JOB SATISFACTION AMONG LIS PROFESSIONALS WORKING IN THE HIGHER EDUCATION SECTOR OF JAMMU & KASHMIR, INDIA: A CASE STUDY

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The present study attempts to assess the job satisfaction among the Library and Information Science professionals working in the higher education sector of Jammu & Kashmir state of India. Some of the aspects associated with job satisfaction among LIS professionals include, respondent's choice of profession, importance of job rotation, respondent's job satisfaction with their present employer, role of professional bodies in protecting the welfare interests of employees, job security, work environment, interpersonal relationship, recognition, advancement, institutional administration etc.

Keywords: Library Professionals, Job Satisfaction, Jammu & Kashmir, Higher Education,

INTRODUCTION

In the modern day world, the skilled and trained human resource are considered as assets for any institution/organization. Gone are the days when the industrial organizations or other institutions used to pay less or no attention towards the welfare measures of their employees. An institution or organization which is aimed at the welfare and the betterment of its human resource is bound to prosper leaps and bounds and the organization which pays no heed towards the welfare interests of their employees are bound to suffer in many ways. The same holds true about the library and information science professionals. The case is simply, the employees who are satisfied with their job turn out productive for their institution or organization, while as, the job dissatisfaction among employees affects the overall productivity of an institution or an organization.

In the present times, it is obligatory on the part of an employer to ensure the wholesome welfare of its employees, so that employees may reflect satisfaction with their jobs. Job satisfaction and dissatisfaction depends on various variables, and some of the key variables identified from time to time by the researchers, which influence the job satisfaction include, job security, salary, work environment, working hours, interpersonal relationship, recognition, advancement and various other factors. If an employee reflects job satisfaction on any one or two of these account, does not necessarily mean that an employee is satisfied with his/her job. In the same way, job dissatisfaction on one or the two such accounts does not mean that an employee is dissatisfied with his job. However, it is equally true that job satisfaction or dissatisfaction on a single account may immensely influence the overall job satisfaction or dissatisfaction of an employee.

Given the fact, the definition of job satisfaction varies considerably from one individual to another individual. Some of the common definitions of job satisfaction given by different researchers are, Job satisfaction is an effective response an employee has towards his work and organization [1]. Similarly, Ejiogu [2] defined job satisfaction as the social and psychological well-being of an

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employee, while as Middlemist & Hitt [3] viewed it as having good or bad feelings about one's job and the work environment. Job satisfaction is about being contented psychologically, physiologically and the environmentally and to have a positive effect of the work done and the environment along with being emotionally attached with one's job [4, 5].

The undergoing study assesses the job satisfaction among the library and Information Science professionals working in the higher education sector of Jammu and Kashmir, India. The study covers the library professionals working across seven state universities, two central universities, one NIT, IIT, IIM, IIIM and over 175 government and private colleges functioning across the state, which apart from general academic institutions include, professional's colleges, like medical colleges, dental colleges, nursing colleges, engineering colleges, etc.

PROBLEM STATEMENT

By and large one can find a mixed response among the library professionals, when asked about their level of job satisfaction. The majority of the library professionals can be easily seen complaining of their contribution towards the teaching and research activities of their institution not being recognized by their institutional administration. Glitches in advancement, issue with regard to social standing, weaning importance of the profession and the professionals are some of the common issues with which library professionals can be easily seen battling with. Accordingly, to assess the perception of library professionals of the Jammu and Kashmir about all such issues, the idea was conceived to limit the study among the library professionals working in the higher education sector of the Jammu and Kashmir state. of people associated with agriculture for their livelihood.

OBJECTIVES OF THE STUDY

The following objectives may be stated for the present study:

- To assess the overall job satisfaction among the Library and information Science professionals working in the higher education sector of Jammu & Kashmir, India.

- To study the perceptional variations about job satisfaction among the male and the female library professionals across the state.

- To examine the satisfaction level of library professionals of the state in the areas of job security, work environment, recognition, advancement, interpersonal relationship etc.

- To identify the major factors, which influence the job satisfaction among the Library and information Science professionals in general and those working in the higher education sector of Jammu & Kashmir in particular.

RESEARCH METHODOLOGY

To undertake the study, data were collected from the library professionals working in the higher education sector of the Jammu & Kashmir state. In all, 264 responses were collected all across the state, covering over 175 government and private colleges, 09 universities and the institutes of national importance, like IIT, IIM, NIT, IIIM. Data were collected from the respondents by circulating a questionnaire, specially designed in the light of the objectives of the study for the purpose. The questionnaires were circulated among the respondents by using three different modes, viz., by sharing the link of the online questionnaire through social media and on the email addresses of the respondents, two by sending printout of the questionnaire to the respondents through post at their official address along with a self-addressed stamped envelope to facilitate the return of the filled in questionnaire. And thirdly the questionnaires were circulated and collected in person by visiting the respondents at their respective workplaces.

After the screening, the collected responses were updated on the MS excel for the ease of filtering the data and to perform other simple mathematical expressions like addition, subtraction, drawing percentage etc.

