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Ramesh Pandita

Baba Ghulam Shah Badshah University, Jammu & Kashmir, India, rameshpandita90@gmail.com

J Dominic Dr.

Karunya University, Coimbatore, Tamil Nadu India, jdom16@gmail.com

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Overcoming workplace discrimination and job dissatisfaction in academic libraries: A Study

Ramesh Pandita

Research Scholar, Research and Development Centre, Bharathiar University, Coimbatore, Tamil Nadu,
India, 641046,

Working as Assistant Librarian, BGSB University, Rajouri, Jammu & Kashmir India -185234 E-mail:

rameshpandita90@gmail.com

&

Dr. J. Domnic

Chief Librarian, Karunya University, Karunyanagar Coimbatore,
Tamil Nadu, India, E-mail: jdom16@gmail.com

Purpose: - Workplace discrimination is a very common problem faced by employees, all across the world and so holds true about Library and Information Science professionals. Accordingly, the present study is an attempt to assess how far the library and Information Science professionals working in the higher education sector of the Jammu & Kashmir, India face discrimination in their workplaces. Some of the key areas studied include, the racial and religious discrimination faced by the professionals, discrimination in the matters of pay, promotions, leave admissibility, research grants, undue administrative interference, recognition, etc.

Scope and methodology: - The scope of the study is limited to the higher education sector of the Jammu & Kashmir state, India, but given the nature of the job, the findings of the study can be easily generalized. The study is purely based on the primary data collected from the respondents through questionnaires, specially designed for the purpose.

Some Key Findings: -In all 264 responses were generated from the respondents comprising 55.7% female and 44.3% male respondents. The majority, 53% respondents replied that they do not enjoy the faculty status, while as, 42% respondents replied that they feel despised by professionals from other relative groups. Over 58% respondents replied that they do not participate in the administrative matter of their institution, while as, 46.2% respondents replied that library related policy decisions are not taken with their consent. Over 43% respondents have replied that promotional benefits were not extended to them in time. Concerns were also shown towards the undue

interference by the institutional administration in the administrative and policy matters of the library. Operational autonomy, recognition of the contribution, promotional policy are some other areas where respondents have shown concern, whereas mixed reactions were received about the support and cooperation respondents receive from their peers and seniors.

Some of the positives which emerged from the present survey are that the majority, 75% respondents never face discrimination on the basis of racial or religious grounds and so do majority respondents replied of having never felt insulted or isolated in the workplace.

Research Implications: - Workplace which breeds discrimination among employees is bound to cause dismay and unhappiness among them, resulting into their job dissatisfaction. It is the responsibility of an employer to ensure that his/her employee gets the work environment, which is free from religious, racial, ethnic and other sort of discrimination.

Key Words: - Workplace discrimination, Library Professionals, Job Satisfaction, Jammu & Kashmir, Higher Education,

INTRODUCTION: - Workplace discrimination is a very common problem faced by the employees all over the world, in almost each kind of organization and so holds true about the different workplace discriminations faced by the Library and Information Science professionals. Discriminations faced in the workplace in one or the other form goes a long way in affecting the overall job satisfaction of an employee. Some of the common types of workplace discriminations are generally based on the race and the religious grounds. But, apart from these, there are also discriminations which are based on the professional rivalry, terming the job of others as low and inferior, undermining the work efficiency and ability of other professionals. There are also discriminations which may be related to work assignments, pay and promotions, nepotism, favouritism, discrimination based on the exploitation of one's bad days. All these and many more forms of workplace discrimination take place in almost each kind of an organization or institution. The employees who face workplace discrimination on any of the aforementioned accounts are bound to reflect lower levels of job satisfaction and also affecting their job performance.

The Library and Information Science professionals working in different type of institutions or organizations face workplace discriminations of their own kind. Some of the common type of discriminations faced by the LIS professionals includes, undermining the importance of the library profession and the professionals thereof,

both by the institutional administration and by the professionals from other relative groups (fellow faculty members etc). Library professionals are generally despised by the institutional administration and other faculty members and are not being generally extended benefits at par with the faculty members. Delay's in the career advancement of LIS professionals, poor promotional policies and undue interference in their job by the institutional administration, is a very common problem faced by the library professionals. Discriminations faced by the LIS professionals on all such accounts take its toll on them in the areas of their job satisfaction and job performance. Most of the library professionals can be easily seen complaining about the system and the disparities they face on all such accounts. Job satisfaction is about having physiological, psychological and environmental contention about the work done (**Arnold & Feldman 1982**)

Fundamentally, the workplace discrimination means the indifferent treatment a homogeneous group of employees receives in a particular organization or an institution. Workplace discrimination generally happens when two different yard sticks are used for measuring the same problem. In such a case, an employer reflects the indifferent attitude towards some of his employees or to a particular group of employees, who otherwise are equally important for the overall survival and growth of the organization, but the importance of one employee or one group of employee is undermined and more often maltreated, hence results in the workplace discrimination.

Accordingly, in the present study an attempt has been made to assess some of the common workplace discriminations faced by the Library and Information Science professionals working in the higher education sector of the Jammu & Kashmir, India. The study is purely based on the primary data collected from the LIS professionals working across institutions of different type and nature in the state by circulating questionnaires.

EXPECTATIONS AND EQUITY THEORY: - Workplace discrimination can be reviewed in the light of the Expectations, and Equity Theory. This theory signifies about the individual's perceptions towards his/her job by equating it in relation to the job of their counterparts and contemporaries working in the same sphere. James Adams is being seen as the person who made a profound impact about the concept of equity theory which originated around 1965 (**Pinder, 1998**). The human tendency is to draw parallels between the services they render to that of their co-workers and so is their tendency to rate their individual contribution far better and greater than their coworkers. This correlation ultimately results into job dissatisfaction in an employee.

