

The Impact Of Pay And Promotion On Job Satisfaction Of Library Professionals In University Libraries Of Andhra Pradesh

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Abstract: Library is considered as an important component of any educational institution and employees of the library have a key role to play in disseminating knowledge to their customers. This study conducted to expansively explore the job satisfaction of employees towards the pay and promotion opportunities as the main objective and followed by identifying the main factors and to conclude to give suggestions to conquer the dissatisfaction level of jobs of staff serving in respective universities. Study sample consisted of 110 respondents representing Group –A (all librarians, deputy librarians, assistant librarians/documentation officers, information scientists) and Group-B (library assistants and junior library assistants) categories working in 23 university libraries in Andhra Pradesh. Structured questionnaire with five point likert scale used to collect quantitative data for the study. Based on the survey findings, this study concluded that the library science professionals are more satisfied with the pay and promotion opportunities statements that ‘my salary is appropriate in relation to the duties and responsibilities of my job’, ‘I feel satisfied with my salary enhancement/increment’, and ‘my salary is equitable to the job that I do when compared to other job categories in library field’. The study also reveals that there is a significant difference in the level of satisfaction of the pay and promotion between the respondents of group A and group B and female and male. It is a positive indication that the staff members are not dissatisfied with their pay and promotion. However, university authorities and library administrations must take precautions and measurements to enrich the present level of job satisfaction of employees to the fully satisfied level.

Keywords: Pay and Promotion, Job Satisfaction, Library Professionals, University Libraries, Andhra Pradesh

I. INTRODUCTION

With the introduction of Information Communication Technology in libraries, the work of library professionals has become a complex and competitive one when compared to other subject areas. Libraries play an important role in the higher education sector with their rapidly expanding functionalities from particular discipline to inter disciplinary work. As a result, a library professional in this condition will need to be specialized in more than one topic, and he or she will need to be more comprehending and learning oriented in order to acquire newly introduced knowledge. In this scenario,

a library professional should be actively involved in their work, for which complete satisfaction is a must; otherwise, library concentration and development will be negative. Employee satisfaction with the intrinsic characteristics of their work status is critical to any organization's performance and long-term survival. It's also an important part in increasing the company's productivity.

A number of factors influence job satisfaction. Promotions play a vital role in the lives of employees. A significant rise in an employee's compensation or wage has a significant impact on their job. Promotion is used by various businesses or institutions as a reward for good productivity

among its employees, which accelerates their efforts. It is only beneficial as a kind of remuneration if the employee places a high value on promotion; if not, cash or a wage increase is the best incentive for extra effort. The present study aims to explore the level of job satisfaction of staff members in twenty three university libraries in Andhra Pradesh and also identifying the factors related to job satisfaction of employees salary and other benefits, determining of influencing factors, barriers related to job satisfaction and finally to give recommendations and suggestions to improve the present level of job satisfaction of university library professionals in Andhra Pradesh.

II. REVIEW OF LITERATURE

Jan & Gul (2020) examined "Job satisfaction that library staff experienced at the public colleges of Commerce and Management Sciences of Khyber Pakhtunkhwa. The satisfaction of librarians with relation to users, reading habits, supply of conveniences, remuneration, rank advancement, and professional advancement is the core aspect of this study. Martin (2020) conducted a study to examine levels of job satisfaction of librarians and library staff and identify the factors influencing their job satisfaction. The findings showed that there were no significant differences among the participants in terms of gender, race, library type, position and work. Further, it was revealed that "strength of identification with their current library", "culture and work environment", "colleagues", "leadership", "pay", "diversity and inclusivity", "workload", "meaningful work", "external recognition of the library's value" and "personal appreciation" were salient factors that affected the job satisfaction of librarians and library staff. More & Motewar (2019) studied job satisfaction levels among library professionals in degree colleges in the Ratnagiri and Sindhudurg districts, Maharashtra. The study focuses on the factors that influence library and information science workers' job happiness. Opeke, Ikonne & Adewoyin (2019) examined the job satisfaction levels among librarians in public-run universities in South-West Nigeria. Herzberg's two-factor theory was used in the research. Salary, job security, supervision, coworker relationships, advancement, and work itself were among the characteristics of job satisfaction examined in the study. Balesh Kumar (2018) carried out a study on job satisfaction among library professionals. This study examined the varying levels of job satisfaction among the 138 library professionals working in the university libraries of four states of the India i.e. Chandigarh, Haryana, Himachal Pradesh and Punjab. No significant difference was found in the job satisfaction of library professionals with regard to the State, gender, age and experience.

