

Job Satisfaction Levels Among Librarians Employed in Engineering Colleges Throughout Tamil Nadu.

Sugumar Duraisamy¹, Surekha C R², Sirajudeen M³, Siva Sankari M⁴

¹Principal, Department of Commerce, CARE College of Arts and Science, Trichy-620009, Affiliated to Bharathidasan University, Trichy-24, Tamil Nadu, India, Corresponding author Email id: darshsugu@gmail.com, , Scopus ID : 56117519000 : Orcid : [0000-0001-6299-5902](https://orcid.org/0000-0001-6299-5902).

²Assistant Professor, Department of Management Studies, Saranathan College of Engineering (Autonomous), Trichy-620 012, Affiliated to Anna University, Chennai-25, Tamil Nadu, India, surekhasugumar13@gmail.com,

³Assistant Professor, Department of Commerce, Jamal Mohamed College (Autonomous), Trichy-620020, Affiliated to Bharathidasan University, Trichy-24, Tamil Nadu, India, sumaij7@gmail.com,

⁴Librarian, CARE College of Arts and Science, Trichy-620009, Affiliated to Bharathidasan University, Trichy-24, Tamil Nadu, India, sivasankarim@care.ac.in,

How to cite this article: Sugumar Duraisamy, Surekha C R, Sirajudeen M, Siva Sankari M (2024). Job Satisfaction Levels Among Librarians Employed in Engineering Colleges Throughout Tamil Nadu.. *Library Progress International*, 44(3), 01-04

Abstract

Job satisfaction refers to the overall contentment of employees within a given environment, and it is a subjective experience influenced by both internal and external factors. Research, as indicated by Bartle, highlights that job satisfaction encompasses elements such as pay, promotion, benefits, work nature, supervision, and relationships with colleagues. Employee satisfaction is considered an integral component of an organization's human resource strategies¹. The results indicates that male respondents are highly satisfied with work environment based on the mean score of 1.84 and standard deviations of ± 0.37 which indicates that possibility of the changes in the satisfaction level. Followed by relationship with supervisors its mean score is 1.72 and standard deviations of ± 0.45 . Male respondents has less satisfaction towards Compensations practices of the College based on the mean score $M=1.43$ and standard deviations of ± 0.50 . Female respondents are also highly satisfied with the work environment based on the mean score is 1.85 and standard deviations of ± 0.36 and lease satisfied with compensations only. Out of the total studied dimensions respondents are highly satisfied with the following dimensions that is Work environment, Promotional opportunities, and Rules and polices and finally Support of management. And least satisfied with compensations practices followed by Self-development. Therefore, there should be strategical attention to Compensations practices, Staff development dimensions, Creative and committed, Interpersonal relationship and Relation with the superior.

¹ <https://www.bartleby.com/essay/The-Elements-Of-Job-Satisfaction-FJCQLFTE26#:~:text=The%20elements%20of%20job%20satisfaction%20are%20related%20to%20pay%2C%20promotion,organization%E2%80%9Fs%20human%20resource%20strategies.>

Keywords: Compensations Practices, Creative & Committed, Interpersonal Relationship, Promotional Opportunity, Recognition for Accomplishment.

Introduction

Job satisfaction refers to the overall contentment of employees within a given environment, and it is a subjective experience influenced by both internal and external factors. Research, as indicated by Bartle, highlights that job satisfaction encompasses elements such as pay, promotion, benefits, work nature, supervision, and relationships with colleagues. Employee satisfaction is considered an integral component of an organization's human resource strategies². Job satisfaction is defined as “A function that correlates positively with the extent to which an individual's personal needs are met within the job context” according to Simatwa (2011). It is characterized as a pleasurable emotional state resulting from the evaluation of one's job (Demirela & Erdamar, 2009), an affective reaction to one's job (Brief & Weiss, 2001), or simply an attitude toward one's job (Weiss, 2002). Job satisfaction, as an internal factor, plays a crucial role in determining the happiness of individuals in the workplace.