LITERATURE REVIEW

Researchers all across the world have undertaken studies to evaluate the job satisfaction among employees in general and the Library and Information Science professionals in particular. While studying the relationship between the job satisfaction and emotional adjustment [6] found less than one third of the respondents dissatisfied with their job, while as individual psychology, physiology and the environmental factors have a detrimental effect on job satisfaction among employees. Salary is not the sole factor which contributes to the job satisfaction, but the work environment, which extends opportunities to employees to explore themselves and to hone their skills helps a great deal in gaining overall job satisfaction, observed while studying the attitude of junior library staff in Nigerian Universities. Etuk [7] also emphasized over the need of involving the junior staff in the decision making process, which serves a feeling among employees of being connected with the institution, hence a source of satisfaction among employees in its own way. The overall economic health of a country also affects the job satisfaction among employees. The library and Information Science professionals working in the developed countries reflect higher levels of job satisfaction than those working in the developing and poor countries [8].

Kaya [9] observed that the factors like, job security, responsibility, authority and work conditions significantly contribute towards the job satisfaction of an employee. Some other factors which contribute to the job satisfaction among LIS professionals, as identified by Hyder & Batool [10] and Pandita & Domnic [11], include, physical environment, social prestige, ICT infrastructure, rewards, organizational culture, the nature of work, age, gender, hygiene, job security, communication, supervision, promotions etc. The library profession appeals to both the genders equally, as both the male and the female professionals can be seen working in the library systems all across the world. The majority of library professionals in the Taiwan are females, but with lower levels of job satisfaction [12]. In a similar study, Clark [13] reported that women tend to reflect higher levels of job satisfaction than men, while as Ward, [14] found no such considerable difference in the job satisfaction among library professionals at the gender level.

Library professionals show a positive attitude towards their work, but show lower levels of job satisfaction when it comes to their social status, work conditions and salary, observed Dukić [15], while studying the Eastern Croatian Library professionals. This dissatisfaction among LIS professionals actually varies from component to component [16]. There is a considerable need to improve the work conditions of the library professionals, along with the funding to libraries and promotions, observed Adio & Popoola [17] while, analysing the data collected from 381 library professionals working across 24 university libraries in Nigeria. The researchers also recommended extending the incentives like, housing loan, car loan, study leave, allowances etc., to the library professionals for better job satisfaction.

The aspects like pay, promotion, work conditions, interpersonal relationship, management and leadership were found as key components of job satisfaction [18]. In a similar study, Murray [19] while studying the library professionals of the North Carolina University found that compared to library paraprofessionals, library professionals showed a higher degree of job satisfaction in the areas of interpersonal relationship, recognition, pay and promotions, while as the variables like, age, gender, marital status, and length of service have no significant correlation with the job satisfaction as reported by Alao [20]. Management of an institution acts as a key to the overall job satisfaction among library professionals [21].

A good number of studies have been undertaken on the job satisfaction among the LIS professionals across India [22, 23, 24, 25, 26, 27& 28]. Some of the general observations made by these researchers include, that job security is one of the important aspects of job satisfaction, while as experienced and highly qualified library professionals were found to have better job satisfaction than under qualified and lesser experienced professionals. Job characteristics were found to have a very significant impact on the job satisfaction, which is independent of gender influence and so has application of IT improved the level of job satisfaction among LIS professionals. Disparities in nomenclature, grade, and designation among different carders of library professionals were found equally a reason for job dissatisfaction among the LIS professionals.

Learning new skills, advancement, delegation of authority and communicating freely both vertically and horizontally are some of the key areas towards which library professionals are motivated [29]. Motivation increases the productivity and reduces the absenteeism among employees [30], so does compensation in the form of salary and rewards motivates an employee to fulfill his professional commitments and increases job satisfaction [31]. Also, performance evaluation and promotions enhance the job satisfaction, while as, the responsibility and the decision making has a negative effect on job satisfaction [32].

The variables like optimism, emotional stability and teamwork, work style, and drive to work results into the variation in job satisfaction among employees up to 20% [33]. The love hate relationship was observed by [34] among the African library professionals, while studying the job satisfaction. Hart found that, if on one hand, 61% respondents showed satisfaction with their job, but on the other hand 50% showed their willingness to change their job. And those who showed dissatisfaction with their job, was primarily on account of, Inadequate resource, stagnation and remunerations.

DATA ANALYSIS AND RESULTS

The data were structured on the MS Excel keeping in view the objectives of the study. The data were analysed by using simple mathematical expressions like, addition, subtraction, drawing percentage etc. Percentage at most of the places has been rounded off to 100% figure.

Table 1: Biographic Information about respondents

Response Variables	Gender → Information↓	Gender		Total	
		Male (%)	Female (%)	Freq (%)	CF%
Total Resposes	**Gender**	117 (44.3)	147 (55.7)	264 (100)	100
Age group (years)	Under 25 26-35 36-45 46-55 Above 56 Prefer not to say	02 (0.8) 48 (18.3) 50 (19.1) 13 (4.9) 04 (1.5) -	05 (1.9) 53 (20.2) 47 (17.9) 30 (11.5) 10 (3.8) 02 (0.8)	07 (2.7) 99 (37.5) 97 (36.7) 43 (16.3) 14 (5.3) 02 (0.8)	2.7 40.2 76.9 93.2 98.5 100
Work Experience (Years)	Less than 01 2 – 5 Years 6 – 10 Years 11 – 15 Years 16 – 20 Years Above 20 Years Prefer not to say	04 (1.5) 32 (12.1) 28 (10.6) 35 (13.3) 11 (4.2) 07 (2.7) -	06 (2.3) 33 (12.5) 36 (13.6) 23 (8.7) 16 (6.1) 30 (11.4) 03 (1.1)	10 (3.8) 65 (24.6) 64 (24.2) 58 (22.0) 27 (10.2) 37 (14.0) 03 (1.1)	3.8 28.4 52.6 74.8 85.0 99.0 100
Professional Qualifications	Certificate Course B.Lib.Sc/BLISc M.Lib.Sc/MLISc M.Phill Ph.D Prefer not to say	03 (1.1) 10 (3.8) 74 (28.0) 07 (2.7) 13 (4.9) 10 (3.8)	14 (5.3) 16 (6.1) 104 (39.4) 05 (1.9) 07 (2.7) 01 (0.4)	17 (6.4) 26 (9.8) 178 (67.4) 12 (4.5) 20 (7.6) 11 (4.2)	6.4 16.2 83.6 88.1 95.7 100
Nature of Job	Full Time Part Time (Daily) Part Time (Occassional) Prefer not to say	109 (41.3) 07 (2.7) - 01 (0.4)	133 (50.4) 10 (3.8) 02 (0.8) 02 (0.8)	242 (91.7) 17 (6.4) 02 (0.8) 03 (1.1)	91.7 98.1 98.9 100

