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JOB SATISFACTION AMONG LIBRARY PROFESSIONALS AT GOVERNMENT COLLEGES OF COMMERCE AND
MANAGEMENT SCIENCES OF KHYBER PAKHTUNKHWA¹

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ABSTRACT

This study was managed and completed with the title “Job satisfaction among library professionals at Government Colleges of Commerce and Management Sciences of Khyber Pakhtunkhwa” These colleges have been recently affiliated with Higher Education Department. This research is concerned with the satisfaction of librarians with regard to users, reading habits, provision of conveniences, their salary, up gradation in rank and professional progress. It is a descriptive and quantitative sort of research in which survey research technique was applied. A frame-work questionnaire was prepared, consisting of six sections. During the research, it was found that total number of colleges in the whole province is 35 with sixteen (16) librarians working therein. The researcher circulated questionnaires among all the librarians through various means and acquire 100% response. Multiple job facets were put to analysis and librarians were found satisfied with the job facets such as reasonable pay, per annum increment, good job security, social popularity, off-days concession, amicable attitude of higher authorities and exemption from working burden. On the other hand, the librarians found themselves dissatisfied with the job factors like lack of proper service structure, no chance of ICT training, deprivation from both national and international scholarships and no reward tradition as well. Moreover, no proper opportunity of participation in books fairs, conferences, seminar and workshops. Thus it was also reflected from the recommendations of this research that these colleges’ libraries require improvement. The researcher recommended that like other faculty members, librarians should also be obliged with proper service structure. Libraries should be furnished with latest versions of required books, computers with internet facilities and arrangement of ICT training, chances of higher education should be made available to librarians. More librarians should be employed against vacant positions. This research also recommended that the higher authorities should consider ways and means for the general amelioration of librarians and should adopt positive measures for ensuring of library professionals.

Keywords: *Job Satisfaction, Job satisfaction-Library Professionals, Library Professionals-Khyber Pakhtunkhwa-Pakistan, Librarians- Government College of Management Sciences*

1- INTRODUCTION

A job is a kind of work and activity, which is done by an individual or individuals in an exchange for pay. This can contain tasks, duties and accountabilities. Job is a routine piece of work or considered a piece of task, done by individual or individuals for agreed cost. Similarly, a job is a type of post of occupation that is either part-time or full-time. Job is also considered an important factor for an individual’s life where he/she spares much time for the sake of financial benefits as compared to other single activity (Horenstein, 1993). Thus the availability of job depends on the job market. Job market is not a kind of

¹ This paper has been extracted from the thesis of second author. The principal author was his supervisor.

physical place where jobs are available for the employees but it depends on the employment demand. A job market is also a type of procedure in which employers search for recruits and jobs are searched by employees. The Library and Information Science (LIS) job markets are increasing, day by day according to the Mathews and Pardue (2009). The Most jobs were advertised from American Library Association (ALA's) during the last ten years (1999-2009) in which Information Technology (IT) skills were reported the best requirements for employees. Many studies were conducted about the job market of library and information science in Pakistan. The results of these studies revealed that the job market of Library and Information Science is increasing rapidly in Pakistan but library professionals required to get expertise in IT skills, Information & Communications Technology (ICT) service structure, nature of work and security (Mustafa & Ansari, 2012); (Ameen, 2011). Job market can increase if the current employees are satisfied with their jobs. Thus job market directly depends on and relates to job satisfaction if the level of Job Satisfaction (JS) is high, it will automatically increase the job market. Job satisfaction or employees' satisfaction means, that how much an employee feels comfortable or happy with his/her job. It also means whether or not the employees are satisfied with their promotion, status and supervision. Job satisfaction is not a new phrase but it has been used since last six decades and thousands of articles have been published on this particular topic throughout the world (Zembylas & Papanastasiou, 2006). According to the authors Farley, Broady-Preston and Hayward (1998) job satisfaction created joy and pride sensed by people who love their works and perform it well. Job satisfaction is required for any organization because lack of it often leads to weakness and lessen the commitment of any organization (Moser, 1997).

The word job satisfaction also stands for the attitude and mood of employees about their work and duty. Thus favorable attitude and behavior towards the job indicates job satisfaction though and negative or unpleasant attitude and behavior specifies job discontent (Armstrong, 2006). A study by the woodruff (1980) shows that management style is a pivotal aspect in job content. Chaudhary (2001) highlighted that every organization needs full support from its employees in order to accomplish its goals. It can be gained if the employees are gratified with their jobs. The development of any university or institution depends on a good or well-equipped library similarly a good library depends on satisfied employees. The employees can run their libraries very well if they are satisfied mentally in their jobs. It is usually happening that a satisfied professional always focuses on his/her professional development. So an employer must notice with care, the satisfaction of LIS professionals to avoid weakness in production. Technological growths are increasing with the passage of time in developing countries. But due to limited resources, the manual works are increasing for library professionals which automatically affect the satisfaction level of library professionals (Velho, 1992).

Literature shows that several studies have been conducted at international levels to know the satisfaction and dissatisfaction level of library professionals (Plate & Stone, 1974) but few studies were conducted on job satisfaction in terms of status, service condition, promotion policy and interpersonal relation in Pakistan (Ameen, 2011). Likewise, very few studies were conducted in respect of job satisfaction in Khyber Pakhtunkhwa (KP). Library professionals were found to some extent satisfied with their nature of work and found dissatisfied with not having their proper service structure, promotion policies, low pay and lack of latest training (Khan & Ahmed, 2013).

This study in hand is being conducted about job satisfaction among library professionals of Government Colleges of Commerce (GCC) and Management Sciences (GCMS) of Khyber Pakhtunkhwa. These

Commerce and Management Sciences colleges are the prestigious institutions of the province. In past the colleges were the part of technical education but recently they were associated with Higher Education Department(HED) and they became a separate department of HED. These colleges are divided in two categories, first category contains colleges of Commerce which offer commerce diplomas, certificates and digress like diploma in commerce (D.com), Bachelor of commerce (B.com) and Master of Commerce (M.com). Similarly second category comprises colleges of Management Sciences which offer the same courses as offered by these commerce colleges but they also offer additional courses like Diploma in Business Administration (D.BA), Bachelor of Business Administration (BBA) and Master in Business Administration (MBA). There are total thirty-five colleges throughout the province in which each college possess a suitable library that holds more than thousand classic and modern books on different subjects, particularly on commerce, economics, management sciences and information technology. Qualified librarians are serving in these college libraries. Since that , no study had been conducted on this topic in Government Colleges of Commerce and Management Sciences in KP Thus, it was observed that this study should be conducted on the these colleges for the purpose to identify the satisfaction and dissatisfaction level of library professionals in KP.

