Job Satisfaction Among LIS Professionals in Select Health Science Libraries in Delhi: A Study

Neha Singhal   *Meera*

Abstract

This paper presents the results of the survey that was conducted in 2015 with the objective of studying various facets of job satisfaction and determining the level of job satisfaction in the LIS professionals working in major health science libraries of Delhi. A structured questionnaire was developed to collect the data and 57 professionals from 14 different medical libraries responded to it. Likert scale was used to assess respondents on satisfaction with various facets of job satisfaction viz pay, promotion, interpersonal relationships, nature of work, reward and recognition, job autonomy, job security, management, social prestige, working conditions, job stress, fringe benefits, opportunities for growth, training facilities and ICT impact. The analysis of the data shows that out of the 15 facets studied, professionals are least satisfied with their pay and promotion (scores 2.5 and 2.6 respectively) while they are most satisfied with the 'ICT' aspect of their job (score 3.8), followed by working conditions (3.7), interpersonal relationships (3.7), social prestige (3.7) and job security (3.6). Suggestions to improve the same have been mentioned. This study can be deemed as significant to the library managers, policy makers and human resource management.

Keywords: Health Science Librarians, Job Satisfaction, Library Human Resource Management

1. Introduction

For any organization, it's human resource which is equivalent to its backbone. It is the most vital resource as it provides the necessary support and meaning to all the material resources of an organization. However, it is also the most difficult to understand and manage. This is because humans have complex emotions, feelings, perceptions, opinions and attitudes that cannot be predicted and differ from person to person. Turning the tables, for any individual also, his/her work forms a crucial aspect of life especially in a developing economy like India. It is the work that provides a mean to fulfill one's aspirations in life by providing opportunities to use one's skills and gain financial stability to sustain a civilized living. In India, work is regarded as worship. People spend a significant amount of their time at work. In such a scenario, being satisfied with one's job becomes crucial for the productivity of the individual and by extension, productivity of the organization.

The topic of job satisfaction has been taken up by researchers from all disciplines especially psychology, sociology, and management and heaps of literature is available discussing its significance and how to measure it. In context of library and information science, the focus has always been the user. Hence, most of our literature focuses on user

studies discussing their information needs and how to best serve them. (Murray 04) Librarians need to hold back for a while and introspect as to what are their needs and what satisfies and dissatisfies them so that they can keep themselves motivated and happy as well as render better services to their users. Managers also need to consider how employees perceive different aspects of work and make amends wherever required. (Dukic 289)

Etymologically, Job satisfaction is a combination of two words: Job and satisfaction. "Job" refers to "a task or piece of work especially one that is paid". "Satisfaction" is related to the fulfillment of one's needs. Job satisfaction was brought to limelight by Hoppock (47) He described job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Job satisfaction is essentially related to human needs and their fulfillment through work. It is generated by an individual's perception of how well his or her job satisfies one's own various needs. Job satisfaction is by nature multifaceted. Research has shown that the different facets of job satisfaction can be classified two dimensions: intrinsic and extrinsic. Intrinsic attributes of the work itself (e.g., sense of independence, responsibility, achievement) contribute to the former, whereas the latter is derived from the work environment and the compensation received (e.g., pay, working conditions, supervisor, co-workers and policies). Therefore, intrinsic satisfaction reflects the sense that one's work is inherently worthwhile, and that others concur in recognizing it. As such it reflects the professional's sense of self-efficacy. Extrinsic satisfaction depends on more tangible factors like compensation or working conditions, but nonetheless affects an employee's internal motivation. (Peng 75)

Several theories describe job satisfaction. The need-based or content based theories try to identify the needs or drives that people have and how these are prioritized. They also focus on the type of goals and incentives that people strive for satisfying their needs. These include Maslow's theory, Herzberg's two-factor theory, ERG, McClelland's, Theory X and theory Y. On the other hand, process-based theories provide an account of how variables such as employee's needs and expectations interact with job environmental characteristics to produce worker satisfaction. These theories include Vroom's Expectancy theory, Porter and Lawler's theory, Equity theory, Job characteristic model. Based on these theories, many instruments have been developed to measure employees' job satisfaction.