Designation					
Designation	Uni Librarian/equivalent	-	-	-	-
	Uni Dy Librarian/equivalent				
	Uni Sr. Asst Librarian/equivalent-2	02 (0.8)	-	02 (0.8)	0.8
	Uni Asst Librarian/equivalent	12 (4.5)	18 (6.8)	30 (11.4)	12.2
	Information Scientist	35 (13.3)	46 (17.4)	81 (30.7)	42.9
	Professional Assistant/SLA	01 (0.4)	01 (0.4)	02 (0.8)	43.7
	Semi Professional Assistant/LA	06 (2.3)	11 (4.2)	17 (6.4)	50.1
	Junior Library Assistant	41 (15.5)	53 (20.1)	94 (35.6)	85.7
	Library Attendant	10 (3.8)	12 (4.5)	22 (8.3)	94.0
	Prefer not to say	07 (2.7)	04 (1.5)	11 (4.2)	98.2
		03 (1.1)	02 (0.8)	05 (1.9)	100

Of the total responses generated, 117 (44.3%) are male and 147 (55.7%) female respondents, reflecting a fair amount of representation of the library professionals from both the genders. The majority 37.5% respondents are in the age group of 26 to 35 years, followed by 36.7% respondents in the age group of 36 to 45 years. In terms of work experience, the majority, 24.6% respondents have 2 to 5 years of experience, followed by 24.2% respondents having 6 to 10 years of work experience, while as 14% respondents have more than 20 years of experience. The majority, 67.4% respondents are having a Master's degree in Library and Information Science, 9.8% are having a Bachelor's degree and 7.6% doctoral degree in Library and Information Science. Of the total respondents, 91.7% are working on a full time basis, and 6.4% on part time basis. More than 40% respondents are working on the super-ordinate positions (Assistant librarian and above), while as, 57.1% are working as subordinate library professionals.

Table 2: Respondents' choice of choosing Library Profession

Options	Gender		Total (%)
	Male (%)	**Female (%)**	
By Chance	91 (34.5)	45 (38.5)	46 (31.3)
By Choice	170 (64.4)	70 (59.8)	100 (68)
No Response	03 (1.1)	02 (1.7)	01 (0.7)
Total	**264 (100)**	**117 (100)**	**147 (100)**

In reply to a very interesting question about the choice of the library profession, the majority 68% respondents replied of being the library professionals by choice, while as 31.3% replied of being the library professionals by chance. It is quite obvious that those who have opted for the library profession of their own choice may be well aware about the nature of profession, hence can be by and large satisfied with their job. On the other hand, those who are library professionals by chance show lower levels of job satisfaction. Interestingly, compared to 34.5% males, 35.5% females are library professionals by chance, while as against 64.4% male library professionals, 59.8% females are library professionals by choice. It is clearly evident that male respondents are the library professionals more by choice than their female counterparts.

Table 3: Professional Specialization

Options	Gender		Total (%)
	Male (%)	**Female (%)**	
Acquisition	60 (51.3)	63 (42.9)	123 (46.6)
Automation	69 (59.0)	64 (43.5)	133 (50.4)
Cataloguing and Classification	54 (46.2)	70 (47.6)	124 (47.0)
Reference Service	43 (36.8)	42 (28.6)	85 (32.2)
Circuation	62 (53.0)	67 (45.6)	129 (48.9)
Serial Control	24 (20.5)	27 (18.4)	51 (19.3)
Library Administration	56 (47.9)	67 (45.6)	123 (46.6)
Others	01 (0.9)	01 (0.7)	02 (0.8)
Total	117 (100)	145 (100)	264 (100)

In the present day society is an IT driven world. Accordingly, the majority 50.4% respondents have replied that they specialize in library automation activities, while as 48.9% specialize in circulation services. Compared to females, male library professionals specialize more in library automation activities. Circulation is one such activity which every library professional should go through in the beginning of his/her career, irrespective of his/her post and position. The circulation desk exposes a professional to the real time library environment and the type of services which are expected of a library professional.

Cataloguing & classification and acquisition are the other areas in which library professionals specialize. Compared to male library professionals, more female professionals specialize in cataloguing and classification activities of the library. Library administration is generally dominated by senior and super-ordinate library professionals. Serial control or the services related to periodical section, is an area in which lesser number of library professionals specialize. Female library professionals, males hold job rotation more important.