This study will act as a tool for researchers and librarians to know about the collection, services and other facilities available in these college libraries. Effort will be made to explore the barriers of librarian's promotion and other requirements. This study will inform the higher authorities about hurdles faced by the librarians. This research is a way which will also open the demands of library professionals. After implication of this study, it is hoped that the libraries of these Government Colleges of Commerce (GCC) and Management Sciences (GCMS) of Khyber Pakhtunkhwa would be improved and higher authorities would consider the position of librarians and would deeply think to satisfy them by providing all facilities which are required to them.

2- RESEARCH OBJECTIVES

Following are the objectives of this study:

- To find out the satisfaction level of library professionals about the physical facilities available in the library.
- To identify the services rendered by the library professionals.
- To know the satisfaction of library professionals in relation with the reading habits of users.
- To determine the involvement of librarians in decision-making and planning of the libraries.
- To study the job satisfaction among librarians regarding pay, promotion, nature of work, organizational culture and professional development.

RESEARCH QUESTIONS

This study is supposed to seek the answers to the following research questions.

- To what extent are library professionals satisfied with the physical facilities and services provided by the library?
- What is the satisfaction level of librarians about the reading habits of users?
- What is role of librarians as decision maker and library planner?

- To what extent are library professionals satisfied with their jobs in Government Colleges of Commerce and Management Sciences?

3- SIGNIFICANCE OF THE STUDY

Significance of the study means that how much important this study is? It shows all the essential factors that are going to be investigated in this study. This significance of the study aims, is to benefit specific group of people. This study is pivotal because: this is the first study which is going to be conducted on Government Colleges of Commerce and Management Sciences of Khyber Pakhtunkhwa (KP). It is also described through this work that a well-qualified and hard worker librarian, is considered a valuable asset for development of any library and can play an essential role for the fulfillment of the library goals. Therefore, the current research would be useful and helpful for library planners. This study would get significant data and information concerned with library professionals and libraries of Government Colleges of Commerce and Management Sciences of Khyber Pakhtunkhwa (KP). The study is also vital because it will work as a base for future researchers and will also increase the researcher knowledge about the job satisfaction among library professionals and would be known, the causes of dissatisfaction. Through this research, the satisfaction and dissatisfaction level of library professionals would be exposed. Through which higher ups would be informed to take positive measures to work for improving the satisfaction level of library professionals of the concerned colleges. It will also be helpful in knowing the facilities available for the librarians of these colleges. Through this research, the researcher would be informed about the reading habits of students and if the researcher observed low reading habits of students then the investigator would take some positive measures to improve it. Library professionals could proclaim their rights related to their job matter through this work. This study will also show the association between Demographic information of library professionals and their job satisfaction regarding age, gender and qualification.

4- LIMITATIONS AND DELIMITATIONS OF THE STUDY

There have been many research works conducted on job satisfaction at various levels but, since the researcher is an active employee at GCMS College, it was considered appropriate and feasible to conduct the study on library professionals of Government commerce (GCC) and Management Sciences (GCMS) colleges. Furthermore, due to lack of time and financial constraints, it was not possible to cover every aspect of the issue. Suggestions were given by many researchers that this study should be conducted at national level. However, due to limited time and resources, it was not possible to pursue the researchers' ambitions. Thus this study delimited to Government Colleges of Commerce and Management Sciences of Khyber Pakhtunkhwa (KP). All the Colleges librarians are included in this study.

5- REVIEW OF PREVIOUS STUDIES

A literature review is a dynamic and an in-depth assessment of former works. It is, therefore, suggested to review a related literature before conducting a research study for obtaining desired and useful objectives. The list of previous research works associated with this study, is given below in details:

Job is a kind of work or labor which people perform for the purpose to gain the financial benefits in order to survive (George, 2008). Zhu (2012) highlighted that job has not only means, called work but it has specially five facets, namely the work, the reward and opportunity for promotion, the bosses, coworkers

and the jobs. According to Horenstein (1993) Job can contains tasks, duties and accountabilities. Job is a routine piece of work or considered a piece of task, done by individual or individuals for agreed cost. Job is also considered an important factor for an individual's life where he/she spares much time for the sake of financial benefits as compared to other single activity. Job factors and organizational factors are closely associated with job satisfaction Chabounia (2013) researched that job factors comprise salary, development, profits, whereas organizational factors consist leadership, nature of the job and communication. The research work showed that job factors and organizational factors have great influence on job satisfaction.

Job satisfaction

The word Job satisfaction (JS) is mostly used in search term today. It directly refers to the behavior, attitude and feelings of persons having about their works and jobs. Satisfaction means the positive and pleasing attitudes towards the work and job while dissatisfaction refers to the negative or unpleasing attitude towards the work and job similarly the researcher further explained that Job satisfaction is nothing else but merely the motivation of employees. It depends on the managers or bosses that how they motivate their employees. Thus the motivated employees can perform well and provide better results (Aziri B, 2011). The chief requirements for the job satisfaction among the librarians are the craft and professional accomplishment. Through these aspects the satisfaction of the library professionals is possible (Morgan, 2014). The article highlighted the impact of gender on job satisfaction among academic libraries in Nigeria. The paper population contains 162 both male and female librarians. The data was collected and analyzed via descriptive and inferential statistics. Outcome showed no significant impact of gender on job satisfaction except some well-known aspects like severe situation for promotion, deprive access to profits and security. The study suggested equal benefits, treatment and promotion facilities should be rewarded to each gender (Onuoha, 2014; Rockman, 1984). The literature was examined on both job satisfaction and information satisfaction. Both are correlated constructs. The factors which have effect on job satisfaction, is noticed as well effect on user satisfaction. The chief variables which closely associated these factors are use of computer, age, user training, and literacy of computer (Ang, 1997).

Satisfaction level of library professionals about physical facilities available in the library.