It is commonly said that 'health is wealth'. The physician or the healer (as they were referred in ancient times) is regarded next to God. This makes the profession of medicine as one of the most significant ones. As the pool of knowledge increases, there is a greater need to organize it so that it becomes accessible. Medical professionals cannot remain complacent that they know what they need to read. Also, they are hard-pressed for time and thus it is not advisable for them to spend time in searching through vast amounts of literature. This is physically exhausting as well as leads to an increased risk of missing out on some of the desired information. Medical libraries, therefore, become essential as they provide relevant and up-to-date information in short time and indirectly help in the improvement of health care system. All libraries share the same basic principles and techniques, but each library is unique. Medical library is a type of special

library. Medical libraries are those which are concerned exclusively or predominantly with materials and information in the medical subject fields and which serves either exclusively, or largely, members of the medical profession or medical students. With changing times, libraries need to broaden and embrace nursing and other health professions and disciplines. This change is reflected in the growing use of the term 'health sciences' in place of the word 'medical'. It is important to study the level of job satisfaction of among medical LIS professionals to check the status and uncover the underlying issues so as to help in betterment of the medical librarianship as a profession.

2.　Statement of the Problem

A library serves its users via its staff. It is the staff which guides and helps the users to reach a particular source of information desired by them. Thus, the overall efficiency of a library is not only determined by the collection but also by its staff members. It is believed intuitively that a satisfied employee is a productive employee. It, therefore, becomes essentially crucial to investigate and assess the job satisfaction levels of library and information science professionals. Unlike other professional units such as administration, the library and information services require professional and para-professional skills in its personnel and such personnel need to be motivated so that they can perform their duties creditably and contribute towards achievement of library goals, policies and objectives (Islam and Islam 184). The job of an individual must give them opportunities to use their skills and challenge them at the same time. It should provide financial security, be complimentary to the person's qualification, allow a cooperative relation with peers, a respectable status in society,

recognition by superiors and opportunities to learn and grow in the field. When one or more of these conditions are not met, it creates a sense of dissatisfaction among the professionals which might lead to high rate of employee absenteeism, employee turn-over, lethargy, monotony etc. which is harmful for the productivity of a service-oriented organization like library. Majority of the job satisfaction studies have been conducted in different business enterprises, banks and other organizations. And some studies and research articles are found among the library professionals of college, university libraries and special libraries etc. However, the study focusing specifically on health science libraries is negligibly present. Therefore, "Job satisfaction among LIS professionals in select health science libraries in Delhi: a study" is a humble empirical attempt to fill this gap.

3.　Objectives of the Study

❖ To identify the areas of satisfaction and sources of dissatisfaction for the library staff.

❖ To identify the relation between *work variables* like job duties, pay, appraisals etc. and job satisfaction

❖ To identify the relation between *organizational variables* like working conditions, promotions, job autonomy, job security, co-workers and job satisfaction.

❖ To suggest ways of improving the job satisfaction level of the library professionals.

4.　Hypotheses

In the light of the above objectives, the following hypotheses have been formulated:

❖ Library professionals are least satisfied with the 'pay' and 'promotion' facets of job satisfaction.

❖ Library professionals are most satisfied with the 'working conditions' and 'job security' facets of job satisfaction.

5. Scope of the Study

The present study involves studying various factors related to job satisfaction. The scope of the present study comprises of male and female professionals working at different designations. The term "professionals" refers to those possessing any kind of formal qualification in library and information science – certificate/diploma/degree. These libraries were selected for the study because these are associated with significant health science institutes of Delhi. ICMR (Indian Council of Medical Research) refused to participate in the study citing confidentiality reasons. Ahilyabai Nursing College (ANC) did not return the questionnaire. As it was observed during preliminary investigation that medical libraries have low staff strength (3-4 mostly), following 14 libraries were surveyed to obtain a significant sample data: -

1. National Medical Library (NML)

2. All India Institute of Medical Sciences (AIIMS)

3. Vardhman Mahavir Medical College (VMMC)

4. Maulana Azad Medical College (MAMC)

5. Lady Hardinge College (LHMC)

6. University College of Medical Sciences (UCMS)

7. National Institute of Pathology (NIOP)

8. Govind Ballabh Pant Institute of Postgraduate Medical Education Research (GIPMER)

9. Delhi State Cancer Hospital (DSCH)

10. Institute of Human Behavior and allied Sciences (IHBAS)

11. Institute of Nuclear medical and allied sciences (INMAS)

12. Delhi Institute of Pharmaceutical Sciences and Research (DIPSAR)

13. Maulana Azad Institute of Dental Sciences (MAIDS)

14. National Institute of Health and Family welfare (NIHFW)

5. Review of Literature

There exists a vast literature on the topic of job satisfaction in general and library science in particular. Alansari (2011) studied the job satisfaction amongst the academic, public and special librarians of Kuwait. Data were gathered via questionnaires sent to 117 professional librarians. The results show that extrinsic measures, such as recognition of accomplishment, fair performance evaluation and job security were the most important aspects of job satisfaction whereas low salaries, inadequate rewards, low prestige and lack of promotion opportunities were rated as sources of dissatisfaction. Anuradha (2013) studied the job satisfaction level of librarians in public libraries of Andhra Pradesh by surveying 221 professionals. A questionnaire consisting of statements regarding their pay, promotion, working conditions and other facets was designed. Likert scale was used to quantify responses. SPSS was used to carry out chi-square calculations and it was concluded that majority of professionals are overall satisfied with their jobs and job security and pay being the most crucial factor while lack of rewards and recognition was the topmost source of dissatisfaction. Baro,