Table 4: Importance of Job Rotation

Options	Gender		Total (%)
	Male (%)	Female (%)	
Very Important	85 (76.2)	102 (69.4)	187 (70.8)
Least Important	18 (15.4)	20 (13.6)	38 (14.4)
Not required at all	04 (3.4)	04 (2.7)	08 (3.0)
Can't Say	06 (5.1)	16 (10.9)	22 (8.3)
No Response	04 (3.4)	05 (3.4)	09 (3.4)
Total	117 (100)	147 (100)	264 (100)

Boredom at workplaces is a common thing, especially in those jobs which are more monotonous and less interactive, hence lesser job satisfaction. While as, job rotation is one of the easy and simple ways to overcome this boredom, hence better job satisfaction. Accordingly, 70.8% respondents are of the view that job rotation is very important for job satisfaction, 14.4% rated it less important, while as, 8.3% are not sure and 3% believe that job rotation is not required at all. At the gender level, compared to female library professionals, males hold job rotation more important.

Table 5: Respondents' level of job satisfaction with their present employer

Options↓	Gender		Total(%)
	Male(%)	Female(%)	
Yes	83 (70.9)	116 (78.9)	199 (75.4)
No	28 (23.9)	26 (17.7)	54 (20.5)
No response	06 (5.1)	05 (3.4)	11 (4.2)
Total	117 (100)	147 (100)	264 (100)

75.4% library professionals are satisfied with their present employer, while as 20.5% have reflected their dissatisfaction with their present employer. Compared to 70.9% male library professionals, 78.9% female library professionals have shown satisfaction with their present employer, while as against 23.9% males, 17.7% females LIS professionals have recorded their dissatisfaction with their present employer. So either way, female library professionals are more satisfied with their job than their male counterparts.

Table 6: Respondents 'areas of satisfaction with their present employer

Gender→ Options↓	Satisfied			Dissatisfied		
	Male (%)	Female (%)	Total (%)	Male (%)	Female (%)	Total (%)
Salary	62 (53)	68 (46.3)	130 (49.2)	44 (37.6)	49 (33.3)	93 (35.2)
Work Environment	79 (67.5)	99 (67.3)	178 (67.4)	18 (15.4)	26 (17.7)	44 (16.7)
Working Hours	60 (51.3)	62 (42.2)	122 (46.2)	19 (16.2)	18 (12.2)	37 (14)
Interpersonal Relationship	61 (52.1)	60 (40.8)	121 (45.8)	12 (10.3)	18 (12.2)	30 (11.4)
Recognition	32 (27.4)	43 (29.3)	75 (28.4)	51 (43.6)	46 (31.3)	97 (36.7)
Advancement	27 (23.1)	38 (25.9)	65 (24.6)	53 (45.3)	52 (35.4)	105 (39.8)
No Response	24 (20.5)	21 (14.3)	45 (17)	29 (24.8)	51 (34.7)	80 (30.3)
Total	117 (100)	147 (100)	264 (100)	117 (100)	147 (100)	264 (100)

The respondents were given freedom to choose as many options as they deem appropriate, while seeking the reply of their satisfaction and dissatisfaction on six different identified areas with their present employer. Accordingly, if on one hand 49.2% respondents are satisfied with their salary, 35.2% have shown dissatisfaction. Similarly, 67.4% are satisfied with the work environment, 16.7% are dissatisfied, 46.2% satisfied with working hours, 14% are dissatisfied, 45.8% are satisfied with interpersonal relationship, 11.4% are dissatisfied.

Recognition and advancement are the two areas in which rate of dissatisfaction is greater than the rate of satisfaction. This clearly indicates that the majority of the LIS professionals are dissatisfied with their career advancement and the recognition of their contribution in the teaching and research activities of their institution by their institutional administration. In the areas of salary, working hours, work environment and interpersonal relationship, male library professionals are more satisfied than their female counterparts, while as, female library professionals are more satisfied in the areas of advancement and recognition than their male counterparts.

Table 7: Respondents' association with professional bodies

Options↓	Gender		Total (%)
	Male (%)	Female (%)	
Are you associated with any professional body			
Yes	43 (36.8)	35 (23.8)	78 (29.5)
No	72 (61.5)	107 (72.8)	179 (67.8)
No response	02 (1.7)	05 (3.4)	07 (2.7)
Total	**117 (100)**	**147 (100)**	**264 (100)**
IF YES, Scope of Professional Associations			
National	23 (19.7)	12 (8.2)	35 (13.3)
Local	07 (6.0)	05 (3.4)	12 (4.5)
Both	13 (11.1)	17 (11.6)	30 (11.4)
Don't know	18 (15.4)	22 (15)	01 (15.2)
No response	56 (47.9)	91 (61.9)	147 (55.7)
Total	**117 (100)**	**147 (100)**	**264 (100)**
Is there any need to have a library association at the local/ State level			
Yes	112 (95.7)	133 (90.5)	245 (92.8)
No	02 (1.7)	07 (4.8)	09 (3.4)
No Response	03 (2.6)	07 (4.5)	10 (3.8)
Total	**117 (100)**	**147 (100)**	**264 (100)**
If yes, how far these professional's bodies play their part in protecting the welfare interests of Library professionals.			
Always	36 (30.8)	51 (34.7)	87 (33)
Sometimes	52 (44.4)	50 (34)	102 (38.6)
Never	06 (5.1)	09 (6.1)	15 (5.7)
Can't say	17 (14.5)	25 (17)	42 (15.9)
No Response	06 (5.1)	12 (8.2)	18 (6.8)
Total	**117 (100)**	**147 (100)**	**264 (100)**

Professional bodies have their own role and responsibility towards protecting the welfare interests of their peers at different levels. Accordingly, only 29.5% respondents were found associated with the professional body, while as the majority, 67.8% replied of not being associated with any professional body. Compared to male library professional's females were found less associated with such professional bodies. 13.3% respondents replied of being associated professional bodies at the national level, while as 92.8% respondents have replied of the need, to have a state level library association in the Jammu & Kashmir to protect the welfare interest of the library professionals. As 33% respondents believe that library associations are always helpful in protecting the welfare interests of the professionals, so do 38.6% respondents rated these associations helpful sometimes.

