

JOB SATISFACTION OF PROFESSIONALS OF SPECIAL LIBRARIES OF DELHI NCR: AN INSIGHT INTO THE PREVAILING WORK CULTURE

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Abstract:

It is a well-established truth that the libraries are the service oriented organizations, charged with the responsibility to serve humanity irrespective of class and creed. Library professionals have incredible responsibility in terms of fulfilling not only the requirements of their job related duties but also extending a sense of identification with the community and society and contributing towards their growth and development. The dramatic changes in society, exponential advances in technology and globalization are some of the major challenges for this profession. The rapidly changing world has added more challenges to this profession. As far as special libraries are concerned, they are confronted daily with the effects of globalization, technological developments, organizational transformation and performance, and ever changing expectations. More so, because of their special character and nature of business. This makes them more susceptible towards growing pressure of job. Therefore, it is pertinent to investigate the existing work environment of these special libraries in which the library professionals work and to find out the gaps between existing and expected roles. Since the job satisfaction is one of the manifestations of work environment or work culture of any institution, it may be used as one of the reliable sources to measure the work culture of any institution. Therefore, the level of job satisfaction among library professionals of special library may also throw some light on existing work culture of special libraries. In this context, the study of job satisfaction which is a constituent measure of work culture in the Indian libraries, especially the special libraries has become more relevant than ever. This paper gives an outlook of the existing job satisfaction situation and work culture prevalent in special libraries of Delhi NCR.

Keywords: Work Culture, Job Satisfaction, Special libraries

The concept of work culture

Work culture is an interplay of various work related aspects such as work organizations, its goals and objectives, technology, human resource practices, its constraints, the expectations of its workforce and their performance etc. Any person who is looking for a job is naturally charmed and fascinated to such organizations where he/she gets a chance to maximally utilize his/her capabilities and expertise. Also, he/she would like to work in those organizations where his/her expectations can be maximally met. The different levels of the organization that such individual join generally have specific, although overlapping, roles. The totality of the roles, organizational demands, norms, values, philosophy, etc. constitute the subjective work culture into which the new entrants are escorted into and thereafter socialized gradually. The inter-play of the entrants' expectations and the role demands in the organizational context determine their work behavior which in turn either strengthens the existing norms, values, role demands; etc. or weaken and modify them. In the process the entrants change too. They either assign their work a central place in their life, or get alienated from their roles and look somewhere else, or in something else the meanings that might make their life worth living and enjoying.

Work culture, thus, is a dynamic paradigm encircling the mutually interactive structural, behavioral, and ideational components of a work setting. The components are in a continuous flux because of the interactive relationship. Work culture is also a sub-cultural system in the sense that it reflects specific configuration of the culture which surrounds a work organization, Rohner (1984).

Work culture in India

India has a great influence of British over its managerial styles chiefly due to over two centuries of its occupancy in this subcontinent. Emotional detachment combined with high control of subordinates characterized the British style of Indian management. When British left, the same model was inherited by Indian managers. This style of management is still in existence in Indian organizations at a significant level. Though, India has made commendable progress in all spheres of life but the work values have not been internalized by the Indians. The climate of many organizations is still marked by bureaucratization. At the other hand, there has been a greater penetration of social habits and cultural values into the fabrics of work organizations. The result has been a weakening of work values. As pointed out by Sinha (1985) there exists a culture of Aram which roughly means rest and relaxation without preceded by hard and exhausting work.

Jhunjhunwala (2012) points out that in India, people do not adhere to the timings. No doubt, they work for long hours approximately for 10-12 hours a day and sometimes even on weekends, but take long tea breaks and lunch breaks. They are not very imperative on deadlines and keep negotiating for extension of timeline.

Job Satisfaction

Increasing higher educational programs, intensive research activities, the rapid growth of literature and increased demands of reading community for varied library services have brought significant changes in the collection of special libraries in India and the staff working in them. It is a well-known fact that both material and human resources became expensive and would be becoming more expensive in future. Providing maximum service at minimum cost is the primary objective of a service organization like library. The human resources are the most important constituent in the organization which converts financial and material resources into the desired services. Unless and until, the management utilizes the human resources fully well, libraries cannot accomplish the objectives which they aim to achieve. Then, the question arises as to how to utilize these human resources fully. One possible answer is by developing a positive attitude in the staff towards their jobs and by motivating them through a provision of job incentives as perceived by them. This needs an understanding and a thorough investigation of the feelings of library staff about various aspects of job such as pay, promotions and supervision etc. The differences in the feelings between the various groups of professional staff and their perception of job incentives can also be understood. This can only be done by accessing the various aspects of job satisfaction.