Fyneman and Zukemefa (2013) in their article investigated the level of job satisfaction among cataloger librarians in University libraries in Nigeria. 86 catalogers from 29 university libraries in Nigeria participated in the survey. A questionnaire was used for data collection, which was e-mailed to catalogers. Overall 86% of the catalogers satisfied with their current job. The findings revealed that catalogers in university libraries in Nigeria are dissatisfied with dimensions such as roles and responsibilities, work place culture, rewards and professional's development. Berry (2007) analyzed the LJ's Job satisfaction survey whereby 7275 readers of the journal were e-mailed the questionnaire out of which 3095 responded. 85.6% said they would choose librarianship as a career again if given a choice. Older employees were found to be more satisfied as 71% of 50+ age group reported satisfaction at work while 61% in <30 years age group. Low salaries, poor management, lack of funding and under appreciation were reported as sources of dissatisfaction. Dukiæ and Dukiæ (2014) studied the job satisfaction level of Croatian Librarians by using a written questionnaire as the research instrument. 400 librarians from public, academic and special libraries were covered out of which 80 responded. The data was analyzed using SPSS and it was found that despite of all difficulties and economic crisis overall librarians were satisfied with their jobs. But there is dissatisfaction with salary, working conditions, training facilities and ICT equipment. Esakkimuthu and Vellaichamy's (2015) study measures the job satisfaction among 165 library professionals in engineering institutions in Tamil Nadu. Data was collected w.r.t physical conditions, salary, promotion, nature of work, growth opportunities, organizational culture via a structured questionnaire and WAM (Weighted Arithmetic Mean) was used

for analysis. The study revealed that majority of professionals were satisfied with the nature and timings of work but dissatisfied with the pay and job security. Methods to mend this have been discussed. Gowda (2009) conducted a survey on to find out the satisfaction levels related to management issues among LIS Professionals. He analyzed 77 LIS professionals in government-aided and private higher education Institutions of Kannada using a questionnaire. The data collected was analyzed through SPSS. The survey revealed that the professionals were satisfied with the management related issues such as supervision, recognition and performance evaluation but dissatisfied with the autonomy given by authority. Haque et al (2012) in their research interviewed 12 librarians (7 female and 5 male) working full-time at a prominent university in Malaysia. Qualitative research method called hermeneutic was used and Herzberg's two-factor theory used as a base for designing the interview protocol. Majority of respondents expressed moderate satisfaction. The interaction with users and opportunities for professional growth were found to be satisfiers while slow promotions, low public image, lack of communication with management were found to be dissatisfiers. Recommendations like suggestion boxes for employees and recruiting younger people have been made to remedy the dissatisfaction and suggestions for future research have also been made. Hyder and Batool (2013) compared job satisfaction levels of LIS professionals in publics and private institutes and found out that public sector librarians felt more satisfied than their private counterparts except some areas like promotion which is better in private sector. Questionnaire with Likert scale was used to collect data regarding various dimensions of job like pay, type of work, working conditions,

growth scope, social prestige, rewards, promotion and organizational culture from 10 institutes. The data was analyzed by use of t-test statistics. In the end, suggestions to formulate relevant promotion policies and reward system have been proposed. Islam and Islam (2011) studied 21 library employees from two university libraries in Bangladesh to study the current level of their satisfaction, using questionnaire and interview as tools. Data was collected regarding the 8 dimensions of job satisfaction, including working environment, wages, promotion, supervision, nature of the job, training facilities, library rules and regulations, and social status. Overall dissatisfaction was found and recommendations to improve this situation have been given in the end. Karim (2008) conducted a survey in academic libraries to measure age, job tenure, organizational tenure, organizational commitment, continuance commitment, job involvement, job autonomy, job performance, role conflict and role clarity. Standard questionnaires like Hackman and Oldham's and Meyer-Allen's were used for this. Survey was administered on 279 academic librarians from eight University libraries in West Malaysia. Co-relation and regression analysis were used to identify the relation between these variables and job satisfaction. The findings revealed that only six of the ten work and worker related variables were significantly correlated with Job Satisfaction and out of these six correlates, only two had predictive relationship with Job satisfaction: affective commitment and organizational tenure. Lim (2008) examined the job satisfaction of information technology (IT) workers in academic libraries in relation to demographic, socioeconomic, and work-related facets. A total of 443mail surveys were sent to a sample of IT workers at 30 university member libraries of Association of