Table 8: State of Respondents' Employment in Correlation with their Qualification & Experience

Options↓	Gender		Total (%)
	Male (%)	Female (%)	
Fully employed	55 (47.0)	77 (52.4)	132 (50)
Under employed	53 (45.3)	51 (34.7)	104 (39.4)
Mal-employed	04 (3.4)	07 (4.8)	11 (4.2)
No Response	05 (4.3)	12 (8.2)	17 (6.4)
Total	**117 (100)**	**147(100)**	**264 (1000)**

The library professionals were asked to rate their employment, keeping in view their academic attainments, accordingly, 50% library professional viewed of being fully employed, 39.4% rated themselves as under employed and 4.2% as mal-employed. At the gender level, compared to male, more female library professionals have rated themselves as fully employed, while as against 34.7% female library professional 45.3% male library professionals rated themselves as under employed.

Table 9: Respondents' Job Satisfaction level

Statement	Agree	Partly Agree	Can't Say	Partly Disagree	Disagree	No Response	Total
By rewarding employees for rendering exceptional services:							
Male	83 (70.9)	21 (17.9)	05 (4.3)	-	03 (2.6)	05 (4.3)	117
Female	110 (74.8)	22 (15.0)	11 (7.5)	-	-	04 (2.7)	147
Total	**193 (73.1)**	**43 (16.3)**	**16 (6.1)**	**-**	**03 (1.1)**	**09 (3.4)**	**264**
By extending timely promotional benefits							
Male	78 (66.7)	24 (20.5)	04 (3.4)	01 (0.9)	04 (3.4)	06 (5.1)	117
Female	109 (74.1)	27 (18.4)	07 (4.8)	02 (1.4)	01 (0.7)	01 (0.7)	147
Total	**187 (70.8)**	**51 (19.3)**	**11 (4.2)**	**03 (1.1)**	**05 (1.9)**	**07 (2.7)**	**264**
Your contributions will decline significantly, if you are let known that your professional position does not carry any promotional prospects							
Male	42 (35.9)	34 (29.1)	23 (19.7)	08 (6.8)	03 (2.6)	07 (6.0)	117
Female	63 (42.9)	31 (21.1)	32 (21.8)	06 (4.1)	13 (8.8)	02 (1.4)	147
Total	**105 (39.8)**	**65 (24.6)**	**55 (20.8)**	**14 (5.3)**	**16 (6.1)**	**09 (3.4)**	**264**

You don't have better promotional prospectus

Male	39 (33.3)	38 (32.5)	10 (8.5)	07 (6.0)	16 (13.7)	07 (6.0)	117
Female	53 (36.1)	42 (28.6)	18 (12.2)	07 (4.8)	22 (15.0)	05 (3.4)	147
Total	**92 (34.8)**	**80 (30.3)**	**28 (10.6)**	**14 (5.3)**	**38 (14.4)**	**12 (4.5)**	**264**

Job security leads to job satisfaction

Male	84 (71.8)	19 (16.2)	04 (3.4)	01 (0.9)	01 (0.9)	08 (6.8)	117
Female	104 (70.7)	19 (12.9)	16 (10.9)	02 (1.4)	02 (1.4)	04 (2.7)	147
Total	**188 (71.2)**	**38 (14.4)**	**20 (7.6)**	**03 (1.1)**	**03 (1.1)**	**12 (4.5)**	**264**

LIS Professionals working in the private sector show higher level of job dissatisfaction

Male	34 (29.1)	39 (33.3)	29 (24.8)	04 (3.4)	03 (2.6)	08 (6.8)	117
Female	35 (23.8)	38 (25.9)	55 (37.4)	04 (2.7)	11 (7.5)	04 (2.7)	147
Total	**69 (26.1)**	**77 (29.2)**	**84 (31.8)**	**08 (3.0)**	**14 (5.3)**	**12 (4.5)**	**264**

You don't enjoy extra privileges

Male	32 (27.4)	29 (24.8)	20 (17.1)	17 (14.5)	17 (14.5)	07 (6.0)	117
Female	35 (23.8)	30 (20.4)	25 (17.0)	11 (7.5)	39 (26.5)	07 (4.8)	147
Total	**67 (25.4)**	**59 (22.3)**	**45 (17.0)**	**23 (8.7)**	**56 (21.2)**	**14 (5.3)**	**264**

Your work & contribution is not being recognized

Male	26 (22.2)	31 (26.5)	17 (14.5)	12 (10.3)	22 (18.8)	09 (7.7)	117
Female	22 (15.0)	48 (32.7)	24 (16.3)	13 (8.8)	34 (23.1)	06 (4.1)	147
Total	**48 (18.2)**	**79 (29.9)**	**41 (15.5)**	**25 (9.5)**	**56 (21.2)**	**15 (5.7)**	**264**