Under the equity theory, employees don't just draw work and salary comparison among its own employees and colleagues, but also compare their contribution with the professionals working with other organizations in similar positions. If an employee is underpaid than his/her counterpart working in another similar organization in a similar position will surely show dissatisfaction with his/her job and will motivate one to challenge the inequity (**Pinder, 1998**). Irrespective of the nature of the job, which an employee is engaged with, wants his/her job to be fairly equitable in terms of rewards which one gets in the form of salary or remunerations to meet their basic needs. Expectations and equity theory has got its own limitations for the fact that it suffers with a bias of individual observations as employees or workforce generally look through the prism of their own requirements, which lets these observations to be non-congruent with actual happenings.

PROBLEM STATEMENT: - Library professionals quite often complain about the system for being treated indifferently by both the faculty members and the institutional administration. Most of the library professionals see this indifferent treatment as the workplace discrimination they often face, with the result a good number of library professionals do not find job satisfaction. Workplace discrimination may include anything from undue administrative interference in the operational autonomy to the discrimination in the matter of pay and the promotions of the professionals. Social status is one of the fundamental workplace discriminations the library professionals complain of, whereby they do not enjoy the same perks and privileges to that of other regular faculty members. This is followed by discriminating with the professionals by undermining the importance of the library profession and the professionals thereof. Not recognizing the contributions of the LIS professionals is something very much endemic with the library professionals.

OBJECTIVES OF THE STUDY: - To identify some of the common areas of workplace discrimination faced by the library professionals.

To assess the correlation between the workplace discrimination and the job satisfaction among Library and Information Science professionals working in the higher education sector of Jammu and Kashmir, India.

To examine the common causes, which lead to workplace discrimination among LIS professionals?

RESEARCH METHODOLOGY: - The present study is based on the primary data collected from the Library and Information Science professionals working in the higher

education institutions of Jammu & Kashmir, India. The data were collected by circulating questionnaires among the respondents specially designed for the purpose. A sample test of the questionnaire was conducted by circulating 20 questionnaires among the selected respondents and the necessary changes were undertaken at some places based on the feedback provided by the respondents. The online version of questionnaire was circulated among respondents by hosting link on various social networking sites, including Whatsapp, Facebook, groups, and wherever possible, the link was directly forwarding to the respondents on their email addresses. Print version of questionnaires was forwarded by post to the respondents on the official addresses, which was again obtained by consulting websites of respective institutions. The print questionnaires were accompanied with self addressed stamped envelope to facilitate the timely reply from the respondents. Still more, wherever possible, the questionnaires were also circulated among respondents by visiting them personally and the filled in responses were collected on the following day, so as to give the respondents enough time to go through the questions and respond carefully. In all 264, responses could be collected from the respondents all across the state. The institutions covered include, nearly 175 government and private degree colleges, 09 state and central universities, one IIM, IIT, NIT, IIIM each. Apart from these data were also collected from the library professionals engaged in the medical colleges, nursing colleges, dental colleges, engineering colleges etc.

Keeping in view the objectives of the study, data analysis softwares SPSS was used to compute the percentage, mean, and standard deviation etc., against various tables has been performed by using SPSS data analyzer. Average mean and standard deviation has been reflected in almost each individual table. The data collected from the respondents were structured by MS Excel for easy filtration and performing simple mathematical expressions like, drawing percentage, multiplication, addition and subtraction etc.

RELATED STUDIES: - Lots of studies have been conducted around the concept of workplace discrimination among employees across different fields, but no such major study has been conducted in India to study the workplace discrimination among Library and Information Science Professionals. However, a lot of studies conducted to study the job satisfaction among Library and Information Science professionals have discussed about the prevailing discrimination with the Library professionals in general and those working in academic institutions in particular. Some of the studies have been reviewed for the better understanding of the concept and how it is prevalent among library professionals.

In a very interesting study (**Preston; 1998**) observed that workplace discrimination is one of the foremost aspects which leads to job dissatisfaction among the employees. Preston in her research paid emphasis on the relationship aspects between the employees and the supervisors, coworkers, management and patrons at the workplace. Interestingly, the researcher viewed that racism is not a recognizable and a significant detriment in the way of job satisfaction. Similarly, (**Tella, Ayeni and Popoola, 2007**) in their study viewed that social status in relation to an individual's job plays a very significant role in the overall job satisfaction of an employee. The importance of library professionals and their contribution to teaching and research activities cannot be undermined by the institutions (**Alan, 2009**), who deserve their standing at par with the faculty members and so should institutions maintain parity between the two (**Tysick and Babb, 2006**).

Still more, job satisfaction varies considerably even among the homogenous employees, which in such cases is generally influenced by the recognition the employees receive for the work they do and the work environment in which they operate. Like (**Harris & Tague, 1989**) found that library professionals working in the US, Britain and the Canada show higher levels of job satisfaction for being treated at par with the faculty. Various other researchers have found a positive correlation between the rank and faculty status with the job satisfaction among the Library and Information Science professionals (**Glorai and Jim, 1995, Koeng, Morrison and Roberts, 1996, Spang and Kane, 1997, Jennifer 2008, Karim and Hareen 2010**). So holds true about the rrecognition of library professionals, which is an important variable associated with their job satisfaction (**Kreitz and Ogden, 1990**), but generally the professionals from other areas recognize the library professionals as the people who stamp books (**Welsby, 1999**). Welsby believes that the perception of people in general and the institutional authorities in particular has not changed towards library professionals. The researcher advocates the need to change such perception and giving due recognition to the LIS professionals in terms of status, which they deserve. Similarly (**Bello, 1996**) observed that librarianship in the Nigeria is recognized as a profession about taking care of books.

Status, recognition and appreciation in the workplace are the three important variables, rather factors which lead to job satisfaction among employees (**Payne, 1999**), however, library professionals are being seen as glorified clerks by some of the faculty members (**McAnally, 1971**). However, (**Clow, 1986**) in his study observed that library professionals in Russia enjoy more respect. However, in a study, while surveying 300

academic librarians from both the universities and the colleges of the United States (**Horenstein, 1993**) found that librarians with faculty status and rank showed higher levels of job satisfaction than librarians without faculty status. It is a case of workplace discrimination with the library professionals for not being treated at par with the teaching faculty. Such a type of discrimination generally happens on the part of the institutional administration. Horenstein, owed this difference to the fact that library professionals with faculty status were actively involved with the decision making process of the institution and were often consulted in the matters pertaining to policies and administration related to library.

