CHAPTER V

CONCEPT OF JOB SATISFACTION IN RELATION TO LIBRARIANSHIP
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JOB SATISFACTION AND LIBRARIANSHIP

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5.1 INTRODUCTION:

Institute of higher learning since its inception depend on libraries, and such libraries are established as an integral part of higher learning for successful implementation of academic and research activities. The role of the library is to support these activates. Library is a place for recreation, information and inspiration, it is given top attention because library is a social institution.

Education Commission (1967) describes “No university college or department should be set up without taking into consideration its library needs, in terms of staff, books, journals space etc. Nothing could be more damaging to a growing department than to neglect its library or to give library a low priority”. On the contrary, the library should be an important centre of attraction on the college and university campus. In today’s fast changing environment libraries are not only issuing and returning reading materials available in library but are also doing the great task of fulfilling information requirement of the users. For obtaining desired outcome, efficient, qualified, competent and satisfied librarian and other staff is necessary. According to Satarkar, (2010a) Librarian of the library is considered as manager. Duty of the manager is to get work done from the staff and achieve the targets set by the management. Librarian, therefore, required management skills, librarian should be well acquainted with the principles of human resource management. Further librarian should have practical experience about how to tackle the situation where conflict among staff or management arises. In this situation the role of librarian is vital. Qualification, knowledge, experience, skill, behavior, leadership qualities, psychological ability have impact on success of librarian and user services. Librarian should have ability to identify and critically evaluate needs of the different users.

The librarian should have good communication skill for extending proper response to the users. Willa & Blackburn (1992) explain “Managers and workers alike pursue job satisfaction in the affirmative belief that it leads directly and surely to high performance. More recent research has attempted to look at job satisfaction as an antecedent of less concrete but equally important aspects of job performance.”

5.2 LIBRARIANSHIP AS A PROFESSION:

According to Blumeer, Herbert (1986) professionalism is setting standards of excellence, to establish rules of conduct, to develop a sense of responsibility, to set criteria for recruitment and training, to ensure measure of protection for members to
establish collective control over the deal and to elevate it to a position of dignity and social standing in the society.

Librarianship is definitely a profession which demands specialized knowledge and skills, its study is based on a systematic theory which delineates and supports the skills that characterized the profession. It has its professional organizations which promote excellence in the work of the members, influence public sentiment and support, and try to raise it to a position of dignity and social standing. It has at its centre, the carrier concept and from the very beginning it is service oriented.

Professional is having higher status in the society than serviceman, as per Satarkar (2010b) profession is recognized by five important characteristics namely:

1. Training,
2. Internship,
3. Licensing
4. Role of association and
5. Commitment towards society.

A professional has to obtain a special knowledge pertaining to the subject. This knowledge is obtained through rigorous training. This is followed by internship. Internship provides an opportunity for the candidates to test the required knowledge. A trainee gets guidance from the senior worker in performing day to day activities in the service. This provides first hand experience. However, it should be borne in mind that, if the trainee is strict and is following rules, the trainee also imbibes these qualities and becomes perfect.

According to Kane (2010) attributes for professional body are as follows:

1. A body of knowledge (science or art (Skills) held as a common possession and extended by the united efforts.
2. A standard conduct based on courtesy, honors and ethics which guides the particular in his relations with clients, colleagues and public.
3. A educational process based on the body of knowledge and art in ordering which the professional group has a recognized responsibility
4. A standard of professional qualifications for admission to the professional group based on character training and provide competence.
5. Recognition of status by one's colleagues or by the state as basis of good standing.

6. Organization of the professional group developed to its common advancement and it's social duty rather than the maintenance of an economic monopoly.

Librarianship has got all the essential attributes of profession as mentioned above.

Management of libraries as a service organization is accomplishment by a combination of basic management functions and skills, as well as management of roles. Dhiman and Rani (2004) have given following roles played by the professional librarians.

1. Interpersonal role
   a. Library manager as a figurehead with duties of a ceremonial nature
   b. Leading role
   c. Liaison role

2. Informational role.
   a. Perpetually scanning and monitoring information
   b. Disseminator role
   c. Specific role of informing and satisfying various groups.