The researcher recommended some major facilities that should be awarded to library professionals a like, in this modern age and technology computers have vital role. So computers need to be purchased for librarians as well as for library users. Librarians used computers for automation, digitalization and other works of the libraries. The research highlighted again that as new libraries are required to be digitalized so digital library should be established with internet facilities and the investigator further said that furniture needs to be replaced keeping in mind the librarians and users comfort. According to the author there should be an ideal environment by installing heating and cooling system similar to heater and air condition facilities in the libraries (Aman, 2014). According to the researcher Jayasundara (2011) those librarians almost perform too much work in their librarians some time supplementary work can become burden on them that causes insufficiency in their work, therefore, additional permanent staff like, assistant or supporting staff should be hired to assist them in their libraries. Recruitment of library professionals, assistant or supporting staff for next generation is also effective for job satisfaction of college librarians. It creates job market and encourages the current library professionals about the enlargement of their profession in which they can get more and more opportunities of progress (Topper, 2008; Thornton, 2000). The research was conducted on job satisfaction on the library support staff in

Alabama institutions libraries. The researcher added that library support staff is the most defined group regarding the job satisfaction in many research works. From the results it was revealed that some variables were tested in this study such as race of the academic institution, working hours, attitude of staff and the size of the libraries with which library support staff was got satisfied. Professional Training was recommended by the researcher. There is great correlation between the following factors like job attitude, job satisfaction and work behavior. To improve these factors among librarians, the following benefits should be awarded to them like incentives and monetary prizes through these facets, the behavior, and attitude and work environment could be developed (Fitch, 1990; Chabounia, 2013). The observer Idachaba (1998) examined that physical facilities have an important role in the librarian professionals' career because due to having good physical facilities, a librarian can perform his duty actively and pleasurably. The researcher further investigated that a special environment should be provided to library professionals like own office inside the library building with comfortable furniture and lighting has a vital role in development of any type of library because without a suitable lighting systems no librarian can perform his/her duty in well manner. Similarly, an adequate lighting system is also essential for readers. The author further said that library should be built in such a place or area where the library users can get more facilities from the natural lighting.

Services provided by the library professionals

The researcher conducted a research on availability of books and non-books materials in some colleges' libraries of Delta State, Nigeria. The result shows that 60% respondents were found satisfied with the availability of books and non-books materials while 40% found disagreed. Similarly, 40% respondents agreed with having journal/magazines and newspapers and 10% found satisfied with having e-books and e-journals in the college libraries. The findings of this research show that lack of informational materials is one of the main factors effecting the use of academic library resources (Awana, 2006). The investigator emphasized in his research that user education is a vital factor for library user's especially new visitors of library. In user education the users are taught that how to use the resources of the library Unomah (1986) advised in his research that library orientation programs should be arranged properly for users or students on the use of materials in libraries. The researcher further highlighted that the supply of books, serials, periodicals and newspapers should be given proper attention because these are the main sources through which the aim of libraries is accomplished. The writer Awana (2007) painted that those days have gone when the librarians performed duties manually. Now in this modern and technology era the library automation becomes the need of every library because this service store up- to- date materials and retrieve them for the needy users. Findings shows that every librarian should automate his/her library by which materials must be accessible to their users without wastage of precious time. Librarians were observed for automation system in their libraries. The degree of contentment was 60% due to lack of latest training, access to free softwares, extra staff and centralized database (Edem, 1997). A survey was conducted among academic librarians in Sri Lanka for the purpose to know additional duties with professional's duties. Additional duties mean, teaching, administrations and other works. It was noticed in study that additional duties become burden on librarians, thus in this way they cannot perform their own professionals' duties efficiently (Jayasundara, 2011). This paper was published about a librarian and teacher in a library science institution in which the author described her experience. She enjoys her professional life and remarks that librarianship and teaching are two different jobs and cannot be matched but preparing librarians through teaching gives me too much pleasure. These jobs also create skills in the researcher (Brown, 2007). Teacher-librarians showed much contentment having facilities of good

supervision, social association to the work, obtaining respect for assigned duties and more comfortable with coworkers. However, suitable pay, working facilities and recognitions are harmfully impacting the job satisfaction of the teacher-librarians (Maithili, 2014). Brown (2007) highlighted that libraries should be equipped with all kinds of reading materials. Similarly, to promote library usage and research culture some other facilities should be provided to users within the four walls of library building like internet, printing, scanning and photocopying services due to these facilities a precious time of the library users can be saved.

Satisfaction of librarians in relation the reading habits of users

The researcher Naik (1976) admitted that reading has a vital role in developing of a humane life. Books materials and non-books materials convert knowledge from one generation to another generation. Books give immense fruitful results when someone reads them properly and continuously. In this study the researcher advised both the librarians and teachers that they should counsel and encourage students for reading books. Through reading habits the knowledge and information value of students are enhanced and also become effective readers (Sancore, J.2001). In this research the investigator Naila (2005) blamed both parents and teachers for poor reading habits among the students. The sufficient budget should be provided to each library because low income libraries are of inferior quality and are open less that cause of low readership (Di-loreto & Tse, 1999). A report of United States census 2002 showed that library reading was down by 10.2% from a 1982 census. This survey indicates the loss twenty million potentials readers. A research was conducted for the purpose to know that which kinds of reading materials are frequently read in the college libraries. The results revealed that 60% respondents noticed in reading newspapers, 30% respondents were observed in reading books while 10% respondents were found with reading other types of reading materials (Metcalf, 1970). A survey was conducted via in a gulfnews.com in which the respondents asked what they thought was the cause for low readership. The results showed that 50% respondents placed the blame on the internet, 18% said it was because of television, 20% agreed with lack of time while 12% said that they don't afford buying of books. The investigator Harvey (1993) uttered that a library should be made beautiful, well decorated and a large. It should have enough space to accommodate all the visitors. Similarly comfortable furniture and beautiful equipment may be also provided to fulfil the need of the readers as much as possible. Luxury sitting facilities is also an important factor to accomplish the aim of library. Where people set and discuss the important issues and assignments in a controlled and comfortable environment. The investigator suggested in his research that a library should be set with comfortable furniture (Lushington, 1980). In this article the investigator suggested that high quality of materials should be provided to the library users that should match their interest. Different kinds of users visit libraries for different kinds of reading materials. So every kind of materials such as general books, course books, magazines and journals should be purchased for reader's interest. The researchers Guth and pettengill (2005) further said that it is the duty of library professionals that they must write down all kinds of demand from readers. The researcher again uttered that librarians should involve teachers, students, college staff and parents in the library book selection process.

This study was conducted by the writer Aman, (2014) for the purpose to know the exhibition for displaying of new books in different colleges. The results showed that 80% colleges are not doing practice of exhibition for new books. The investigator suggested that exhibition should be arranged at least once a year because it promote books reading culture among the college students.

