

A STUDY ON THE EXTENT OF JOB ENRICHMENT AMONG UNIVERSITY LIBRARIES IN KERALA

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The study investigates on the extent of job enrichment among the libraries attached to eight state universities in Kerala, India. For collecting data, a structured questionnaire was administered to a target group of 266 library and information science professionals. Statistical methods, such as frequency, percentage, mean, standard deviation and ANOVA were applied to know the extent of job enrichment. The study finds that there exists significantly high level of job enrichment among the library professionals. The result of the study indicates that situation of job enrichment in all the university libraries are high and alike. The highest level of job enrichment is found in the libraries of Sree Sankaracharya University of Sanskrit followed by the libraries of Kannur University, University of Calicut and Mahatma Gandhi University. The lowest level of job enrichment is found in the libraries of Cochin University of Science and Technology. The study reports on the views and perceptions of various aspects related to job enrichment. The study will help to manage library and information centers effectively and also motivate the professionals working in different organizational climate.

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INTRODUCTION

Libraries are considered as heart of modern universities. Job design is one of the core functions of human resource management in academic libraries. Job rotation, job enrichment, job enlargement and simplification of works are modern techniques of job design. Job enrichment assign responsibilities normally reserved for higher level of employees. It allows complete autonomy to plan and carryout job. It is vital to the process and objectives of teaching, learning, extension and research. University libraries in India have made a tremendous growth after independence. University Grants Commission (UGC) has taken several steps to bring together all university libraries under one roof. Kerala is a state located in southern part of India, privileged with central universities, state universities, deemed to be universities and several institutions of national importance. University libraries are rapidly changing all over the world. Organizational climate of university libraries in Kerala is different. In libraries, job enrichment allows its staff to learn new skills and creates opportunity for job motivation and encourages advancement in profession.

JOB ENRICHMENT

Job enrichment is a motivational technique in modern management. It is one of the methods of job analysis. Job enrichment involves combining various kinds of existing and new tasks into one large module of work. The advantages of job enrichment are autonomy, experience and opportunity to learn new skills and gain knowledge other than routine and assigned job. It encourages more variety and responsibilities and also positive environment, recognition, human resource management and job motivation. Negative outcome of job enrichment is that employee may hesitate to accept new duties and responsibilities, poor performance, lack of skills and experience.

Job enrichment is a method of job analysis (Herzberg, 1968). Herzberg popularized the idea of strengthening need satisfaction of employees through the technique of job enrichment. Herzberg emphasized that maintenance factors to the required degree should be introduced into job so as to satisfy employees with their job. Herzberg perceived that job enrichment is a vertical loading of job. Job enrichment enhances autonomy in executing the work assigned to employees. Job enlargement also has the same motivational benefit of job enrichment. However, autonomy, experience, new and variety of skills to workers are additional benefits derived from job enrichment. Job enrichment involves planning and control in job. The tasks are formerly performed and implemented by at higher levels of job. In present study, job enrichment is assigning additional duties and responsibilities assigned to the professionals of university libraries other than their regular duties that is reserved for the professionals working at higher levels of profession.

REVIEW OF LITERATURE

In order to examine the previous studies, literature search has conducted. A few of them are reviewed here. Gharib et al. (2019) identified the impact

of job enrichment on employees' creativity. The population selected for the study consists of employees of Octal Company at Salalah, Oman. Random sampling method was used for the study. The results show that all dimensions of job enrichment and employees' creativity are at high levels. The result has also significant impact of the most dimensions of job enrichment on creativity. The most dimensions of job enrichment are task identity, job autonomy and feedback. The result also revealed that there is no significant impact of skill variety on creativity. Salau (2014) analyzed relation between job enrichment and performance of organization among non-teaching staff in Nigerian public universities, Ogun State. The methodology adopted was stratified random sampling technique and descriptive method. One hundred and ninety seven questionnaires were used for collecting data. The study finds that positive correlation exists among job depth, on the job training and core job dimension elements of job enrichment, workers and organizational performance. There is no correlation between performance and motivators' elements among non-teaching staff. Oladele et al. (2010) conducted a study among District Agricultural Officers in Botswana to examine knowledge and utilization of job enrichment techniques. The methodology adopted was random sampling technique. Correct structuring of jobs and roles is important in increasing motivation of employees. Motivation of employees can be addressed through job enrichment. The result indicates that there was moderate knowledge in the techniques of job enrichment. The organizational structure for extension delivery was facilitated by use of job enrichment techniques. Information sources on job enrichment, educational level, age and years of experience are important predictors of job enrichment. The study recommends that training should be impart to District Agricultural Officers in job enrichment and other concepts related to job for improving their performance among the extension agents.