III. OBJECTIVE OF THE STUDY

✓ The main objective of the study is to measure the job satisfaction of library science professionals, with regard to salary and other benefits.

IV. HYPOTHESIS

- ✓ There are no significant differences in the level of satisfaction of the salary and other benefits between the group A and group B, and female and male employees of university libraries.

V. RESEARCH METHODOLOGY

An in-depth analysis of the topic of research was made to identify the major facets of the study. Specific variables to be measured were identified based on the objectives of the study and to determine job satisfaction. The target population of the present study is 110 library professionals who are working in 23 university libraries of Andhra Pradesh. There were hundred percent of the respondents involved in this study, out of which were 34 women (30.91%) while the male respondents were 76 (69.09%). Survey questionnaire was designed in four parts to obtain demographic information on respondents, factors related to job satisfaction and staff perception on their level of job satisfaction. A 5 point Likert scale ranging from 1-5 (Strongly Disagree, Disagree, Neither agree nor disagree, Agree and Strongly agree) was used as the type of score in the questionnaire. Collected data was mainly analyzed with frequency and descriptive statistically analyzing techniques in the Statistical Package for Social Science (SPSS) version 23.0 for windows

VI. DATA ANALYSIS

A. SALARY AND OTHER BENEFITS

The following are some of the statements, which measure the level of satisfaction of library science professionals with respect to the salary and other benefits.

- ✓ My salary is appropriate in relation to the duties and responsibilities of my job
- ✓ I am satisfied with the benefits that I receive at the university
- ✓ My salary is sufficient to satisfy much of my basic needs
- ✓ I am satisfied with my basic salary
- ✓ I feel satisfied with my salary enhancement/increment
- ✓ My salary is equitable to the job that I do when compared to other job categories in library field
- ✓ Benefits at my university equal the benefits offered in the external job market

A question has been put to the library science professionals to indicate the extent of rating towards the satisfaction of salary and other benefit statements. The replies given by them were presented in the following paragraphs.

a. MY SALARY IS APPROPRIATE IN RELATION TO THE DUTIES AND RESPONSIBILITIES OF MY JOB

The distribution of respondent's attitudes in terms of their cadre and sex with regard to their level of satisfaction of

statement that ‘my salary is appropriate in relation to the duties and responsibilities of my job’ is presented in Table 1.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	5 (18.52)	12 (14.46)	4 (11.76)	13 (17.11)	17 (15.45)
2	Agree	11 (40.74)	37 (44.58)	15 (44.12)	33 (43.42)	48 (43.64)
3	Neither agree nor disagree	8 (29.63)	25 (30.12)	8 (23.53)	25 (32.89)	33 (30.00)
4	Disagree	3 (11.11)	4 (4.82)	4 (11.77)	3 (3.95)	7 (6.36)
5	Strongly disagree	--	5 (6.08)	3 (8.82)	2 (2.63)	5 (4.55)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 0.2891 DF: 3 TV: 7.815 NS at 0.05 level

χ^2 (Female – Male) : 5.3491 DF: 3 TV: 7.815 NS at 0.05 level

Table 1: Respondents’ opinion that the statement of ‘my salary is appropriate in relation to the duties and responsibilities of my job’

It is evident from Table 1 that 43.64 percent of the respondents stated that they agree with the statement that ‘my salary is appropriate in relation to the duties and responsibilities of my job’, 30 percent of them have neither agree nor disagree, 15.45 percent strongly agreed, 6.36 percent of them disagreed and 4.55 percent of them strongly disagreed.

It is also evident from the table 1 chi-square values that there are no significant differences in the level of satisfaction of the statement that ‘my salary is appropriate in relation to the duties and responsibilities of my job’ between the group A and group B and female and male respondents.

b. I AM SATISFIED WITH THE BENEFITS THAT I RECEIVE AT THE UNIVERSITY

The distribution of respondent’s attitudes in terms of their cadre and sex with regard to their level of satisfaction of statement that ‘I am satisfied with the benefits that I receive at the university’ is presented in Table 2.