Research Libraries in the United States. A total of 202 surveys were returned, resulting in a 45.6% response rate. This study found that salary, an MLS degree, a sense of belonging, faith in wanting to belong, a feeling of acceptance, job autonomy, and promotion opportunities were related to job satisfaction of the library IT workers. The study provided some explanations as to why some IT workers are more satisfied with their jobs than others, thereby contributing to improving the quality of their work lives. Murray (1999) conducted a case study of library professionals and para-professionals in Library of University of North Carolina to find out if any difference between their job satisfaction levels exist or not. Over 140 library employees were administered a modified version of Paul Spector's Job Satisfaction Survey, a standard instrument used to measure job satisfaction of employees in non-profit and human services organizations. While both types of staff were basically satisfied with their jobs, there were significant differences in levels of satisfaction in several areas. Professionals were significantly more satisfied than paraprofessionals in the areas of enjoyment of the work itself, coworkers, appreciation and recognition, promotion, pay, and overall satisfaction. Reasons for these differences are suggested as well as possible means to bridge the gaps between the two groups. Pors and Johannsen (2002) focus on the satisfaction levels of leaders in the library. Although performance of a library and its staff is not entirely because of the head it is still an important factor. The data was collected by means of a questionnaire sent to 562 managers out of which 411 responded. The analysis correlates job satisfaction with a number of both extrinsic and intrinsic factors and the existence of major differences between these factors and levels

of job satisfaction among the library directors is found. The context of the paper is to recruit such leaders who create a conducive environment for workers. Siaga (2007) in her study surveyed 25 employees in selected private academic medical libraries in Metro Manila. The findings revealed that more number of females than males are occupying the top positions and majority have only bachelors qualification. Most of employees are generally satisfied with their jobs but improvements in the field of salaries and management policies can be done. Some recommendations have been made in this regard. Sierpe (1999) conducted a job satisfaction study in Quebec universities using JSS (Spector's Job Satisfaction Survey) tool. A total of 81 responses (74.3%) were analyzed. The results show that although librarians working in these institutions are generally satisfied, they are dissatisfied with communication and operating procedures. The relationship between job satisfaction and gender, age, academic rank, and tenure status, were also explored and compared with previous research findings. Somvir and Kaushik (2012) used the data collected from a sample of 100 library professionals from private engineering and management colleges in Haryana state to identity the association between various factors and job satisfaction. Chi square test was conducted to test the hypothesis and no association was found between gender, marital status, supervisory status, IT and rural background to job satisfaction. Suggestions like constitution of an assessment committee for employees and re-naming of designations to information scientist have been made Sultana and Begum (2012) measured the level of job satisfaction of female health library professionals in Dhaka city and how do the job

facets (MSQ, 1967) affect job satisfaction. A standard questionnaire (short-form MSQ, 1967) was used to measure the level of job satisfaction of the 38 librarians. The Student's 't' test, and 'Z' test statistical methods were used to test the hypothesis. The result shows that out of twenty job facets eleven facets are highly significant for the job satisfaction and nine facets quite insignificant for job satisfaction. The significant facets are independence, variety of work, social status of the job, supervision-human relation supervision-technical, moral values, authority, ability utilization, library policies and practices, scope of advancement, relation with co-workers, recognition of job done and achievement. Finally, the significant recommendations have been made to improve the level of job satisfaction of female health library professionals in Bangladesh. Togia, Koustelios and Tsigilis (2004) thoroughly investigated the Greek academic librarians using ESI (Employee Satisfaction Inventory) designed by them. 200 questionnaires were distributed to librarians in 30 libraries and t-test and chi-square test were used for analysis. It was found out that working conditions, supervision and nature of work itself were sources of satisfaction but pay and promotion were less satisfactory.

On the basis of the literature review, it can be said that many studies of job satisfaction have been done in fields like psychology, management, law, banking, nursing etc. In library science, focus has been on academic librarians and public librarians. Health science librarians have never been evaluated in this context. They represent an important and special community of librarians which work under urgent need of information. Overall librarians have been found to be satisfied with their jobs but mostly dissatisfied with pay, promotion, reward and autonomy aspects of their job.