Workplace discrimination on the basis of age is very common across the world, mostly leading due to lack of technological know-how and enthusiasm to work and achieve something significant on personal and professional front among the aged professionals. Given the fact, such professionals face workplace discrimination on the basis of age (**Shah and Kleiner, 2005**). The researcher are of the view that if on one hand there are some disadvantages associated with the growing age, on the other hand the seasoned professionals have their own strengths in the form of make mature and more reliable judgment, strong work ethics and above all matchless experience. So this is obligatory on the part of the organizational management to protect the interests of the senior professionals by removing all age related discriminations and so has the government to play its part by enforcing laws to overcome age related workplace discriminations. Although government may enforce laws and companies may frame rule and regulations to over the problems of workplace discrimination, but still there are some subtler forms of workplace discrimination which employees continue to face mostly in the form of ethnic and racial lines and the need thereof to promote more diverse workforce (**Regmi, Naidoo and Regmi, 2009**).

The workplace discrimination on the regional basis can also be observed among employees at the institutional or organizational level. **Dong and Kleiner (1999)** discussed about a range of workplace discriminations faced by the Asians, these include, lay-offs, promotions, wages, hiring, training, early retirement, harassment and to overcomes these issues, the researchers suggested of having a diverse workforce to achieve individual and organizational goals. In a similar survey of library professionals of the 10 university library professionals of Pakistan (**Khan and Ahmed, 2013**) observed that library professionals from Khyber Pakhtunkhwa province showed job dissatisfaction for not being extended with rewards and other benefits. Library professionals have always shown concerns towards the issues related to their social

status in terms of esteem and prestige, which they want to be at par with the other professional colleagues of relative groups (**Verma, 1992**). Realising the need to overcome some intentional and unintentional discriminations met by the Library professionals all across the country from time to time, efforts were made by the agencies like University Education Commission, University Grants Commission and the recommendations made by the Ranganathan committee towards the betterment of salary and the grades of the library professionals across India (**Khanna, 1984**).

Extending facilities like residential accommodation, medical facility, and free education to children etc. to the library professionals should be the institutional policy (**Alluddin, 1995**). Retaining skilled manpower in libraries in general and research libraries in particular is one of the greatest concerns in this ever and fast changing information world. Given the fact there is always need that skilled staff be provided with discrimination free work environment whereby employees may feel contented with their job (**Siggins, 1992**). Better interpersonal relationship at the workplaces reduces the workplace discrimination among employees and so does a good relationship with patrons and co-workers help in dragging more job satisfaction (**Bonnie, 1993**). Bonnie also observed that library professionals generally find discrimination in the areas of pay, perks, promotions and recognition.

Interference in the routine library affairs and intrusion in the freedom of choice, by the institutional administration is also being seen as one of the forms of workplace discriminations and forceful reasons which lead to job dissatisfaction among the library professionals (**Samantray, 1995**). In a study to look for the reasons, on the career change decision (**Demming and Chelin, 2001**) observed that career change is greatly influenced by choice, experience, context of life, the nature of the job and the influence of other people. The researchers suggested that library professionals need to make their presence felt by marketing their role and importance and so should institutions remunerate skilled professionals proportionately.

Phomphakdy and Kleiner (1999) discusses about the US legislation under which job discriminations mostly based on disability, age, sexual harassment, race etc., have been considered as illegal. The researchers focused on the need to conduct workshops among employees about the importance of having diverse workforce and the need thereof to remove the workplace discrimination. The researcher suggested that such workplace discrimination can be prevented by holding the bull by horns and to this effect what the companies have to do is to accept the prevalence or workplace discrimination, zero

tolerance towards such discriminations, no to diversity labels, behaviour problems and above all commitment to end discriminations.

RESULTS: - The collected data was structured keeping in view the objectives of the study and data was filtered by using MS Excel. Percentage at all the places has been drawn up to one decimal place and has been rounded off to 100% figure.

Table-1 Biographical Information about respondents

A. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	117	44.3	44.3	44.3
Valid Female	147	55.7	55.7	100.0
Total	264	100.0	100.0	

B. Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25 Years	7	2.7	2.7	2.7
Valid 26-35 Years	101	38.3	38.3	40.9
Valid 36-45 Years	97	36.7	36.7	77.7
Valid 46-55 Years	43	16.3	16.3	93.9
Valid Above 55 Years	14	5.3	5.3	99.2
Valid No Response	2	.8	.8	100.0
Total	264	100.0	100.0	

C. Academic Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary	10	3.8	3.8	3.8
Valid Under Graduate	15	5.7	5.7	9.5
Valid Graduate	3	1.1	1.1	10.6
Valid Post Graduate	216	81.8	81.8	92.4
Valid M.Phill	7	2.7	2.7	95.1
Valid Doctoral (Ph.D)	12	4.5	4.5	99.6
Valid No Response	1	.4	.4	100.0
Total	264	100.0	100.0	

D. Professional Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate / Diploma in Library and Information Science	17	6.4	6.4	6.4
Valid Graduate in Library and Information Science	26	9.8	9.8	16.3

Post-Graduate Library and Information Science	178	67.4	67.4	83.7
M.Phil. in Library and Information Science	12	4.5	4.5	88.3
Ph.D. in Library and Information Sciences	20	7.6	7.6	95.8
No Response	11	4.2	4.2	100.0
Total	264	100.0	100.0	

Of the total 264 responses collected 117 (44.3%) are male and 147 (55.7%) are female respondents, reflecting the fair amount of representation from the respondents of both the genders. Given the educational qualifications of the respondents, the majority 67.4% the respondents are having a Master's degree in Library and Information Science, while as 7.6% respondents are having a doctoral degree in LIS and 4.5% M.Phill. The majority 37.5% respondents are within the age group of 26 to 35 years, which is followed by 36.7% respondents in the age group of 36 to 45 years. So in the entire majority 74.2% respondents are under 45 years of age, which is a quite young age group, while as, 21.5% respondents are above 46 years of age. In terms of work experience, the majority 24.6% respondents have less than 5 years of experience, followed by 24.2% respondents have less than 10 years of work experience. Nearly 22% respondents have work experience between 11 to 15 years and 10.2% respondents have up to 20 years of work experience.