3. Decisional role.
   a. As entrepreneur looking out new ideas and adopt them for change
   b. Solving unanticipated problems and handling disturbances.
   c. Resources allocation role of dividing work and delegating authority
      negotiator role.

As library is service organization and it's management requires not only managerial ability of the highest order but also a highly cultured, satisfied, sophisticated skillful librarian to solve the problems of a library. Professional library manager is expected to possess fundamental knowledge, belief and ethics of librarianship;

In short members of a library profession, have a duty to

1. Observe the highest standard of conduct and integrity.
2. Act honestly to perform in professional services.
3. Carry out professional services in accordance with professional standards.

4. Refrain from any conduct which brings discredit to the profession.

Khanna (1194a) says that “Librarian should have the intellectual capabilities and potential as well as moral and satisfaction to face the intellectual challenges and responsibilities. Given proper guidance and leadership their energies can be channelized in such directions that would lead to more efficient more purposeful, more directed, more compressed, more specialized and more individualized services. There by making the librarian a true participant in the dissemination of knowledge”.

According to Kepler (1994) being a professional in any type of job involves many things living up to one’s potential, doing quality work, continuing to learn, expressing creativity. It also means having high personal standards or values and living up to them. Those who accomplish this goal without becoming smug or self important has a right to feel satisfied.

Librarian requires general and technical knowledge for library responsibilities. Librarian has to perform and manipulative tasks by his subordinates and higher authority. Librarian should be able to handle technical work like classification, online searching, bibliographic searching etc. He must be able to control and organize various functions of the library.

Librarianship is a profession and is concerned with helping of individuals to obtain reliable information to increase and update their knowledge in all spheres of life from accumulated information store of mankind. Professionals are the planner, architect, builder and marketer and bridge between the people and information.

**Competencies Required for Librarianship:**

Personal competencies represent asset of attitudes, skills and values that enables practitioners to work effectively and contribute positively to their organizations, clients and profession.

As per Aghav (2010) librarian should have the following personal competencies:

- To seek out challenges and capitalize on new opportunities
- To see the big picture
- To communicate effectively in an excellent way
- To present ideas clearly; negotiate confidently and persuasively.
- To create partnership and alliances.
- To build an environment of mutual respect and trust; respect and value diversity.
- To employ a team approach; recognize the balance of collaborating, leading and following
- To take calculated risks; show courage and tenacity when faced with opposition.
- To plan, priorities and focus on what is critical
- To demonstrate personal career planning new or reinventing opportunities.
- To think creatively and innovatively; seek new or reinventing opportunities.
- To recognize the value of professional networking and personal career planning
- To recognize the value of professional networking and personal career planning.
- To balance work, family and community obligations
- To remain flexible and positive in a time of continuing change.
- To celebrate achievements of self and others.
- As a leader he should have physical attractiveness, confidence, sense of humor, motivation, ambition, open mindedness, institution resourcefulness, trustworthiness, approachability, adaptability and inspiring personality.

A satisfied mind of professional librarian helps him to think creatively, implement his ideas effectively & exercise a better control on the overall functioning of the library. Once the goals of the library are achieved, librarian is appreciated by the management & respected by the subordinates. When this happens the satisfaction level of the librarians elevates. This goodwill earned by the librarians will motivate him to take calculated risks & bring in some revolutionary changes in the library functioning, which always creates new opportunities & this goes in the favor of the users, subordinates, management & the librarian himself.

Professional competencies relate to the practitioner's knowledge of information resources, access, to technology and management, and the ability to use this knowledge as basis for providing the highest quality information services.
According to Dhiman (2008a) every professional should have the following professional competencies like:

- Managerial skills.
- Perception of user needs and knowledge of various marketing strategies for promoting information skills.
- Knowing policies, procedures, issues and standards
- Knowledge of information sources and services.
- Technological skills like intellectual access, information system, structuring information, presentation of information and offer instructions.
- Professional search skills.
- Communication and presentation skills.
- Customer service
- Commitment to life-long learning
- Evaluation and assessment skills.