Involvement of librarians in the library planning

This study was conducted for the purpose to know whether library professionals involved in library planning and decision making by administration or not. The results show that 20% librarians are involved. In findings the researcher said that librarians should involve in libraries matters because they are the community who better knows the matters of libraries (Horenstein, 1993). As librarians working in colleges to run their libraries, therefore, they are also handy employees of colleges or universities. It is noticed that other faculty members are closely related to college's administration, such staff participate in colleges meetings and matters. Similarly librarians must involve by the administration like other staff in colleges meetings and matters for the purpose to know the better need of libraries (Maurice P. Marchant, 1970). Job autonomy is one of most related aspect of job satisfaction. It is vital for both library professionals and general employees. In this study the author Patillo (2009) investigated that the job autonomy of academic librarians reported greater, regardless enrolment of administrations, decision making, using of information technology, access to web etc. while public librarians reported less autonomy in these factors as compared to academic librarians. It is optional in this research work that library administrator should make balance in academic and public librarians to obtain organizational objectives. A work carried out among administrative librarians and non-administrative librarians. The vital variables were analyzed. Although administrative librarians were significantly comfortable with faculty status, enrolment in administration affairs, a part of library planning and decision-making, tenure policies and found less satisfied with workload and pay whereas non-administrative librarians displayed minus contentment about these variables (Leckie, 1997). Impact of job satisfaction was examined by kibet (2001) on Publication output among library professionals in academic libraries. Only three dimensions were examined such as accountability, attainment and recognition had major Impact on publication output. The variables were tested for the library information technology workers of research libraries in the United State. The variables comprise job autonomy, opportunity for advancement, pay and sense of belonging. Outcome revealed that these aspects are correlated to job satisfaction which should be improved and available for the library information technology workers (Lim, 2008).

Satisfaction and Dissatisfaction level of library Professionals

Raising salaries, is also a best way for job satisfaction. Many respondents analyzed for this vital factor. The findings revealed that raising salaries not only create cheerfulness among college librarians but it also creates motivation to work and improve the level of person's performance (Al- Zoubi, 2012). Bernstein (2011) revealed that suitable salary and remunerations may increase the satisfaction of the college librarians and common employees. This study was particularly conducted among librarians in engineering institutions. Specially some factors were analyzed in this study. Outcome indicated that library professionals were found somewhat satisfied with pay, security, promotion and nature of work. The study also recommended that good motivation and more incentives also enhance job satisfaction among engineering institutions' library professionals. Three Palestinian universities librarians were analyzed for job satisfaction. The level of gratification was observed balanced in many aspects of these universities. But Islamic university librarians found great comfortable for the reason of attractive salaries, and ongoing professional advancement against Al-Azhar and Al-Aqsa universities librarians (Judeh, 2015). Olusegun (2013) stressed that turnover intentions is a great issue set up among library professionals of South west

of Nigeria universities. The investigator investigated that there is great relation between turnover intention and job satisfaction. It is, therefore suggested that there should be developmental plans that would solely concentrate on higher motivation of librarians so as to decrease the librarian's turnover intentions. The researchers analyzed and examined the library professionals through Spector's job satisfaction (JSS) scale. It was extracted from the outcome that librarians were a little gratified with their nature of the work, and were enthusiastically found frustrated with some major factors corresponding workload, service structure, management, advancement in academic qualification, progress policies, training for improvement, job environment, leave facilities and working hours. The researchers recommended in their studies that these facets should be improved and are the chief requirements for the improvement of libraries and also useful for librarians regarding job satisfaction (Raysingbhai, 2015; Togia, 2004; Voelck, 1995; sambo, 1993). Additional library training is recommended by Hill (2013) in this article through additional and latest training retention of librarians is possible. The craft of the librarians can be improved. Thus new training programs could become cause of job satisfaction. Le Beau (2008) said in his study that business librarians are found satisfied with works in their respective libraries, but result also showed that proper training, teaching and changing in business curriculum are requisite for business librarians' improvement. The observers highlighted the organizational climate. They surveyed 72 colleges librarians. Outcome revealed that organizational climate affects the job satisfaction. The organizational climate means, a good reward system, advancement facilities and job security. These should be available to the college librarians (Rodrigues, 2011; D'Elia, 1979). Nemchek (2001) Tenure is a related term of job satisfaction. It is defined in this paper that tenure and job security should be given to librarians because these are the basic rights of them. The good tenure policies can create satisfaction among librarians, is recommended in this paper. A research conducted for three surveys for 44 academic institutions about the basic features approximating status, rights and privileges. It was extracted by Vix (2012) that the library professionals of these institutions were pleased having these aspects. But in recommendation it was discussed that students per librarians are increasing with the passage of time and library administrators should think seriously about this issue. Workplace stress considered chief issue of libraries by researcher. Research was conducted with library staff which extracted that the librarians needed to decrease the workplace stress in the form of noise of students, the behavior of the students needed to be modified and made the group of students to decrease the workplace. It was also suggested that library administrators should hire more professionals and assistant staff for solving the issue (Farler, 2012). The researcher Tella (2007) explained in this study that the work motivation is very essential for the job satisfaction of college librarians. Work motivation not solely means to motivate and encourage the librarians but it also means giving incentives like attractive pay, good supervisions and advancement opportunity which are the basic aspects for the job satisfaction of college librarian's. It is revealed from this study that motivational packages are the basic requirements of the job satisfaction among professionals and non-professionals library staff. Motivational packages contain corresponding pay of staff, library strategies and administration progress. The findings showed that most staff were found satisfied having these facets. The study also recommended that the top management should adopt a way of regular survey for job satisfaction of professionals and non-professionals library staff (Bosed, 2013). Professionals library staff and non- professionals' library staff were analyzed for the purpose to determine their job satisfaction in different colleges and universities. For data collection a stratified sampling was used. It was extracted from the results that the level of satisfaction was balanced between these two kinds of professionals. But dissatisfaction was found in the semi-professionals librarians due to additional and overloaded work on them (Wittingslow, 1985).

The observer (Pors, 2003) concerned that three factors affect the job satisfaction of librarians which are job environments, stress, and job content. The investigator recommended the reduction of job stress, providing freedom in job and improvement the perception of management style. It was well-defined that being a librarian I enjoy my life. I get median salary and young people are working with me, helping readers and children in learning process. In spite of the hard work I'm fully satisfied with my job. This article is written by a law college librarian. The author added that he spent fifteen years in his job and still likes his job in spite of many barriers and negative factors related to it, but he likes his job due to new learning opportunities. He advised that every librarian must work with passion to obtain a high quality of improvement in his life (Kenney, 2009). The observers deliberated that social status and faculty status are the key traits for the employee's satisfaction. Results indicated that the chief mandate of librarians regarding satisfaction was social status (equality in pay, opportunity for training and interpersonal relation at work and faculty status (having the same rights, rank, reward and research or special funds as other faculty received (Dukic, 2014; Gillum, 2010; Horenstein, 1993). The observer measured the contentment level of health of female librarians in Dhaka city. Respect, independence, social status, authority, opportunities of promotion, good relations with co-workers and good supervision are the most requirement aspects for health of female librarians added by author (Sultana, 2012). The study defined the faculty status of the Christians librarians who work in colleges libraries. The researcher advised that the faculty should treat them equally and faithfully. He suggested librarians to seek Allah who would provide them integrity rather than seek prestige and tribute from the faculty (Doerksen2000). The scholar identified in his study both aspects satisfaction and dissatisfaction of non-Government college librarians in Bengal. The questionnaires were distributed among the 200 librarians. The basic factor appeared was that that librarians were not satisfied with college authorities. It was recommended by the author Panigrahi (2010) that the college authorities must be sympathetic towards its employees.