Table-02 Respondents observation on some dichotomous questions

Option→ Statement↓ Gender↓	Yes (%age)	No (%age)	No Response (%age)	Total (%age)	Mean	Std deviation
Do you ever felt despised by others for being a library professional						
Male	61 (52.1)	48 (41.0)	08 (6.8)	117 (44.3)	1.64	0.594
Female	50 (34.0)	89 (60.5)	08 (5.4)	147 (55.7)		
Total	111 (42.0)	137 (51.9)	16 (6.1)	264 (100)		
Are you being paid salary as per the norms laid down by the governing bodies like UGC, AICTE, NCTE norms etc.						
Male	72 (61.5)	37 (31.6)	08 (6.8)	117 (44.3)	1.42	0.573
Female	92 (62.6)	52 (35.4)	03 (2.0)	147 (55.7)		
Total	164 (62.1)	89 (33.7)	11 (4.2)	264 (100)		
Do you participate in the administrative matters of your institution?						
Male	46 (39.3)	64 (54.7)	07 (6.0)	117 (44.3)	1.67	0.558
Female	52 (35.4)	90 (61.2)	05 (3.4)	147 (55.7)		
Total	98 (37.1)	154 (58.3)	12 (4.5)	264 (100)		
As a librarian, are all library related policy & administrative decisions taken with your consent						
Male	50 (42.7)	56 (47.9)	11 (9.4)	117 (44.3)	1.62	0.629
Female	71 (48.3)	66 (44.9)	10 (6.8)	147 (55.7)		
Total	121 (45.8)	122 (46.2)	21 (8.0)	264 (100)		
As a librarian, do you enjoy complete operational autonomy along with administrative authority in the matters concerning to library						

Male	49 (41.9)	59 (50.4)	09 (7.7)	117 (44.3)	1.61	0.637
Female	76 (51.7)	58 (39.5)	13 (8.8)	147 (55.7)		
Total	125 (47.3)	117 (44.3)	22 (8.3)	264 (100)		
Do you enjoy faculty status, rank, perks & other privileges etc?						
Male	51 (43.6)	60 (51.3)	06 (5.1)	117 (44.3)	1.62	0.572
Female	61 (41.5)	80 (54.4)	06 (4.1)	147 (55.7)		
Total	112 (42.4)	140 (53.0)	12 (4.5)	264 (100)		
Do you enjoy leave privileges at par with other teaching faculty?						
Male	61 (52.1)	50 (42.7)	06 (5.1)	117 (44.3)	1.55	0.576
Female	68 (46.3)	74 (50.3)	05 (3.4)	147 (55.7)		
Total	129 (48.9)	124 (47.0)	11 (4.2)	264 (100)		
Do you enjoy research and publication opportunities at par with teachers?						
Male	58 (49.6)	54 (46.2)	05 (4.3)	117 (44.3)	1.52	0.565
Female	77 (52.4)	66 (44.9)	04 (2.7)	147 (55.7)		
Total	135 (51.1)	120 (45.5)	09 (3.4)	264 (100)		
Average Mean and Standard Deviation					1.58	0.588

It has been observed quite often that library professionals do not enjoy the social status at par with the other professionals, especially among the teaching community. It is a known fact that the Library professionals, although being passively involved with the teaching, but given their contribution to teaching and research activities of their institutions, makes their contribution at par with that of those actively involved with the teaching and research activities of their institution. Accordingly, the respondents were asked, if they ever felt despised for being a library professional, to which 42% replied yes, while as the majority 51.9% replied no. The scenario at the gender level is quite different, as among males the majority 52.1% respondents replied that they felt despised, while as 41% replied no. Among females the majority 60.5% respondents replied that they did not feel despised, while as 34% replied yes. It would be quite difficult to infer as what makes male professionals feel more despised than their female counterparts.

Similarly, in terms of salary, 62.1% respondents are satisfied with the salary, as they have replied that they are being paid salaries as per the norms laid down by various governing bodies. While as at the same time, 33.7% respondents have shown dissatisfaction with the salary as they have replied that they are not being paid salaries in conformance with the norms laid down by different governing bodies. At the gender level no such major difference was observed, as one-third of the library professionals from both the genders have shown dismay over the salaries not being paid to them as per the norms laid down by different governing bodies.

Participation in the administrative matters of the institution serves a sense of satisfaction among the employees in its own way. While asking the respondents of their

participation in the administrative matters of their institution, the majority 58.3% respondents replied no, while as 37.1% replied yes. At the gender level, compared to female library professionals more male library professionals participate in the administrative matters of their institution. What is more interesting to note is that compared to 45.8% library professionals, 46.2% library professionals have replied that all the library related policy decisions are not taken with their consent. Here again, compared to female library professionals, more male library professions have shown dismay for not being consulted in the policy matters pertaining to their library by their institutional administration.

In terms of operational autonomy, 47.3% respondents have replied that they enjoy the complete operational autonomy, while as 44.3% have replied that they do not enjoy such autonomy. At the gender level, compared to 41.9% males 51.7% females enjoy the operational autonomy, while as compared to 50.4% males, 39.5% females do not enjoy the operational autonomy.

The majority 53% respondents have replied that they do not enjoy the faculty status, rank, perks and other privileges, while as 42.4% have viewed that they enjoy all such perks and privileges. At the gender level, both the male and the female respondents have viewed concerns, as compared to 51.3% males, 54.4% female respondents have viewed that they do not enjoy such privileges, while as compared to 43.6% males, 41.5% females have replied in affirmative. Nearly 50% respondents each believe that they enjoy and they do not enjoy the leave privileges at par with the faculty members. At the gender level compared to female library professionals more male library professionals believe that they enjoy leave privileges at par with the faculty members, but when it comes to research and publication opportunities on par with the teachers, 51.1% respondents replies yes, while as 45.5% respondents replied no. There is no significant difference in the opinion of male and female library professionals in this regard.