In contemporary times, employees in academia, particularly librarians, face new challenges, including providing data support for various regulatory bodies in the country. Librarians, often classified under teaching faculty, frequently undertake responsibilities beyond their expected roles. Librarians are essential assets for organizations, ensuring that resources align with norms, utility is optimized, and necessary data support is maintained when required. While research on job satisfaction, particularly among teachers, has been conducted globally. Studies focusing on the job satisfaction of librarians have not received sufficient attention. This gap is notable, and there is a lack of research in this specific area, including in the context of an Engineering Colleges in Tamil Nadu.

Job Satisfaction

Job satisfaction is essentially the emotional response that employees have toward their work. This topic holds significance for both individuals working within organizations and those studying organizational dynamics. The formal definition of job satisfaction is the degree to which individuals experience positive and/or negative sentiments toward their jobs. Librarians experience a sense of achievement when their expectations are met, influencing the overall satisfaction level. In essence, job satisfaction occurs when a job aligns with the values, expectations, and standards of a librarian in engineering college libraries, leading to increased commitment and performance. The higher the degree to which expectations are met, the greater the level of job satisfaction. The report underscores that, from the librarian's viewpoint, job satisfaction rises when the work is perceived as interesting and diverse. Job satisfaction is a complex concept, encompassing past and present positive feelings resulting from evaluating one's work role. Several factors influence job satisfaction, including the quality of the physical work environment, relationships with supervisors, and commitment to the work. Generally, job satisfaction can be defined as a combination of behaviours, attitudes, feelings, and beliefs toward one's job.

For the purpose of this study, it can be concluded that job satisfaction is a work-related attitude reflecting emotional fulfilment, which can be both quantitative and qualitative. Conversely, the absence of job satisfaction is a predictor of job turnover (Alexander et al., 1998). It leads to reduced organizational commitment and often results in lethargy. Researchers have identified various components of job satisfaction, examining their relative importance and their effects on workers' productivity. Herzberg's Two-Factor Theory distinguishes between intrinsic and extrinsic factors, categorizing them as Motivator Factors (e.g., achievement, recognition,

²

<https://www.bartleby.com/essay/The-Elements-Of-Job-Satisfaction-FJCQLFTE26#:~:text=The%20elements%20of%20job%20satisfaction%20are%20related%20to%20pay%2C%20promotion,organization%E2%80%9Fs%20human%20resource%20strategies.>

responsibility) and Hygiene Factors (e.g., pay, benefits, company policy, relationships with co-workers, and supervision). An unsatisfied employee perceives that their employer has fallen short of lofty expectations, resulting in detriment to the employer. The motivation and capability of an individual to contribute to the production process are directly correlated with job satisfaction. A contented workforce can lead to a reduction in absenteeism, turnover, and workplace accidents.

Libraries are integral to community well-being, and the qualifications of library staff profoundly influence service expansion and organizational structure. The effectiveness of libraries in delivering high-quality services is contingent upon the competence of their staff. In the information-centric society of today, librarians play a crucial role, and their level of job satisfaction directly influences the quality of service they provide. The significance of librarian job satisfaction is heightened due to both material and moral considerations in this context.

Review of Literature

In a survey conducted by Das (2015) to delve into the realm of job satisfaction among librarians, findings suggest that female librarians tend to be more content than their male counterparts. The study reveals that a significant majority of librarians conveyed appreciation to their organizations for the support provided by their leadership. However, when it comes to aspects such as career advancement and personal development, there is a prevailing sense of dissatisfaction among librarians. Interestingly, librarians and assistant librarians reported the highest levels of job satisfaction, while library assistants exhibited the lowest levels of satisfaction. In a survey conducted by Oluchi & Ozioko (2014) among library staff in colleges and universities in Niger State, participants were queried about their job satisfaction levels. The study sought to gauge the degree of job satisfaction among library professionals in academic libraries in Niger State. The results indicate that librarians express a high level of satisfaction with their jobs and suggest that their well-being, as reflected in factors like illness or tardiness, is not significantly affected when job satisfaction is low (Oluchi & Ozioko, 2014).

