Variables of Job Satisfaction: A Review Study with Special Reference to LIS Professionals

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ABSTRACT

It is an accepted fact that the variables, which lead to job satisfaction among one group of employees are the ones, which lead to job dissatisfaction among another group of employees. If an employee shows satisfaction with one component and dissatisfaction with another component, does not necessarily mean that an employee is satisfied or dissatisfied with his/her job. Similarly, dissatisfaction at various accounts does not necessarily mean an employee is dissatisfied, as one single satisfaction component may supersede the other components of dissatisfaction. In the ongoing discussion attempt has been made to review different variables of job satisfaction, having varying degree of importance and leading job satisfaction & dissatisfaction among each individual employee to a varying degree. An attempt has also been made to correlate some of the studies conducted among the LIS professionals to assess their levels of job satisfaction. Some of the common variables reviewed here under include, Age, Salary, Work Environment, Recognition, Interpersonal relationship, etc. Apart from these, there are various other variables which contribute to the job satisfaction or dissatisfaction.

INTRODUCTION

There are different aspects and components of job satisfaction or dissatisfaction, what we generally know as the different variables, which are directly or indirectly, overtly or covertly, intentionally or unintentionally responsible for job satisfaction or dissatisfaction. Maslow identified and termed these variables as classified needs, these include physical, safety, love, self-esteem and self-actualization1, while as Wexly & Yukl in their study gave a totally different set of variables responsible for job satisfaction, and these include, salary, work conditions, supervision, colleagues, job content, job security, and promotional opportunities2. Job satisfaction is more about having the mental, physical and the environmental satisfaction Hoppock as unless an individual is not satisfied with the overall work environment in which one is living and working3. By whatever means we may drag satisfaction, but the satisfaction is ultimately to be delivered to the senses. Siegel & Lane termed job satisfaction as an overall feeling of worker towards his/her job4, while as Young termed it as “the affective reaction that employees have about their jobs”. Young also views that job satisfaction has a strong correlation with the mental and the physical health of an individual, which is the prerequisite to perform one’s job efficiently in an organization and leading a more contented life in a society5. Hoppock defined job satisfaction as a combination of psychological, physiological and


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environmental conditions", while as Lofquisit & Dawister termed job satisfaction as "the pleasurable emotional state resulting from the appraisal of the extent to which the work environment fulfills an individual's requirement", it is also an attitude of an individual towards their work.

Weiss is of the view that job satisfaction is about the attitude of the person towards his/her job, which involves a set of beliefs, feelings, value and disposition, which researchers should distinguish. Spector defined job satisfaction as the likes and dislikes among employees of their job. The differential definition of job satisfaction emphasized on the rewards, as what employees deserve and what they expect. However, researchers found a strong correlation between the age and the levels of job satisfaction as most of such studies concluded that seasoned employees or workers tend to be more satisfied with their job than their younger counterparts.

**Problem Statement**

Each employee in every organization has a certain degree of expectations of his/her employer with regard to recognition of their role & their contribution towards the organization, which they want to be suitably rewarded, be it in terms of salary, welfare schemes, along with extending all those perks & the privileges with their counterparts in other similar organizations or on similar portfolios enjoy. But the fact remains that no two organizations can offer similar kind of soaps to its employees and no two employees have a similar degree of expectations from their employer. Given the fact, one group of employees may show satisfaction with some variables to a certain degree, while as, other may show total dissatisfaction with such variables. So in a way, it is always difficult for employers to satisfy each of its employees to the same degree at different fronts.

**Employee Perception**

Psychology of an employee is influenced by different variables in its own way. It is imperative that each individual should show some degree of satisfaction with almost each of the identified variables and if an employee is dissatisfied with any of these variables, will leave an impact on his/her individual performance in one or the other way. It would be equally difficult for an organization to satisfy its each employee as per his/her expectations in all the identified areas. Employees do know the fact that to seek or expect satisfaction in every sphere of professional activity is unjust.