Dina and Olowosoke (2018) conducted an enquiry into job performance and potency of motivation as a tool to enhance effectiveness of library personnel in discharge of their duties. The method used for data collection was interviews and questionnaires. The authors found that if the employees are not motivated, the issue of inefficiency would be experienced. The financial method is one of the common means of motivation. Reward systems including job enlargement, job enrichment, promotions, awards, monetary, and non-monetary compensation were taken into account. The study discovered that motivation is of prime importance in motivating library personnel. University librarians should continually motivate library personnel for effective job performance in university libraries. Bamgbose and Ladipo (2017) investigated influence of motivation on employees performance and productivity in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design with a sample of 322 library staff from four academic libraries. Three hundred and twenty-two copies of questionnaires were administered on library staff, out of which 266 representing 80.0 per cent were returned. For collecting data, Motivation and Employees' Performance and Productivity (MEPP) questionnaire was used. The study found that forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to library employees. The study also found that most of the motivational parameters have significant influence on performance of the library employees. The study observed that many staff was uncertain about future of their career. But there was also lack of complete senior management commitment and support. The study suggests that employees in academic libraries should be adequately motivated so as to boost their morale for efficiency and productivity. Kacherki and Konnur (2010) examined some motivational factors for increasing efficiency related to work among the engineering college librarians working in the states of Maharashtra and Karnataka.

Motivation energizes behavior of individuals and groups for fulfilling goals and objectives of individual and organization. A structured questionnaire was used for collection of data. The data was collected from 233 respondents. One of the difficult tasks of organization was to motivating employees to perform the work assigned to them that the employees are satisfied and organizational goals are achieved. Strong and effective motivation at various levels and sections of library are needed to make employees satisfied and committed to their job in academic libraries.

Nandy (1985) analyses several studies on job satisfaction in library field. The author describes three methods. They are job enrichment, job enlargement and job rotation for increasing job satisfaction. The study asserts that job satisfaction leads to effective functioning of individuals and organization as a whole. The study further suggests that it is a good policy for any organization to ensure job satisfaction which is able to generate a favourable climate of employee-employer strained relationship. Martell and Mercedes (1983) observed that quality of work life is a strategy of job redesign and illustrated job enlargement and job enrichment. It was a case study of academic library personnel at University of California, Berkeley. The study demonstrates introduction of automated systems at University of California. It led to job restructuring and job enrichment. Plate and Stone (1974) jointly conducted a study on the basis of the theory put forward by Frederick Herzberg. The authors analyze data collected from one hundred and sixty-two American librarians and seventy-five Canadian librarians. The study is in the pattern provided by Herzberg in the theoretical framework. The authors point out that factors involved in creating job satisfaction and job motivation are distinct from factors that lead to job dissatisfaction. The said factors concerned with job content or work-process factors. The reasons for dissatisfaction or hygiene factors deal with factors relating to context of job environment. The factors are interrelated closely. The authors also examine implications of

job motivation and job enrichment and suggests that these factors concerned are also applicable to librarianship and other occupations.

OBJECTIVES OF THE STUDY

The objectives pursued for the study are:

1. To study the situation of Job enrichment in the university libraries among major eight state universities in Kerala.
2. To find out the extent of job enrichment among library and information science professionals working in major eight state universities in Kerala.
3. To identify the rank of universities in Kerala based on their encouragement in job enrichment in University libraries.

HYPOTHESES

In pursuance of above-mentioned objectives, following hypotheses have been postulated and tested.