6. Methodology

According to the Online Merriam-Webster Dictionary, methodology means ''a body of methods, rules, and postulates employed by a discipline or a particular procedure or set of procedures.'' Methodology has its own importance in scientific investigation, because objectivity in any research investigation cannot be obtained unless it is carried out in a very systematic and planned manner.

❖ Instrument

This is a survey based research and the best instrument for survey and collection of quantitative information is questionnaire. Based on ROL, a structured questionnaire was developed by adapting in library science context from several standard job satisfaction questionnaires but primarily the two - Minnesota Satisfaction questionnaire (MSQ) and Job Satisfaction Survey (JSS). The questionnaire consists of three sections – section I seeks the demographic vitals of the respondents while section II consists of a total of 90 statements seeking respondents opinion on various facets of their job – pay, promotion, interpersonal relationships, nature of work, reward and recognition, job autonomy, job security, management, social prestige, working conditions, job stress, fringe benefits, opportunities for growth, training facilities, ICT impact. Section-III consisted of three descriptive questions asking respondents to narrate incidents when they felt particularly satisfied and when they felt dissatisfied and seeking suggestions for improvement in satisfaction level. Each statement has equal weightage.

Questionnaire consists of both positive and negative worded statements to prevent any bias. Each questionnaire contained a covering letter explaining the purpose of research and confidentiality of answers. Also, informal interviews whenever possible were conducted with respondents to get an in-depth idea of the reasons behind their answers and gain perspective into the issue of job satisfaction.

❖ Rating

The respondents were asked to give their response to the 90 statements on a five-point Likert scale with scoring as: Strongly agree(SA)=5, Agree(A)=4, Neutral (N)=3, Disagree(D)=2, Strongly disagree(SD)=1. Reverse scoring was done for negative worded items. To create mean scores for each facet, responses to each statement was summed.

❖ Pre-testing

The final draft of the questionnaire was pre-tested by distributing it to 5 LIS professionals of the Patel Chest institute library. Based on their feedback, some changes were made in the wording of the statements and also some statements were eliminated.

❖ Administering

The survey was carried out from 15 September 2015 till 14 October 2015. The final questionnaire was distributed by hand to the LIS professionals of the 14 health science libraries mentioned above and many follow-up visits were made. Enumerative sampling was used in the study. Out of the 75 questionnaire distributed, 57 were found to be complete and usable for analysis making the response rate to be 76%.

❖ **Analysis**

The data obtained from all the questionnaires was pooled together and coded in the MS-Excel spreadsheet so as to facilitate analysis. For each of the statement, frequency, percentage and weighted arithmetic mean values and overall mean values were computed using MS-Excel. The formula for computing a weighted arithmetic mean for a sample or a population is

$$\frac{\sum_{i=1}^{n} w_i X_i}{\sum_{i=1}^{n} w_i}$$

Here, w_i represents the *weight* associated with element X_i; this weight equals the number of times that the element appears in the data set. The *numerator* (the top half of the formula) tells you to multiply each element in the data set by its weight and then add the results together, as shown here:

$$\sum_{i=1}^{n} w_i X_i = w_1 X_1 + w_2 X_2 + w_3 X_3 + \ldots + w_n X_n$$

The *denominator* (the bottom half of the formula) tells you to add the weights together:

$$\sum_{i=1}^{n} w_i = w_1 + w_2 + w_3 + \ldots + w_n$$

One can find the weighted arithmetic mean by dividing the numerator by the denominator.

7. Results and Discussions

The demographic characteristics of the respondents are shown in table 7.1

Table 71: Demographic Characteristics of the Respondents

Characteristic	Frequency (Total = 57)	Percentage (Total = 100)
1. Gender		
Male	33	58%
Female	24	42%
2.Age		
<40 years	24	42%
>40 years	33	58%
3.Marital Status		
Married	46	81%
Unmarried	11	19%
4. Pay Band		
I	22	38%
II	26	46%
III/IV	09	16%
5.Designation		
Top (Librarian, AL)	15	26%
Middle (PA, SPA)	24	42%
Lower (JLIA, Attendant)	18	32%
6. Education		
Certificate, diploma	06	11%
BLIS, MLIS	39	68%
M.PHIL / PhD	12	21%
7. Length of Service		
<10 years	18	32%
>10 years	39	68%