Mondal et al., (2014) conducted an informal survey among library workers, revealing that a majority expressed satisfaction with their jobs and maintained positive working relationships with both supervisors and colleagues. However, dissatisfaction emerged in several areas, including the university's promotion policy, benefits policies, and rules and procedures related to jobs and rewards for women. Notably, the older age groups exhibited pronounced unhappiness with issues such as promotion, benefits, and workplace regulations. In their study, Marasinghe & Anusha (2016) highlighted a notable disparity in job satisfaction perceptions related to both "work" and "supervision" among three different generations. The research endeavors to establish guidelines aimed at elevating the job satisfaction levels of university library professionals. Recognizing the importance of job satisfaction, especially among library professionals, is fundamental and crucial for the development and organization of library services.

In the study conducted by Neelamma et al., (2016), the researchers assessed the satisfaction level of professionals, the reasons for choosing Library and Information Science (LIS) as a profession, and overall contentment with the pay scale. The findings revealed that 52% of respondents strongly agreed that there are opportunities for professional development, with adequate training provided for enhancing their services through the incorporation of new technology. Similarly, 54% of respondents agreed that they take pride in their profession, while 30% agreed to a lesser extent that they receive an adequate pay scale.

Kavitha & Jayaraman (2015) agree that the quality of service in libraries depends on the library professionals who are responsible for the efficient, effective and expeditious delivery of the services. This can be achieved only by the professionals who are highly satisfied with their organizational culture, infra-structural facilities, salary, other perks and rewards etc.

Herzberg (1966) contends that distinct and non-overlapping sets of factors exist in the

workplace, with each set either contributing to job satisfaction or leading to dissatisfaction. In general, factors that promote job satisfaction are often associated with personal growth and self-actualization (Dion, 2006). Dion further emphasized that the two-factor motivation theory has emerged as one of the most widely employed theoretical frameworks in research on job satisfaction. Herzberg posited that the presence of motivators ensures job satisfaction, whereas the absence of hygiene factors leads to job dissatisfaction.

Upon reviewing the aforementioned, it is evident that crucial factors influencing job satisfaction include staff development, promotional opportunities, recognition for accomplishments, work environment, creativity and commitment, compensation, rules and policies, interpersonal relationships, cordial relations with superiors, and supportive management. This study is conceptually grounded in Herzberg's two-factor theory.

Objectives of the Study

1. To study the level of job satisfaction among the librarians in the engineering colleges in Tamil Nadu
2. To examine the Job satisfaction level among the librarians towards the librarian development and promotional opportunity of the engineering colleges.
3. To know the job satisfaction level among librarians towards the recognizing and work environment of the engineering colleges
4. To understand the job satisfaction level among the librarians towards Commitment and compensations of the engineering colleges.
5. To understand the job satisfaction level among the librarians towards the rules and regulations and interpersonal relations aspects of the engineering colleges.
6. To analyse the job satisfaction level among the librarians towards the Supervisors relations and supportive management system aspects of the engineering colleges.

Purpose of the Study

In contemporary times, engineering institutions boast advanced infrastructure and sophisticated library facilities, incorporating the latest information technology. Additionally, there is a surge of young, technically qualified library professionals joining these modern institutions. The effective and timely dissemination of information to users, including students, faculty, and research scholars, hinges on the high commitment of these professionals to their job and profession. This study aims to empirically address existing research gaps and explore job satisfaction among library professionals employed in engineering colleges in Tamil Nadu.

Statement of the Problem

In the era of information, the role of librarians is gradually transitioning from traditional desk work to the digital space. However, many institutions in developing countries encounter challenges during this transformation, as people are not fully utilizing libraries. Librarians are still expected to handle both paper and digital tasks to meet the requirements of regulatory bodies. Despite the considerable workload, the number of readers and the utilization of books, journals, and magazines has decreased due to the academic nature of institutions, resulting in general dissatisfaction among librarians.