The study was particularly conducted among the colleges and universities cataloguer librarians. Mostly cataloguer was got gratified with their current jobs. The plea of the cataloguers were noticed through study, was need of good packages, latest training, like (ICT), decrease of workload, arrangement of programs to improve abilities and faculty status (Baro,2013; Leysen,2009). A research was conducted among librarians of ten (10) public and private sectors universities in Lahore. Outcome indicated that public universities librarians were highly comfortable in respect of having information communication technology (ICT) structure, culture of organization, social status, pay, nature of work and rewards as compared to private sectors universities librarians. However, in case of promotion facilities the librarians of private sectors universities were found great satisfied. The authors hinted that the librarianship authorities must formulate plans and policies regardless job satisfaction for both sectors universities librarians (Hyder, 2013). In this article the researcher advised librarians that there are many factors through which we can enhance our job satisfaction which are study of useful and interesting books, keeping positive attitude towards organizations, innovative exercises and strong leadership for creating positive work atmosphere in our libraries (Carver, 2005). Favoritism is a big threat for job satisfaction due to favoritism delay in advancement opportunities, low and negative insight of people, the lack of facilities and space and dissatisfactions of employees about their jobs, is possible (Haque, 2012).

A study carried out by Gomathi (2013) researcher found out that a glad employee always becomes a better employee. Thus it depends on better job environment. The article concludes that satisfaction of

employees regarding job depends on individual's hopes and accomplishment of their insights. Hindus librarians of branch libraries were found 100% gratified with their jobs. Majority of librarians between ages 35-45 were Hindus. The chief construct investigated among them, was positive attitude towards their works (Elayaraja, 2015). Special librarians are the basic strength of special libraries. They keep special craft towards their respective libraries. From the job satisfaction point of view they found minus satisfied about their jobs due to lack of workload, stress and limited promotional opportunities. It was also revealed that female special librarians and other workers got happier as compared to male special librarians in special libraries (Miniter, 1975). Olivas (2009) defined enhancing the retention proportions in minority librarians via mentoring. The author describes the position of minority librarians when they get jobs. Further added that would they found satisfied and like their jobs. The satisfaction of minority librarians depends on proper mentoring system. The article hints the minority librarians must be interacted with mentors for proper performance. The article surveyed retired librarians in United states (US) Data was collected to know the life of retired librarians after got retirement. The findings extracted that they were gratified due to more opportunity in different sectors as they have more experience. Thus job satisfaction is a factor which relates to retirement satisfaction (Kwidzinski, 2010). The purpose of this article, is to know the perceived hurdles to productivity in six public and 6 academic libraries in Bostswana. Five point scale was used in the questionnaire in order to collect data regarding measures of upper and lower productivity. In results, most hurdles to productivity were found like weak management, a lack of obligation from management, less facilities, no programs for training, and a lack of work teams and dissatisfaction of job (Jain, 1998). This article described the careers of college librarians, that it is a tuff job in the form of rapid changes in nomenclature, use of technology, stressed budget, administration and career development problems. But the overwhelming mainstream of the librarians reported gratified about their works and jobs, instead of the above mentioned obstacles (Albanese, 2008).

As it is clear from the above literature review that the job satisfaction and job dissatisfaction are closely related to each other. The literature also shows that much works has been done at nationals and internationals levels on job satisfaction and dissatisfaction but it was intensely noticed that as same thing has done on satisfaction and dissatisfaction of librarians on Commerce and Management Sciences Colleges at international level however, no work has done on GCC and GCMS Colleges at national and provincial (KP). So this is the first study by the researchers after keen observation of the library professionals of these GCC and GCMS Colleges.

6- RESEARCH METHODOLOGY

Research methodology is a kind of procedure by which the researchers conduct their study in a systematic way. It is a suitable way for researchers that how the different steps, would be followed. It is also considered a basic work to provide a plan for research work. When a problem is chosen, the researcher must scheme a methodology (Goddard, W & Melville, S., 2004).

In the present study, many research works were studied studies in order to know the important factors related to this study (Job Satisfaction). Job satisfaction can be measured by two tools, one is interviewing of respondents and another is administrating questionnaire. Moreover, the survey method is used in interviewing cases (Spector, 1997). There are factors which have been studied or identified for analysis.

- Salary
- Nature of work
- Service structure
- Involvement of librarian in administration

- Faculty status
- Job security etc.

However, research methodology is a pivotal part of the conducted research work. Research methodology contains the following terms like nature of research, population of the study and parameter, research method and instrument etc.

It is a descriptive and quantitative research in which survey research method was selected to collect data. A Structured Questionnaire was designed on the basis of its objectives for the librarians of Government Colleges of Commerce and Management Science (KP) that contains six sections with sixty-one (61) questions. Similarly, the last section of questionnaire that holds twenty (20) questions regarding (Job satisfaction) the Likert- scale of five agree-or-disagree types of responses) is used to measure the satisfaction and dissatisfaction level of library professionals. This section is followed by another association section. The population of this study contains all the library professionals who are working in Government colleges of Commerce and Management science of KP. For data collection, the researcher gathered data by different means. He visited some colleges personally and met library professionals face to face in order to collect the data. Similarly, some questionnaires were sent by email. Getting data through email is a convenient way, because it saves much time of a researcher. It is thus much effective when a population is geographically spread distributed vastly Ritter & Sue (2007) while the rest of responses are obtained through mail. For collecting proper data, the researcher also used interview method which is used to collect from library professionals to know the satisfaction level. For interview schedule see (Appendix B).

Population of the Study

As all the librarians of Government Colleges of Commerce and Management Sciences constitute the population of this study. According (khan, 2016) that presently thirty-five (35) colleges are existing throughout the province including five (5) female colleges. It was examined through this study that only sixteen (16) librarians were present in the concerned colleges while the rest of librarians posts were lying vacant. Consequently, the study was conducted on librarians.

