & organization as a whole. Authors found that librarians were more satisfied with 'job itself', 'supervision' and 'working conditions' and less satisfied with 'pay' and 'promotion'. Further it is found in their study that prior working experience contributed negatively to the prediction of satisfaction with working conditions, supervision & organization as a whole.
Chimankire & et. al. (2007) studied job satisfaction of academic professionals in territory institutions in Zimbabwe. Structured questionnaire was used to collect the data. Researchers selected 100 professionals from agriculture, commerce, education and environmental science departments. Job satisfaction by different variables like gender, departments, job status, experience, facilities, inter-personal relationship, salary, Allowances, work volume, personal growth and supervision was studied. It was found in the study that, most of the respondents were dissatisfied with their jobs, resulting in a negative attitude towards delivery of work. Dissatisfaction mainly emerged from inadequate salaries and allowances, and volume of work. However, inter-personal relationship, job security, supervision, opportunities for personal development and working experience did not significantly affect job satisfaction. The results of the study showed that a greater proportion of the academic staff was not satisfied with their job. Reason for dissatisfaction include high volume of work, inadequate salaries and allowances.

Tella, Ayeni and Popoola (2007) studied work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries in oyo state Nigeria. The target population of the study was library personnel in all research and academic libraries. 200 library personnel were selected for the research out of 200, 118 were male and their age ranges from 23-56 years, the academic qualifications of the respondents were DLS, BLS and MLS. They have used questionnaire to accomplish the objective of the study. They have also used likert five point rating scale.

The findings of this study have pointed out some salient issues in the field of librarianship. It is imperative for library management to meet the demands of their personnel to strengthen their motivation, satisfaction and commitment to minimize turnover. Government and library management should concentrate on improving the conditions for library personnel. One crucial area is on the job training to cope with the interaction of information technology in to library practice. Further the researcher feels that, to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library.

They also found that, there is positive correction between work motivation and job satisfaction. No significant difference was observed in the work motivation of the
professional and non-professional library personnel. Further, researchers found that, no difference in the job satisfaction of the library personnel in academic and research libraries exist.

**Kuzyk (2008)** finds out in a study of job satisfaction of public library professionals of different states of America. The population of the survey was 3100 public librarians from 1179 public libraries. The researcher studied Tenure of service, equity in the profession, leadership, job worthwhile, budget, salary, reward, professional advancement and gender variables. It was found that respondents with the greatest number of years in the field tended to express the highest level of satisfaction and promising for the future of the profession. Further findings in this study were as under.

1. Women reported greater job satisfaction greater likelihood of retiring in the position and greater willingness to recommend librarianship to others.

2. Majority librarians were very satisfied, 38% were satisfied, 27% not at all satisfied with the funding system.

3. 55 percent respondents have considered themselves underpaid, those not at all satisfied.

4. 74% librarians were MLIS degree holders who believe that MLIS is very important for the work they do.

5. 80% percent of the respondents plan to continue in the profession until retirement and that one third of the sample have been in the profession for more than 20 years, majority of the respondents were satisfied with the profession.

**Lim, S (2008)** examined the job satisfaction of library information technology (IT) workers in relation to demographic, socioeconomic and work related variables, such as sense of belongingness, faith in wanting to belong a feeling of acceptance, payment, job autonomy, the role play and promotional opportunities. The sample used for the study was from 30 university libraries among the 99 university member libraries of Association of Research Library in United States. The study was based on 202 questionnaires resulting in a 45% response rate. This study found that salary, sense of belongingness, faith in wanting to belongs, and a feeling of acceptance, job
autonomy and promotional opportunities were positively related to job satisfaction of the library. Education was negatively related to job satisfaction.

Mallaiah (2008) studied performance management and job satisfaction of University library professionals in Karnataka state. The objectives of his study were:

1. To identify and analyze the major personal, work and organizational factors, influencing motivation, performance and job satisfaction of library professional.
2. To offer suggestions for strengthening the “Motivation – performance – satisfaction, linkages among library professionals based on the finding of the study.

This study is based on 188 respondents from 15 university library professionals. Findings of the study are as follows.

1. 73.33 percent respondents were well satisfied with their job.
2. 60 percent respondents were satisfied with respect they received from their colleges.
3. 60 percent respondent expressed that they were satisfied with their job and the work environment.

