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# **Job Satisfaction among Library Professionals of Central University Libraries in Delhi and Uttar Pradesh: A Comparative Study**

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**Abstract:** *A university library has a great significance in the scheme of higher education at national and international level. It reflects the character of the university and acts as an active tool of education. The present study was designed to ascertain the job satisfaction among library professionals of central university libraries in Delhi and Uttar Pradesh. Census sample was used to collect data from the working library professionals of university libraries of Delhi (N=137) and Uttar Pradesh (N=200). The data was gathered through Job satisfaction scale (JSS) designed and developed by Singh and Sharma (1986). The findings of the study revealed that there was significant difference exists on job satisfaction among library professionals of central universities of Delhi and Uttar Pradesh.*

**Keywords:** Job Satisfaction, Library Professionals, University Library, Delhi, Uttar Pradesh

## **Introduction:**

Library profession is generally considered as a noble profession with lot of expectations from the side of user's community towards their educational and research needs of their academic curriculum and personality development. Library plays a pivotal role for the progress and development of a parent organisation and society in general. The term 'University Library' is used to represent a 'Central Library' which is an integral part of an institution of higher education or a university. A university library is the central agency through which the information or reading material reaches the society at different level. A university is measured highly by its library. No university can develop effective work academically, without a strong library as its centre. Therefore, library plays a major role in the daily life and activities of the university. Every programme of library must support university's total progress.

University libraries are not only repositories of knowledge but also responsible for disseminate such knowledge to the users community. Furthermore, where libraries are ignored or not given due recognition, the country and society as a whole suffers because the standard of the study, teaching, research and developmental activities majorly depend upon the qualitative and quantitative service rendered by the university libraries. Thus, Sri Phadya (1969) stated that “University library is not merely a storage of books and other reading and non-reading materials and preservation of them but is a dynamic instrument of education.” The present study was undertaken on library professionals of central university libraries of Delhi and Uttar Pradesh in a comparative manner. Library professionals play a valuable role in supporting the programmes of faculty and scholars of an academic scheme. They are extremely important facet of a university and society for their role as a custodian, organiser and disseminators of information.

### **Concept of Job Satisfaction:**

‘Job’ is a piece of work or a specific duty or task done as a part of routine of one’s occupation which gives a regular remunerative position. Satisfaction is the ‘state of pleasure’ that one has when he got or achieved what he wanted. It is a solution or fulfillment of one’s need or want or ‘state of being satisfied’. This need or want is directly or indirectly related to satisfaction of an individual’s job, workplace and work environment. Job satisfaction means that how much happy a person is with his/her occupation or role or duties at workplace. Furthermore, a satisfied professional will increase the productivity, performance and quality of services of the organisation.

With very rich history, the term ‘job satisfaction’ was adopted from the field of organisational behaviour and industrial psychology. It is the most investigated job attitude as well as one of the major researched issue in the discipline of industrial psychology and organisational behaviour (Judge and Church, 2000). The concept ‘job satisfaction’ was popularised in 1935 by Hoppock. He defines it as “any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say that ‘He is satisfied with his job.’ Jayaraman and Kumar (2013) defined job satisfaction as “a complex phenomenon” while Gowda (2009) summarized that job satisfaction is not an absolute but a relative phenomenon.

Thus, job satisfaction is a set of 'favourable or unfavourable circumstances', 'feelings and emotions' with which employees view their work (Karatepe, Uludag, Menevis, Hadzimehmedagic and Baddar, 2006). Chopra and Khan (2010) also suggested that job satisfaction is a 'complex and multi-construct' concept, which can mean 'different things to different employees.' Organisational, social, economical, physiological and psychological factors influence the job satisfaction in a big way. There are various important elements which also affect the job satisfaction of professionals e.g. age, salary, gender, working conditions, supervision, job security, duty hours, and interpersonal relationship with colleagues; workload, training of personnel, responsibility and recognition etc. (Haque, et. al., 2012; Bakotic, 2016; Kumar, B., 2018; Sohail, 2019).

### **Review of Literature:**

Panigrahi and Lakshmikanta (2010) conducted a study on job satisfaction among non-government college librarians in West Bengal. The result of the study found that the librarians have positive approach towards their work while 49.61% showed negative attitude regarding their work. 61.97% librarians have negative attitude and 38.03% have positive attitude regarding the environment factors of work. 67% of respondents showed up negative approach and 33% expressed positive attitude on the 'need factor.' The study suggested that the librarians need to keep an eye on constantly changing technology and college authorities should help in removing the factors of dissatisfaction to facilitate quality services to the user's community.