From Table No 7.1, it can be seen that the sample under study consisted of mostly male respondents (58%) while rest were female respondents (42%). Most were above 40 years (58%) while 42% of the respondents were under 40 years of age. Majority of them were married (81%) while 19% were unmarried. Most of them were receiving salary per UGC pay band II (46%), 38% as per Pay Band I while 16% as per Pay Band III. Most of them (42%) belonged to the middle management in the supervisory roles of Professional Assistant (PA) and Semi-professional assistant (SPA) while rest 26% belonged to the top management i.e. were in leadership positions as Librarians, or assistant librarians and 32% belonged to the lower management as Junior Library and information assistant (JLIA) and library attendants. Most of them were educated as 68% had Bachelors or Master's degree in library and information science while 21% had or were pursuing M.Phil. or Ph.D. and a 11% respondents had certificate or diploma in library science. Most of them were experienced as 68% had more than 10 years of experience in their work life while 32% of the respondents had less than 10 years of experience.

Table No. 7.2: Facet-wise mean scores

S.No	Facet of Job Satisfaction	Overall Mean Score
1	Pay	2.5
2	Promotion	2.6
3	Interpersonal Relationships	3.7
4	Nature of work	3.3
5	Reward and recognition	3.4
6	Job Autonomy	3.4
7	Job security	3.6
8	Management	3.4
9	Social Prestige	3.7
10	Working Conditions	3.7
11	Stress	3.4
12	Fringe Benefits	3.4
13	Opportunities for growth	3.2
14	Training facilities	3.2
15	ICT impact	3.8

The 90 statements were analyzed and mean score for each facet was calculated using the formula mentioned earlier.

The cumulative mean score for facet 'Pay' is 2.5 which lie in between "disagree" and "neutral". This score reflects that LIS professionals of medical libraries are not satisfied with their pay. The salary depends on the designation and years of service. From the field survey it is revealed that many post-graduates in library science are working at lower level positions which they feel doesn't match their educational qualifications and are less paid then the amount of years and money invested in their education by them.

Promotion has been rated at a low value of 2.6. This shows that employees are unsatisfied with the promotion pace and avenues currently available in the library. They join and retire from the same position, working at the same place and position and this can be very dissatisfying. A lack of transparent and time-bound promotional policy might be the reason. Also,the widely prevalent but unspoken favoritism, cronyism and nepotism whereby jobs/promotions are given to favorite

candidates or relatives or family members rather than giving it to those who truly deserve. This creates a feeling of mistrust amongst the employees who lose faith and become laidback at work.

The mean score for satisfaction with 'Interpersonal relationship' is 3.7. This suggests somewhat satisfaction with the peers and superiors. Medical libraries have a small staff and hence it becomes even more critical for them to be cordial and friendly with each other. This would maintain a productive and peaceful environment otherwise internal politics leads to inefficient user service. Social relations are very important at work and having like-minded people in one's workplace leads to a high job satisfaction.

The mean score for facet 'Nature of work' is 3.3 which lies between 'neutral' and 'agree' and indicates a somewhat satisfaction with the nature of work. This means librarians are not enjoying the work they are doing. It may be monotonous and routine and the in-charge must provide independent thought and scope for creativity and invite ideas from them.

The mean score for facet 'Reward and recognition' is 3.4 which points towards somewhat satisfaction with rewards and recognition. Human psychology is such that it needs encouragement and appreciation from others. The workers must know their efforts are being acknowledged. Libraries fail miserably at this as there is no rewards and recognition plan in place. In academics, we see the best librarian award etc but for working.

The mean score for facet 'Job autonomy' is 3.4 which mean somewhat satisfaction with job autonomy which means somewhat satisfaction with the independence given at the job to make decisions. The reason for

absence of high satisfaction can be due to the lack of a true leadership whereby the subordinates are delegated duties and are allowed enough independence to flourish at work but remain disciplined also

The overall mean score for facet 'Job security' is 3.6 which mean somewhat satisfaction with 'job security' facet. In a country like India with large number of unemployed youth getting a stable job is of utmost importance. In such a situation, government-funded libraries provide a stable secure work. Since the employee can only be dismissed from job in case of gross misconduct that too after warnings, it is safe to say that once a job is grabbed future is secure. Also, vacancies are less while demand is more since every year so many students pass out from library science schools and more and more universities are starting this course. This makes the competition tough and value of job increases. Hence, job security has been given a good rating. However, in case of contractual staff this factor is absent

The overall mean score for facet 'Management' is coming out to be 3.4 which mean somewhat satisfaction with the organizational management/ authority and regulations. This shows a lack of flow of communication from top to bottom as well as bottom to top. Employees can be fully satisfied with this aspect only if they feel they have full support from the organization.