You find yourself always at the cross roads of library- rules and regulations

Male	26 (22.2)	30 (25.6)	21 (17.9)	10 (8.5)	17 (14.5)	13 (11.1)	117
Female	36 (24.5)	37 (25.2)	35 (23.8)	08 (5.4)	25 (17.0)	06 (4.1)	147
Total	**62 (23.5)**	**67 (25.4)**	**56 (21.2)**	**18 (6.8)**	**42 (15.9)**	**19 (7.2)**	**264**

There is no competition among peers

Male	20 (17.1)	34 (29.1)	21 (17.9)	09 (7.7)	23 (19.7)	10 (8.5)	117
Female	26 (17.7)	35 (23.8)	29 (19.7)	20 (13.6)	32 (21.8)	05 (3.4)	147
Total	**46 (17.4)**	**69 (26.1)**	**50 (18.9)**	**29 (11.0)**	**55 (20.8)**	**15 (5.7)**	**264**

Salary is always a consideration for job satisfaction

Male	44 (37.6)	32 (27.4)	12 (10.3)	12 (10.3)	11 (9.4)	06 (5.1)	117
Female	62 (42.2)	20 (13.6)	18 (12.2)	14 (9.5)	25 (17.0)	08 (5.4)	147
Total	**106 (40.2)**	**52 (19.7)**	**30 (11.4)**	**26 (9.8)**	**36 (13.6)**	**14 (5.3)**	**264**

You are always open to suggestions, advices and assistance

Male	68 (58.1)	23 (19.7)	10 (8.5)	04 (3.4)	04 (3.4)	08 (6.8)	117
Female	83 (56.5)	30 (20.4)	16 (10.9)	09 (6.1)	03 (2.0)	06 (4.1)	147
Total	**151 (57.2)**	**53 (20.1)**	**26 (9.8)**	**13 (4.9)**	**07 (2.7)**	**14 (5.3)**	**264**

You are able to manage your ends from the earnings you make from LIS profession

Male	47 (40.2)	34 (29.1)	12 (10.3)	10 (8.5)	06 (5.1)	08 (6.8)	117
Female	69 (46.9)	45 (30.6)	15 (10.2)	05 (3.4)	07 (4.8)	06 (4.1)	147
Total	**116 (43.9)**	**79 (29.9)**	**27 (10.2)**	**15 (5.7)**	**13 (4.9)**	**14 (5.3)**	**264**

The respondents were asked to record their opinion on different parameters about achieving greater job satisfaction among the LIS professionals, accordingly, 73.1 % respondents believe that employees should be suitably rewarded for their exceptional job performance, as this serves as a means of job satisfaction. Similarly, 70.8% respondents believe that extending timely promotional benefits to library professionals will help in attaining greater job satisfaction. As, 39.2% respondents admitted that their performance will decline significantly if they will come to know that they will not be extended any promotional benefits. Still more, 34.8% respondents fully and 30.3% respondents partly agreed with the statement that library professionals have less promotional prospects. If on one hand, 71.2% respondents are of the view that job security is an important aspect of job satisfaction, on the other hand 26.1% have viewed that LIS professionals working in the private sector show lower levels of job satisfaction, so do 29.2% partly agreed with the statement. The majority, 29.9% respondents partly agreed with the view that the contribution of LIS professionals is not being recognized by their institutional administration.

Similarly, 25.4% respondents viewed that library professionals do not enjoy extra privileges, 25.4% find themselves at the crossroads when it comes to library rules and regulations. The majority 26.1%, partly agreed with the view that there is no competition among peers, while as 40.2% respondents believe that salary is always a consideration for job satisfaction and so do 43.9% respondents viewed of being able to manage their ends from the earning they make from LIS profession.

Table 10: Respondents' opinion on professional areas

Statement	Always	To some Extent	Very Rarely	Never	Can't Say	No Response	Total
Do you find your job meaningful							
Male	57 (48.7)	31 (26.5)	12 (10.3)	07 (6.0)	04 (3.4)	06 (5.1)	117
Female	93 (63.3)	25 (17.0)	11 (7.5)	09 (6.1)	03 (2.0)	06 (4.1)	147
Total	**150 (56.8)**	**56 (21.2)**	**23 (8.7)**	**16 (6.1)**	**07 (2.7)**	**12 (4.5)**	**264**
How far your senior library professionals cooperate with you at work place							
Male	52 (44.4)	28 (23.9)	18 (15.4)	06 (5.1)	05 (4.3)	08 (6.8)	117
Female	77 (52.4)	29 (19.7)	21 (14.3)	06 (4.1)	05 (3.4)	09 (6.1)	147
Total	**129 (48.9)**	**57 (21.6)**	**39 (14.8)**	**12 (4.5)**	**10 (3.8)**	**17 (6.4)**	**264**
How far a pensionable job plays its part in job satisfaction							
Male	59 (50.4)	33 (28.2)	09 (7.7)	06 (5.1)	03 (2.6)	07 (6.0)	117
Female	88 (59.9)	35 (23.8)	10 (6.8)	04 (2.7)	04 (2.7)	06 (4.1)	147
Total	**147 (55.7)**	**68 (25.8)**	**19 (7.2)**	**10 (3.8)**	**07 (2.7)**	**13 (4.9)**	**264**
How far is a transferable job important for job satisfaction							
Male	23 (19.7)	50 (42.7)	26 (22.2)	07 (6.0)	05 (4.3)	06 (5.1)	117
Female	31 (21.1)	59 (40.1)	29 (19.7)	12 (8.2)	08 (5.4)	08 (5.4)	147
Total	**54 (20.5)**	**109 (41.3)**	**55 (20.5)**	**19 (7.2)**	**13 (4.9)**	**14 (5.3)**	**264**