Over the period of time and as emerges from earlier studies undertaken in the field of job satisfaction, some of the very common but strong variables identified, having a strong correlation with job satisfaction of employees include:

- **Age**

Researchers all across the globe have found a very strong correlation between the age and the level of job satisfaction. Herzberg et al found that new entrants generally show a higher degree of job satisfaction, but with the increase in the service length these employees start showing gradual decline in their satisfaction level and then again their satisfaction level increases as the age of an employee increases. The job satisfaction curve was found as moving from high to low and then again from low to high as one move from the early years of his/her career towards the extended years of service length. Various studies Lim; Brush, Moch & Pooyan found that job satisfaction increases with the age of employees with their promotional higher post and responsibility increases.

Berry in his study conducted among the library professionals working across the public and academic libraries observed that compared to older library professionals younger ones are more dissatisfied with their jobs. The author observed that library professionals having rendered services to larger length are contended with their job. However, Albanese is of the view that most of the library professionals are satisfied with their job, irrespective of their age.

- **Gender**

Gender, as such has always been one of the important components studied alongside by researchers in different areas of activity. Previously there were many jobs, which were supposed to be gender based. As it was presumed that persons belonging to particular gender will fit in a particular profession and will perhaps deliver more efficiently in those service areas. Like nursing profession, teaching and many other similar service sectors were supposed to be efficiently managed by female folk, while as on the other hand, service sectors like defence, corporate, etc., were being seen & more linked to males. Apart from these, there are service sectors in which both the males and females are being seen as doing well. Even the conventional male and female dominated service sectors are no more gender based and professionals of both sexes have excelled in these sectors as well. There is a considerable increase in the participation of female professionals among administrative ranks in education, while as there is a far greater need to give consideration to role conflict and job satisfaction to retain female professionals.

Marjanja & Kiplang are of the view that there is vertical occupational segregation. The authors observed that men and women are not given equal opportunity in each kind of job. The researchers are of the view that women face discrimination in some jobs and are not generally treated at par with their male counterparts, especially when it comes to the jobs assigned and the salary thereof paid.

Gender based discriminations are very common across the global nations and women folk in particular is one of the victims of this discrimination even instances of harassment at work places with female colleagues and many more such serious things are there which are bound to put females under stress and give them a good reason to be dissatisfied with their job. Wahba collected data from 203 men and women library professionals from 23 different college & university libraries to assess their level of job satisfaction by collecting their opinions based on the Maslow's Hierarchy of needs. The author observed that female library professionals expressed lower levels of job satisfaction towards, security, esteem, autonomy, and self-actualization than their male counterparts. However the female professionals expressed satisfaction over the social needs to that of men.

- **Qualifications & Experience**

There is no denial of the fact that a highly qualified person is almost certain to seek a better job, be it in the private sector or in the public sector and the better job is surely going to resonate with
better levels of job satisfaction. Besides, for a highly qualified person, the world of opportunities is open, as he/she may not only seek better opportunities outside his/her own organization, but may also scale the hierarchy of leadership much faster in his/her own organization than his/her counterparts. So qualification is almost bound to help a person to seek a better job satisfaction than the person who is lesser or under qualified. However, researchers from a vast array of sciences have found that there is no significant relation between the job satisfaction and the experience.

Professionals having lesser academic, professional or technical attainments show the signs of stagnation, which somewhere act as an impediment in their career and block their opportunities of growth, as such reflect dissatisfaction with their job. Clark & Oswald while studying the impact of educational and technical qualification in drawing job satisfaction found homogeneity at the job satisfaction levels of the European workforce. However the notable thing is that employees having better educational & practical experience show better levels of job satisfaction in the later part of their career than those employees with poor educational experience. The researchers also observed that highly qualified graduates reflected disappointment over not being able to use their knowledge and competence at work, while as, in some cases the under-educated graduates showed contention with their job.