H1. Job enrichment of library and information science professionals in university libraries of Kerala is minimal.

H2. There is a significant variation in the level of job enrichment among university libraries in Kerala.

METHODOLOGY

The study is based on the survey method and in that questionnaire was used as a tool to collect the data. A structured questionnaire was prepared based on the objectives and comprehensive literature review. The questionnaire was distributed and collected personally, through e-mail, WhatsApp and postal system. The study was conducted in selected eight major state universities in Kerala. At present, two hundred and seventy six library professionals are working in the selected eight

universities. Questionnaires were distributed to all 276 professionals, out of which 266 questionnaires were duly filled and returned with a response rate of 96.37 per cent. Thus, the population of study consists of 266 permanent and qualified library and information science professionals selected through census method. The collected data were consolidated, tabulated, interpreted and analyzed statistically using MS Excel and SPSS version.23.

SCOPE AND LIMITATIONS OF THE STUDY

The study explores an area of creativity within university library services in Kerala. The study covers only the extent of job enrichment among the library and information science professionals working in major eight state universities in Kerala. The study is limited to data gathered from 266 library and information science professionals. Only professionally qualified, permanent library and information science professionals, having bare minimum professional qualification of Bachelor of Library and Information Science are selected for the study. Newly emerging universities, personnel working on daily wage basis, temporary and contract bases are excluded from the study.

POPULATION OF THE STUDY

The first step in gathering population of study was identification of all state universities of Kerala. There are thirteen state universities in Kerala. Out of them, eight major state universities are selected for study. The eight universities selected for the study have strong University/Central library, constituent college libraries, departmental libraries and study center libraries. Newly emerging universities and libraries of universities with skeletal professional staff are excluded from the study. There are three hundred and eighty-five sanctioned posts of library and information science professionals in the selected eight universities. The study was carried out based on data collected from 266 permanent and qualified library and information science professionals.

Table 1: University wise distribution of Respondents

Sl. No.	Name of University	Number of Respondents	Percentage %
1.	University of Kerala (UoK), Thiruvananthapuram	75	28.20
2.	University of Calicut (UoC), Tenjippalam	60	22.56
3.	Mahatma Gandhi University (MGU), Kottayam	42	15.79
4.	Cochin University of Science and Technology (CUSAT), Kochi	35	13.16
5.	Kannur University (KU), Kannur	23	8.65
6.	Sree Sankaracharya University of Sanskrit (SSUS), Kalady	15	5.64
7.	Kerala Agricultural University (KAU), Vellanikkara	10	3.76
8.	Kerala Veterinary and Animal Science University (KVASU), Pookot	6	2.26
Total		266	100.00

University wise Distribution of Respondents

The study was carried out in the libraries of eight major state universities in Kerala. Total number of respondents are two hundred and sixty-six qualified and permanent library professionals. Table No. 1 depicts an overview of respondents from the universities selected for the study.

From the table 1 it is evident that 28.20 per cent of data is collected from University of Kerala and 22.56 per cent of data is collected from University of Calicut. Data collected from Mahatma Gandhi University is 15.79 per cent. Data gathered from Cochin University of Science and Technology is 13.16 per cent. Total number of data collected from Kannur University is 8.65 per cent. Data collected from Sree Sankaracharya University of Sanskrit is 5.64 per cent and 3.76 per cent of data is collected from Kerala Agricultural University. Data collected from Kerala Veterinary and Animal Science University is 2.26 per cent. In the study, the highest number of respondents are from the University of Kerala. University of Kerala is the first university in Kerala. The highest number of the professionals are working in the University of Kerala.

ANALYSIS AND INTERPRETATION OF DATA

Analysis of the primary data received from library and information science professionals provides a

number of useful results. The result of investigation is presented and discussed with the help of appropriate statistical analysis. They are presented according to specific objectives of study. Parametric techniques were employed for analysis of data. One way ANOVA was used for analyzing variation of score of job enrichment among the university libraries. The data were analyzed in different tables to understand the extent of job enrichment in university libraries. Views, ideas and suggestions of professionals were examined. Results of responses are presented and illustrated. The study describes current situation of job enrichment among university libraries in Kerala.