Parameter

Parameter is a kind of research method which is used to measure the whole population if it is limited. For instant, if there are ten students whose writing skills are suggested to be researched when all these students are examined or investigated, is called the parameter of the whole class students. (Marquardt, 1963). As it is mentioned in the population of the study that only sixteen library professionals were found working in GCC and GCMS colleges. It was accessible for the researcher to collect data from all the librarians. Thus the method of parameter was employed and data was collected from all the population.

Research Instrument

Research instrument is a vital tool in a quantitative type of research. The basic instrument which is used in this study is questionnaire. One type questionnaire is developed for librarians based on the study objectives which was evaluated by many LIS scholars for the purpose to refinement. The questionnaire covers six parts or sections i.e. Section A to section F based on 57 related questions.

Section (A) asks the demographic data from the respondents that consists of six (6) demographic questions. The purpose of second section (B) is to know the physical facilities provided to library professionals in their respective colleges. This section contains eight (8) related questions. Section (C)

determines the services provided by the librarians that consists of seven (7) queries. Similarly, section (D) also contains eight (8) questions that indicate, the gratification of librarians' community about the reading habits of users. Section (E) aims at knowing the involvement of library professionals in the library planning and has eight (8) linked relative questions. The last section (F) aims to identify the satisfaction and dissatisfaction level of LIS professionals of Government Colleges of Management Sciences of KP regarding, pay, and promotion, nature of work, organizational culture and professional development. It is a comprehensive section that comprises twenty (20) questions. Likert-type scale is used to measure these questions in this section. Likert five-point scale such as strongly agree (SA), Agree (A), Neutral (N) and Disagree (D) and strongly disagree (SD). Similarly, the association section is the part and result of section F.

Pilot Study

For the sake of validity, the designed questionnaire was sent to three LIS experts for review. The experts reviewed the questionnaire in light of the topic and framed objectives. The suggestions given by the experts were incorporated accordingly. The final draft of the questionnaires were sent to five selected participants. The data collected were scrutinized, filtered and analyzed. The results were checked by Cronbach's alpha test. The Cronbach's alpha test (0.7) revealed that the data collection instrument is reliable and suitable for the solution of the problem in hand. Similarly, the results matched with the objectives of the studies. Certain modification and corrections were based of the gaps received from the results. It is already mentioned that there are total sixteen (16) library professionals who are serving as librarians in these GCC and GCMS colleges. Thus, for achieving the objectives of this study, some questionnaires were sent to library professionals in order to collect data while some ones filled questionnaires in front of the researcher while the rest of librarians received questionnaires through email. In this way, the researcher received back all the sixteen (16) questionnaires through different means. Thus the responses rate was hundred percent (100%). After receiving the data, the collected data was analyzed by Statistical Package for Social Sciences (SPSS) software.

7- TREATMENT OF DATA

This section present data of librarians, such as gender, age, marital status, qualifications and pay scale etc. This contains information that how many male and female librarians serving in these colleges. This section is important because it shows the personal information of library profession regarding their jobs. The analysis shows that only one female librarian was found in charge of a library. It is also evident that most of the librarians working in GCC and GCMS colleges are married. About half of the librarians belong to age group above 35-45. The second largest age group are 25-35 and 36-45. The results showed that majority of librarians are Master degree holders. A very small proportion of employees hold BLISC degrees. It is also noteworthy that no librarian possesses MPhil or Ph.D. degree. It is clear from the data that majority of library professionals possesses BPS (Basic Pay Scale) 17 and a small proportion of librarians working in BPS 18. There is no librarian having BPS more than 18.

It shows that there are no separate library buildings for the majority of libraries. Similarly, separate offices are not available for the librarians in these colleges. Availability of library support and assistant staff were not found for the respondents. Likewise, no computer lab, internet and digital facilities were set up in libraries of these colleges. Although the facility of bright lighting system was provided. A reasonable number of respondents replied that bright lighting facility was provided to them and all librarians claimed for having furniture. If good lighting system, proper ventilation and temperature are not provided for the easiness of the students, it may influence the students learning and reading process (McVey, 1971).

An effort was made to know to what extent these services are provided by library professionals to these colleges. These services contain arrangement of orientation programs, provision of E-reading materials and photocopying, printing and scanning facilities and automation of libraries. It also shows performing of other works except library services, like administration, teaching. Majority of the respondents reported that the total collection in their respective libraries is below 5000. It's amazing to note that only one library has claimed more than 20000 collections which shows the low number of library collection in Government colleges of Commerce and Management Science of the province. It is deduced from the data that there is great shortage of reading materials in these GCC and GCMS colleges.

A number of the librarians expressed that they have not arranged any orientation program for the facilitation of users. A good number of librarians reported that they arrange such type of program, "sometime" during the semester. It was found that only a few respondents were doing such practice in their libraries, whereas the same number of respondents claimed that no facilities were available for such practice. No Photocopy facility is available in all colleges of GCC and GCMS of the province. Majority of the respondents claimed that they are also teaching various subjects to the students in addition to their own duties and responsibilities. It was also reflected these librarians taught various subjects like, English, Urdu, and Islamic study, Pakistan Study etc. They are not teaching the subject of Library Science to the students due to non-availability of this subject in the curriculum list of B.T.E (Board of Technical Education).

Satisfaction of librarians in relation with the reading habits of users

Majority of librarians are satisfied with the attitude and behavior of the staff and students of Government Colleges of Commerce and Management Sciences of the province. The analysis shows low library usage rate. Only a small proportion of respondents claimed for better using of their libraries. The most significant object for improving the reading habits among academic students is that, to establish better institutions and libraries (Lance, Welborn, and Hamilton-Pennell. 1993). The analysis of data reflects that newspapers and books are the most widely used learning resources in these Government colleges of Commerce and Management Science of the province. Reading of books enhances a person's knowledge and experience and produces many results when he/ she adopts this habit from childhood (Naik, 1976). Using internet is the root cause of low reading rate of students in college libraries under study. It was revealed through Gulfnews.com in which votes were casted to know the causes of decline in reading. It was indicated that 51% of respondents could not read books and other reading materials due to use of internet and 43.75 students like going on picnic and tour instead of reading books. More than eighty percent of the respondents demanded for purchasing course books while 18.75% students demanded books. "If we want to make students good readers, we should try to provide them quality reading books of their taste and their interest (Guth&Pettengill, 2005). Very low book exhibition culture has reported by the respondents in these libraries of GCC and GCMS and only 25% librarians undertake the task. The seating capacity for reading purposes was reported as adequate by the respondents.