Hart (2011) investigated the job satisfaction at South African University Library undergoing change on many fronts. The results study found that there is a 'love-hate' relationship between respondents at their workplace. The findings showed 61% overall job satisfaction towards the basic work of an academic library by providing information needs of the users while 51% feel proud of working at library and 50% were ready to move another job. A sense of stagnation, frustration with inadequate resources and anger at poor remuneration were the cause of restlessness.

Somvir and Kaushik (2012) examine job satisfaction related factors among library professionals in the state of Haryana. The findings revealed that job satisfaction is related to the characteristics of work environment and supervisory climate and not related to their sex, the type of library in which they worked or their vocational needs of library professionals.

Khan and Ahmed (2013) measured the job satisfaction of library professionals working in public sector universities of Khyber Pakhtunkhwa, Pakistan. The result shows that

the library professionals were slightly satisfied with reward, promotional chances, pay and internal communication procedure while they were dissatisfied with the nature of work, supervision and cognitive reward offered to them by universities which need proper attention. The study suggested promotion policies, revision of service structure, improvement in academic qualification and advance training. The findings of the study are valuable to re-design librarian service structure, pay scale and other benefits for library professionals by library administrators and competent authorities of universities of Pakistan.

Junge and Gavali (2014) conducted the study to see the level of job satisfaction among the library science personnel in respect to salary & facilities, supervision, promotion, work and human relations working in 35 districts of Maharashtra state. They have also described job satisfaction in libraries and different dimensions of job satisfaction and job satisfaction in libraries especially in an academic setup. As far as job satisfaction concerned study participants have average level of job satisfaction. The socio-demographic study variables i.e. respondent's age, sex, qualification, working place, their designation, region and years of experience are associated and found influencing job satisfaction level of the respondents.

Bellary (2014) described the job satisfaction factors affecting library professionals. Organizational factors, work related factors and individual factors are common categories of factors depicted by the study. Satisfaction level of the job of an employee can increase the quality of service and enhance their professional's skill as well. Higher authorities of the organization should provide different kinds of facilities to satisfy employees' need. Study concluded that organizational factors play an essential role in job satisfaction of the employees in any organization.

Ikonne and Onuoha (2015) investigated the factors that influencing the job satisfaction of librarians in Federal and State University libraries in Southern Nigeria. Productivity, work effort, absenteeism, turnover rates and employee relations are the job-related behaviours on which job satisfaction has great influence. Significant factors that influence the librarians' job satisfaction were job-security, satisfactory relationship with supervisors, satisfactory interaction with colleagues and satisfactory interaction with information users. However, salary and fringe benefits, working condition, and opportunities to conduct research were rated low satisfaction which signifies that the librarians are not satisfied with these job satisfaction facets. Findings recommended improvement in salary levels and the fringe benefits of the librarians, improving their working conditions; and granting the enough opportunities to the librarians to conduct research were made.

Das (2015) conducted a study on job satisfaction among library professionals of private engineering college in Hooghly, West Bengal. The findings show up that library professionals are not satisfied to various attribute on job satisfaction. The study recommended that the management of engineering college libraries should take a necessary steps to develop a sustain policies that will enhance factors of job satisfaction such as working condition, job security, administrative policy, salary, individual growth, personal relation, status and recognition and responsibility. These factors related to work motivated to library professionals to provide better services to the users community, to accomplish the organisation's aims and objectives and ultimately, to enhance productivity of the library professionals.

Oyovwe Tinuoye, Omeluzor and Akpojotor (2016) examined work environment, remuneration, fairness, promotion and training factors that influence librarians' job satisfaction. These factors motivate employees to enhance productivity and dissemination of quality services to clientele. The study found that all the variables significantly influence job satisfaction of library professionals.

Hussain and Soroya (2017) study found that the 'nature of job' was the most satisfied facet of job satisfaction and significant difference was found on job satisfaction among library professionals having different salary packages. Respondents who were getting highest salary were more satisfied in compare to less salaried employees. There was also a significant difference on 'job security' that proved the factor affecting job satisfaction between permanent and contract-based employees. Permanent nature of work was a reason of job satisfaction for the library professionals. However, researcher was not found any difference on job satisfaction level of public and private sector

Nakhoda, Esmaili Givi and Talebipanah (2018) investigated the effect of the downsizing of university libraries on the job satisfaction of Government University libraries staff in provincial centres. The analyses of the study was done using descriptive and inferential statistics using one-sample T-test, Spearman correlation using SPSS and PLS software. Data analysis showed that downsizing and job satisfaction among university librarians are in an unfavorable situation. Among the dimensions of downsizing; the change in the type of work and the change in structure do not affect the job satisfaction of the library staff, but the change in technology has a direct impact on library staff job satisfaction. Therefore, the hypothesis the impact downsizing on the job satisfaction of academic library staff is confirmed.