Distribution of Respondents Based on Cadre

There are seven categories of library staff based on their cadre. They are University Librarian, Deputy Librarian, Assistant Librarian, Reference Assistant (Higher Grade)/Reference Officer (Higher Grade), Reference Assistant/Junior Librarian/Reference Officer, Technical Assistant/Professional Assistant Grade-I, Library Assistant/Professional Assistant Grade-II. Table No. 2. depicts cadre strength of the library professionals in each university of Kerala. The universities selected for present study are University of Kerala (UoK), University of Calicut (UoC), Mahatma Gandhi University (MGU), Cochin University of Science and Technology (CUSAT), Kannur University (KU), Sree Sankaracharya

Table 2: Distribution of Respondents Based on Cadre

Cadre		Name of University								Total
		UoK	UoC	MGU	CUSAT	KU	SSUS	KAU	KVASU	
University Librarian	N	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Deputy Librarian	N	3	1	3	3	0	1	1	0	12
	%	4.00	1.67	7.14	8.57	0.00	6.67	10.00	0.00	4.51
Assistant Librarian	N	31	16	7	16	1	0	4	2	77
	%	41.33	26.67	16.67	45.71	4.35	0.00	40.00	33.33	28.95
Reference Assistant HG/Reference officer (HG)	N	0	0	0	0	0	0	4	1	5
	%	0.00	0.00	0.00	0.00	0.00	0.00	40.00	16.67	1.88
Reference Assistant/ Junior Librarian/ Reference officer	N	14	13	10	8	5	2	0	2	54
	%	18.67	21.67	23.81	22.86	21.74	13.33	0.00	33.33	20.30
Technical Assistant/ Professional Assistant Gr.I	N	25	22	15	7	10	5	0	0	84
	%	33.33	36.67	35.71	20.00	43.48	33.33	0.00	0.00	31.58
Professional Assistant Gr II/Library Assistant	N	2	8	7	1	7	7	1	1	34
	%	2.67	13.33	16.67	2.86	30.43	46.67	10.00	16.67	12.78
Total	N	75	60	42	35	23	15	10	6	266
	%	100	100	100	100	100	100	100	100	100

University of Sanskrit (SSUS), Kerala Agricultural University (KAU), Kerala Veterinary and Animal Science University (KVASU).

From the study it is evident that there are seven cadre of library professionals. The post of University Librarian is lying vacant in all universities. Next to the University Librarian is Deputy Librarian cadre. Respondents working in the cadre of Deputy Librarian are 4.51 per cent and Assistant Librarian is 28.95 per cent. Total percentage of Reference Assistant (HG)/Reference officer (HG) are 1.88 and Reference Assistant/Junior Librarian/Reference officer are 20.30 per cent. Respondents working in the cadre of Technical Assistant/Professional Assistant Grade I are 31.58 per cent

and 12.78 per cent of respondents are working in the cadre of Professional Assistant Grade. II / Library Assistant. The table shows that maximum number of respondents are working in the cadre of Assistant Librarian followed by Technical Assistant/Professional Assistant Grade I. The result indicates that more than fifty per cent of professionals are working at supervisory level. Deputy Librarian or Assistant Librarian is holding additional charge of University Librarian in all universities.

The entry cadre of Library Assistant/Professional Assistant Grade II is lying vacant in almost all universities. There is an urgent need to fill up all existing vacancies in universities. Librarian is an officer mentioned in the statue of

Table 3: Distribution of respondents Based on Professional Qualifications

Professional Qualifications	Number of Respondents	%
Bachelor of Library and Information Science (BLISc)	17	6.39
Master of Library and Information Science (MLISc)	161	60.53
M.Phil.	49	18.42
Ph.D.	39	14.66
Total	266	100.00

all universities. The post of University Librarian is a selection post. It has been lying vacant for a long time. Appointment of University Librarian will give a new vigour and leadership in the functioning of university libraries.