Khan and Ahmad (2013) claimed that by way of job satisfaction employees feel the relaxation and there are more chances of achieving institutional goals, develop their own capabilities and strengthen themselves in the same field. It has been correlated with positive behaviour towards others and physical health. It is related to life satisfaction of the employees as well.

Special Libraries

This study was conducted on the library professionals working in the special libraries of Delhi NCR. Special Libraries are actually those libraries which are attached to some special type of organization such as research organizations, industrial and commercial undertakings, government departments and special education institutions. In most of the cases, they deal with one subject or a group of allied subjects, but their collection can be as varied as any other regular library. That may include periodicals, standards and patents specifications, maps, clippings, technical reports, microfilms, microfiches, disc and tapes, sound recordings, apart from subject specific dictionaries, directories and other reference books etc.

There are several definitions of special library available from the different sources of information. According to Asghar and Shafique (2012) special library is generally concerned with literature of a particular subject or a group of subjects and extends its facilities to a particular type of clientele. Dr.S.R. Ranganathan (2006) prefers to call it the 'Specialist Library'. He defines it by providing emphasis on information as 'to supply detailed information regarding some subject field – scientific, technological or otherwise. The resources are specialized and the users are specialists'.

Special libraries are the source of continuous information for its special clientele. They can be termed as blood vessels for that special subject especially with reference to research and development. It is needless to mention that progress of any society or nation is directly related to the progress of its educational system and research activities. Towards this end, special library plays a crucial role in research activities for national development and its advancement.

Sample

The present study was undertaken on 280 library professionals working in 54 special libraries in Delhi and NCR. In order to have maximum representation and reliability, census method was adopted. The chance of sampling error was very much minimized by considering almost full population. It is estimated that close to 400 library professionals are working in the special libraries scattered in approximately 70 major special libraries of Delhi NCR. Out of them, professionals of 54 special libraries were served questionnaires.

Measures

Job satisfaction was measured with the help of a scale. It is based on Likert's method of summated ratings with the practical advantages of simplicity and ease of construction at the same time. The scale incorporates total 10 dimensions of job satisfaction, consisting of 4 questions each. Thus a total 40 questions were asked. Following 10 dimensions were used to gauge the job satisfaction levels:

SN. Dimension of Job Satisfaction

- 1 Satisfaction with nature of work
- 2 Satisfaction due to autonomy at job
- 3 Satisfaction due to pay
- 4 Satisfaction with human relations aspect of supervision
- 5 Satisfaction with co-workers
- 6 Satisfaction due to sense of security at job
- 7 Satisfaction with working conditions
- 8 Satisfaction because of personal/professional development
- 9 Satisfaction with regard to recognition
- 10 Satisfaction with level of communication in organization

Data Analysis

The collected data was coded and uploaded into the Statistical Package for Social Sciences (SPSS) version 17.0. Collected data has been tabulated and summarized as percentage and frequencies in the tables.