Well versed with digital environment i.e. internet, navigation, browsing, creating homepage, content conversion, downloading techniques, digital preservation and storage, web authoring multimedia indenting, cataloguing and classification of digital documents, online information, conversion of print media into digital media, development of machine readable catalogues etc

A professionally trained & satisfied librarian has the ability to create wonders. A satisfied librarian, who has established himself by giving good results, is respected by subordinates as well as management. Can focus more confidently on the professional competencies & implement them to get the desired outcome.

When the above conditions are fulfilled, the mindset of the librarian is raised to another level of satisfaction where he strives to meet certain personal competencies. In this context the competencies required for the librarian defined by committee for special libraries 1997 and cited by Satarkar (2010c) are as under:

1. Commitment to excellence in information services
2. Good listening
3. Time consciousness
4. Leadership abilities/Qualities
5. Motivating abilities
6. Effective communication
7 Adapting to change as and when required
8 Team work and cooperation
9 Decentralization of authority
10 Last but not least, honest service.

Which will ultimately help the librarian to achieve certain important professional competencies in the library like:

1. Knowledge of content of information resources available, both print and non print format
2. Systematic and scientific organization of different formats of collection.
3. Appropriate use of information technology for information management and retrieval capabilities.
4. Specialized information services to meet the appropriate information needs.
5. Management techniques.
6. Conducting user studies and user education.
7. Evaluating information services at regular intervals.

As per Government of Maharashtra resolution (2004) following are the duties and responsibilities of librarians —

**Duties:**

1) Selection, recommendation & purchase of books as per government norms.
2) To keep knowledge of different sources of information. For that know the latest publication of books, periodicals, use of Internet & the changing trends in other media of information.
3) To develop library collection.
4) To develop information system as per users need.
5) To conserve the library resources. To weed out outdated books. Instead make available recent books.
6) To act as a secretary of college library committee & submit report to the committee time to time.
7) To make available library funds. Prepare and submit proposals for library funds to the higher authorities.
8) To make available treasure of knowledge through internet media to the students.

9) To create reading culture.

10) Any work assigned by superior from time to time

Responsibilities:

1) To make available the services to the user as per their needs.

2) To make available books, periodicals, audiovisual materials & advanced electronic sources of information to the users.

3) To provide the organized information with the help of classification & cataloging sources of

4) To provide the documentary sources of information, books to the users.

5) To provide reference service, information services, to search the information, preparation of lists of books, bibliography & submit report to the advisory committee.

6) To help the users for locating information, books & articles. To provide prompt services with the help of advanced media like CD ROM's & Internet.

7) Planning & management of the library. To control over staff & library resources, to strengthen public relations, preparation of budget and overall management for smooth running of the library.

5.3 ETHICS OF LIBRARIANSHIP:

According to Memoriya (1987) the performance of human beings and their behavior when engaged on a particular job is influenced by intangible, psychological and social factors, such as family breeding, education, personal likes and dislikes, emotions, job conditions, the welfare facilities and privileges available to them. While at work, recognition of their work, the wages of salaries they receive and above all, job satisfaction and the material rewards or punishment they receive, to deal with them effectively, Therefore, it is quite difficult and at the same time a very challenging and difficult job from that of handling inanimate resources. Human beings have to be handled with great care by the personnel manager.

Effective functioning of a library depends upon sound personnel management. Personnel management encompasses, recruitment of employee, salary administration,
training and staff development, performance evaluation, personal policies, strength of staff etc.

Today's librarianship demands new skills and competencies like analytical skills, communication skill, computer skill, conversation and presentation skills, cooperative attitude, editing competencies, information retrieval competency, instruction competency, manpower utilization competency, material acquisition competency, network library skill and prediction of future information environment. These competencies together point out to the need for expert professionalization.