Library Planning

The analysis shows that half of the librarians are involved in library planning, decision making while 37.5% respondents are highly involved in planning, and decision making of college libraries. This table also shows that the majority respondents are informed by their administration about issues related to their libraries. About 68.75% library professionals participate in college meetings and committees. The researcher also

observed that 31.25% respondents are little involved in college meetings whereas the same number are moderately involved in college meetings claimed by the respondents. Similarly, most of librarians are not kept informed about allocation of library budget by finance department as well as by college administration. It was claimed by half of respondents that they are allowed to participate in the selection and purchasing committee of college for library books and non-books materials. A small number of library professionals are allowed to change and improve library system and at the same number of librarians are permitted to write-off books every year whereas 31.25% respondents are not allowed to write-off books every year.

Level of Satisfaction and Dissatisfaction of library professionals in connection with various parameters

Efforts were made to know about the level of satisfaction and dissatisfaction among librarians regarding Pay, Promotion, and Nature of work, Organizational Culture and Professional development. The assessment of the collected data indicated the following important facets that majority librarians were found strongly agreed and a reasonable number of the librarians agreed with current salary. There is a great relation between salary and job satisfaction because the content of interest of employees increases automatically with the increasing of salaries (Odunlade, 2012). According to the Abifarin(1997) the first and foremost cause of dissatisfaction of library professional was noticed, is low packages. So most of librarians are also noticed highly satisfied with their annual increment and current pay but 31% respondents claimed that there is no financial incentive for the library community of their sector of education for acquiring higher qualification. It is observed by the researcher that more than half librarians are not gratified with their rewards and punishment system but half of the library community was found strongly disagreed with their promotion policy followed by service structure. The half of librarians agreed with assigned duty and nature of work while 56.25% respondents agreed with have no workload and stress. Working stress would also decrease the gratification level of library community (Topper, 2007). According to the Pors (2003) that the level of stress is a kind of tool which can improve the content level of college librarians. It is noticed that good number of librarians like job security system in these colleges. Majority library professionals noticed satisfied with working hours in the library. While more than half of respondents agreed with their social and faculty status to teaching staff. In the study of (Horenstein, 1993) it was revealed that the job gratification of library professionals, is also related to faculty status and they also found more satisfied with their academic rank. The 75% library professionals like their sabbatical (leaves) system in these colleges of GCMS and GCC. The researcher investigated that a good number of respondents were found agree with the behavior and attitude of college staff and Principal. Likewise, More than half of respondents were found pleased with the policies, measures and administration system of the college management and majority librarians agreed for appreciating their abilities, ideas and judgments by top authorities. The above table 4.6.1 also indicates that more than 85% respondents claimed for not having opportunity of trainings like ICT. The writer investigated that less than half of library community agreed while more than half respondents disagree with the encouragement by the management about new trends in library science. Most of respondents disagreed for not having opportunity to participate in book fairs, conferences and workshops. There is no opportunity of national and international scholarships for librarians in these colleges. So due to the above mentioned reasons, most of the librarians like to change their job for better chance.

shows that majority of male librarians noticed satisfied for getting their current salaries and annual pay increments. It was also noted that half of the male library community claimed for not achieving profits of extra qualification.

Majority of male librarians shows discontent about the weak system of rewards and punishment of these colleges and the same ratio of the male librarians don't appreciate the promotion policy. About 93.75% library professionals claimed for not having proper service structure system and they demanded for implementing proper system for service structure. Half of the male librarians found gratified with assigned duty and nature of work. About 62.5% male librarians said that they have no workload and stress when they perform their duties. Similarly the same number of male librarians like job security system of these colleges. Most of the male library community satisfied with working hours and about half of the claimed for an equal social and faculty status. 75% male librarians' feels pleased with good leaves systems.

Most of the male librarians shows gratification from the attitude and behavior of college staff including principal. 50% male library professionals like the administrative and management systems of the theses colleges while the same ration of librarians don't like these systems of these colleges. The authorities of the colleges mostly appreciate the abilities, ideas and judgments knowledge of male librarians. 100% male library community claimed for not having opportunities of trainings regarding ICT and other skills related to their jobs. 87.5% male librarians are not encouraging to learn about new trends in library profession while the same number of librarians are not getting chances to participate in book fairs, workshops and conferences. There is no chance of national and international scholarships are available for the whole librarians of these GCC and GCMS colleges. About 12(75%) male library professionals like to leave this job after getting a better job than this. The only female librarian demanded for day care Centre in the respective colleges.

The library professionals who belong age group 25-35 are not fully satisfied with their jobs, however, they found little big satisfaction with current salaries and annual increments, no workload, job security, easy in works and leaves systems. Age group 36-45 librarians found much gratified as compared to others age groups. The librarians of this group gratified with attractive salaries with suitable annual increments, good assign duties with nice job security, no workload with easy working hours, however they found dissatisfied for not getting profits for extra qualification, no rewards, promotion and service structure system, no opportunities of ICT tannings, Similarly no scholarships chances and participation in book fairs etc. The librarians belong to age group above 45-show content for earning excellent salaries. They found comfortable with assign duties with no workload and good job security. They claimed that they have full support from the college staff because their social status as equal to their staff. They have full satisfaction from the attitude and behaviors of staff and top authorities. The ideas, Knowledge of these librarians are highly appreciated by top authorities. However, the library community of this age group found discontent for not having a proper service structure and promotion policies, no opportunity of new tannings and they claimed that colleges have poor systems of administration and management.

According to the analysis, there is only one BLISC degree holder, 15 MLISC degree holders and no librarians found having MPhil and PhD degrees. The analysis shows that most of the MLISC degree holders show full satisfaction regarding their salaries and annual increments while a BLISC degree holder also showed his satisfaction in this regard. Most of the MLISC responses don't get profits for their extra qualification.

About 75% MLISC graduates don't like punishment and rewards system of this department. Majority of Master degree holders show discontent regarding promotion and service structure policies of these colleges but BLISC graduate like promotion policy. Half of the MLISC degree responses claimed for having good assigned duties. Most of master librarians found pleased with no workload and the same ratio of librarians like job security system including BLISC degree holder. In (n=10, 62.5) Master holders looked comfortable with working hours in the libraries. Fifty percent Master degree responses get an equal social and faculty status by the college staff and top authorities. Majority of the Master degree holders and a

BLISC graduate like leaves system and the same ratio of librarians found comfortable from the behavior and attitude of the staff. Half of the MLISC responses do not like the administrative and management systems of these colleges. Ideas, judgments and knowledge of 62.5% of MLISC responses are highly appreciated by the top authorities. About 87.5% MLISC graduates are not encouraged to learn new trends in library science field while the same number of librarians do not get chances to participate in the workshop, conferences and book fairs. A very little number of MLISC graduates like to leave this job for better opportunity. A BLISC degree holder as well agreed to leave this current job for better chance.