Distribution of Respondents Based on Professional Qualifications

Professional qualification is an important factor to understand and analyse job enrichment. Professional

qualifications are affecting job enrichment. Minimum eligibility to join as a library professional in almost all universities in Kerala is Degree in any subject plus Bachelor Degree in Library and Information Science. Educational qualification of Library Assistant/Professional Assistant Grade II is stipulated in statute of the universities concerned. The table 3 depicts the professional qualifications of the respondents.

Table 4: Distribution of Respondents Based on their Level of Agreement on Job Enrichment with Mean Score and Test of Significance

Statements		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Mean	SD	t	Sig.
I am assigned responsibilities normally reserved for higher level employees.	n	7	75	105	77	2	3.03	0.84	-0.583	0.561
	%	2.63	28.20	39.47	28.95	0.75				
I am not given complete autonomy to plan and carry out my activities on the job.	n	2	76	95	88	5	2.93	0.85	1.301	0.194
	%	0.75	28.57	35.71	33.08	1.88				
I require high knowledge and skill to perform my job.	n	8	114	85	58	1	3.26	0.85	-5.074	0.000
	%	3.01	42.86	31.95	21.80	0.38				
Our library allows me to learn new skills.	n	7	146	78	31	4	3.46	0.79	-9.375	0.000
	%	2.63	54.89	29.32	11.65	1.50				
Performing additional duty is not connected with offering additional financial benefits.	n	9	148	82	24	3	3.51	0.75	-11.066	0.000
	%	3.38	55.64	30.83	9.02	1.13				
Motivation is important to do the vertically loaded jobs.	n	15	151	89	10	1	3.64	0.67	-15.553	0.000
	%	5.64	56.77	33.46	3.76	0.38				
Opportunity is not given in our library to use my variety of skills.	n	6	66	104	85	5	2.94	0.86	1.219	0.224
	%	2.26	24.81	39.10	31.95	1.88				
There are no sufficient opportunities for advancement in our organisation.	n	11	80	86	80	9	3.02	0.95	-0.258	0.797
	%	4.14	30.08	32.33	30.08	3.38				

From the study it is observed that, majority of the respondents have Master's Degree in Library and Information Science (MLISc) with 60.53 per cent. BLISc degree holders are only 6.39 per cent. M.Phil. degree holders are to 18.42 per cent and Ph.D. holders are 14.66 per cent. The professionals are holding valid degrees which are approved by the University Grants Commission (UGC). The result indicates that professionals are qualified and competent enough to perform professional responsibilities.

Distribution of Respondents Based on their Agreement on Job Enrichment

The table 4 depicts the distribution of respondents based on their level of agreement on job enrichment with mean score and test of significance. The perceptions of respondents were collected through questionnaire.

Out of the total respondents 2.63 per cent strongly agree and 28.20 per cent are agree. Nearly 39.47 per cent of respondents are neither agree nor disagree. Only 28.95 per cent of the respondents are disagree and 0.75 per cent of respondents are strongly disagree. The mean score of statement *I am assigned responsibilities normally reserved for higher level employees* is 3.03 which is significantly greater than mean of the response scale as significance level of t test is lower than 0.05. It indicates that there are instances of assigning responsibilities normally reserved for higher level of employees. The opinion score of the statement, *Motivation is important to do the vertically loaded jobs*, is found to be the highest score of 3.64 which is significantly greater than the mean of response scale. It indicates that motivation is important to do vertically loaded jobs. The important aspect of job enrichment is on the statement, *Performing additional duty is not connected with offering additional financial benefits* with a mean score of 3.51. The other important aspects of job enrichment in descending level are, *Our library allows me to learn new skills* with a mean score of 3.46, *I require high knowledge and skill to perform my job* with

a mean score of 3.26 and *There are no sufficient opportunities for advancement in our organisation* with a mean score of 3.02. The other important aspect of job enrichment is, *Opportunity is not given in our library to use my variety of skills*, with a mean score of 2.94. The lowest score is found for the statement, *I am not given complete autonomy to plan and carry out my activities on the job*, with a mean score of 2.93. The result indicates that library professionals are not given complete autonomy to plan and carry out their activities. From the analysis, it is indicated that library professionals have significant level of opinion on job enrichment. It is an important aspect in motivating the library professionals. Wisetmuan (2001) opined that job enrichment is available to a good extent in most of the industrial and non-industrial organizations.