5.3.1 Professional Ethics and Job Satisfaction of Librarians:

Ethics of librarianship is essential element of library profession which denotes the conduct and behaviour of individual. According to concise Oxford Dictionary of English language (2007) ethics means “a set of moral principles.” Ethics of librarian is very important in library profession. According to Deivanai and Selvam (2010a) “The field of ethics also called, moral philosophy, involves systematic offending and recommending concept of right and wrong behavior. A set of moral principles and code of conduct is a necessary guide to professional behaviour.

The general social ethics of any profession according to Kumar (2002)

1. Understand the user need
2. Social obligations of the library
3. Social behaviour
4. Equality before service
5. Moral responsibility.

Memoria & Gankar (2008) defines the code of ethics of a member of the National Institute of personnel Management, as follows:

- Uphold the honor and dignity of the profession and the institute;
- Observe and maintain integrity as the keynote of professional conduct and shall perform professional duties with fairness, impartiality, fidelity, and dedication to the cause of the profession;
- Recognize and accept the dignity and worth of an individual as a human being; irrespective of race, religion, language, case or creed, and stride for development of his personality;
- Co-operate in maximizing the effectiveness of the profession by exchanging freely information and experience with others and by
contributing to the development of the profession to the best of their ability;

- Maintain at all times an open mind with regard to problems that have to be dealt with in the course of work and approach the problems of others with understanding.

- Not allow any interest other than professional to interfere with any official work;

- Strive unceasingly for self-development by acquiring ever increasing knowledge, skill and experience related to the profession;

- Endeavor to extend public knowledge on professional matters and try to eliminate misconceptions and misunderstandings about the profession;

- Express publicly an opinion on professional matters only when it is founded on adequate knowledge and honest conviction;

- Endeavor to give credit for professional work to those to whom it is due;

- Endeavor to provide opportunities for the development and advancement of professional men who work with team.

- Uphold the principle of appropriate remuneration for those engaged in professional work.

- Not associate in work with another member who does not conform to ethic standards and not hesitate to bring to the notice of the institute any unethical practice adopted by any member of the institute;

- Be faithful to employer or client and present clearly to him consequence to be expected if professional advice is not accepted;

- Advise engagement of specialists when convinced that such services are in the best interests of employer or client and shall cooperative with in their work.

- Follow professional principles and practices tactfully and courageously, keep in mind the principles of equity in the fair distribution of work and reward

- Promote the concepts, methods, skills and techniques in the fields that contribute to productivity, growth, profitability and employee satisfaction.
• Not disclose any information of a confidential nature that may acquire in the course of professional work without obtaining the consent of those concerned and
• Not accept or offer any improper gratification in any form or manner whatsoever in connection with, or in the course of, his professional work.

As per Mittal (2009) Ethics of librarianship is an essential element of library profession, denotes the conduct and behavior of those who adopt the profession. Following are the principles to be observed by a library professional.

Duty to profession:

• The exalted profession of librarianship being a learned profession has public service as its ideal.
• To maintain the high ideal a librarian should cultivate professional habits.
• A librarian should never do anything which mars the profession or which undermined its foundations.
• Every librarian should try to help his fellow professionals and maintain cordial relations with them.

Duty to staff:

• Each member of the staff should be treated by the librarian as colleague.
• They should be encouraged to realize their work, it is essential for the smooth working of the whole establishment.
• A librarian should maintain cordial relations with his colleagues.
• Observe dignity of labour.
• One should sacrifice self and provide service to the staff below

Duty to himself:

• A librarian should continually try to improve his professional knowledge and skill.
• One should attend in service and refresher courses.
• The librarian should read books periodicals and other documents on the subjects

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• He should enroll as a member of professional associations and participate in the conferences, seminars etc organized by these bodies.

Commitment to parent Institution:

• The librarian should faithfully learn and execute the policies of the parent institution.
• He must avoid any personal financial gain at the cost of the parent institution.
• He should be fair in dealing with staff appointment, promotion etc. And while writing confidential reports of the staff working under him.