- **Hygiene**

Hygiene is generally known to be as one of the factors which in its own way leave a profound impact on the level of job satisfaction in an employee. The performance of workers get directly affected by their individual levels of job satisfaction and their devotion to work. Gruneberg in his two factor theory discussed about the hygiene as a factor associated with the workplaces. Gruneberg identified salary, status, company policy, company administration & management, supervision, interpersonal relationships, job & personal security, and working conditions as the hygiene factors responsible for job dissatisfaction. Herzberg has done extensive work on the hygiene factors associated with the job motivation leading to job satisfaction of employees. Herzberg identified some hygiene factors what he called as extra job factors. These factors include, salary, interpersonal relationship, working conditions, supervision, status, job security etc. Halpern conducted a study on how actually hygiene factor contributes to the overall job satisfaction of employees. Syptak, Marsland & Ulmer in their study elaborated about how small things make a big difference in the outlook or psyche of an individual towards his/her job. The researcher discussed about creation of basic working conditions like and provision of space to employees in the form of chair, desk, locker, drawer etc., which the researchers count under hygiene factor. The researchers are also of the view that the amount of job satisfaction or dissatisfaction among employees gets itself reflected by the happiness of your customer/clientele base. The researchers suggest that it is always imperative to deal the hygiene issues first and then to move on other motivation factors.

- **Supervision**

Supervisory staff plays a very important role in evaluating and enhancing the performance of each individual employee. A supervisor by all means has to be neutral and his/her individual preferences should never come into deciding or evaluating the performance of an individual. Management has got to be very much careful while seeking opinions from supervisory staff. Teas discussed about the supervisory role, which leads to a great amount of stress on the supervisor, but at the same time the supervisory role also leads to his/her job satisfaction. The roles of supervisors to constantly monitor the workforce and provide feedback about their performance to superordinates have been found positively correlated with the job satisfaction. House, Filley & Kerr observed that subordinates reflect a greater amount of job satisfaction for having leaders or supervisors, who are high on consideration.

- **Tenure**

The tenure based positions are generally treated as sensitive for different reasons, but the foremost danger involved with these kinds of positions is the misuse of powers assigned or vested with such positions. In order to avoid any such misuse of power or position by any public servant the term for such positions is generally fixed. Compared to frequent transfers or postings, the position occupied by an incumbent for a longer duration is likely to serve greater job satisfaction. Brady while assessing the level of job satisfaction among the longer serving principles of California found that longer serving principles showed a higher degree of job satisfaction with perceived job performance.

Olorunsola and Malinski believe that rotation of job is very important to decrease the monotony involved with each kind of routine and repetitive service. As, by rotating professionals within a system among its various subsystems not just exposes the professionals in other areas of work and acquire different skills, but also gives them a desperate break from their routine and repetitive work, which more or less leads to dissatisfaction with job among employees. It is a known fact that objective realities are not always taken into consideration, especially while seeking higher levels of productivity with better levels of job satisfaction. There is far greater need for institutions and organizations to adopt a more employee friendly & flexible work policy, which may allow the users to pursue the job opportunities as per their interest. This apart from proving satisfying, shall also prove productive in terms of using their skill, rather making employees work on those areas, which are of their least interest, hence may not stimulate job satisfaction among them. By having such a kind of flexible work environment in place there are very lesser chances that an employee may leave an organization out of dissatisfaction with his/her job and would rather encourage the retention of employees in the organization along with better productivity.

- **Salary**

The salary is one of the important & foremost variables evaluated in any of the job satisfaction studies. This variable is studied by researchers by other names like Pay, Remuneration and Perks etc. Mostly depending upon the each individual researcher the terminology one uses to study this particular aspect. Salary is one of the important components of job satisfaction for the fact that it fulfills both the social and material attainments of an individual. Salary plays a very important role in the job satisfaction of employees, greater the difference in the salary of employees,
higher will be the variation in the job satisfaction among employees\(^3\). Salary is a sort of reward an employee gets for the work done Porter & Lawler, higher the reward an employee gets, higher will be levels of his/her job satisfaction\(^4\). There is always a positive correlation between the job satisfaction and the salary\(^5\). Albanese in his study concerning job satisfaction among employees found almost half the employees dissatisfied with their job, primarily because of their salary factor\(^6\).

Ogunlade studied the relationship between the job satisfaction and the compensation benefits extended to library professionals and observed a positive correlation between the two variables and found that more than two-thirds of the respondents were satisfied with the salary received by them\(^7\). The importance of salary as an important component of job satisfaction gets refuted by the arguments put forth by McGinn, who believes that salary is not the important factor among the library professional which may lead to their job satisfaction or dissatisfaction\(^8\).