To some other pertinent questions leading to job satisfaction, 56.8% respondents find their job always meaningful, 48.9% professionals always find senior library professionals cooperative. 55.7% respondents viewed that pensionable job is important for the overall job satisfaction of an employee, so do

majority 41.3% respondents believe that transferable job is important for the job satisfaction. At the gender level female library professionals find their job more meaningful, find their seniors more cooperative and find pensionable job more satisfying than men, while as male library professionals find a transferable job more important than female professionals. The respondents were asked some dichotomous questions to assess their job satisfaction. Respondents were asked as if they are looking for some different job other than library profession, 71.6% replied no, while as 26.1% replied yes. The professionals looking for a different job are obviously dissatisfied with their present job. Similarly, 63.3% respondents replied that they won't leave their present employer if offered the same position in any other organization.

Table 11: Respondents' Opinion on Some Dichotomous Professional Observations

Statement	Yes (%age)	No (%age)	No Response (%age)	Total
Are you looking for a different job other than library profession				
Male	38 (32.5)	75 (64.1)	04 (3.4)	117
Female	31 (21.1)	114 (77.6)	02 (1.4)	147
Total	69 (26.1)	189 (71.6)	06 (2.3)	264
Would you leave your present employer if offered same position by any other institution?				
Male	38 (32.5)	72 (61.5)	07 (6.0)	117
Female	47 (32.0)	95 (64.6)	05 (3.4)	147
Total	85 (32.2)	167 (63.3)	12 (4.5)	264
Do library professionals enjoy social status at par with other teaching professionals				
Male	37 (31.6)	73 (62.4)	07 (6.0)	117
Female	57 (38.8)	87 (59.2)	03 (2.0)	147
Total	94 (35.6)	160 (60.6)	10 (3.8)	264
Are you satisfied with the salary you are being paid in proportion to work you do				
Male	50 (42.7)	61 (52.1)	06 (5.1)	117
Female	82 (55.8)	64 (43.5)	01 (0.7)	147
Total	132 (50.0)	125 (47.3)	07 (2.7)	264
Are you being recognized and appreciated at work				
Male	74 (63.2)	38 (32.5)	05 (4.3)	117
Female	109 (74.1)	31 (21.1)	07 (4.8)	147
Total	183 (69.3)	69 (26.1)	12 (4.5)	264
Do you feel valued and affirmed at work				
Male	76 (65.0)	33 (28.2)	08 (6.8)	117
Female	105 (71.4)	38 (25.9)	04 (2.7)	147
Total	181 (68.6)	71 (26.9)	12 (4.5)	264
Have you served in institutional advisory committee?				
Male	36 (30.8)	73 (62.4)	08 (6.8)	117
Female	43 (29.3)	97 (66.0)	07 (4.8)	147
Total	79 (29.9)	170 (64.4)	15 (5.7)	264
Do you find your work related assignments meaningful				
Male	88 (75.2)	24 (20.5)	05 (4.3)	117
Female	122 (83.0)	18 (12.2)	07 (4.8)	147
Total	210 (79.5)	42 (15.9)	12 (4.5)	264
Are you aware of what is expected of you at work				
Male	93 (79.5)	18 (15.4)	06 (5.1)	117
Female	112 (76.2)	30 (20.4)	05 (3.4)	147
Total	205 (77.7)	48 (18.2)	11 (4.2)	264

The majority of respondents (60.6%) believe that library professionals do not enjoy the social status at par with the other teaching professionals, however the majority, 50% respondents have shown satisfaction with the salary, while as 47.3% are dissatisfied in term of salary they draw.

Although, 69.3% respondents viewed that they are being recognized and appreciated for their work by their institutional administration, but 64.4% respondents replied that they have not severed on the institutional advisory committee. The majority 79.5% respondents find their job meaningful, so do 77.7% replied that they are well aware of what is expected of them at their workplace.

Compared to 53.4% respondents, who are not ready to work outside the Jammu & Kashmir state, 44.7% respondents have shown willingness to work outside the state. At the gender level, compared to 48.7% male professionals, 41.5% female professionals are willing to work outside the state, while as against 50.4% male professionals 55.8% female professionals are not ready to work outside the state. This signifies that male professionals are more open and willing to work outside their home state than their female counterparts.

Table 12: Respondents' willingness to work outside the Jammu and Kashmir

Total Responses	Gender		Total (%)
	Male (%)	Female (%)	
Yes	57 (48.7)	61 (41.5)	118 (44.7)
No	59 (50.4)	82 (55.8)	141 (53.4)
No Response	01 (0.9)	04 (2.7)	05 (1.9)
Total	**117 (100)**	**147 (100)**	**264 (100)**

Table 13: Respondents were asked, are they Proud of their Profession

Total Responses	Gender		Total (%)
	Male (%)	Female (%)	
Yes	107 (91.5)	131 (89.1)	238 (90.2)
No	09 (7.7)	08 (5.4)	17 (6.4)
No Response	01 (0.9)	08 (5.4)	09 (3.4)
Total	**117 (100)**	**147 (100)**	**264 (100)**

Last but not least, the respondents were asked as whether they are proud of being the library professionals or not, a whooping, 90.2% respondents replied yes, while as, a meager 6.4% replied no. However, no significant differences were found among the respondents at the gender level.