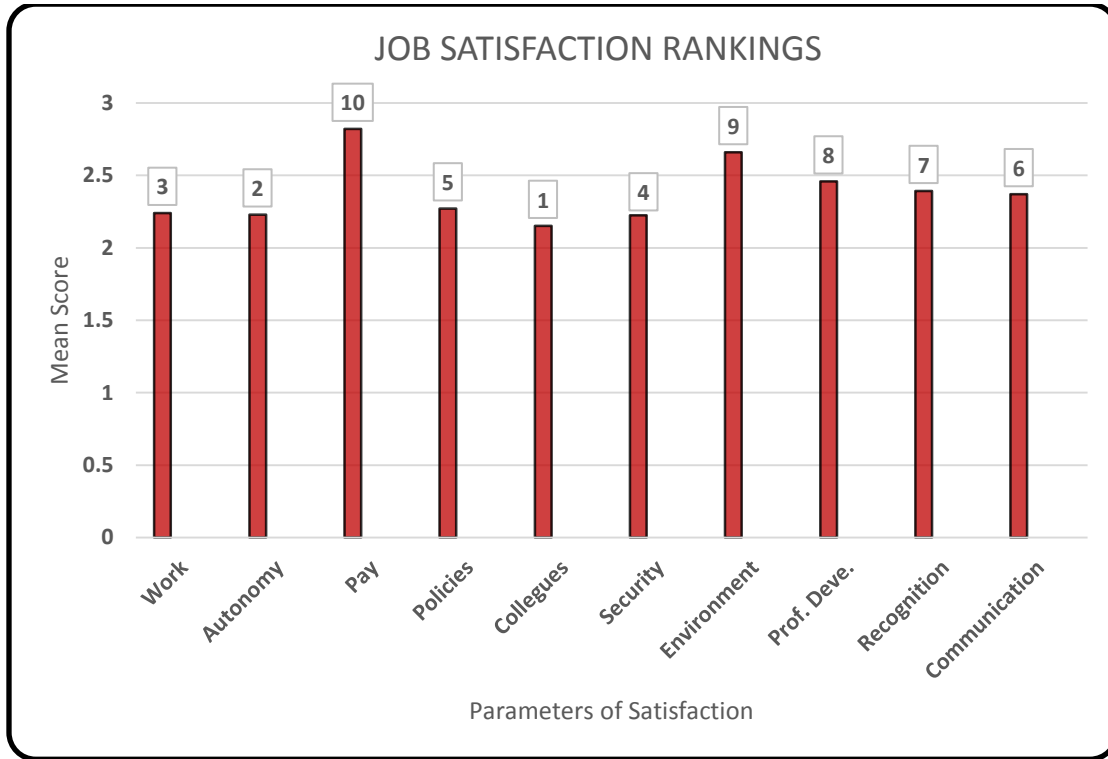
Result and interpretations

Table 1 DIMENSIONS OF JOB SATISFACTION & THEIR RANKING

SN	Job Satisfaction dimension	Mean Score	Rank
1	Satisfaction with nature of work	2.241	3
2	Satisfaction due to autonomy at job	2.230	2
3	Satisfaction due to pay	2.821	10
4	Satisfaction with human relations aspect of supervision	2.272	5
5	Satisfaction with co-workers	2.151	1
6	Satisfaction due to sense of security at job	2.247	4
7	Satisfaction with working conditions	2.660	9
8	Satisfaction because of personal/professional development	2.458	8
9	Satisfaction with regard to recognition	2.392	7

10	Satisfaction with level of communication in organization	2.370	6
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Figure :A



It is clear from the above table that library professionals of the special libraries of Delhi NCR are most satisfied because of their coworkers with rank number 1. This indicates the higher level of cooperation among the professionals. Autonomy at work place is at rank number 2, while satisfaction with nature of work is at number 3. On the contrary, satisfaction due to pay is at the last level with ranking 10. Satisfaction with working condition is at rank number 9 while satisfaction due to personal/ professional development is at rank number 8. Overall job satisfaction level of the library professionals is between strong to average level with a mean score of 2.373.

Responses were also analyzed with gender perspective. It was found that the majority of male respondents (75.33%) find a lot of variety in their work. A total of 63.83% of the female respondents agreed that there is variety in their job. A whopping 83.21% of the respondents said that they get enough chances to do different things at job. Majority of them i.e. 66.07% said that they do not get enough incentives for extra work. A total of 57.33% male respondents said that their respective organizations have very good policies and practices for its employees. The same percentage with respect to female respondents is 66.15%. This shows, women library professionals have more faith in their libraries’ policies and practices than their male counterparts.

Majority of the library professionals, both male and female believe that the spirit of cooperation among their co-staff is very high. An overwhelming response of 82.14% from both male and female library professionals have confirmed the presence of very good organizational communication among the special libraries of Delhi NCR.

Conclusion

The result of the study reveals that library professionals of the special libraries of Delhi NCR have shown strong to average level of job satisfaction. The library professionals of these special libraries are most satisfaction with job due to their coworkers. This indicates the higher level of cooperation among the professionals. Satisfaction due to autonomy of work comes next, followed by satisfaction due to nature of work. This shows that these professionals love their job, the autonomy and their colleagues. Presence of very good team spirit has been indicated by this study which is a positive signal as far as the special libraries are concerned.

On the contrary, satisfaction due to pay found the last ranking in total 10 parameters of job satisfaction. Satisfaction with working condition has also scored poorly and same is the case with the satisfaction due to personal/professional development. This indicates that library professionals are not happy with their pay, their working conditions and availability of chances for personal and professional development.

It was also found that the majority of library professionals of these special libraries are on verge of retirement and new recruitment has almost stopped for so many years. This has resulted in not only ageing work force but also increasing work pressure and thereby, diminishing level of job satisfaction and finally culminating in inferior work culture.

Policy makers may like to take few corrective measures like involving the professionals in routine functioning and decision making process in order to motivate them and educating them about the prestige & pride of their individual special library. Apart from that, more young professionals should be instilled into service and vacancies at all levels should be cleared without much delay. Not only this, to motivate the library professionals, leadership courses, on job trainings, behavioural trainings etc. should be organized regularly or the professional staff should be sent to such trainings and courses.

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