It is evident from Table 2 that 35.45 percent of the respondents stated that they agree with the statement that ‘I am satisfied with the benefits that I receive at the university’, 23.64 percent of them have neither agree nor disagree, 19.09 percent disagreed, 11.82 percent of them strongly agree and 10 percent of them strongly disagreed.

It is also evident from the table 2 chi-square values that there are no significant differences in the level of satisfaction of the statement that ‘I am satisfied with the benefits that I receive at the university’ between the group A and group B and female and male respondents.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	4 (14.81)	9 (10.84)	4 (11.76)	9 (11.84)	13 (11.82)
2	Agree	9 (33.33)	30 (36.14)	12 (35.29)	27 (35.53)	39 (35.45)

3	Neither agree nor disagree	7 (25.93)	19 (22.89)	7 (20.59)	19 (25.00)	26 (23.64)
4	Disagree	5 (18.52)	16 (19.28)	6 (17.65)	15 (19.74)	21 (19.09)
5	Strongly disagree	2 (7.41)	9 (10.84)	5 (14.71)	6 (7.89)	11 (10.00)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 0.6433 DF: 4 TV: 9.488 NS at 0.05 level

χ^2 (Female – Male) : 1.3374 DF: 4 TV: 9.488 NS at 0.05 level

Table 2: Respondents’ opinion that the statement of ‘I am satisfied with the benefits that I receive at the university’

c. MY SALARY IS SUFFICIENT TO SATISFY MUCH OF MY BASIC NEEDS

The distribution of respondent’s attitudes in terms of their cadre and sex with regard to their level of satisfaction of statement that ‘my salary is sufficient to satisfy much of my basic needs’ is presented in Table 3.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	4 (14.82)	7 (8.43)	3 (8.82)	8 (10.53)	11 (10.00)
2	Agree	8 (29.63)	31 (37.35)	12 (35.29)	27 (35.53)	39 (35.45)
3	Neither agree nor disagree	6 (22.22)	18 (21.69)	6 (17.65)	18 (23.68)	24 (21.82)
4	Disagree	6 (22.22)	21 (25.30)	8 (23.53)	19 (25.00)	27 (24.55)
5	Strongly disagree	3 (11.11)	6 (7.23)	5 (14.71)	4 (5.26)	9 (8.18)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 1.6286 DF: 4 TV: 9.488 NS at 0.05 level

χ^2 (Female – Male) : 3.0416 DF: 4 TV: 9.488 NS at 0.05 level

Table 3: Respondents’ opinion that the statement of ‘my salary is sufficient to satisfy much of my basic needs’

It is evident from Table 3 that 35.45 percent of the respondents stated that they agree with the statement that ‘my salary is sufficient to satisfy much of my basic needs’, 24.55 percent disagreed, 21.82 percent of them have neither agree nor disagree, 10 percent of them strongly agree and 8.18 percent of them strongly disagreed.

It is also evident from the table 3 chi-square values that there are no significant differences in the level of satisfaction of the statement that ‘my salary is sufficient to satisfy much of my basic needs’ between the group A and group B and female and male respondents.

d. I AM SATISFIED WITH MY BASIC SALARY

The distribution of respondent's attitudes in terms of their cadre and sex with regard to their level of satisfaction of statement that 'I am satisfied with my basic salary' is presented in Table 4.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	4 (14.82)	11 (13.25)	4 (11.76)	11 (14.47)	15 (13.64)
2	Agree	11 (40.74)	32 (38.56)	14 (41.18)	29 (38.16)	43 (39.09)
3	Neither agree nor disagree	5 (18.52)	19 (22.89)	7 (20.59)	17 (22.37)	24 (21.82)
4	Disagree	5 (18.52)	12 (14.46)	9 (26.47)	8 (10.53)	17 (15.45)
5	Strongly disagree	2 (7.40)	9 (10.84)	--	11 (14.47)	11 (10.00)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 0.6978 DF: 4 TV: 9.488 NS at 0.05 level

χ^2 (Female – Male) : 0.2353 DF: 4 TV: 9.488 NS at 0.05 level

Table 4: Respondents' opinion that the statement of 'I am satisfied with my basic salary'

It is evident from Table 4 that 39.09 percent of the respondents stated that they agree with the statement that 'I am satisfied with my basic salary', 21.82 percent of them have neither agree nor disagree, 15.45 percent disagreed, 13.64 percent of them strongly agree and 10 percent of them strongly disagree.