Response of interview conducted with senior LIS Professionals.

For getting more data, the researcher interviewed some senior LIS professionals of these colleges.

1. *What do you narrate about the physical facilities available in the library?*

An interview schedule was designed for data collection. It was observed that majority of librarians proved to be dissatisfied with main facilities available in the library. Through this interview majority library professionals are demanding for separate library building and offices because many libraries of these colleges are running libraries in class rooms. Owing to the installation of Information Management system (IMS), the work of librarians increased. Many senior librarians do not know how to operate computer. So they demand for proper computer tanning and internet connectivity with all computers equipment like latest computer, printer and scanner. As the work of the librarians is increasing day by day, so they also demand for extra staff to assist librarians.

2. *Which kinds of services do you provide?*

The librarians said that they provide different kind of services. Majority library professionals teach different subjects to the students in addition to their own duties. They demand in via their interview that subject of Library Science should be include in the curriculum list of B.T.E (Board of Technical Education) KP.

3. *Do you satisfied with the reading habits of students?*

Majority of librarians are satisfied with the reading habits of students. They interviewed that due to insufficient library budget, the students deprive from reading new books.

Therefore, the proportion of library use is decreased. They further highlighted, as curriculum is changing very rapidly therefore, new books should be purchased on regular basis as course books much demanded by college students. According to librarians for promoting reading habits among students, the college administration should arrange books exhibition programs at least once a year.

4. *Do you be involved by the college administration in the library planning?*

Librarians interview that they know the better usage of library and its matters. Therefore, they should be involved in library planning and decision making. Many library professionals found satisfied with above statement but they found dissatisfied about not informing them about the allocation of library budget by college authorities. They also claimed that the high authority itself purchased books and don't bother them in selection of book committees because librarians better know the demands of the readers. Minority respondents said that they practice of wright-of –books every year while they looked pleased for participating in college meetings and committees.

5. *What do u require or need for you professional development?*

Through this interview majority librarians found much gratified with attractive salary and annual increment along job security. According to the library professionals, that they have not proper promotion facilities in case of service structure and senior scale for them is BPS 18 as they joined this service via

Public Service Commission like other faculty staff of college. Therefore, they have also right to get promotion to BPS 20. The librarians also agreed with other factors like three months summer vacations and no workload and stress. They demanded for opportunities of trainings regarding emerging of ICT and chances should be availed for national and international scholarships.

They also agreed in their interview about the behavior and attitude of college authorities and staff. Many librarians claimed they could leave this job if they get good opportunity from this current job.

From the above interviews, it is clear that majority librarians are satisfied with their current job but they have some demands from the upper authorities. To improve the condition of these college libraries, the basic facilities should be provided. The upper authorities should take positive measurement to fulfil the demands of the librarians because when the librarians become satisfied, the libraries will be automatically improved.

8- Discussion and Suggestions

In this research many job facets were analyzed and results shows that library professionals found satisfied with like, salary and annual increment, job security, good working hours, no work load, social and faculty status, sabbatical system and good behavior or attitude from top authorities. They were found dissatisfied with the following facets like, no service structure, there is no opportunity for ICT trainings, no reward system, and no proper chance to get national and international scholarships for librarians of these colleges. Similarly there is no chance to participate in books fairs, conferences and workshops. As librarians of these colleges are dissatisfied with some facets but still, like their jobs.

This study shows that the library professionals of these colleges are qualified and they need to get higher degrees such as MS-LIS and PhD. They also need chances of national and international scholarships.

As it is the age of technology, the structure of libraries also changed like others. Old days have gone when librarians used to manual system. Libraries are going to be converted to digital system, therefore, proper trainings regarding computer, Internet and library automation and necessary computer equipment such as printer, scanner and internet connectivity should be provided to these colleges' librarians. It is revealed from this study that sufficient budget should be provided to librarians for purchasing new courses books along with provision of e-books and e-journals. The librarians should not be bound to do extra duty like teaching of various subjects to the students. LIS subject should be include in these colleges curriculum.

It is clear from the study that students take too much interest in reading newspapers, so many types of newspaper should be kept inside the library. For promoting reading culture among students, books exhibition should be held for student's interest every year or twice a year. It is the major duty of the college administration that they should involve library professionals in college meetings, library planning and decision making. As librarian is the head of library and he/she knows the better matters of library, therefore, he must be made the head of books selection committee and the demand list of users made by the librarians, should be given first priority. Similarly new curriculum is introducing rapidly and old books not become up to date, therefore the librarians should be given free hand to write-off-books every year. Every organization can get development very soon if its employees are satisfied. The employees thus satisfied when they get rewards. So librarians should be awarded and promoted like other faculty staff. To develop libraries, librarians should give free hand to participate in books fairs, conferences and workshops.

It is concluded from the above-mentioned discussion that following need to be addressed for improving the level of job satisfaction of the library professionals under study.

- a- The existing Posts for librarians in GCC and GCMS colleges are not sufficient, vacant position may be filled. Library hall and librarian office should be constructed along with all library equipment's and facilities in each college. Each library must be equipped with latest computer lab and the availability of internet should be provided for both students and teachers. Digital library and automation system should be installed and all concerned librarians should be properly trained regarding ICT and new trend in library profession. To make library users comfortable, there should be arranged properly bright lighting and air condition systems with sufficient library furniture.
- b- Special orientation classes must be arranged for new coming students in order to make them know, how to use a library, rules of library and advantages of libraries. Books exhibition programs should be set once or twice in a year in order to bring awareness of books reading among students.
- c- Librarians should be allowed to follow write-off books policy every year and improve library system. Library professionals should be authorized for selection and purchase of library books and non-book materials for library because they know better the demand of the users. Library budget should be presented before librarians by finance department and there should be a balanced increase in annual budget and periodic.
- d- Top authorities must provide proper service structure like other faculty to incentivize library professionals. LIS professionals should be awarded for excellent performance. More opportunities for national and international scholarships should be provided. For better and uniform promotion strategy of librarians, they should be merged with teaching cadre. Library professionals should be provided social and faculty status.
- e- Sufficient collection of books must be settled in these GCC and GCMS college libraries. A balanced collection (books in hard and soft form should be developed in college libraries under study. Library science subject should be included at Intermediate and Bachelor level in order to make students library minded. There should be a separate library period for the students at least twice in a week. Leading Newspapers and classic journals books should be included in the annual purchase list of the college libraries.
- f- Librarians should have to enhance and improve their own library system instead of irrelevant additional duties like teaching of subjects other than library science. The technology era increased the work of librarians so there should be computer assistant, library assistant and attendant to assist librarian. The library building must be constructed at the accessible place.

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