Table-03 On-scale opinion of respondents towards their institutional administration

Statement	Always (%)	To some Extent (%)	Very Rarely (%)	Never (%)	Can't Say (%)	No Response (%)	Total (%)	Mean	Std deviation
How far is your reservation on policy matters pertaining to library being given consideration by your institutional administration									
Male	21 (17.9)	59 (50.4)	19 (16.2)	08 (6.8)	02 (1.7)	08 (6.8)	117 (44.3)	2.58	1.452
Female	35 (23.8)	64 (43.5)	20 (13.6)	10 (6.8)	10 (6.8)	08 (5.4)	147 (55.7)		
Total	56 (21.2)	123 (46.6)	39 (14.8)	18 (6.8)	12 (4.5)	16 (6.1)	264 (100)		
How far you face administrative interference in the policies & the administrative matters of your library									
Male	36 (30.8)	43 (36.8)	17 (14.5)	05 (4.3)	09 (7.7)	07 (6.0)	117 (44.3)	2.48	1.409

Female	34 (23.1)	62 (42.2)	27 (18.4)	07 (4.8)	11 (7.5)	06 (4.1)	147 (55.7)		
Total	70 (26.5)	105 (39.8)	44 (16.7)	12 (4.5)	20 (7.6)	13 (4.9)	264 (100)		
How far is your contribution recognized by your institutional administration									
Male	28 (23.9)	45 (38.5)	23 (19.7)	10 (8.5)	03 (2.6)	08 (6.8)	117 (44.3)	2.61	1.537
Female	46 (31.3)	49 (33.3)	26 (17.7)	12 (8.2)	07 (4.8)	07 (4.8)	147 (55.7)		
Total	74 (28.0)	94 (35.6)	49 (18.6)	22 (8.3)	10 (3.8)	15 (5.7)	264 (100)		
Average Mean and Standard Deviation								2.55	1.466

The majority, 46.6% respondents have viewed that their reservations on the policy matters pertaining to library are given consideration by the institutional administration to some extent, while as, 21.2% viewed it always, 14.8% very rarely and 6.8% replied never. Professional opinion is always important for the smooth and hassle free functioning of the libraries. Any decision which may not augur well when it comes to maintaining high professionalism are bound to conflict with those decisions which may not have been in consonance with the professional expertise. In continuation to the above question, respondents were asked about the administrative interference in the administrative and policy matters of the library, 39.5% rated this interference to some extent, while 26.5% viewed it always. This clearly implies that the majority of the library professionals working in the higher education sector of the J& K state face undue interference from their institutional administration, which by no means is good for the healthy functioning of the library system of the institution.

The role of the library professionals is equally important and needs to be duly recognized by the institutional administration. Accordingly, 28% respondents have replied that their contribution is always recognized by their institutional administration, while as 35.6% have viewed this recognition to some extent. There is equally an area of concern as 18.6% respondents find such recognition very rare. At the gender level, compared to 23.9% males, 31.3% females have viewed that their contribution is being always recognized by their institutional administration.

Table-04 Respondents job satisfaction in some selected professional areas

Statement	Satisfied (%)	Partly Satisfied (%)	Can't Say (%)	Partly Dissatisfied (%)	Dissatisfied (%)	No Response (%)	Total (%)	Mean	Std deviation
Perks & other privileges									
Male	33 (28.2)	35 (29.9)	20 (17.1)	12 (10.3)	08 (6.8)	09 (7.7)	117 (44.3)	2.50	1.495
Female	49 (33.3)	46 (31.3)	21 (14.3)	08 (5.4)	17 (11.6)	06 (4.1)	147 (55.7)		
Total	82 (31.1)	81 (30.7)	41 (15.5)	20 (7.6)	25 (9.5)	15 (5.7)	264 (100)		
Promotions, CAS etc.									
Male	32 (27.4)	38 (32.5)	11 (9.4)	09 (7.7)	13 (11.1)	14 (12.0)	117 (44.3)	2.63	1.614
Female	48 (32.7)	43 (29.3)	20 (13.6)	07 (4.8)	23 (15.6)	06 (4.1)	147 (55.7)		

Total	80 (30.3)	81 (30.7)	31 (11.7)	16 (6.1)	36 (13.6)	20 (7.6)	264 (100)		
Recognition									
Male	42 (35.9)	33 (28.2)	10 (8.5)	10 (8.5)	10 (8.5)	12 (10.3)	117 (44.3)	2.41	1.589
Female	58 (39.5)	45 (30.6)	14 (9.5)	10 (6.8)	12 (8.2)	08 (5.4)	147 (55.7)		
Total	100 (37.9)	78 (29.5)	24 (9.1)	20 (7.6)	22 (8.3)	20 (7.6)	264 (100)		
Parity with teacher's									
Male	28 (23.9)	44 (37.6)	12 (10.3)	10 (8.5)	13 (11.1)	10 (8.5)	117 (44.3)	2.65	1.565
Female	40 (27.2)	50 (34.0)	21 (14.3)	07 (4.8)	19 (12.9)	10 (6.8)	147 (55.7)		
Total	68 (25.8)	94 (35.6)	33 (12.5)	17 (6.4)	32 (12.1)	20 (7.6)	264 (100)		
Research grants									
Male	16 (13.7)	30 (25.6)	30 (25.6)	12 (10.3)	17 (14.5)	12 (10.3)	117 (44.3)	3.03	1.590
Female	36 (25.4)	31 (21.1)	35 (23.8)	09 (6.1)	21 (14.3)	15 (10.2)	147 (55.7)		
Total	52 (19.7)	61 (23.1)	65 (24.6)	21 (8.0)	38 (14.4)	27 (10.2)	264 (100)		
Average Mean and Standard Deviation								2.55	1.466

With the view to assess the existing disparities if any among the library professionals and their fellow professional colleagues from other subject areas, 31.1% have shown satisfaction in the area of perks and other privileges, while as 9.5% are dissatisfied with it. If on one hand 30.3% have shown satisfaction with regard to their promotion and career advancement, 13.6% have shown total dissatisfaction with it. 37.9% are satisfied with their professional recognition, but 8.3% are dissatisfied, while as 25.8% are satisfied in terms of parity between the teachers and the library professionals and 12.1% are dissatisfied. Similarly, if 19.7% satisfied with the research grants they receive from different agencies 14.4% are totally dissatisfied in this regard. On the whole a mixed trend can be observed in the aforementioned areas of satisfaction. At the gender level, the satisfaction level of female library professionals in all the aforementioned areas is higher than their male counterparts.