The overall mean score for facet 'Social prestige' is 3.7 which means somewhat satisfaction for social prestige facet. This is a surprising finding as it is contrary to the popular belief of low status of librarians. This reflects that most health science librarians are taking pride in their work and are mostly satisfied with their status in society. This can be

due to the fact that working in a library is respectful and being a service industry it can be fulfilling to help users. Although more needs to be done in this aspect as in India, librarianship as a career is mostly by chance and not by choice.

The mean score for facet 'Working conditions' is 3.7, lies between "neutral" and "agree" and indicates somewhat satisfaction with the working conditions. Medical libraries receive more funds as compared to academic libraries in general and this was evident from the good physical conditions of the libraries upon field visit and also response from librarians. However, more can be done in this regard by seeking expert opinion on this to provide a pleasing and comfortable environment to the employees.

The overall mean score for 'Stress' comes out to be 3.4 which means employees donot feel much stressed at their job. This can be due to the fact that being a government job, timings are fixed and they are not asked to work overtime. Also, there is not much pressure from boss as happens in private jobs where workload can be too high

The overall mean score is 3.4 for 'Fringe benefit' facet, which indicates somewhat satisfaction with fringe benefits. The respondents feel more benefits should be provided and although these are fixed by the government, the parent institute can provide some bonuses from their end.

The cumulative mean for 'Opportunities for growth' is 3.2 which means somewhat satisfaction with the opportunities for growth. Respondents are neither truly satisfied nor dissatisfied with this facet of their job. This reflects how professionals get stuck and busy with the routine work so much that there is no scope left for introducing new techniques of librarianship

The overall cumulative mean score for facet 'Training facilities' comes out to be 3.2 which means somewhat satisfaction with training facilities. Once a job is acquired, employee becomes out of touch from academics and the organization must step to fill this gap by sponsoring the employees for attending lectures, seminars and conferences etc. Digital environment is constantly evolving and librarians must be in pace with it by adopting a systematic approach to training else the human resource becomes stagnant and close-minded. Presently, there is no concept of induction training for a new recruit and no refresher courses for old workers. This is viewed as an unnecessary expenditure by higher authorities but in fact it should be seen as an investment in the long run.

The overall mean score for facet 'ICT impact' is 3.8 which signify that the respondents are satisfied with ICT aspect of their job. This shows they have accepted the modern technologies and feel it has added to their job satisfaction as they are able to do their work quickly and more accurately. Medical libraries need to be up-to-date with the information and all the latest academic material must be searched and acquired by the library much more swiftly as compared to what may happen in an academic library where a basic textbook can remain relevant for many years.

8. Major Findings

Thus, out of the 15 facets studied, pay and promotion have the lowest satisfaction score of 2.5 and 2.6 respectively. This means LIS professionals in health science libraries are least satisfied with their 'pay' and 'promotion'. This supports Hypothesis I that library professionals are least satisfied with their 'pay' and 'promotion' They are

most satisfied with the 'ICT' aspect of their job (score 3.8), followed by working conditions (3.7), interpersonal relationships (3.7), social prestige (3.7) and job security (3.6). This partially supports the Hypothesis II that "library professionals are most satisfied with the 'working conditions' and 'job security' facets of job satisfaction". However, the scores indicate that the satisfaction level is not optimum and there is a lot of scope for improvement.

9. Conclusion and Suggestions

The trend observed during the field survey of health science libraries indicated that they are headed by a doctor or a medical professor rather than someone with library expertise. Although the practical work is being done by librarians but since they are not incharge, they donot enjoy complete autonomy and decision making authority. This leads to feelings of dissatisfaction. Hence, chargeship should be with the library expert only as only they can truly understand the problems of library and come up with solutions. Promotions should be done on a timely manner. It should not be solely done on the basis of seniority but some weightage must be given to performance at work and interview/exam. This would ensure transparency and remove any scope of nepotism. Employees would also feel reassured that hardwork doesn't go waste. Pay scales should be followed as per UGC guidelines and some additional bonus or financial and/or non-financial reward system should be followed to keep up the morale of employees up. Every individual wants to grow and achieve more with time on the professional front. To help in this, employers should encourage them to take up research, depute them to conference/ workshops/seminars which would enhance their professional skills and keep their minds active and up-to-date. Giving challenging responsibilities to staff members and helping them in its completion would empower them. Conducting in house training sessions would also be beneficial. New services should be started time to time to keep the staff active as daily routine work creates boredom. A recognition or reward system can be introduced whereby innovative and dedicated employees are acknowledged and rewarded suitably and timely. There is no separate HR department in libraries. Hence, it is the role of the library supervisor to take care of the needs of the staff. Thus, the supervisor must be trained in the modern practical methods of human resource management. In addition, HR training for staff on how to behave cordially with co-workers must also be considered. Induction training for new recruits, refresher courses for older staff should be done time to time. Whenever any new technology is introduced in the library, care should be taken that each staff is properly trained in it.