- **Job Security**

Job security is one of the important and the foremost aspects associated with the job satisfaction. The stability of an institution or organization is normally measured by the length of its establishment, larger the length of the establishment of any institution or organization, more stable the organization is deemed to be.

Clark & Postel while studying the job security aspects among employees in 12 European countries found that insecure employees tend to seek more secure employment. The researcher found that employees are more satisfied with permanent public sector jobs and somewhat dissatisfied with temporary jobs. The researcher also found a positive correlation between the Unemployment Insurance Benefits (UIB) and a negative correlation with Employment Protection Laws (EPL)\(^9\). However, while examining the data of employees and employers in European Lazear found that increased job security among European employees has reduced the employment\(^10\). Yousef explored how job security is important for job satisfaction and the factors which lead to job satisfaction among employees. Yousef found that there is a positive correlation between job performance & organizational commitment to that of job satisfaction. Yousef is also of the view that job security leads to job satisfaction among employees at various other fronts, be it salary, tenure, nature of job etc\(^11\).

- **Organizational Reputation**

By and large organizational reputation is important for each and every kind of employee, but generally it has been observed that employees working in the lower ranks do not give much priority to the institutional reputation, however the professionals or workers in the top management or at the administrative level owe a lot to institutional reputation and would normally seek change on the basis of reputation and not on other priority aspects. Barnett et al in their study discussed about the overall organizational reputation, wherein people look up at the organization with favorability and esteem\(^12\). It is the judgment of a perceiver towards a firm made on the basis of attributes an organization has\(^13\). Lange, Lee & Dai in their review study on organizational reputation, discussed about the three main concepts around which organization reputation revolves. One being known second is being known for something and third the general favorability towards the organization for being good or appropriate. The researchers are of the view that organizations actually have a multidimensional nature and so is their reputation\(^14\). Cable & Turban in their study undertaken on 339 volunteers discussed how the organizational reputation plays its part in the recruitment of individuals. The researchers found that the organizational reputation not only affects the job pursuits, as it signals towards the attribution of job and secondly, it affects the pride or individuals or employees for being associated with a particular organization\(^15\).

- **Participation in Management/Decision Making**

Participation of employees in the decision making process of any institution or organization acts as a morale booster for employees, as it not just gives them a feeling of being connected with the system, but they start considering themselves as part of the system. Batool in her study observed that respondents strongly support the cause of participative management, especially in the areas of organizational structure, communication and control\(^16\). Driscoll while studying the job satisfaction among employees observed that how trust and participation in the decision making process of an organization infuses job satisfaction among employees\(^17\). Each employee does not reflect the same amount of temptation towards being the part of the decision making process of the institution or organization of which he/she is otherwise part of\(^18\). The researchers further believe that job satisfaction lies in the desired and perceived levels of participation in the management decision making. Witt, Andrews & Kacmar studied over 1251 public sector employees to see how far the participation in the decision making influences the level of job satisfaction among employees. The researchers observed that the organizational politics reduces the levels of job satisfaction, while as participation in decision making by employees leaves a robust effect on the perceived politics\(^19\). Kim while assessing the relationship between the participative management and the job satisfaction among employees found a significant positive correlation between the two. Kim is also of the view that effective communication is of paramount importance in the participative management, which in a way enhances the level of job satisfaction among employees\(^20\).

- **Religion, Race, Ethnicity & Faith**

Many times it has been observed that people living in minorities turn up to be victims and face discrimination at workplaces. Though people talk about serving fundamental right or basic human rights without any distinction on the basis of caste, colour or creed, but the fact of the matter is these values are somewhat confined to books and ideals, while as in reality there are various kinds of discriminations faced by people on the basis of religion, faith, affinity, belief, race etc. McGinn in his study discussed about the role of religion and race in affecting the levels of job satisfaction of a professional. The researcher observed that the religious belief of African American Library professionals plays a significant role in their job satisfaction when compared to the library professionals belonging to other faiths\(^21\). Staff satisfaction
has been also found as causality on the basis of ethnicity and age. Yousef while seeking the relationship between the religion and job satisfaction, studied 425 Muslim employees in UAE and found that Islamic work ethics has a profound effect on both organizational commitments towards employees and job satisfaction among the employees. Niemann & Dovidio while studying the job satisfaction levels of racial and ethnic minorities in their psychology department observed that minorities in their department, especially those occupying lower ranks notably of African-Americans reflected lower levels of job satisfaction, which the researchers referred as situational silence.