Table-05 Respondents on-scale observation of the questions related to their career advancement

Statement	Yes (%)	No (%)	To some extent (%)	Can't say (%)	No Response (%)	Total (%)	Mean	Std deviation
Have you been extended all the promotional benefits due to you in time by your institutional administration?								
Male	38 (32.5)	54 (46.2)	15 (12.8)	08 (6.8)	02 (1.7)	117 (44.3)	2.05	0.976
Female	45 (30.6)	61 (41.5)	27 (18.4)	10 (6.8)	04 (2.7)	147 (55.7)		
Total	83 (31.4)	115 (43.6)	42 (15.9)	18 (6.8)	06 (2.3)	264 (100)		
Are the policies related to your career advancement clearly defined in your institutional personnel management?								
Male	43 (36.8)	35 (29.9)	33 (28.2)	04 (3.4)	02 (1.7)	117 (44.3)	2.10	1.025
Female	51 (34.7)	38 (25.9)	48 (32.7)	04 (3.4)	06 (4.1)	147 (55.7)		
Total	94 (35.6)	73 (27.7)	81 (30.7)	08 (3.0)	08 (3.0)	264 (100)		
Do you ever felt isolated at your work place								
Male	27 (23.1)	62 (53.0)	20 (17.1)	04 (3.4)	04 (3.4)	117 (44.3)	2.08	0.877
Female	33 (22.4)	84 (57.1)	21 (14.3)	06 (4.1)	03 (2.0)	147 (55.7)		
Total	60 (22.7)	146 (55.3)	41 (15.5)	10 (3.8)	07 (2.7)	264 (100)		
Do you ever felt insulted at your work place								

Male	17 (14.5)	74 (63.2)	16 (13.7)	07 (6.0)	04 (3.4)	117 (44.3)	2.21	0.849
Female	15 (10.2)	102 (69.4)	19 (12.9)	04 (2.7)	06 (4.1)	147 (55.7)		
Total	32 (12.1)	176 (66.7)	35 (13.3)	11 (4.2)	10 (3.8)	264 (100)		
Do you ever faced racial or religious discrimination at your work place								
Male	13 (11.1)	87 (74.4)	10 (8.5)	02 (1.7)	05 (4.3)	117 (44.3)	2.16	0.767
Female	12 (8.2)	111 (75.5)	16 (10.9)	03 (2.0)	05 (3.4)	147 (55.7)		
Total	25 (9.5)	198 (75.0)	26 (9.8)	05 (1.9)	10 (3.8)	264 (100)		
Do you find hostile work environment at your work place								
Male	25 (21.4)	65 (55.6)	18 (15.4)	03 (2.6)	06 (5.1)	117 (44.3)	2.10	0.970
Female	43 (29.3)	69 (46.9)	24 (16.3)	05 (3.4)	06 (4.1)	147 (55.7)		
Total	68 (25.8)	134 (50.8)	42 (15.9)	08 (3.0)	12 (4.5)	264 (100)		
Average Mean and Standard Deviation							2.11	0.910

Career advancement or extending the promotional benefits to the employees in time serves a sense of satisfaction in its own way. Accordingly, the respondents were asked, as whether they have been extended with all promotional benefits due to them in time or not. In reply to this question, the majority 43.6% respondents replied that they were not extended all such promotional benefits in time, while as 31.4% replied of receiving such benefits in time. At the gender level, compared to 32.5% males, 30.6% female respondents received promotional benefits in time, while as compared to 46.2% males, 41.5% females did not receive such benefits in time. Similarly, if on one hand 35.6% respondents replied that policies related to their career advancement are clearly defined in their institutional personnel management, on the other hand 27.7% replied that their career advancement policies are not clearly defined. At the gender level, compared to 36.8% males, 34.7% females uphold the former view, while as compared to 29.9% males, 25.9% females replied in negative.

Feeling isolated in the workplace is a discrimination of its own kind. Accordingly, 22.7% respondents replied that at times they have felt isolated in the workplace, while as 55.3% replied that they did not experience such isolation in the workplace so far. Compared to 23.1% males, 22.4% females have replied of feeling isolated at the work place, while as compared to 53% males 57.1% females denied of any such isolation in the workplace. Feeling insulted at the workplace is a very common experience professionals go through. Accordingly, 12.1% respondents replied of having felt insulted at the workplace, while as the majority, 66.7% replied that they do not ever felt insulted at the workplace. At the gender level, compared to 14.5% males, 10.2% female respondents replied of having felt insulted at the workplace, while as compared to 63.2% males, 69.4% females replied of having never experienced such a situation.

Facing racial and religious discrimination in the workplace is also a very common sort of an abuse, which may significantly affect the job satisfaction among an employee. In the present survey, the majority 75% respondents replied of having never faced the racial or the religious discrimination in the workplace, which is quite encouraging. But, at the same time, 9.5% respondents have replied of having gone through such discrimination, which is quite worrisome. Though the percentage of respondents having faced racial and religious discrimination in their respective workplaces are quite low, but needs to be viewed seriously, such a sought of workplace discriminations are much more harmful than other kind of abuses. The racial discrimination is a very common phenomenon among the western countries, while as, the religious discrimination is more prevalent in the Indian sub-continent. On the similar lines, 25.8% respondents have replied that they find a hostile work environment at their workplace, while as the majority, 50.8% respondents replied of not having the hostile work environment at their workplace. Compared to 21.4% males, 29.3% females find their work environment hostile, while as compared to 55.6% males, 46.9% females do not find their work environment hostile. Here it is clearly evident that compared to males, more females find their work environment hostile.