Research conducted on university libraries in Ankara (Kaya, 1995) revealed that librarians' express dissatisfaction with various aspects, including physical working conditions, recognition for their work, obtaining respect for the job conducted, job security, promotion opportunities, wages, social status, social services, authority, and responsibility.

Demirel (1989) conducted a survey involving librarians from 28 university libraries in Turkey. The results indicated that factors such as independence, utilization of talents, physical working conditions, relations with colleagues, recognition for work conducted, obtaining respect, and social security significantly influence the job satisfaction of librarians. Librarians express dissatisfaction concerning promotion opportunities, wages, social status, social services, and the lack of authority and responsibility. Satisfaction is experienced to some extent in relation

to library policies and practices, relationships with superiors, and the nature of the job itself. Dissatisfaction, particularly with promotion determinants based on gender, is highlighted. Factors like independence and recognition are influenced by age and professional experience. Dissatisfaction related to social status, job responsibilities, and relationships with superiors is influenced by age and professional experience. Dissatisfaction with financial matters is associated with age. Satisfaction or dissatisfaction regarding social security, social services, talent utilization, relationships with colleagues, achievement, physical working conditions, and library politics is not dependent on age, nationality, or gender.

Librarians play a crucial role in supporting both the staff and students across various departments in an organization. Despite their increased human interaction, their recognition levels, especially in countries like India, are not commensurate with their contributions. Taking into account the aforementioned considerations, this study primarily focuses on the job satisfaction levels of librarians working in engineering colleges in Tamil Nadu. Given the rapid proliferation of engineering colleges in Tamil Nadu, where having a librarian is a mandatory requirement prescribed by regulatory bodies, and with a large number of students and limited time availability. Librarians are tasked with performing numerous responsibilities. This study aims to investigate the extent of satisfaction and dissatisfaction experienced by librarians in their work environment as indicators of their job satisfaction.

Research Methodology

The total sample size was 448 respondents who were selected through the convenience sampling techniques in the study area. In the present study, the sample size is determined based on the following formula

$$Z = 2.58$$

$$P = 0.51$$

$$M = 0.05$$

$$S = Z^2 * p * (1 - P) / M^2$$

$$S = (2.58)^2 * 0.5 * (1 - 0.5) / 0.05^2$$

$$S = 6.65 * 0.05 * (0.5) / 0.0025$$

$$S = 3.328 * 200$$

$$S = 665.64$$

Adjusted sample size for the all the college put together, we have selected only 1326 librarians from 442 engineering colleges in the study area.

Therefore, the adjust sample size will be

$$ASS = S / 1 + (S - 1) / \text{Populations}$$

$$ASS = 665.64 / 1 + (665.64 - 1) / 1326$$

$$ASS = 665.64 / 1 + 664.64 / 1326$$

$$ASS = 665.64 / 1 + 0.4861$$

$$ASS = 665.64 / 1.4861$$

$$ASS = 448$$

Determined sample were selected through a non-random sampling techniques called convenience sampling methods. Data were collected in no particular order. The same were analysed using SPSS 20.

Analysis and Discussion

Table 1: Demographical distribution of the respondents

S.No.	Demographical	Particulars	Frequency (N=448)	Percentage (100%)
1	Gender	Male	322	71.9
		Female	126	28.1
2	Age	Up to 25 Yrs	160	35.7
		26 Yrs to 35 Yrs	128	28.6
		36 Yrs to 45 Yrs	96	21.4
		>46 Yrs	64	14.3
3	Educational Qualification	PG	195	43.5
		NET/SET	133	29.7
		PhD	120	26.8
4	Experience	Up to 5 Yrs	96	21.4
		6 Yrs to 10 Yrs	64	14.3
		11 Yrs to 16 Yrs	128	28.6
		17 Yrs to 20 Yrs	64	14.3
		>21 Yrs	96	21.4
5	Marital Status	Married	300	67.0
		Single	148	33.0
6	Income	Up to Rs.15000	80	17.9
		Rs.15001 – Rs.20000	134	29.9
		Rs.20001 – Rs.25000	100	22.3
		Rs.25001 – Rs.30000	64	14.3
		>Rs.30001	70	15.6