Sharma and Upadhyay (2019) findings describe that there is a strong positive relation between job involvement and job satisfaction among the library professionals working in private university libraries in Haryana. Library professionals are dissatisfied with salary packages and job security; and satisfied with their work, senior's support etc.

Martin (2020) study's' was not found any difference between librarians and library staff on the bases of gender, race, type of library, position and work performed in the library. Various factors were significantly influence job satisfaction. These are leadership, culture and work environment, strength of identification, relationship with colleagues, pay, diversity and inclusivity, workload, external recognition and meaningful work etc.

Opeke, Ikonne, Adewoyin, (2020) investigated job satisfaction among library personnel in public universities in South-West, Nigeria. Job satisfaction of the library personnel was high because of contributing factors like recognition, job security, relationship with co-workers and work itself. Although, job satisfaction of the respondents was high but they were dissatisfied with their salary. Thus, the study recommended that the salary of library personnel should be increase to reduce the level of dissatisfaction.

Issa (2021) investigated the effects of motivation on job satisfaction and performance of librarians in the University of Ilorin Library. Librarian's job performance can be judged on the bases of accuracy and quality of the work and time taken to complete task. Opportunity for promotion, favourable working conditions, involvement at work, promotion and financial reward affects the job performance and satisfaction level of library staff as motivational factors. Job satisfaction has great influence on job performance and it exists among the librarians studied. The findings of the study concluded that staff performance and job satisfaction are heavily dependent on motivation and its factors.

Udo-Anyanwu, and Uwandu (2021) study show that library staff are satisfied to a high extent in the libraries studied and there is a relationship between reward, training, promotion and job satisfaction of library staff. However, the relationship of feedback and job satisfaction is to a low extent. The researchers recommended that the academic library management should make every effort to improve upon the level of job satisfaction of library staff to a very high extent to ensure achievement of set goals and objectives; government and academic institution management should ensure that salaries, allowances and other incentives are paid as and when due to boost library staff job performance as well as job satisfaction; academic library management in collaboration with the academic institution management should ensure that library staff are sponsored to conferences, seminars and workshops regularly to keep them abreast with new trends in their profession for greater job performance

and satisfaction, and academic library management and management of academic institutions should ensure regular promotion of library staff to enhance job satisfaction.

### **Objective:**

The objectives of the present study are:

1. To assess the level of job satisfaction among male and female library professionals of selected central university libraries of Delhi and U.P.
2. To measure the job satisfaction of different age groups of library professionals in the selected central university libraries of Delhi and U.P.
3. To find out the difference between library professionals of central university libraries in Delhi and Uttar Pradesh on job satisfaction.

### **Hypothesis:**

Following hypothesis were formulated to test the significance of study:

1. H<sub>0</sub>1: There would be no significant difference between male and female central university library professionals on Job Satisfaction.
2. H<sub>0</sub>2: There would be no significant difference among library professionals of different age groups on Job Satisfaction.
3. H<sub>0</sub>3: There would be no significant difference in the degree of job satisfaction between library professionals working in central universities of Delhi and Uttar Pradesh.

## **METHODOLOGY**

### **Population and Sample:**

The study has been conducting on the following five central universities of Delhi and Uttar Pradesh:

1. Jamia Millia Islamia (JMI), New Delhi;
2. Jawaharlal Nehru University (JNU), New Delhi;
3. University of Delhi (DU), New Delhi;
4. Aligarh Muslim University (AMU), Aligarh; and
5. Banaras Hindu University (BHU), Varanasi.

Census sample technique was applied to this study. Data was collected from every member of the population. Library professionals with designation right from the library

assistant to the university librarian currently working in the target universities were focused for the purpose. The sample consisted of Librarians, Deputy Librarians, Assistant Librarians, Professional Assistants, Semi Professionals Assistants, and some other technical library professionals such as Library Assistants, Junior Library Assistants, Library Clark and Senior Library Assistants etc.