**Institutional Administration & Management**

Institutional or organizational administration or management is also being seen in consonance with the job satisfaction among employees. The more the administration or management of any institution or organization is employee friendly, more the employees are supposed to be satisfied with their job and vice-versa. Delegation of authority is being seen as one of the foremost factors associated with the job satisfaction among library professionals. It is always imperative that people at the helm should always be given sufficient authority, whereby they may be authorized to take decisions in the matters concerning their areas of operation and responsibility, which ultimately permeates’ job satisfaction among employees. Lam studied 220 front line supervisors from Hong-Kong to assess how quality management plays its part in drawing higher levels of job satisfaction among employees. Lam observed that total quality management is somewhat more demanding from the employees, with no compromise with skill and accuracy of the workforce, hence makes their jobs lesser interesting.

**Work Environment**

It is always desirable that an employee of an organization should always be provided with basic minimum facilities, so that he/she may be able to render the services in the most desired manner. It would be quite unfair on the part of institutional administration and management to expect their employee to deliver on the services front in the absence of basic minimum requirements. Leong in his study undertaken among Australian social setup observed that new and innovative methods and techniques adopted by an institution or organization bring in positive changes among its employees towards their assigned jobs with improved services. Information technology is being seen as one of the greatest reformers on the innovation and service front, given its accuracy and speed of delivery. There is also a growing concern among professionals that rapid improvisation in the service sector may result into the decreased levels of job security. A healthy work environment is bound to nurture satisfaction among employees, while as the absence of same can easily stimulate lower levels of commitment towards job among employees. To understand the impact of work environment on the job satisfaction of employees, Tumulty, Jernigan & Kohut studied the practicing nursing professionals and found that a work environment is as important for the job satisfaction as the job itself. The researcher reflected the importance of cohesive peer group as a part of the work environment which can compensate for frustrations from work and how a good manager can take away the effects of a less desirable work environment. Wright & Davis studied the influence or work environment on the job satisfaction of employees working in the public sector. The researchers suggested that work is not the only context which represents public sector different from the private sector, but also somewhere serves as the reason of job satisfaction among two different groups of employees.

While as, the library professionals of Kenya expressed overwhelming satisfaction over the introduction of library automation, which they see as a source for enrichment services.

**Workaholism**

People work incessantly and in uncontrollable fashion lead Oates to coin the term “workaholism”. The term workaholic finds its basis in the term alcoholic, which refers to an addiction of a person towards the consumption of alcohol. Workaholic on the other hand, refers to a person who is addicted to his/her work irrefutably. Workaholics are actually the people who are overdriven towards their work. People every time do not necessarily work for the money, salary, rewards and to fulfill other material desires etc. as one may across the people who although may need not to work to fulfill their daily or material needs but still work to their true capacity. It is not always the money factor which may drag people to do the work, but at others there are people who have an urge to work and they seek ultimate satisfaction in their work and not the rewards they are supposed get in return. The urge to work is one of the greatest addictions and people addicted to such practices seek job satisfaction in the work they do and not the money they are being paid. Workaholics have been found as the ones who are highly involved with their job, having the high drive to work, but show lower levels of enjoyment. Workaholism is also being referred as a state of mind where people put excessive effort in their work, they neglect their personal life, which is not being referred as a good state of mind. Workaholics when away from their work persistently think about their work and keep on weaving strategies towards the execution of new or existing assignments.

**Growth & Professional Development**

The workforce of an institution or an organization needs all round growth & development and the promotional opportunities extended to employees play a very proactive role in offering higher levels of job satisfaction among the employees. Exposing employees to the technological advances for advanced training at workplaces enhances their job satisfaction. The researchers are also of the view that the advanced training provided to professionals help organizations to redefine their goals. Professional development programmes enhance the job satisfaction, professional competence and boosts the professional growth of employees.

**Communication**

Communication, both vertical and horizontal is very important for running an organization or an institution successfully. An effective and efficient institutional administration should always ensure to have work environment, which will allow free flow of information and communication among its employees at all levels of management. The employees working in an institution or organization, which believes in cultivating the environment of participatory management, communication at all levels,
interpersonal relationships, honesty and mutual trust are more committed and satisfied with their job and it is quite unlikely that employees of such organization may not be productive or leave the employer.

- **Stress**

Stress is one more important and inseparable components associated with job satisfaction or dissatisfaction among employees. The amount of stress under which an employee is working or operating is directly associated with the levels of his/her job satisfaction. The higher the levels of stress among employees greater are the chances of their being dissatisfied with their job, while as lower the levels of job stress, lower are the chances of job dissatisfaction among the employees. Paques of the view that unsatisfying physical environment or the heavy workload along with routine work generally results in stressful life among employees, which is responsible for dwindling the satisfaction levels among employee9. Technophobia and technophilia are the two added components associated with the modern day stressful life. Some professionals if on one hand are very keen to embrace new technology to increase their work efficiency and to reduce the levels of stress associated with the conventional methods of rendering services, on the other hand, there are professionals who are technophobic and tend to avoid embracing the latest and newest technology offering's. So attitude among workforce towards embracing the new technology may lead to stress.

Pors while analyzing the levels of stress among the library professionals of Great Britain and Canada, who totally operate in different conditioning, found that, compared to Danish library professionals, the library professional of Britain are more satisfied with their jobs. Pors, is of the view that levels of stress are a significant predictor in relation to levels of job satisfaction10.

- **Motivation, Positivity Towards Job**

Ebru mainly tried to highlight the hierarchy of need of an individual in correlation with his/her job. The researcher is of the view that fulfilling the basic requirements of life is one of the prerequisites of job satisfaction and if one is not able to meet one’s fundamental requirements from the job one is doing, the person is bound to be dissatisfied with his/her job. The researcher mainly studied the components like, salary, work environment, socio-cultural conditioning, autonomy, performance, rewards, etc. The author also views that job satisfaction or dissatisfaction has a say in the matters pertaining to effective performance of an employee. The researcher also believes that if there is an absence of motivation among the employees towards their job leads to dissatisfaction7. Tella, Ayeni & Popoola in their study concerning job satisfaction among library professionals in academic and research libraries in Oyo State, observed that a correlation exists between perceived motivation, job satisfaction and commitment with no difference in the perceived motivation of professionals and non-professionals8.

- **Responsibility, Operational Autonomy**

Gowda undertook a study concerning to management issues among LIS professionals of Dakshina Kannada districts. The author observed that the respondents showed a mixed level of satisfaction with their management. The respondents if on one hand are satisfied with their institutional management on the matters pertaining to supervision, recognition and performance evaluation on the other hand, they are dissatisfied with their management over the issues pertaining to operational autonomy and the authority. There is no denial of the fact that most of the institutions assign responsibility to professionals without any authority. The responsibility without authority is meaningless and the management having such a kind of administrative attitude towards their employees is bound to fail. The author is of the view that there is far greater need that professionals should be encouraged to participate in the decision making process of the institution9.

- **Self-Actualization**

Self-actualization is one such important and indispensable variable of job satisfaction without which most of the other variables may not find place in the hierarchy of variables of job satisfaction. Maslow has given a hierarchy of needs theory, which, according to him motivates a person to undertake an employment. Maslow has specified, five basic needs which drive a person towards fulfilling them, these include Psychological needs, safety, social, self-esteem and self-actualization needs6. Most of the studies conducted in the second half of the 20th century concerning job satisfaction have mostly evolved their studies on the basis of Maslow’s theory of needs. Job satisfaction has also been explained on the basis of content theory, process theory and situation theory. The theory of contention has been explained by Worrell in correlation with growth and self-actualization while as the process theory is more about fulfilling the hopes and expectations of an individual and the third one the situational aspect is about affected the organizational features successfully by a person5.

Payne in his study observed that status, recognition and appreciation are some of the key factors which lead to job satisfaction among the professionals. The author also views that longer serving professionals show somewhat more contention with their job than their younger counterparts. The author further suggests that interpersonal & hierarchal communication is important to increase the level of job satisfaction among the professionals there is far greater need to involve them in the decision making or policy formulation process of the institution4.

- **Social, Interpersonal & Working Relationship**

Hoy & Miskel defined job satisfaction as psychological, physiological and environmental circumstance under which a person says I am satisfied with my job. The authors further argue that job satisfaction is more about bringing all round fulfillment, job security, earnings, growth and advancement with cordial interpersonal relationship both at subordinate and superordinate level6. Ejogu described that factors like interpersonal relations are important for social and psychological well being of an employee, which leads to his/her job satisfaction10.

Leyesen & Boydston observed that the employees apart from other things seek job satisfaction in interpersonal relationships with their coworkers and the opportunities to learn new skills from them. Professionals seek pleasure in their work, especially in learning and acquiring new skills, hence are more contented with their jobs7. Seashore & Taber mentioned about the internal organizational environment and the organizational climate, and
interpersonal relationships as some of the key factors responsible for overall job satisfaction of the employees\(^a\).

Adio & Popoola in their study tried to sought the relationship between the job satisfaction and professional commitment among the library professionals of Nigerian federal university libraries and found that demographic attributes have a significant impact on the professional commitment of an employee\(^b\).

**DISCUSSION & CONCLUSION**

Employees are the real asset of any institution or organization. Institution or organizations, where employees show a higher degree of job satisfaction, prospers in many ways than those organizations, where employees show lower levels of job satisfaction or dissatisfaction.In the present study, we have discussed and reviewed different variables, which have direct bearing with the employee’s job satisfaction or dissatisfaction.

Age has a direct bearing with the job satisfaction of an individual. Young professionals generally show lower levels of job satisfaction. Shyu while assessing the level of job satisfaction among the library professionals in China, studied the sixteen university libraries and found that majority of Chinese library professionals are not satisfied with their job. The author studied different variables of job satisfaction which included, their educational level, their departmental affiliation, including their marital status. The author found that age, gender, educational qualifications, tenure & the supervisory as some of the areas where professionals have shown higher levels of dissatisfaction\(^c\).

Lee & Kim, while studying the level of job satisfaction among the library professionals under different settings, working in a metropolitan public library, the authors found that specificity, difficulty, feedback and participation as the key components of goal setting which are directly related to overall job satisfaction. The authors are of the view that satisfaction under these four components leads to satisfaction in the matters of supervision and the interpersonal relationship with co-workers. The authors also studied the levels of job satisfaction in relation with gender, education, occupational level and the tenure\(^d\).

Job satisfaction has also been explained on the basis of content theory, process theory and the situation theory. The theory of content has been explained by Worrell in correlation with growth and self-actualization, while as the process theory is more about fulfilling the hopes and expectations of an individual and the third one the situational aspect is about affecting the organizational features successfully by a person\(^e\).

Job satisfaction is not limited to one or two factors, but a range of variables play their part in contributing towards the satisfaction or dissatisfaction of an employee to his/her job. Employees of an organization or an institution may not necessarily be satisfied or dissatisfied with a same kind of variable. Salary though a prime factor in dragging better job satisfaction among employees, may not necessarily influence the satisfaction levels of professionals working at the top levels of the management and the professionals working at the operational level to the same degree.

Employees who generally are satisfied with greater number of job variables tend to show overall job satisfaction with their job, while as, employees who show dissatisfaction with greater number of job variables tend to show overall dissatisfaction with their job. Still more, the fact also remains that job dissatisfaction with even a single job variable may lead to overall job dissatisfaction in an employee and vice-versa. Apart from these, the institutional or organizational administration should always ensure that different variables associated with the job satisfaction of their employees should as far as possible be in accordance with the expectations of the employees.

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