Sources: Primary data

Table 1 depicting the demographical distribution of the respondents participated in the survey. It shows that are 71.9% of the respondents are male counterpart and 28.1% of the respondents are female. Of all, the highest 35.7% of the respondents are in the age range up to 25- years category and lowest 14.3% of the respondents are in the age range greater than 46 years category. There are 43.5% of the respondents are with Post graduation as a highest degree and lowest 26.8% of the respondents are in the highest qualification of Ph.D. There are 28.6 of the respondents are in the experience range between 11 years to 16 years category and 14.3 % of the respondents are in the experience range 6 years to 10 years and greater than 21 years category. Out of the total 67% of the respondents are married and 33% of them are single. 29.9% of the respondents are in the income range of Rs.15001 to Rs.20000 categories and 14.3% of them are in the income range of Rs. 25001 to Rs. 30000 categories.

Table 2: Gender Wise Mean Distribution of Various Dimension of Job Satisfaction

Gender	N	SD		PO		RA		WE		CC	
		M	SD	M	SD	M	SD	M	SD	M	SD
Male	322	1.44	0.50	1.80	0.40	1.67	0.47	1.84	0.37	1.58	0.49
Female	126	1.43	0.50	1.81	0.39	1.67	0.47	1.85	0.36	1.59	0.49
Total	448	1.44	0.50	1.80	0.40	1.67	0.47	1.84	0.37	1.58	0.49
Gender	N	CP		RP		IR		SR		SM	

		M	SD	M	SD	M	SD	M	SD	M	SD
Male	322	1.43	0.50	1.76	0.43	1.64	0.48	1.72	0.45	1.48	0.50
Female	126	1.42	0.50	1.76	0.43	1.59	0.49	1.67	0.47	1.46	0.50
Total	448	1.43	0.50	1.76	0.43	1.63	0.48	1.70	0.46	1.48	0.50

Sources: Primary data

Table 2 describe the gender wise mean distribution towards the various dimension of job satisfaction it shows that male respondents are highly satisfied with work environment based on the mean score of 1.84 and standard deviations of ± 0.37 which indicates that possibility of the changes in the satisfaction level. Followed by relationship with supervisors its mean score is 1.72 and standard deviations of ± 0.45 . Male respondents has less satisfaction towards Compensations practices of the College based on the mean score M=1.43 and standard deviations of ± 0.50 . Female respondents are also highly satisfied with the work environment based on the mean score is 1.85 and standard deviations of ± 0.36 and lease satisfied with compensations only. Out of the total studied dimensions respondents are highly satisfied with the following dimensions that is Work environment, promotional opportunities, and rules and polices and finally support of management. And least satisfied with compensations practices followed by self-development.

Table 3: Education Level Wise Mean Distribution of Various Dimension of Job Satisfaction

Educational level	N	SD		PO		RA		WE		CC	
		M	SD	M	SD	M	SD	M	SD	M	SD
PG	195	1.36	0.48	1.74	0.44	1.59	0.49	1.77	0.42	1.51	0.50
NET/SET	133	1.53	0.50	1.90	0.31	1.79	0.41	1.95	0.22	1.69	0.46
PhD	120	1.47	0.50	1.80	0.40	1.68	0.47	1.83	0.37	1.57	0.50
Total	448	1.44	0.50	1.80	0.40	1.67	0.47	1.84	0.37	1.58	0.49