It is also evident from the table 4 chi-square values that there are no significant differences in the level of satisfaction of the statement that 'I am satisfied with my basic salary' between the group A and group B and female and male respondents.

e. I FEEL SATISFIED WITH MY SALARY ENHANCEMENT/INCREMENT

The distribution of respondent's attitudes in terms of their cadre and sex with regard to their level of satisfaction of statement that 'I feel satisfied with my salary enhancement/increment' is presented in Table 5.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	4 (14.82)	13 (15.66)	5 (14.71)	12 (15.79)	17 (15.45)
2	Agree	11 (40.74)	36 (43.37)	14 (41.18)	33 (43.42)	47 (42.73)
3	Neither agree nor disagree	6 (22.22)	25 (30.12)	9 (26.47)	22 (7.89)	31 (28.18)
4	Disagree	4 (14.82)	5 (6.03)	23 (8.82)	6 (7.89)	9 (8.18)
5	Strongly disagree	2 (7.40)	4 (4.82)	3 (8.82)	3 (3.95)	6 (5.46)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 2.6679 DF: 4 TV: 9.488 NS at 0.05 level

χ^2 (Female – Male) : 1.1454 DF: 4 TV: 9.488 NS at 0.05 level

Table 5: Respondents' opinion that the statement of 'I feel satisfied with my salary enhancement/increment'

It is evident from Table 5 that 42.73 percent of the respondents stated that they agree with the statement that 'I feel satisfied with my salary enhancement/increment', 28.18 percent of them have neither agree nor disagree, 15.45 percent of them strongly agree, 8.18 percent disagreed, and 5.46 percent of them strongly disagreed.

It is also evident from the table 5 chi-square values that there are no significant differences in the level of satisfaction of the statement that 'I feel satisfied with my salary enhancement/increment' between the group A and group B and female and male respondents.

f. MY SALARY IS EQUITABLE TO THE JOB THAT I DO WHEN COMPARED TO OTHER JOB CATEGORIES IN LIBRARY FIELD

The distribution of respondent's attitudes in terms of their cadre and sex with regard to their level of satisfaction of statement that 'my salary is equitable to the job that I do when compared to other job categories in library field' is presented in Table 6.

It is evident from Table 6 that 40.91 percent of the respondents stated that they agree with the statement that 'my salary is equitable to the job that I do when compared to other job categories in library field', 25.45 percent of them have neither agree nor disagree, 14.55 percent of them strongly agree, 10.91 percent disagreed, and 8.18 percent of them strongly disagreed.

It is also evident from the table 6 chi-square values that there are no significant differences in the level of satisfaction of the statement that 'my salary is equitable to the job that I do when compared to other job categories in library field' between the group A and group B and female and male respondents.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	4 (14.82)	12 (14.46)	4 (11.76)	12 (15.79)	16 (14.55)
2	Agree	12 (44.44)	33 (39.76)	14 (41.18)	31 (40.79)	45 (40.91)
3	Neither agree nor disagree	6 (22.22)	22 (26.51)	7 (20.59)	21 (27.63)	28 (25.45)
4	Disagree	3 (11.11)	9 (10.84)	5 (14.71)	7 (9.21)	12 (10.91)
5	Strongly disagree	2 (7.41)	7 (8.43)	4 (11.76)	5 (6.58)	9 (8.18)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 0.2856 DF: 4 TV: 9.488 NS at 0.05 level

χ^2 (Female – Male) : 2.1427 DF: 4 TV: 9.488 NS at 0.05 level

Table 6: Respondents' opinion that the statement of 'my salary is equitable to the job that I do when compared to other job categories in library field'

g. **BENEFITS AT MY UNIVERSITY EQUAL THE BENEFITS OFFERED IN THE EXTERNAL JOB MARKET**

The distribution of respondent's attitudes in terms of their cadre and sex with regard to their level of satisfaction of statement that 'benefits at my university equal the benefits offered in the external job market' is presented in Table 7.