Table-06 Respondents level of agreement in following professional areas

Statement	Agree (%)	Partly Agree (%)	Can't Say (%)	Partly Disagree (%)	Disagree (%)	No Response (%)	Total (%)	Mean	Std deviation
You are not being paid in proportion to the work you do									
Male	50 (42.7)	34 (29.1)	06 (5.1)	04 (3.4)	17 (14.5)	06 (5.1)	117 (44.3)	2.49	1.603
Female	47 (32.0)	42 (28.6)	13 (8.8)	15 (10.2)	26 (17.7)	04 (2.7)	147 (55.7)		
Total	97 (36.7)	76 (28.8)	19 (7.2)	19 (7.2)	43 (16.3)	10 (3.8)	264 (100)		
Top level LIS professionals are not supportive									
Male	21 (17.9)	35 (29.9)	13 (11.1)	15 (12.8)	25 (21.4)	08 (6.8)	117 (44.3)	3.20	1.572
Female	21 (14.3)	35 (23.8)	25 (17.0)	20 (13.6)	38 (25.9)	08 (5.4)	147 (55.7)		
Total	42 (15.9)	70 (26.5)	38 (14.4)	35 (13.3)	63 (23.9)	16 (6.1)	264 (100)		
Peers are not always cooperative & supportive									
Male	20 (17.1)	25 (21.4)	19 (16.2)	18 (15.4)	25 (21.4)	10 (8.5)	117 (44.3)	3.22	1.540
Female	19 (12.9)	41 (27.9)	26 (17.7)	24 (16.3)	30 (20.4)	07 (4.8)	147 (55.7)		
Total	39 (14.8)	66 (25.0)	45 (17.0)	42 (15.9)	55 (20.8)	17 (6.4)	264 (100)		
You are not being granted leave whenever you apply for									
Male	24 (20.5)	27 (23.1)	13 (11.1)	10 (8.5)	30 (25.6)	13 (11.1)	117 (44.3)	3.18	1.728
Female	36 (24.5)	31 (21.1)	18 (12.2)	15 (10.2)	36 (24.5)	11 (7.5)	147 (55.7)		
Total	60 (22.7)	58 (22.0)	31 (11.7)	25 (9.5)	66 (25.0)	24 (9.1)	264 (100)		
Average Mean and Standard Deviation								2.99	1.610

In terms of salary, 36.7% respondents agreed with the statement that they are not being paid salaries in proportion to the work they do, while as 28.8% partly agreed with it. There is a need to understand that there are lots of employees who are exploited by

their employers, especially those engaged in private sector, and those employed on a contractual basis or on a part time basis. All such employees are generally given loads of work to do, but when it comes to the amount of salary they are being paid in proportion to the work they do is quite low. So, all such employees generally show lower levels of job satisfaction. Compared to 32% female respondents, 42.7% male respondents have shown agreement with the statement, which is quite a big difference. Similarly, the majority 26.5% respondents have partly agreed with the statement that top level LIS professionals are not always support, while as 15.9% fully agreed with it. At the gender level, male respondents are more in agreement with the statement than their female counterparts.

On the similar lines, respondents were asked that peers are not always cooperative and supportive, to which 14.8% respondents agreed and 25% partly agreed. However, at the same time, 20.8% respondents have totally disagreed with the statement and 15.9% have partly disagreed with it. So a mixed opinion can be observed among the respondents towards the support and cooperation they receive from their peers. In reply to the statement that you are not being granted leave when asked for, the majority 25% respondents disagreed with the statement, while as 22.7% respondents agreed with the statement. On the gender level, compared to 25.6% males, 24.5% females disagreed with the statement, while as compared to 20.5% males, 24.5% female agreed with it. So, it is evident that in terms of leaves sanctioned to library professionals, females are less satisfied than their male counterparts.

Table-07 Opportunities for Continuing Education and Training

	2. Gender		Total (%)
	Male (%)	Female (%)	
Always	31 (26.5)	38 (25.9)	69 (26.1)
More often	25 (21.4)	36 (24.5)	61 (23.1)
Sometimes	31 (26.5)	43 (29.3)	74 (28.0)
Can't Say	1 (0.9)	8 (5.4)	9 (3.4)
Never	21 (17.9)	18 (12.2)	39 (14.8)
No Response	8 (6.8)	4 (2.7)	12 (4.5)
Total	117 (100)	147 (100)	264 (100)

With the view to assess the opportunities extended to the LIS professionals by their respective employer's viz., their parent institution, to hone their skills and upgrade their professional knowledge, the majority 28% respondents replied that sometimes these

opportunities are extended to them, while as 26% have replied they always get such opportunities. Still more, 23.1% respondents have replied that more often they get such opportunities, while as 14% have replied that they never got such an opportunity. By and large the LIS professionals working in the higher education sector of the Jammu & Kashmir get a fair amount of opportunities to hone their skills and upgrade their knowledge for being very well supported by their respective institutional administration in all such endeavours with some exception. Both the male and female library professionals have almost reflected the similar opinion on the matter with slight variations here and there.

Table-08 **Are you being informed by your institutional administration about the Library related professional Development Programmes (PDP)**

	2. Gender		Total (%)
	Male (%)	Female (%)	
Always	53 (45.3)	61 (41.5)	114 (43.2)
More often	26 (22.2)	19 (12.9)	45 (17.0)
Sometimes	25 (21.4)	57 (38.8)	82 (31.1)
Can's Say	0 (0.0)	1 (0.74)	1 (0.4)
Never	7(6.0)	7 (4.8)	14 (5.3)
No Response	6 (5.1)	2 (1.4)	8 3.0)
Total	117 (100)	147 (100)	264 (100)

Participating in professional development programmes contributes to both the individual growth of an employee and to the organizational growth as well. Given the fact, the respondents were asked, as how far they are being informed about the PDP of their field by their institutional administration. Of the total responses, 43.2% replied that they are always informed of such programmes by their institutional administration, 17% replied more often, while as 31.1% respondents replied of being informed of such programmes sometimes. Contrary to it a meager 5.3% respondents replied of not being informed of such programmes. So by and large library professionals working in the higher education sector of the state are being encouraged for undergoing professional development programmes by their institutional administration.