Educational level	N	CP		RP		IR		SR		SM	
		M	SD	M	SD	M	SD	M	SD	M	SD
PG	195	1.37	0.48	1.70	0.46	1.59	0.49	1.80	0.40	1.55	0.50
NET/SET	133	1.50	0.50	1.85	0.36	1.68	0.47	1.59	0.49	1.37	0.48
PhD	120	1.44	0.50	1.78	0.42	1.63	0.48	1.68	0.47	1.47	0.50
Total	448	1.43	0.50	1.76	0.43	1.63	0.48	1.70	0.46	1.48	0.50

Sources: Primary data

Table 3 explains the educational qualification of the respondents and their opinion towards the various dimension of job satisfaction. Of all the respondents with Post graduates are highly satisfied with relationship with superior M=1.800 and standard deviation ± 0.401 . And they least satisfied with staff development with the mean score of 1.36 and standard deviations ± 0.481 . Respondents with NET/SET qualifications are highly satisfied with the work environment with the mean score of 1.95 and standard deviations of ± 0.22 and least satisfied with supportive management with the mean score of 1.368 and standard deviations of ± 0.48 . The respondents with Ph.D degree qualifications indicates that highly satisfied with work environment based on the mean score of 1.833 and standard deviation of ± 0.374 . And least satisfied with compensations practices. Of all, Work environment has high amount of satisfaction out of which NET/SET qualifies people are highly satisfied compare with other qualifications and compensation practice is the lease satisfied factors out of which respondents with Post graduation qualification is low satisfied.

Table 4: Experience Wise Mean Distribution of Various Dimension of Job Satisfaction

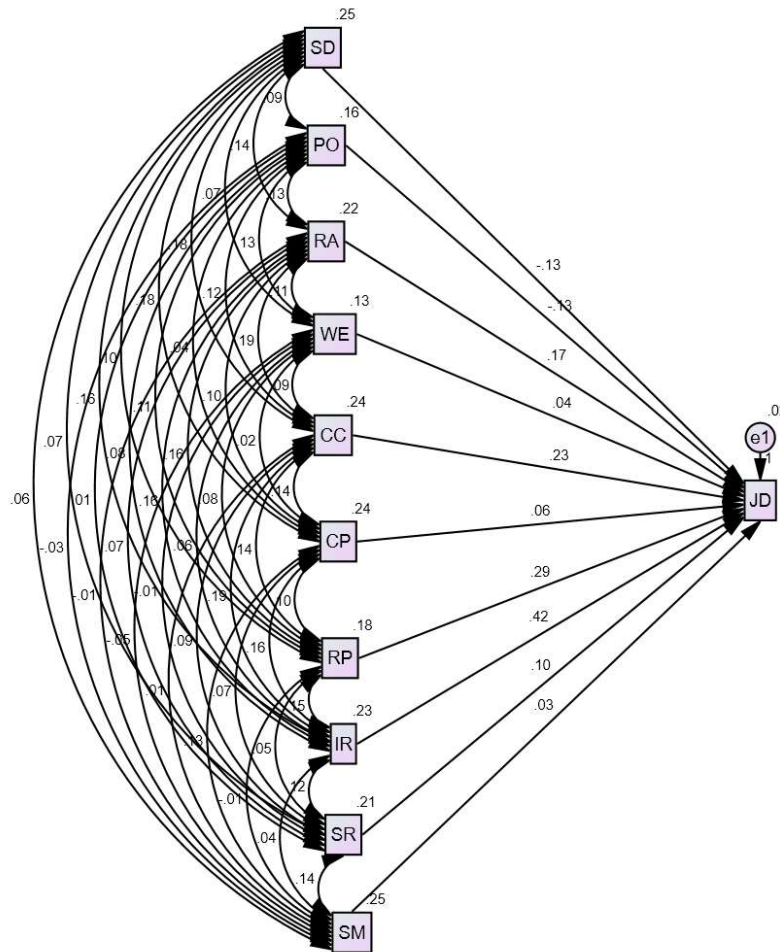
Experience	SD			PO		RA		WE		CC	
	N	M	SD	M	SD	M	SD	M	SD	M	SD
Up to 5 Yrs	96	1.44	0.50	1.78	0.42	1.66	0.48	1.84	0.36	1.58	0.50
6 Yrs to 10 Yrs	64	1.44	0.50	1.78	0.42	1.66	0.48	1.81	0.39	1.59	0.50
11 Yrs to 16 Yrs	128	1.44	0.50	1.81	0.39	1.69	0.47	1.84	0.36	1.59	0.49
17 Yrs to 20 Yrs	64	1.44	0.50	1.81	0.39	1.67	0.47	1.84	0.37	1.56	0.50
>21 Yrs	96	1.44	0.50	1.81	0.39	1.67	0.47	1.84	0.36	1.56	0.50
Total	448	1.44	0.50	1.80	0.40	1.67	0.47	1.84	0.37	1.58	0.49