The paper includes that, the conducive and congenial physical, social and psychological conditions present in the workplace have potential to enhance the job satisfaction of the library professionals.

Noor, Abdul Karim (2008) investigated the correlations and predictors of job satisfaction among Malaysian Academic Librarians. He measured job satisfaction on the different work related variables like commitment, job involvement, job autonomy, job feedback, role clarity, role conflict, age, organizational tenure and job tenure. The survey was administered on 279 academic librarians from eight university libraries. It was found in the survey that, only six of the ten work and worker related variables were significantly correlated with job satisfaction; these are affective commitment, job autonomy, job performance feedback, role conflict, role clients and organizational tenure.
The above study was conducted with following major Hypotheses

a. There is a statistically significant relationship between job autonomy and job satisfaction.

b. There is a statistically significant relationship between job performance feedback and job satisfaction.

c. There is a statistically significant relationship between age and job satisfaction.

d. There is a statically significant relationship between job tenure and job satisfaction.

It was found that the more autonomy an employee has, the more satisfaction he or she will be with his/her job. The more feedback an employees is given the more satisfied he/she will be with his/her job. Job tenure has no effect on Malaysian academic librarian’s level of job satisfaction. It was also found in the study that age has no effect on Malaysian academic librarian’s level of job satisfaction.

Leysen, Boydston (2009) investigated job satisfaction among academic catalogur librarians employed at academic research libraries in Iowa State University academic Libraries in U.S. with a sample population of 143 respondents.

They have collected their data by providing questionnaire. The survey instruments (Questionnaire) was having 70 different questions especially on role and responsibilities, workplace culture, administration and supervision, performance evaluation, salaries benefit, professional development, opportunities for training and advancement.

The survey includes 35% males and 65% females. Fiftyfive percent of the cataloger librarians had experience of 10 years or less and 45 percent had more than 10 years of experience. Respondents were divided almost equally between those who had some managerial responsibilities and those who did not.

It was found in this study that, 88% of the cataloguer librarians were very much satisfied with their current job. According to this study, there was no correlation between overall job satisfaction and demographic factors such as age or gender. Further, 63 percent of the cataloguer librarians agreed with the statement “I feel positive about working in the library”, it is also found in the survey that most cataloguers (60%) did not plan to look for another job however 5% were seeking for
another position in their library. 23% were actively looking for a position in another type of library. 88% of the respondents in this study indicated that the relationship with coworker is important. 64% respondents were found satisfied with their coworkers. The author compared the importance of salary with the satisfaction of salary received, 73% of the respondents rated salary of high importance 22 percent marked neutral and 4 percent rated it low.

However, it was found that, 39 percent respondents were not satisfied with their salary. 68% percent respondents agreed that their library supported the continuing education and training; only 44 percent said that sufficient training was provided for new technology. 61% respondents were satisfied with opportunity to learn new skills.

Job facets that cataloger librarians found most important were the benefits, packages, relationship with coworkers and opportunities to learn new things.

Owolabi and Salaam (2010) examined job satisfaction and organizational commitment of 80 academic librarians in seven universities of Nigeria. Questionnaires were used to collect the data objective of their study were:

1. To find out whether academic librarians are satisfied with the job they performed.
2. To identify factors that determines the level of job satisfaction.
3. To determine those factors which are associated with organizational commitment of the academic librarians.

They found in the above study of job satisfaction that, salary and wage were the major determinants of job satisfaction. Another finding of the study revealed that, age was the major factor that determine level of commitment in organization particularly among the librarians the finding also revealed that majority of the academic librarian were satisfied with their jobs. Further they found that all (80) respondents were satisfied with the profession, respondents feel that librarianship is a noble profession.
3.2 REVIEWS FROM OTHER STUDIES:

Hoppock's study (1935a) was a community-wide survey in the town of New Hope, Pennsylvania, 88% of the 351 adult employees responded to his questionnaire. Hoppock prepared an index of job satisfaction ranging from 100 (extreme dissatisfaction) to 700 (extreme satisfaction). The index of 500 indicated neutral position. The finding of which are presented in the following table.