S. No	Responses	Cadre		Gender		Total
		Group-A	Group-B	Female	Male	
1	Strongly agree	3 (11.11)	8 (9.64)	3 (8.82)	8 (10.53)	11 (10.00)
2	Agree	11 (40.74)	26 (31.32)	8 (23.53)	29 (38.16)	37 (33.64)
3	Neither agree nor disagree	7 (25.93)	18 (21.69)	9 (26.47)	16 (21.05)	25 (22.73)
4	Disagree	6 (22.22)	18 (21.69)	8 (23.53)	16 (21.05)	24 (21.82)
5	Strongly disagree	--	13 (15.66)	6 (17.65)	7 (9.21)	13 (11.81)
TOTAL		27 (100.00)	83 (100.00)	34 (100.00)	76 (100.00)	110 (100.00)

χ^2 (Group-A – Group-B) : 2.1282 DF: 3 TV: 7.815 NS at 0.05 level

χ^2 (Female – Male) : 3.3468 DF: 4 TV: 9.488 NS at 0.05 level

Table 7: Respondents' opinion that the statement of 'benefits at my university equal the benefits offered in the external job market'

It is evident from Table 7 that 33.64 percent of the respondents stated that they agree with the statement that 'benefits at my university equal the benefits offered in the external job market', 22.73 percent of them have neither agree nor disagree, 21.82 percent disagreed, 11.81 percent of them strongly disagreed, and 10 percent of them strongly agreed.

It is also evident from the table 7 chi-square values that there are no significant differences in the level of satisfaction of the statement that 'benefits at my university equal the benefits offered in the external job market' between the group A and group B and female and male respondents.

h. **OVERALL JOB SATISFACTION RELATED TO PAY AND PROMOTION OPPORTUNITIES**

In order to know the overall job satisfaction of library science professionals on different statements of pay and promotion opportunities weightages of 5,4,3,2, and 1 are assigned to the responses of strongly agree, agree, neither agree nor disagree, disagree and strongly disagree respectively. Total weightage and mean weightage are calculated for each statement of pay and promotion opportunities. The ranks are assigned to all the statements on the basis of their mean weightages. The rank list of pay and promotion opportunities statements are given in Table 8.

S. No	Statements	Weightages	Mean	Rank
1	My salary is appropriate in relation to the duties and responsibilities of my job	395	3.59	1
2	I am satisfied with the benefits that I receive at the university	362	3.29	5
3	My salary is sufficient to satisfy much of my basic needs	346	3.15	6
4	I am satisfied with my basic salary	364	3.31	4
5	I feel satisfied with my salary enhancement/increment	390	3.55	2
6	My salary is equitable to the job that I do when compared to other job categories in library field	377	3.43	3
7	Benefits at my university equal the benefits offered in the external job market	339	3.08	7

Table 8: Rank list of pay and promotion opportunities statements based on the level of satisfaction by the library science professionals

As per the Table 8, the highest mean value which is 3.59 was recorded for the statement that 'my salary is appropriate in relation to the duties and responsibilities of my job'. The second highest mean value (3.55) recorded for the statement that 'I feel satisfied with my salary enhancement/increment'. The third highest mean value (3.43) recorded for the statement that 'my salary is equitable to the job that I do when compared to other job categories in library field'. Conversely, some pay and promotion opportunities statement in the table showed low mean values specially the statements such as 'I am satisfied with the benefits that I receive at the university (mean=3.29)', 'my salary is sufficient to satisfy much of my basic needs (mean=3.15) and 'benefits at my university equal the benefits offered in the external job market (mean=3.08).

V. CONCLUSION

The present study was carried out to seek opinions to explore the level of job satisfaction towards the pay and promotion opportunities, identify the main factors and finally to provide suggestions to improve the present level of job satisfaction of library science professionals serving in the university library system in Andhra Pradesh. Based on the survey findings, this study concluded that the library science professionals are more satisfied with the pay and promotion opportunities statements that 'my salary is appropriate in relation to the duties and responsibilities of my job', 'I feel satisfied with my salary enhancement/increment', and 'my salary is equitable to the job that I do when compared to other job categories in library field'. The study also reveals that there is a significant difference in the level of satisfaction of the pay and promotion between the respondents of group A and group B and female and male. It is a positive indication that the staff members are not dissatisfied with their pay and

promotion. However, university authorities and library administrations must take precautions and measurements to enrich the present level of job satisfaction of employees to the fully satisfied level.

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