Table number 1 shows the breakdown of sample from five central university libraries of Delhi and Uttar Pradesh.

**Table 1 Demographic profile of respondents**

<b>Demographic Variables</b>		<b>Frequency (N=337)</b>	<b>Percentage (%)</b>
<b>Gender</b>	Male	257	76.3
	Female	80	23.7
<b>Age (in Years)</b>	≥35	59	17.5
	36-45	114	33.8
	≤46	164	48.7
<b>Marital Status</b>	Married	317	94.1
	Unmarried	20	5.9
<b>Designation</b>	University Librarian	5	1.5
	Deputy Librarian	15	4.5
	Assistant Librarian	22	6.5
	Professional Assistant	116	34.4
	Semi Professional Assistant	120	35.6
	Other Library Professionals	59	17.5
<b>Qualification</b>	Certificate	52	15.4
	BLISC	70	20.8
	MLISC	125	37.1
	MPhil	36	10.7
	PhD	54	16.0
<b>Experience(in Years)</b>	≥15	100	29.6
	16-25	145	43.0
	≤26	92	27.3
<b>Universities</b>	DU	43	12.8
	JMI	38	11.3
	JNU	56	16.6
	AMU	85	25.2
	BHU	115	34.1

<b>States</b>	Delhi	137	40.7
	Utter Pradesh	200	59.3

**Tool:**

The present study was applied Job Satisfaction Scale (JSS) developed by Singh and Sharma (1986) for the assessment of job satisfaction which has 30 statements with five alternatives. Statement at serial number 4, 13, 20, 21, 27, and 28 are negative with the scoring value of 0, 1, 2, 3, 4 and remaining statements are positive with the scoring value of 4, 3, 2, 1 and 0. The total score of the given values give a measure of the job satisfaction or dissatisfaction of the respondents.

**Data Collection Procedure:**

The researcher has visited concerned central universities and their libraries for gathering data. With the permission of the university librarian, data has collected from each library professionals personally through questionnaire and interview. Filling questionnaires were analysed for getting the results of the present study.

**Statistical Analysis:**

Keeping in view the objective and hypothesis of the present research, statistical analyses namely; Mean, SD and Independent-Samples T-Test (t-test) were carried out in order to identify the significant difference between library professionals of central university libraries of Delhi and Uttar Pradesh. Results and discussion are being presented in the following way.

**Results and Discussion:**

Table 2 Descriptive Statistics and Independent Samples t-test of Job Satisfaction among Male and Female Library Professionals

<b>Groups</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>t</b>	<b>df</b>	<b>P</b>
Male Library Professionals	257	55.12	11.947	.977	335	.329
Female Library Professionals	80	53.56	13.960			

Table 2 revealed no significant difference between male as well as female library professionals on job satisfaction ( $t = .977, p > .05$ ). Mean scores stated that male library

professionals experienced slightly higher level of job satisfaction as compared to female library professionals. Therefore, hypothesis (H<sub>01</sub>) “*there would be no significant difference between male and female central university library professionals on job satisfaction*” is not rejected.

The findings of the present study can be appreciated by various past researches such as; Somvir and Kaushik (2012) revealed job satisfaction is not related to the sex of library professionals. More recently, Martin (2020) study was not found any difference between librarians and library staff on the bases of gender in the library.

Table 3 Descriptive Statistics of Job Satisfaction among different Age Groups of Library Professionals

Age (in Years)	N	Mean	SD
≤35	59	60.85	11.660
36-45	114	55.25	12.362
≥46	164	53.73	11.812
<b>Total</b>	<b>337</b>	<b>55.49</b>	<b>12.212</b>

Table 4 Summary of ANOVA on Job Satisfaction among different Age Groups of Library Professionals

Groups	Sum of Squares	df	Mean Square	F	p
Between Groups	2210.311	2	1105.156	7.707	.001
Within Groups	47895.902	334	143.401		
<b>Total</b>	<b>50106.214</b>	<b>336</b>			

Table 4 of ANOVA showed that library professionals of different age groups reported highly significant difference on job satisfaction (F= 7.707, p<.01). Mean scores (Table 3) suggested that those library professionals having age ≤35 experienced higher level of job satisfaction while those library professionals having age ≥46 experienced lower level of job satisfaction. Therefore, hypothesis (H<sub>02</sub>) “*there would be no significant difference among library professionals of different age groups on job satisfaction*” is rejected.