Experience	CP			RP		IR		SR		SM	
	N	M	SD	M	SD	M	SD	M	SD	M	SD
Up to 5 Yrs	96	1.46	0.50	1.79	0.41	1.64	0.48	1.72	0.45	1.48	0.50
6 Yrs to 10 Yrs	64	1.44	0.50	1.77	0.43	1.63	0.49	1.67	0.47	1.45	0.50
11 Yrs to 16 Yrs	128	1.42	0.50	1.75	0.43	1.63	0.49	1.70	0.46	1.48	0.50
17 Yrs to 20 Yrs	64	1.41	0.50	1.75	0.44	1.63	0.49	1.72	0.45	1.48	0.50
>21 Yrs	96	1.42	0.50	1.76	0.43	1.63	0.49	1.70	0.46	1.47	0.50
Total	448	1.43	0.50	1.76	0.43	1.63	0.48	1.70	0.46	1.48	0.50

Sources: Primary data

Table 4 discloses the experience wise mean score for various dimension of the respondents it shows that the respondents with less years of experience that is up to five years category are highly satisfied with work environment with the mean score of 1.84 and standard deviation of ± 0.36 . And least satisfied with staff development based on the mean score of 1.44 and standard deviation of ± 0.50 . The respondent having experience greater than 21 years are highly satisfied with work environment based on mean score of 1.84 and standard deviation of ± 0.36 . Similarly they lease satisfied with compensation practices with mean score of 1.42 and standard deviation of ± 0.50 .

Figure 1: Structural Equation Modelling on Job Satisfaction and its Various Dimensions



*Table 5:
Regression
Fitness
Indices*

Indices	Value
Chi Square Value	0.000
CMIN/DF	3.409
GFI	0.211
AGFI	0.104
CFI	0.000
PCFI	0.000
RMSEA	0.472

Figure 1 illustrates a structural equation modeling analysis focused on job satisfaction and its multiple dimensions. From the Table 5 it is observed that the calculated CMIN/DF (Chi-square Minimum /Degree of Freedom) value is 0.000. The fit between the data and the proposed measurement model can be tested with a Chi-square Minimum /Degree of Freedom (CMIN/DF) test where the probability is lesser than or equal to 5 which indicates that the model is fit. In this case this model is fit to pursue. Here GFI (Goodness of Fit Index) and

AGFI (Adjusted Goodness of Fit Index) values are positioned at 0.211 and 0.104 respectively. The calculated CFI (Comparative Fit Index) value is 0.000 and also it is found that RMSEA (Root Mean Square Error of Approximation) value is 0.472.

Conclusion

This study covered an extensive investigation on the level of job satisfaction among the librarian professional working in the libraries in the Engineering colleges of Tamil Nadu has large scope. The study has an objective to understand library professional job satisfactions. The study has taken 448 sample based on the convenience sampling techniques. The data has covered almost all the colleges in Tamil Nadu and 10 dimension were taken to analyses the job satisfaction of the library professional via., Development, Promotional Opportunity, Recognition for Accomplishment, Work Environment, Creative & Committed, Compensations Practices, Rules & Policies, Interpersonal Relationship, Relation with Superior and Supportive Management. The results indicates that male respondents are highly satisfied with work environment based on the mean score of 1.84 and standard deviations of ± 0.37 which indicates that possibility of the changes in the satisfaction level. Followed by relationship with supervisors its mean score is 1.72 and standard deviations of ± 0.45 . Male respondents has less satisfaction towards Compensations practices of the College based on the mean score $M=1.43$ and standard deviations of ± 0.50 . Female respondents are also highly satisfied with the work environment based on the mean score is 1.85 and standard deviations of ± 0.36 and lease satisfied with compensations only. Out of the total studied dimensions respondents are highly satisfied with the following dimensions that is Work environment, Promotional opportunities, and Rules and polices and finally Support of management. And least satisfied with Compensations practices followed by Self-development. Therefore, there should be strategical attention to be given Compensations practices, Staff development dimensions, Creative and committed, Interpersonal relationship and Relation with the superior.

References

1. Alexander, J. A., Liechtenstein, R. O., & Hellmann, E. (1998). A causal model of voluntary turnover among nursing personnel in long term psychiatric setting. *Research in Nursing and Health*, 21(5), 415-427.
2. Brief, A. P. & Weiss, H. M. (2001). Organizational behaviour: affect in the workplace. *Annual Review of Psychology*, 53, 279-307.
3. Das, A. K. (2015). Job satisfaction among the library professional in private engineering college in Hooghly district of West Bengal, India. *Research Journal of Library Sciences*, 3(5), 8-14.
4. Demirel, R. (1989). Yap, Cinsiyet ve Mesleki Deneyimin Universite Kutuphanelerinde Calypan Kutuphanecilerin Yp Tatminine Etkisi, unpublished higher thesis, No 118, Hacettepe Universitesi SBE, Ankara.
5. Dion, M. J. (2006). The impact of workplace incivility and occupational stress on the job satisfaction and turnover intention of acute care nurses: University of Connecticut.
6. Herzberg, F. I. (1966). Work and the nature of man.
7. Hüsne Demirela & Gürcü Koç Erdamar. (2009). Examining the relationship between job satisfaction and family ties of Turkish primary school teachers, Vocational Education Faculty, Gazi University, Ankara and Turkey. Received October 8, 2008; revised December 10, 2008; accepted January 2, 2009.
8. Kavitha, T. & Jayaraman, S. (2015). Job satisfaction of librarians in academic libraries. *Indian Journal of Applied Research*, 5(1), 69-81.
9. Kaya, E. (1995). Job satisfaction of the librarians in the developing countries 61st IFLA general conference-conference proceedings August 20-25.

10. Marasinghe, M. P. L. R. & Anusha, Wijayaratne. (2016). Generational differences and job satisfaction in university library professionals, Sri Lanka. *Universal Journal of Management*, 4(9), 500-507.
11. Mondal, Arup Kumar, Bandyopadhyay, Amit Kumar, & Hasan, Ali Ahammad Taher. (2014). Job satisfaction among university library professionals of West Bengal. *International Journal of Information Research*, 3(3), 319-333.
12. Neelamma, G., Gavisiddappa, Anandhalli, & Deepa, Kulkarni R. (2016). Library career perception and job satisfaction among LIS professionals: a case study of Vijayapura district. *International Journal of Multidisciplinary Research and Development*, 3(2), 98-106.
13. Prisca Oluchi & Ozioko, R. E. (2014). Job Satisfaction among librarians in academic libraries in Niger State. *International Research Journal of Library & Information Science*, 4(3):406- 416.
14. Simatwa, E. (2011) Job satisfaction and dissatisfaction among teachers in Kenya. *Kenya Journal of Education Planning Economics and Management*, 3, 114-123.
15. Weiss, H. M. (2002). Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12, 173-194.