Descriptive Statistics of Score of Job Enrichment

The table 5 depicts the descriptive statistics of score of job enrichment among the libraries of the universities. In order to find out a composite variable representing the level of job enrichment, average score of its dimensions was computed and descriptive statistics of this variable is given below. The mean score of the composite variable is found to be 3.22 with a standard deviation of 0.36. The median is found to be 3.13 which is little smaller than mean. The score of variables ranges from a minimum of 2.38 to a maximum of 5.00.

Table 5: Descriptive Statistics of Score of Job Enrichment

Statistics	Values	t	Sig.
Mean	3.22	9.944	0.000
Median	3.13		
SD	0.36		
Variance	0.13		
Minimum	2.38		
Maximum	5.00		

The one sample t test indicates that mean of variable is significantly higher than mean of the response scale. The result indicates that there exists

Table 6: Variation of Score of Job Enrichment among Libraries of Universities

Name of University	Mean	SD	ANOVA	
			F	Sig.
University of Kerala (UoK)	3.17	0.37	1.740	0.100
University of Calicut (UoC)	3.26	0.39		
Mahatma Gandhi University (MGU)	3.26	0.41		
Cochin University of Science and Technology (CUSAT)	3.11	0.30		
Kannur University (KU)	3.30	0.34		
Sree Sankaracharya University of Sanskrit (SSUS)	3.41	0.37		
Kerala Agricultural University (KAU)	3.13	0.18		
Kerala Veterinary and Animal Science University (KVASU)	3.15	0.15		
Total	3.22	0.36		

significantly high level of job enrichment among the library professionals. High level of job enrichment will improve performance of professionals. Sarika (2016) reported that job enrichment and job enlargement has positive and significant impact on the quality of work life.

Variation of Score of Job Enrichment among University Libraries

The table 6 depicts variation of score of job enrichment among the libraries of the universities.

The variation of score of job enrichment among the university libraries were assessed by one way ANOVA. The result of ANOVA shows that there is no significant variation in the level of job enrichment among the university libraries as the significance level is greater than 0.05. From the result, it can be inferred that as far as job enrichment is concerned, situation of all university libraries is Kerala are high and alike. Sharma (2016) emphasized that libraries and institutes should have courage to motivate Library and Information Science (LIS) professionals through effective job analysis.

CONCLUSION

Job enrichment is one of the motivational techniques for improving the job of library and information professionals. Job enrichment increases

responsibility, job satisfaction, creativity, personal and professional achievement, recognition, skill and improve output of employees. Job analysis help library professionals to strengthen their job with high level competence. Job analysis also helpful for proper utilization of human resource management in libraries. The study aims to investigate the extent of job enrichment among library professionals working in the university libraries in Kerala. The study finds that there exists significantly high level of job enrichment among the professionals working in the different organisational climate of the university libraries. The study revealed that situation of job enrichment in all major university libraries is high and alike.

The present study has a wide range of implications in managing library and information centres. The study examines opportunities of the library professionals to learn new skills and knowledge to the job through experience and job enrichment. It is very effective in taking policy decisions and professional man power development in library and information centres. The results indicate that there exists significantly high level of job enrichment in the university libraries. Hence, the study rejects the null hypothesis that Job enrichment of university libraries in Kerala is minimal and accepts an alternative hypothesis that there exists significantly high level of job enrichment. The study also

rejects the null hypothesis that there is a significant variation in job enrichment among university libraries in Kerala and also accept an alternative hypothesis that the situation of job enrichment in all the university libraries are high and alike. The study finds that highest level of job enrichment is in the libraries of Sree Sankararcharya University of Sanskrit (SSUS), followed by the libraries of Kannur University (KU), University of Calicut (UoC) and Mahatma Gandhi University (MGU). The study will help to improve managing university libraries effectively and efficiently and expand the situation of job enrichment in university libraries. It will result in motivating job of the professionals working in different organizational climate.

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