Table 5 Post Hoc Tests (Scheffe) for Multiple Comparisons on Job Satisfaction among different Age Groups of Library Professionals

Age Groups	Age Groups	Mean Difference	Std. Error	p
≤35	36-45	5.593	1.921	.015
	≥46	7.122	1.818	.001
36-45	≥46	1.529	1.460	.579

The post hoc analyses (Table 5) indicated the mean comparisons on job satisfaction among different age groups of library professionals. Mean scores found significant difference between age groups of ≤35 and 36-45 ( $p < .05$ ); ≤35 and ≥46 ( $p < .01$ ) library professionals on job satisfaction. In contrast mean scores was not found significant difference between age groups of 36-45 and ≥46 ( $p > .05$ ) library professionals on job satisfaction.

Table 6 Mean, SD and t-test of Job Satisfaction among Central Universities of Delhi and Uttar Pradesh Library Professionals.

Groups	N	Mean	SD	t	df	p
Library Professionals of Delhi	137	57.62	13.096	2.232	335	.026
Library Professionals of U.P.	200	61.36	16.342			

Table 6 showed Mean, SD, t and p values between central universities of Delhi as well as U.P. library professionals on job satisfaction. The Mean and SD in the case of library professionals of central university libraries of Delhi on job satisfaction were accounted 57.62 and 13.096, while in the case of library professionals of central university libraries of Uttar Pradesh were reported 61.36 and 16.342 respectively. Mean scores stated that library professionals of central university libraries of Uttar Pradesh experienced higher level of job satisfaction as compared to the library professionals of central university libraries of Delhi. Results revealed significant difference between library professionals of central university libraries of Delhi as well as Uttar Pradesh library professionals on job satisfaction ( $t = 2.232$ ,

df= 335,  $p < .05$ ). Therefore, hypothesis “There would be no significant difference between library professionals working in central university libraries of Delhi and Uttar Pradesh in the degree of job satisfaction” is rejected.

The findings of the present research can be supported by several past research studies such as; Kumar and Siddique (2011) study found difference among middle level professionals experiencing more stress than higher and lower level professionals. Sambo (2014) observed significant difference librarians working in Nigeria libraries. Some librarians are highly satisfied with their nature of work, while others are dissatisfied with supervision, benefits, promotion policy, salary structure, and management policy. Furthermore, Hussain and Soroya (2017) study found significant difference on job satisfaction among library professionals having different salary packages and different ‘nature of work’ or ‘job security.’ However, researcher was not found any difference on job satisfaction level of public and private sector.

Job satisfaction is a psychological, emotional and physiological phenomenon that affects the productivity and performance of an individual to a great extent in the organisation. In case of library professionals, it is more essential to be satisfied to render the services effectively. Library professionals are more effective, intelligent and creative to make the society better and progressive through providing variety of services to the faculty, research scholar and students in particular and to the library user’s community and society in general.

The findings of the present study make a clear understanding about job satisfaction and to measure level of job satisfaction between the library professionals of central universities of Delhi and Uttar Pradesh. This study will also draw the clear picture of comparative scenario of the library professionals of central university libraries of Delhi and Uttar Pradesh.

The university library is the most important academic library and its effectiveness depend on the quality and degree of performance it offers to its users, and that library's success depends only on how effectively it satisfies its users. In this modern era, where all about the use of computer and state-of-the-art technologies has become technically more sophisticated, university libraries are being updated by using advanced technology such as paper digitization, internet facilities, online databases, the use of various types of library software etc. to offer better services to their user groups in less.

### **Limitations of the Study:**

The study was delimited to the three central university libraries of Delhi and two central university libraries of Uttar Pradesh. Only working library professionals of central library of DU, JMI, JNU, AMU and BHU were selected for the present study. The study was delimited to the library professionals of university library system of these universities of Delhi and Uttar Pradesh including their central libraries.

### **Conclusion:**

The results of the study indicated that the significant difference was found among library professionals of Delhi and library professionals of Uttar Pradesh in relation to job satisfaction. A satisfied employee can increase the productivity and efficiency of an organisation likewise a satisfied library professional can increase the quality of library services to the users' community which may result into the satisfaction of library users. A user and a library professional satisfaction are parallel to each other which show the service quality. Quality service of libraries is the need of the hour for the research and development of the university and nation. Thus, the library professionals should be satisfied with their job, work place and working conditions to provide the accurate information to the users at the right time. Therefore, employee satisfaction matters to the organisation for its growth and development.

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