Table 3.1

Job satisfaction indexes of 5 occupational groups by Hoppock.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Occupational Classification</th>
<th>No. of Cases</th>
<th>Range of Index</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unskilled manual</td>
<td>55</td>
<td>100-650</td>
<td>401</td>
</tr>
<tr>
<td>2</td>
<td>Semi skilled</td>
<td>74</td>
<td>125-650</td>
<td>483</td>
</tr>
<tr>
<td>3</td>
<td>Skilled manual and white collar</td>
<td>84</td>
<td>125-675</td>
<td>510</td>
</tr>
<tr>
<td>4</td>
<td>Sub-professionals, business and Minor supervisory</td>
<td>32</td>
<td>250-700</td>
<td>548</td>
</tr>
<tr>
<td>5</td>
<td>Professional, managerial and executives</td>
<td>23</td>
<td>300-700</td>
<td>560</td>
</tr>
</tbody>
</table>


The results indicate that the average index is highest in the professional and managerial category and relatively they are more satisfied employees.

Hoppock (1935b) also conducted a survey of 500 teachers from 51 rural and urban communities of North-eastern United States. Researcher estimated their job satisfaction on four attitude scales. On the basis of the scores on all these scales, 100 most satisfied and 100 least satisfied teachers were further interviewed. The following were the findings:

1. The satisfied showed fewer indications of emotional maladjustment.
2. The satisfied were more religious.
3. The satisfied enjoyed better human relationships with superiors and associates.
4. The satisfied were teaching in cities over 10,000 populations.
5. The satisfied teachers appeared more successful.
6. Family influence and social status were more favorable among the satisfied.
7. The satisfied teacher themselves selected their vocations.
8. Monotony and fatigue were reported more frequently by the dissatisfied.
9. On an average, the satisfied teachers were 7.5 years older than the dissatisfied ones.

Finally, Hoppock proposed six major components of job satisfaction.
1. Individual's reactions to unpleasant situation's
2. Facility of adjusting with other individuals,
3. Standing in the socio-economic group with which one has identified.
4. Relationship between demands of the job and the worker's abilities, interests and training
5. Security
6. loyalty.

_Herzberg, et al. (1959)_ studied satisfaction level of accountants and engineers from nine steel and engineering companies. About 200 interviews were conducted. The significance of the study lies in the fact that, "It challenged the conventional explanation of job satisfaction that satisfaction and dissatisfaction are two ends of a continuum with a neutral position midway where the individual is neither satisfied nor dissatisfied". A five fold analysis was adopted. The first level factors, observed in the study, were recognition, achievement, possibility of growth, advancement, salary, interpersonal relations, supervision, responsibility, company policy, working condition, the work itself, factors in personal life, status and job security. The second level factors were feeling related to recognition, achievement, growth, responsibility, group feelings, interest, status, security fairness pride and salary. The five factors as strong determination of job satisfaction were: recognition, achievement, responsibility, advancement and nature of work. The factors of dissatisfaction were supervision, salary, working condition interpersonal relations and company policy.

_Natraj and Hafeez (1965)_ on a sample of skilled workers found that besides education and salary, age also was significantly related to job satisfaction. Researcher did not find evidence that employees are satisfied in the early phase of their service. It was showed that the first two years of work had greatest depressing influence on job satisfaction. This study revealed two important things: (1) New workers were less
satisfied than the old and (ii) The married workers were more satisfied than the unmarried ones.

Anjaneyulu (1974) studied the job satisfaction in the secondary school teachers in Andhra Pradesh, found that the postgraduate teacher were more dissatisfied than the other teachers with less educational qualification.

Schapiro and Wahba (1974) studied job satisfaction as measured by the Job Description Index (JDI) in seventy-five employees of a steel manufacturing concern. Results indicated that Taylor’s concept of money as a prime motivator of human efforts was still a viable hypothesis. The study concluded with results that employees were not highly motivated by social, self esteem, self-actualization or work associated needs.

Sharan, Raka (1980) conducted a study on working conditions and job satisfaction. Six aspects of working conditions were wages, benefits, job security, promotional prospects, physical atmosphere at work place and social relationship with immediate bosses. It was observed that the respondents got very low wages, they seldom got the benefits like casual leave, exam leave, medical or maternity leave to which they were theoretically entitled. Respondents were dissatisfied with physical atmosphere; their work duration almost exceeded eight hours a day. Workers mentioned that, sometimes they had to work without any break. Absence of proper lighting arrangements and electric fan at the assembly rooms had made the conditions worse. The cumulative effect of these conditions had rendered the work unpleasant for them. The researcher felt that if the working conditions show any marked improvement particularly in wages, the respondent’s satisfaction with their present job too is likely to improve considerably.