DISCUSSION: - The library profession in the state of Jammu and Kashmir is not gender specific and is being pursued by the professionals from both the genders equally. These young and learned professionals have been quite often found as workaholic, who love and enjoy doing their work.

Normally, it has been observed that library professionals working at the top level are directly involved with the decision making and so holds true about the participation of the top level LIS professionals in the administrative matters of their institution. It is quite obvious that library professionals working in the subordinate positions generally do not participate in the administrative affairs of their institution and the library as well. Accordingly, in the present survey, nearly two-third respondents replied that they do not participate in the administrative matters, while as one-third replied of their participation. The respondents have also shown concern that all the library related policy decisions are not being taken with their consent. If on one hand compared to females, more male professionals' participate in the administrative matters on the other hand it is the male respondents who are more dismayed over not being consulted in the policy matters related to their institutional administration.

A considerable difference is being observed in the status, the regular teaching faculty member enjoys over that of library professionals. Nearly half the respondents in the present survey replied that feel despised by their contemporaries from the other relative professionals groups. Compared to female library professionals, male library professionals feel more despised.

Library professionals working in the private sector and those working on the academic arrangements are generally exploited on different grounds and the foremost being the salary aspect. All such employees are supposed to perform duties at par with a regular employee, but are generally paid less than half the salary the regular library professionals draw. This is one of the largest kinds of workplace discriminations which library professionals all across the country face. All such employees are generally engaged on full-time contractual basis and are being paid salaries on a consolidated basis. In the present survey, nearly one-third of the employees have shown dissatisfaction with the salary they are being paid. The respondents have viewed that they are not being paid salaries as per the norms laid down by the governing bodies like UGC, AICTE etc. The respondents have also shown reservations about not being able to enjoy the operational autonomy, but compared to males, more female professionals have replied that enjoy the operational autonomy.

The respondents have shown concerns towards not enjoying the faculty status along with other perks and privileges. Concerns were also shown towards the leave privileges, especially study leave opportunities for research and publications are not par with the teachers. Undue administrative interference with the policy and administrative matters of the library has been viewed seriously by the respondents,

who see this interference as intrusive in the work atmosphere and questions their work efficiency. Similarly, if the role of library professionals is not being recognized by the institutional administration, it is a discrimination of its own kind. Although, the majority of the respondents in the present survey viewed that their role and contribution is being recognized, but there is also need to see the reasons, if some respondents have viewed that their role and contribution is not being recognized.

If one group of employees is extended with timely promotional benefits and other career advancement opportunities and others are not given such benefits in time, speaks about the existing workplace discriminations among employees. Accordingly, the majority 43.6% respondents of the present survey have replied that they were not extended career advancement benefits in time. Such kind of differences can also be seen on the religious grounds, regional grounds on a gender basis.

If an employee feels isolated or insulted at the workplace, it means the employee is a victim of workplace discrimination. In the present survey, nearly one-fourth of the respondents replied of having felt isolated at the work place and 12.1% respondents replied of having felt insulted at the workplace. No considerable difference was found in the workplace isolation at the gender level, however, compared female respondents more males have felt insulted at the workplace. Similarly, racial and religious discriminations at the workplace is a very common across organizations or institutions, however the majority three-fourth of the respondents in the present survey have denied of having experienced such discriminations at their respective workplaces. Although, a little less than 10% respondents have viewed of having experienced such discrimination, which is quite worrisome and coming fore of such incidents should be dealt in the strongest way.

It is not that professionals always face discrimination in the workplace at the hands of professionals working in the relative work groups, but also at the hands of the senior professional colleagues. If the senior colleagues do not cooperate with their subordinates, it is bound to create disharmony among the employees. Accordingly, nearly one-third of the respondents have replied that their senior colleagues are not always cooperative.

CONCLUSION: - Workplace discrimination is one of the prime reasons, which acts as a variable towards the job dissatisfaction among employees. This workplace discrimination is not limited to one or two regions of the world or across any particular

type of organizations, but can be experienced all across the world in each type of organization and so holds true about the workplace discrimination faced by the Library and Information Science professionals all across the world. Workplace discrimination is not limited to one or two types, but can be of different forms, it can be physical, emotional, material, psychological and more. Some of the commonly found workplace discriminations, which the professionals from different fields face, include, discriminations based on religious, regional and ethnic lines, discriminations based on pay, promotions, perks are very common type of discrimination etc. Still more the largest kind of workplace discrimination faced by the employees is, when the fellow employee is not treated as a human and is given indifferent treatment for unjust reasons.

There is a far greater need to improve the social standing of the library professionals, be it by offering them the faculty status or treating at par with the regular faculty members. Undermining the importance of library professionals is discrimination of its own sort, whereby LIS professionals deserve to feel valued in their workplace, their contributions need to get recognized. It would be appropriate to say that library professionals have to give meaning to their job to such an extent, whereby information seekers may itself feel the need and importance of the library professionals and the contributions they make to the teaching and research activities of their institution. Institutional administration has to give necessary operational autonomy to the library profession without any undue interference and so is there need to engage library professionals in the decision making activity of the institution at all levels. Extending timely promotional benefits, opportunities for research activities, promoting skill development, participation in the professional congregations etc., promotes the job satisfaction among the library professionals.

It is the responsibility of an employer to ensure that his/her employees should not feel insulted or isolated in the workplace, an employee should not be victimized on the racial, religious, regional or ethnic grounds and so should not an employee find his/her work environment hostile. Senior library professionals have to extend all necessary support to the budding library professionals and should not find it that it is their own senior professional colleagues who are actually victimizing them. On the whole, workplace discrimination acts as an impediment in the process of seeking of job satisfaction and affects the overall job performance of an employee, which by no means can be considered good for the overall growth and development of an institution.

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