SOME KEY FINDINGS

The library profession in the state is fairly represented by the professionals from both the genders, as out of a total 264 respondents, 147 (55.7%) are females and 117 (44.3%) are males. Over, 76% respondents are under 45 years of age, whereas 67.4% respondents are having a Master's degree in Library and Information Science. From the data analysis it, emerged that in the state, every third library professional in the state enters into the library profession by chance and not by choice. Over 70% respondents replied that job rotation is important for the job satisfaction, while as the majority 75.4% respondents replied of being satisfied with their present employer. If on one hand the majority, 67.4% showed satisfaction with the work environment, on the other hand 39.8% respondents reflected dissatisfaction over the matters concerning to their advancement and so were 36.7% respondents dissatisfied with recognition. The whopping 92.8% respondents have viewed the need to have a strong library association at the state level, so as to protect and project the welfare interests of the library professionals at all levels across the state. Rewards, timely promotions, job security, social status, participation in the decision-making process, etc. are some other key concerns, which respondents have viewed as important for improving the job satisfaction among the library professionals.

RESEARCH IMPLICATIONS

An institution or an organization which is aimed to serve and protect the welfare interests of its employees is bound to be productive. Job satisfaction of an employee directly affects his/her performance, hence a direct correlation can be sought between the overall productivity of an institution and the job satisfaction among its employees.

DISCUSSION

There is a need popularize the Library and Information Science as a subject discipline among

students at the school and college level, so that while opting for Library Science at the PG level they should be well aware of the scope of the subject and to overcome the problems like entering into the profession by chance and not by choice. Those who are library professionals by choice are expected to show higher levels of job satisfaction than those who are by chance. Information and Communication Technology has become an integral part of the modern-day library service, so more than 50% respondents in the present survey reflected that they specialize in library automation. The conventional library services and practices like circulation, classification and cataloguing, reference services etc., are also being handled in the automated form. Application of IT has in turn made the job of library professionals more interactive and interesting, hence serves a sense of satisfaction among the working professionals.

It is an established fact, that the monotonous job infuses boredom among the working professionals and to overcome such boredoms and to break the monotony of such jobs there is always a need to adopt a job rotation policy, whereby each individual should get an opportunity to work at different service desks under different work conditions. This sort of exposure apart from overcoming the boredom offers newer learning experiences to an employee. The percentage respondents of the present survey corroborate the same. Although, over three-fourth respondents of the present survey are satisfied with their present employer, but there is also need to look for those reasons, on account of which nearly one-fourth of the respondents are dissatisfied with their present employers. Some of the key factors responsible for both job satisfaction and dissatisfaction among the library professionals include, Salary, job security, work environment, advancement, recognition, interpersonal relationship, institutional administration and so holds true about the nature of job engagement etc. Employees working on temporary or daily basis are bound to show dissatisfaction with their job, so the aim should be always to provide better job security to employees, this apart from serving the job satisfaction among employees enhances productivity.

Professional association can be counterproductive in their own way in protecting the welfare interests of the employees, so holds true about the library and information professionals. Strong professional associations are heard at all levels, so are the genuine demands of the employees

addressed without any difficulty. So, it is the responsibility of the library professionals to strengthen their professional associations for their own welfare and betterment. Extending timely benefits like increments & promotions and suitably rewarding the employees for their exceptional performance, recognizing their contribution and to pay due heed to their just and genuine problems helps a great deal in improving job satisfaction among the employees. Similarly, involvement of sub-ordinate staff in the decision making of the institution in general and libraries in particular makes an employee feel connected with the system. Such participation in the decision making serves a sense of satisfaction among the employees.

Institutional administration can easily help to convert its human resource into an asset, by protecting the welfare interests of their employees. There should be no disparity, while extending benefits to a same group of employees within or outside the institution, so holds true about the employees working in the private sector. Apart from these, the library professionals at their individual levels should try to make their job more interactive and meaningful by having a more proactive approach towards addressing the problems and while dealing with the clientele. In the same way, the optimism and the positivity helps in its own way to turn one's job more meaningful and fulfilling. The employees working within their hometown or home state are expected to show higher levels of job satisfaction, but when it comes to finding job satisfaction in knowledge and creativity, working outside one's home state or town for better exposure, for better skill development and other professional grooming should not be an impediment.

Every professional holds a certain degree of importance in the society as a whole, and so do people view, interact and react to the professionals given their social standing. Similarly, when it comes to the comparable social standing of the teaching community as a whole, library professionals find themselves being slightly pushed to the edge. This disparity, though should not be there, but is quite often faced by the library professionals, especially at the hands of the institutional administration, while treating library professionals at par with the teachers. Such instances of disparity are bound to affect the overall job satisfaction of an employee.

CONCLUSION

Job satisfaction of an employee does not depend on one or two factors, but there are numerous reasons, which affect the job satisfaction of an individual to their own degree. If a professional shows satisfaction with a particular variable associated with his/her job, he/she may show dissatisfaction with another variable. Still more, if a group of employees is working in the same work environment under the same working conditions, react differently to different variable and not one variable may be responsible for their job satisfaction or dissatisfaction. Likewise, some employees may show satisfaction with the organizational administration for some reasons, while as, others may show total dissatisfaction with the same administration on different grounds. Job satisfaction is more about the individual perceptions of an employee towards his/her job and the environment in which one is operating and so can one find variation in the degree of job satisfaction and dissatisfaction among employees.

Money though important, but is not the lone factor, which contributes towards the job satisfaction or dissatisfaction. The other common factors which contribute to the job satisfaction or dissatisfaction include, work environment, interpersonal relationship, advancement, recognition, working hours, job security, etc.

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