This problem was undertaken to study the level of job satisfaction of LIS professionals working in the selected health science libraries in Delhi. The findings suggest that overall employees are somewhat satisfied with their jobs. Job satisfaction was measured as a summation of satisfaction experienced with 15 facets. Low pay and lack of timely, transparent promotions have been found to be the major source of dissatisfaction while ICT impact, good working conditions, high social prestige and cordial interpersonal relationships have been found to be sources of satisfaction. However, still there is a lot of ground to cover and improve job satisfaction and human resource management.

References

1. Alansari, H (2011). Career choice, Satisfaction, and perceptions about their professional image: A study of Kuwaiti librarians Library Review 60 (7), 575-587.

2. Anuradha, V.K. (2013). Job satisfaction in public libraries of Andhra Pradesh (Unpublished doctoral dissertation). Sri Krishnadevaraya University. Anantapur: Andhra Pradesh.

3. Baro, Fyneman E.E. & Zoukemefa (2013). Job Satisfaction among Cataloguer Librarians in University Libraries in Nigeria. Cataloging & Classification Quarterly 51(6), 675-696.

4. Berry, J.N. III (2007). LJ series-job satisfaction: great work, genuine problems. Library Journal 132, 26-9.

5. Dukic, G. & Dukic, D. (2014) An analysis of job satisfaction among Croatian librarians as support to library human resource management. Journal of Librarianship and Information Science 46(4), 289-298.

6. Esakkimuthu, C. & Vellaichamy, A.(2015). Job satisfaction among the library professionals in engineering institutions: an empirical study. International Journal of Digital Library Services 5(1), 22-37.

7. Gowda, P.(2009). Satisfaction levels related to management issues among LIS professionals. Annals of Library and Information Studies 56, 227-235.

8. Haque, M., Karim, A.N.M., Muqtadir, A., & Anam, S. (2012). Dimensions of Job Satisfaction of Library Professionals: a qualitative exploration. International Journal of Business and Social Research 2(5), 46-62.

9. Hyder, M. & Batool, S.H. (2013). Job satisfaction among public and private university/degree awarding institution librarians of Lahore: a comparative study. Pakistan Journal of Library and Information Science 14, 16-25.

10. Islam, M.M., & Islam, M.S (2011). Job satisfaction of university library employees: a study of two university libraries in Bangladesh. Business Information Review 28(3), 184-192.

11. Karim, N.H.A. (2008) Investigating the Correlates and Predictors of Job Satisfaction among Malaysian Academic Librarians. Malaysian Journal of Library and Information Science 13(2), 68-88.

12. Lim, S. (2008). Job Satisfaction of Information Technology Workers in Academic Libraries. Library and Information Science Research 30(2), 115-121.

13. Murray, R. (1999) Job satisfaction of professional and paraprofessional library staff at the University of North Carolina at chapel Hill. (A master's paper for the M.S. in L.S. degree). University of North Carolina: USA.

14. Peng, Y (2014). Job satisfaction and job performance of university librarians: A

disaggregated examination. Library and Information Science Research 36, 74-82

15. Pors, N. O. & Johannsen, C.G. (2002) Job satisfaction and motivational strategies among library directors. New Library World 103(6), 199 – 209.

16. Siaga, E.R.P. (2007) A study on the level of job satisfaction of libraries in selected private academic medical libraries in Metro Manila. Journal of Philippine Librarianship 27(1-2)

17. Sierpe, E. (1999) Job Satisfaction among Librarians in English-Language Universities in Quebec. Library and Information Science Research 21 (4), 479-99.

18. Somvir & Kaushik, S. (2012) Job satisfaction among Library Professionals in Haryana State. International Journal of Scientific and Research Publications 2(5), 1-4.

19. Sultana, F & Begum, B. (2012) Measuring the job satisfaction of female library professionals working in the health libraries in Dhaka city. The Eastern Librarian 23 (1), 37-50.

20. Togia, A., Koustelios, A. & Tsigilis, N. (2004) Job Satisfaction among Greek Academic Librarians. Library and Information Science Research 26, 373-383.

About Authors

Ms. Neha Singhal, University of Delhi, Delhi.
Email: nehasinghal08@yahoo.co.in

Dr. Meera Yadav, University of Delhi, Delhi.
Email: meeradlis@gmail.com