Duty to the Reader/User Interfacing:

• Library is a storehouse of knowledge. The library professional should make this knowledge accessible to all irrespective of their caste, creed or religion.
• Every one coming to the library is a learner, whether he is a renowned intellectual, a neo literate, or a child. All of them should be given equal attention.
• The librarian should establish a cordial relation with users, after all both are seekers of knowledge.
• A librarian is called the guide, the philosopher and the friend of the scholars.
• He must find out requirement of the users as well as fulfill their requirements.
• The librarian should have efficiency to guide the reader in proper way.

The societal Responsibility:

• The library staff should participate in social activities, pay attention to books and documents which support all human activities.
• Books and documents in fact are corporate memories of the entire human community and therefore deserve to be preserved and protected. One has to view the library as an indispensable institution for the society.

According to Devianai and Selvam (2010b) Ethics helps the professioner to understand the users better and to evolve new system and services to meet their
demand. Satisfied professionals can keep service orientation in their professional work, take pride in the ethos, activities and services they renders they encourage their subordinate professionals with their own exemplary services. They contribute to the field by research, technique and dissemination through literature.

Code of conduct indicates the standards of behavior expected from a member of a profession. According to Chatterjee (2005) “It is a science of right conduct and character the science which treat of the nature and grounds of moral obligation, the doctrine of Man’s duty in respect of himself and the rights of others. These rules applied to one’s profession, then constitute professional ethics”

General code of ethics for librarianship is based on -

a. Loyalty to own work institutes the society fellow professionals and above all the self integrity of character.
b. Cooperation and team spirit in library work
c. Service above self
d. Devotion to duty
e. Impartiality and fairness in dealing with staff, users of libraries, vendors and all concerned ones.
f. Allegiance to the laws of country

Ethics normally indicate the standards of behavior, expected from members of a profession. It sets out the behavior, duties and standards which are expected to fellow by professionals.

5.3.2 Code of Ethics for Librarianship:

Linge (2008a) have listed the various codes of ethics for Librarianship profession adopted by number of countries includes:

1. The librarianship professional shall treat library users with respect and good judgment, impartially and equally.
2. The librarianship professional shall safeguard democratic values
3. The librarianship professional should be loyal to his/her institution and contribute to it’s reputation.
4. The librarianship professional should provide the best possible service within available resources.
5. The librarianship professional should show concern for the conservation and preservation of our information heritage.
6. The librarianship professional should ensure a stable basis for the development civilization. And is performed by preserving and transmitting written human knowledge.

7. The librarianship professional shall strive to provide access to user’s collective heritage and to information, regardless of medium.

8. The librarianship professional shall strive impartially to achieve to goals of library.

9. The librarianship professional shall strive to make the services of the library versatile, high quality and readily accessible.

10. The librarianship professional should protect user’s privacy as regards personal data, searched items and information.

11. The librarianship professional should show commitment in maintaining and improving personal professional knowledge skills and competencies.

12. The librarianship professional should neither abuse his/her position for his/her individual profit nor engage in unethical practices.

13. The librarianship professional shall show respect for other profession’s ethical rules and professional skills.

There are certain situations where the librarian has to use an ethical code to decide whether the rights are important or the consequences are important. More often librarians have to face many ethical issues. If librarian is satisfied he will refer to guidelines, policies, law and own conscience and take their own decisions as to what is right and what is wrong.

On the ethics front a satisfied professional librarian maintains high ideal & tries to cultivate professional habits in the subordinates. A satisfied librarian will always follow the ethics & maintain cordial relations with his colleagues observe dignity of all & sacrifice to the subordinates.

5.4 LIBRARIAN AS PUBLIC RELATION OFFICER:

The challenges of academic library and information services demand learning, information systems, services, speed, responsiveness and capability. The demands can be fulfilled only by providing persons with good academic background, professional skills and expertise leadership for accomplishment of the library activities. United efforts of library staff can achieve the objectives of the library. Librarian can shape
the library work culture. Library management has to evaluate every person regarding one’s inherent qualities and performance as well as to guide the persons to attain the desired lends of capabilities.