Ahmed (1984) found that the most important predictors for teachers feeling of job satisfaction were the amount of pay offered by the job, the degree of help received from superiors, and decision making. Least important predictors for job satisfaction were found to be opportunity for promotion and the degree of fairness of work load.

Srivastava (1989) studied the first systematic survey concerning the determinants of job satisfaction. From this study researcher concludes that, the percentage of having favorable and unfavorable attitudes vary in different industrial concern depending on the condition of work.
Coll and Rice (1990) find out the overall level of job satisfaction of community college counselors. Researchers have also found out the factors influencing job satisfaction. Questionnaire was used to measure job satisfaction and following findings were obtained:

1. Average level of overall job satisfaction as indicated by mean of 3.9 out of five.
2. Least levels of job satisfaction with organization policies and their implementation (mean 2.78) and supervision human relations (mean 2.84).
3. Highest levels of job satisfaction with opportunities to help others (Mean 4.63) and provision of steady employment (Mean 4.43).
4. Counselor teaching load, job title, incompatible demand clarity of explanations and conflict of resources significantly correlated with job satisfaction.
5. Formal job title, teaching load and incompatible demands were identified predictors of job satisfaction.

Donna K. Fitch (1990) used the Job Descriptive Index in her survey of Alabama paraprofessional job satisfaction. Though her study broke satisfaction down into components similar to those of the JSS, she made more of an effort to look at how institutional differences such as size of university and extent of library automation affected job satisfaction. Again, she found that pay and promotion were the least satisfying areas. Fitch’s findings are somewhat difficult to compare with those of Parmer and East or Voelck, however, because she was testing significantly different variables that, as she concluded, tended to have minimal effect on job satisfaction.

Julie Voelek (1995) attempted to replicate Parmer and East’s study using paraprofessionals in thirteen Michigan Libraries using the JSS. Voelek’s findings concurred with the initiation study in that workers were satisfied with supervision, coworkers, work, and benefits, but dissatisfied with promotion and contingent rewards. The means score for communication was near the midpoint, suggesting some workers were satisfied and a similar number were dissatisfied. Most interesting, however, was the fact that, in opposition to Parmer and East’s findings, Voelek found that Michigan respondents were strongly dissatisfied with pay. It is important to note
that neither Parmer and East nor Voelck included professional librarians in their studies, leaving open the possibility that differences between their findings could be due to across the board working conditions in Ohio and Michigan rather than differences only in the experiences of paraprofessionals in these states.

**Jutta, Green (2000)** studied job satisfaction of community college chairpersons. The purpose of this study was to document facets specific and general levels of job satisfaction of community college chairpersons in United States, Virginia. The Minnesota satisfaction questionnaire (MSQ) was chosen as a tool to measure levels of satisfaction by 20 different job facets. The finding of the study indicated that, job facets of relatively greater satisfaction included social service, creativity and achievement as reflected by means of 22.30, 21.28 and 21.26. Job facets of relatively lesser satisfaction included advancement, compensation and company policies and practices as reflected by respective means of 16.60, 16.27 and 15.75. Further, the findings reveal that the specific job facets indicate the highest satisfaction level to occur in the areas of social service, creativity and achievement. Compact policies and practices, compensations, and advancement are the facets reflect the lowest satisfaction levels.

**Jalaja Kumar and Rao D.B. (2001)** studied job satisfaction of 160 Telugu medium teachers with the following objectives

1. To find out the job satisfaction of school teachers
2. To find out job satisfaction of male and female teachers.
3. To find out of the job satisfaction of school teachers having low experience and high experience.
4. To find out the job satisfaction of teachers working in telugu medium and English medium schools.

Researcher found that the school teachers were having high job satisfaction. The women teachers were having more satisfaction than male teacher. He also found that there is no significant relationship between job satisfaction and experience. This research indicated that the language does not influence on the job satisfaction.
Jain (2006) made an attempt to access job satisfaction of 77 civil service officers in India. To study the reaction of officers about their job nature, job content, job environment and work attitude was one of the objectives of his study. He found in his study, that half of the officers were dissatisfied with their job. Majority officers like their job. Majority of the officers were not having undergone any specialized training other than the foundation training. He also found that bosses were fair to the officers.

All these studies helped the researcher to identify the parameters affecting job satisfaction. Hence there study were found most useful one.
References:


