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## **Scaling the Job Satisfaction of Central Library Staff of Sinhgad Technical Education Society (STES), Pune**

**Dr. Amita S. Pradhan**  
Chief Librarian,  
STES Central Library  
Vadgaon-Ambegaon (Bk), Pune

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### **Abstract:**

Sinhgad Technical Education Society is one of the prime educational complexes of imparting technical education in Pune City. It has developed Central Library in Vadgaon-Ambegaon Campus. The Library is open 24/7 all days in a week to cater the needs of Users i.e. Faculty and students (25,000 in No) . Total 52 employees are working in three shifts in STES CL, 42 are having professional degree in Library and Information Science. It was important to measure the job satisfaction of these Library Professionals, in view of improving their work efficiency, which ultimately results into better user services and user satisfaction.

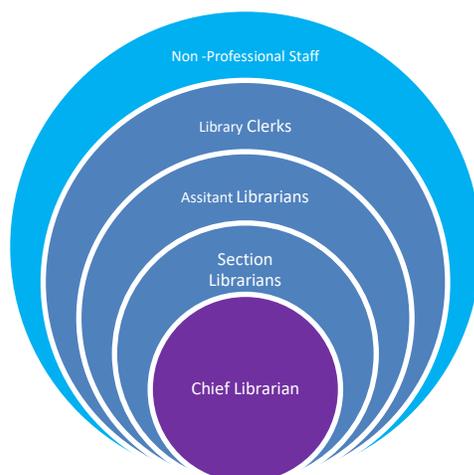
In the present study, the researcher has studied 42 STES CL professional Staff on five Basic dimensions of Job satisfaction that are: Work, Pay, Supervision, Promotion & Working Conditions and found that the job satisfaction ratio is 90% amongst the library professionals of STES Central Library. The Author discusses various salient features of job Satisfaction in this paper.

**Keywords: Job Satisfaction, Library Professionals, Human-Resource Management.**

### **Introduction:**

Sinhgad Technical Education Society's Central Library (STES CL) is situated at Vadgaon- Ambegaon Campus at Pune, Maharashtra. This is a unique concept of Central Library, as it covers nine sectional libraries of technical education at one place and support the main of imparting technical education by Resource Sharing. There are Engineering, Management, Pharmacy, Architecture, Science, Law and Medical & Dental Colleges sections in one Building of Central Library. The Central Library has a separate six story building with 2 Big (1145 sq.m) and 3 small (846 sq.m) Reading halls, a Digital Library and separate Literature & Competitive Exam Section on its Fourth Floor. There are 52 employees at various level working in STESCL.

## Organizational Ladder for STES CL:



**Figure 1: Job Hierarchy by Designation**

### About Job Satisfaction:

Job satisfaction at workplace is an important aspect of an employees' life. It is related to emotional, Social, economic status and ultimately to the sentiment of satisfaction of an individual. Broady - Perston, & Hayward (1998) states that job satisfaction is "the sense of fulfillment and pride felt by people who enjoy their work and perform it well." They further note that, the organizational structure should be flexible and organic to allow for innovation and creativity which gives job satisfaction. Additionally, human resource management should aim to minimize the negative impact of change by responding to the needs of staff through communication and information sharing, staff involvement, training and development, and job design. HR policies should be at place in an organization.

The effectiveness and efficiency of service organization like academic libraries is measured in term of quality of its services delivered or rendered to its users. The quality of its service mainly depends upon the quality of work, which in turn directly depends on knowledge, adaptability and satisfaction level of the librarians, professionals working in a library. Everyone knows that any organization can be successful if their employees work with Interest and enthusiasm. Organization's failure occurs due to employees' frustration, low Morale, cynicism and unwillingness.

Human Resource Management is considered to be the most valuable asset in any organization. It Is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees.

**Definitions of job satisfaction:**

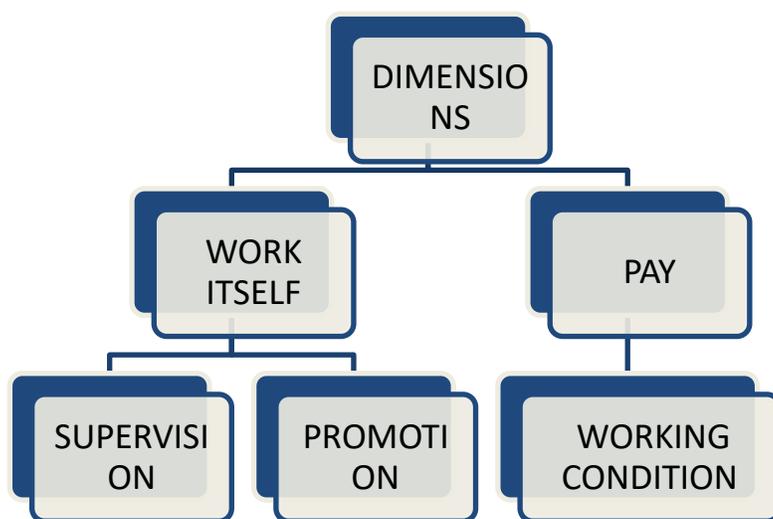
**Hap pock (1959)** defines job satisfaction as a combination of psychological , physical and environmental circumstances that cause a person to say. ‘ I am satisfied with my job’ one of the vital sign of deteriorating conditions in an organization is low job satisfaction. It is a cause of grievances, low productivity, disciplinary problems and other organizational conflicts.

**Camp (1994)** observed that job satisfaction with reference to the needs and values of Individuals and the extent to which these needs and values are satisfied in the work place. In conjunction with this, Robbin (1998) defined that job satisfaction is based on “the amount of rewards workers receive and the amount they believe they should receive.”

**Dubrins (as cited in Kaur, 2006)** defines “job satisfaction is the amount of pleasure or contentmentwith the job . If you like your job intensely, you will experience high job satisfaction. If you dislike your job you will experience job satisfaction.”

**Dimension of job satisfaction:**

The idea of a job satisfaction is very complicated (McCormick and Ilgen, 1985). Locke E A (1976) presented a summary of job dimension that have been established to contribute significantly to employees’ job satisfaction. The particular dimension representscharacteristics associated with job satisfaction. The dimensions are worked itself, pay, promotion, recognition, working condition, benefits, supervision and co-workers. This is related to influence the employee opinion about ‘how interesting the work is;and how well they are doing it , and in general, how much they enjoy doing it’ (McCormick and Ilgen, 1985)



**Figure 2 : Basic Job Dimentions :** 1. Work; 2. Pay; 3. Supervision; 4. Promotion; 5. Working Condition.

**1. Work:** The nature of the work performed by employees has significant Impact on their level of job satisfaction. Employees derive satisfaction from work that is interesting and challenging, and a job that provides them with status.

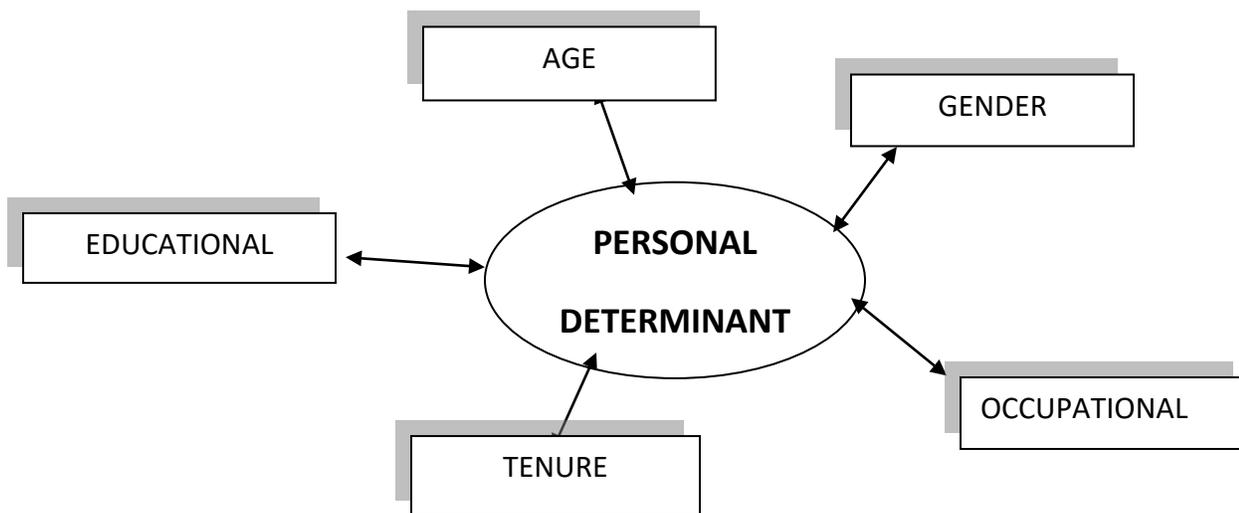
**2. Pay:** Pay refers to the amount of financial compensation that an individual receives. Remuneration and earning are complex and multi-dimensional factors in job satisfaction.

**3. Supervision:** The quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction.

**4. Promotion:** An employee's opportunities for promotion are also likely to have an influence on job satisfaction. Many people experience satisfaction when they believe that their future prospects are good.

**5. Working Conditions:** Working condition is another factor that has a moderate impact on the employee's job satisfaction.

**Personal Determinants of Job Satisfaction:** There are some personal determinants of Job Satisfaction with the basic dimensions of job satisfaction, they are as given below:



**Objective of the Present Study:**

1. To know the work pattern of Central Library of Sinhgad Institutes, Vadgaon-Ambegaon (bk) Campus, Pune
2. Measuring & scaling the job satisfaction of the library staff working at STES CL.
3. To know the problems faced by STES CL staff and know the HR system.

### Research Methodology:

This study is focuses on the job satisfaction of library professionals & it intends to study Various factors impacting job satisfaction, so that HR policies can be designed in a positive manner. Survey Method and Case study Method were used to derive required data. The data is collected using questionnaires, prepared for data collections. Out of the total 52 employees of STES CL, 10 are non-professional employees and 42 are Professional Staff. Questionnaire was collected from all the other 42 professional staff.

### Analysis of STES CL, Library Professional Staff:

**Table 1: Designation wise Details of Library Professional Staff**

Designation	QUETIONNAIRE CIRCULATED	QUETIONNAIRE RESPONSE
Librarian	10	10
Asst.Librarian	19	19
Library Clerk	13	13

**Table 2: Gender wise distribution of Library Staff :**

Designation	Male	Female
Librarian	4	6
Asst.Librarian	8	11
Library Clerk	10	3
Total	22	20

**Table 3: Distribution by Age Group of the Employees :**

Age Group	Library Staff
30 years and above	10
In between 30-40 years	25
In between 40-50 Years	7
Above 50 Years	0

**Table 4: Distribution by Working Experience In STES CL Employees**

option	Response
1 to 3 years	6
4 to 6 Years	10
7 to 9 years	8
More than 10 Years	18



**Graph 1 : Work Experience of STES CL Employees**

**Table5 :Academic Qualification of STES CL Employees**

Option	Response
Diploma	0
Bachelor Degree	5
Master Degree	36
PHD	1

**Table 6: Distribution of Professional Staff working in Shifts**

First & General Shift (8 to 4 30 pm) (9 to 5 30 pm)	Second Shift (4 to 12 30 pm)	Third Shift (11 30 to 8.00 pm)
29	10	3

**Table 7: Factors motivating for working in library**

Option	Response
Good Payment	13
Appreciation	25
Facility for Promotion	4



**Table 8 :Reaction to the problems at your work place :**

Option	Response
Try to find out the solution	23
Inform the supervision	18
Ignore	1

**Table 9 : Employee Training& induction arranged by STES CL for Employees :**

Option	Response	Percentage
Yes	36	89%
No	6	11%

**Table 10: Appreciation given for work and knowledge by the top Librarian**

Option	Response	Percentage%
Yes	38	98 %
No	4	2%

**Table 11: Freedom given in decision making process from higher authorities**

Option	Response	Percentage
Yes	32	80%
No	10	20%

**Table 12: Accepting Staff Involvement in suggesting new ideas in decision making process**

Option	Response	Percentage%
Yes	38	96%
No	4	4%

**Table 13: Feeling secured about job (Job Security)**

Option	Response	Percentage
Yes	36	94%
No	6	6%

**Table 14: Satisfaction with the current salary package**

Option	Response	Percentage%
Yes	32	81%
No	10	19%

**Table 15: satisfaction with the colleagues' support in work**

Option	Response	Percentage%
Yes	38	96%
No	4	4%

**Table 16: Portfolio handled in the Library, other than routine counter duties:**

Option	Response	Percentage%
Over all Management	11	21%
Book Purchase	15	22%
Periodical Section	16	23.5%
E-resources & Digital Library	16	23.5%
any other, pl specify (Duty Management)	5	10%

**Table 17: Over All Satisfaction with the present working portfolio**

Option	Response	Percentage%
Fully satisfied	7	19%
Satisfied	30	76%
Dissatisfied	5	5%
Fully Dissatisfied	0	0.00

**Findings:**

Below mentioned are the findings drawn from above tables the findings are given in the 5 parameters used for the scaling of Job Satisfaction of STES CL employees:

**1. Work:**

Majority of the staff (89%) are having working experience in the range of 5 to 15 years. Majority of the staff (97%) qualified with the Master degree. Almost all the employees are well experienced and well qualified. They are technologically trained and can handle Library software system. The STES CL has ERP software called GEMS and all employees are well aware with it.

The data indicates that, the satisfaction level due to work timings is high of Library professionals who work for First & General Shift (8am to 4.30pm & 9.00am to 5.30pm hours). The satisfaction level is dropping for other two shifts. (4pm to 12.30pm and 11.30pm to 8.00 am.) The reasons were mainly with the body clock adjustment and the work they have. But the STES CL has 15 days duty cycle and all staff is in rotation. All the lady Staff is working in first shift and gents staff is attending second & third shifts. Assistants librarians come for second shift and library clerk attend the third shift. Hence, all shifts are managed by library professional staff.

**2. Salary:**

Overall satisfaction level of the library professionals in central library sinhgad institutes is very high regarding salary issues. They get yearly increment. Only few are dissatisfied with Promotional policies as even if they acquire height qualification their cadre of work does not change.

**3. Supervision:**

After analyzing the data about the motivational factors, it was realized that more than salary and promotion, majority of the central library professionals (68%) are motivated by the appreciation given by the management and the supervisors. The work efficiency is more as the supervisor (Sectional Librarian) and the subordinate staff is healthy. They experience team work.

#### **4. Promotion:**

The data analysis and observations indicate that , this basic dimension of job satisfaction is at compromise level at STES CL. Employees are more satisfied with the work and pay as well as supervisor relations and work place environment. They value more to the exposure of ICT during their work. It is found that majority of the staff have a freedom in decision making process from higher authority.

#### **5. Working Condition:**

A healthy and positive environment at work place is observed by researcher which results into an efficient performance of the library professionals. The data shows that 78% library professionals are satisfied with the working environment which includes the relationship with coworkers, cooperation, understanding and appreciation at work place. It shows that working environment is the positive factor in the satisfaction level of STES library professionals.

It is also found that 86% respondent are satisfied with the development in which they are working and happy as they get opportunity to work in development of library. It is found that majority respondents (96%) are satisfied with the nature of work which they are doing because of good working condition and freedom to express their ideas and being party to the decision.

#### **Suggestions:**

1. The Library staff should be encouraged to attend the seminars, workshops, and training sessions at STES Central Library Sinhgad institutional level library professionals to update their knowledge. They should be oriented for soft skills as librarianship is a service profession.
2. STES CL should include more participative leadership in working and involve as much as the professional staff in library development. Meetings should be conducted on monthly or weekly basis so that new ideas can be discussed and the strategies can be decided to cater for more user satisfaction.
3. More enhanced ICT tools can be provided to the enterer central library staff which will burst in the work and also will create awareness among them about ICT.
4. More care should be taken to develop human resources as they work in shift duties.

#### **Conclusion:**

The study concludes by scaling/ measuring job satisfaction of Library professionals working at STES CL, Vadgaon –Ambegaon campus, Pune. The Staff is well qualified, well experienced and are satisfied with the factors like working condition, timing, environment at work place. The staff, working in third shift is combatively less satisfied. Appreciation by the middle management, salary, motivation, nature of work are giving satisfaction to all.They are able to achieve, overall personal and professional growth. Amongst the five dimensions of job

satisfaction, Work authority and working conditions are at top priority and followed by the Supervisor relations. Salary and promotions are at the last but not the least. Results of the study identified that there is strong relation between job satisfaction and five dimensions of job satisfaction as: Work, pay, supervision, promotion and working conditions, at STES CL.

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