Librarian is a key factor to manage the library activities, effective functioning of a library depends on professionally trained, subject specialist, aggressive, innovative, proactive in attitude, and satisfied librarian. He is responsible for planning, organization and direction of the main functions of the library service. He keeps in mind the policies of the library.

Thus the librarian moves from being a knowledge keeper to knowledge navigator, caretaker of resources to generous resource share, and library educator to content manager. All such roles demand that the librarian should possess a wider set of skills and competencies to face the new challenges of the world.

According to Dhiman (2008b) library manager has to be an effective leader with the ability to influence subordinates and colleagues to work willingly towards the attainment of library objectives. The ability to comprehend the behavior of people and the motivation force to which they respond, the ability to inspire, and the ability to create an environment responsive to motivation and are considered to be the most significant attributes of a manager.

Librarian should work as public relation officer. College librarians are the soul in the body of the educational systems and play a very important role in teaching learning process. The information collected and disseminated by the libraries decide the quality of teaching learning process in institute or college.

Librarian’s attitude is a very much important in any library. Librarian is responsible to identify user’s need and anticipate them. Friendly interaction with the users assures the highest level of satisfaction among them. Quality of library services can not be improved only through new technologies but it also requires change in human attitudes. Chaudhari (2010a) says “We feeling” attitudes among “Server and receiver” can assure the highest level of satisfaction among both librarian and users. Dr. Ranganathan’s idea of knowing user community, identify their needs and anticipate them, individual care, cheerful assistance to user, friendly attitude towards users, tailoring policies, program and techniques according to users needs. All these insist for responsive user-influenced services and procedures and have a strong tendency towards innovation and urge to excel.
Public relations mean the act or process of putting the library into cordial and understanding relationship with all the people of the community. Public relation work in academic library is multi-faceted and multi dimensional activity. Public relations concerns with the cordial relations with the faculty and students, thereby developing the library.

According to Dhiman & Sinha (2002a) Basic requirement for good public relations require ....

1. A friendly and enlightened library administration,
2. A well qualified service spirited and courteous staff
3. Adequate service, facilities and loan privileges.
4. Committed and satisfied staff.

Hence it can be said that public relations is one of the important work of all library works for improvement and proper sanctioning of academic libraries. It is also necessary to have courteous committed and satisfied library staff to improve academic library activities.

The librarian has a challenging part on his realization as a public relation officer of the library. Following can be the media of publicity to interpret the service of the library.

1. Preparation of annual report of library
3. Holding of Book exhibition.
4. Orientation to newly users.
5. Book talk
6. Celebration of library day
7. Library guidance through location charts and guide labels.

Many more activities can be added to make library popular. All such activities are necessary for creating reading habit among the students, teachers & staff of the institute.
Objectives of the public relation programs in libraries as given by Dhiman & Sinha (2002b) are:

- To create library consciousness among the people of the community;
- To spotlight the existence of libraries, where they are located, what they contain, and to identify the services they can render help to people in their informal self-education;
- To enrich further development of the subjects on which individuals are undertaking formal education to help people remain well-informed;
- To make constructive use of their leisure hours;
- To become good citizen.
- To help people remain well-informed;
- To appreciate the value of democracy; and
- To increase their theoretical knowledge of their vocations.

Librarian has to educate students, teachers and management people about the progress and problems of library. If the librarians brilliantly follow the above objectives, the users will come to know all about library activities and services. This is possible only if the librarian looks beyond user's expectation and keeps close cooperation with the faculty.

The daily association of library staff with faculty and students is more important than any other type of library interpretations. Courtesy, consciousness, understanding, sympathy and adaptability at reference and loan desks are the pre-requisites for making the library services popular.

As per Khanna (1995c) the types of activities which appeal most to the librarians include the followings:

1. Development of international cultural relations;
2. Compilation and publication of major bibliography and union lists;
3. Establishment of regional union catalogues and bibliographical centers;
4. Description of the holdings of individual libraries and groups of libraries;
5. Improvement of book collection;
6. Improvement and support of education for librarianship;
7. Development of physical facilities for the photographic reproduction of materials;
8. The reduction of costs of library technical operations;
9. The re-classification of library collections;
10. The study of specific aid to learning; and
11. The accomplishment of activities leads to promotion of research.

Hence librarian’s satisfaction is important. Confident and enthusiastic professional thought and latest techniques of operating libraries earns confidence and respect.

The librarian is a manager of the library of knowledge, must have the ability to energize, direct and sustain the behavior of his staff of library. He is a person who is responsible for creating work environment, with spontaneous and innovative work. To make the library effective and efficient, the librarian as a manager must be satisfied with staff, salary, working environment and management conditions.

A satisfied librarian will also continue to upgrade his professional skills, he will attend refresher courses, he will gain knowledge on the subject & also enroll himself as a member of professional association & participate in seminars & conferences.

A satisfied librarian will faithfully execute the policies framed by the management. He will always see institution’s interest prior to his own. A satisfied librarian follows the ethics, will always work impartially & will be fair with staff appointment & promotions. Hence professionalism and ethics occupy prime qualities in the success of a librarian.

5.5 ESSENTIAL ISSUES TO JOB SATISFACTION IN LIBRARIANSHIP:

Librarian plays a key role in synchronizing the efforts of its elements towards a common objective. Librarian’s mindset is very important as he is the key element monitoring the functioning of the library. There are some key issues which have a direct influence on his satisfaction level those issues are:

i. Salary:

Salary is one of the significant factors in job satisfaction. Salary and wages not only help one to attain their basic needs but provide upper level need satisfaction. Salary plays a significant role in influencing job satisfaction. Money is an important
factor in fulfilling one’s needs and employees often see pay as a reflection of management’s concern towards their efforts.

ii. **Infrastructure at his disposal:**

   If the infrastructural facilities on the job in the organization are better the person will be more satisfied, as it helps in efficient working. If these are worse, librarian will feel dissatisfied. Good working conditions are needed to spend the required time at the work place. According to Luthans (2009) if the infrastructural facilities are good, the personnel will find it easier to carryout their job. If infrastructural facility is poor, personnel will find it more difficult to get things done.

iii. **Training facilities made available to him:**

   Opportunities should be given to the employees who have proved their worth to attend the workshops, conference, seminars & symposiums which will make him familiar with latest development.

   Librarian can get exposure to wider work situations & he will feel satisfied. Above training program can strengthen weak areas of one’s job performance & updates professional knowledge & enhance skills. According to Agarwal & Tailor (2009) a trained person better knows how to behave & interact with others, training instills high morale & develops discipline in the employees. It minimizes employee grievances & improves satisfaction & coordination among employees.

iv. **Motivation from management:**

   Human resources are essential and most important resources in the library. If the library personnel are rightly motivated can achieve the results oriented targets & sincerely feel a sense of belonging to the organization.

   Robbins (2004) defines motivation as “the willingness to exert high levels of efforts towards organizational goals. It is one of the methods of inducing person on job to get the work done effectively & to have best results out of minimum efforts. It is the most important function of the management to inspire & motivate the people to do work with zeal and enthusiasm for the accomplishment of library objectives”.

   It is said that a motivated employee is highly productive. Motivation, like perception and learning is a construct of interweaving variables which is defined in terms of antecedent conditions & consequent behavior.
v. Cooperation from Subordinates:

According to Mahapatra (2002) the library professionals are required to communicate efficiently and creatively with ever-increasing satisfaction. All the activities can be efficiently performed through team work with the participation & collaboration of all the library personnel.

Library work is team work, library professionals need to work together because intrapersonal relationship is one of the most important factors to determine job satisfaction. Generally it is assumed that “Better the cooperation among employees higher the job satisfaction”. According to Sirya (2011), human behavior is directly correlated to the degree of satisfaction of need. An unsatisfied soul can not give satisfactory results.

Librarian is the person who has to be vigilant and conscious to keep existing high ideals alive. They should build healthier traditions for the steady growth of this profession, one can measure the success of any professional through the services they perform and render to the public or users.
References:


