

## **LIS PROFESSIONALS' STRESS, WORKLOAD AND JOB SATISFACTION LEVEL IN PRIVATE EDUCATIONAL INSTITUTES OF GUJARAT**

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The purpose of the present study is to investigate the present situation of the job satisfaction among the library and information science professionals working in private academic institutions of Gujarat with objectives to find HRM practices, level of stress, perception, job swapping ratio and various factors of job satisfaction. The descriptive survey design was used for this study. The data collected through the questionnaire was analyzed using simple percentage and frequency technique. Significant findings showed that LIS professionals at private organizations in Gujarat have remained under high-level stress and workload. Limited professionals considered their workplace as the best workplace, whereas, majority of professionals are either considering their workplace as an average or poor workplace. The study will help the private academic institutes in Gujarat to distinguish their current practices and job satisfaction of the LIS professionals.

**Keywords:** Employment, Gujarat, HRM Practice, Job Satisfaction, Library Professionals, Private Academic Libraries.

### **INTRODUCTION**

Libraries are an essential inhabitant of society. It is not only the place where people get books, but it is also the forefront of a lot more resources to read, explore, innovate, and create things to fulfill the dreams and to connect with people. Libraries are adopting management strategies to meet their community's needs. At the same time library and information science, specialists who work with those libraries play a vital role in delivering library services. The perfect product requires caring and friendly people to deliver it. No libraries can efficiently be managed without the right people who run it. The organizations have to ensure the job satisfaction of their people (Pandya et al., 2018). The role of the Human Resource Managers is to build a fast, fun and friendly team committed to excellence. The HRM strategies comprise of training, compensation, appraisals,

motivation, and creating a healthy work culture to bring a positive outcome. A capable team can release massive energy and creativity from the employees. Good leadership provides multiple opportunities for people to satisfy their individual and professional needs. Intrinsic and extrinsic rewards directly motivate human capital to build a higher level of job satisfaction. Organizations progress who have a higher level of satisfied team working in a stress-free environment (Daft, 2012). Effective leadership is highly required who inspire and guide individuals and groups to articulate and arouse enthusiasm for the vision and mission of an organization and also energizes the team to achieve a common goal (Goleman, 1999).

In the early stage of Indian Independence, it was Jawaharlal Nehru's policy to ensure that education is an essential service that modern countries are expected to provide to their people in the most accessible form. In a couple of last decades, since 1980s, the neo-liberal policy had been taken in India and witnessed unbridle growth in private education institutions. The education system has become commercialized and runs like a business and depends on the income from the fees to meet the financial need. The Government has minimized funding of new institutions, and people are forcing them to opt for private jobs. Students fees have been continuously increasing where in number of admissions is falling. To manage the financial balance sheet, employees are facing wages and salary cuts (Tilak, 2012). Globalization and privatization in the Education sectors in India have increased employment opportunities. It encourages individual, corporate

or social organizations to establish school, colleges and universities to meet the demand of higher education. It is not only increasing the institutions but due to the competitive and commercial environment, the privatization has both positive and negative impact on the quality of education, infrastructure and faculty (Ravi, 2015).

## **JOB SATISFACTION**

Job is an occupational accomplishment that is performed by an individual or group of people resulting in a reward as an end-result. In other words, a job is an assignment, frequently, consistently and regularly performed in return for compensation (Ikonne et al., 2019). Job satisfaction is understood by how workers feel for their work in an organization and different aspects of their nature of the works, mainly concerned with rewards and work culture (Sohail, 2019). The work environment, promotion, remuneration, fairness and training are possible factors that influence job satisfaction in academic libraries (Tinuoye et al., 2016). The pieces of training, workshops and conferences are equally crucial that increase skills and competencies among employees, which indirectly has an impact on their job satisfaction (Ibegbulam & Eze, 2016).

## **LITERATURE REVIEW**

### **Impact of HRM Practices**

Human Resource Management deals with the people working for the organization on various aspects such as wages, motivation, performance management, organizational development,

training and skill enhancement. The ultimate purpose of HRM is to create a healthy, comfortable and productive work environment among the Employee. It is quite phenomenal that any action taken HRM has a direct impact on the job satisfaction of the Employee (Pandya & Boricha, 2019). A recent study conducted on the banking sector at Serbia reveals that a healthy relationship building among the employees play a significant role in job satisfaction (Božovi et al., 2019). Kishanrao in his research conducted to identify the job satisfaction level of the 200 librarians working in engineering institutions in Maharashtra, India, discusses that female staff have shown more job satisfaction as compared to male employees. He also added that only 37% of the library professionals receive pieces of training to upgrade their knowledge, and the rest of 63% are not satisfied with the management (Kishanrao, 2011). Based on the survey in North-Carolina, variables such as work environment, income, team, flexibility, and other benefits do have an impact on job satisfaction. Personal, societal status does not have an impact on job satisfaction (Morgan, 2014).

Human capital can be motivated by two types of rewards, i.e. Intrinsic and Extrinsic. Intrinsic rewards are the indirect satisfaction received by performing a complex task and receiving appreciations, recognition, and awards from higher authorities for completion of a project or mission. Extrinsic rewards are the direct satisfaction received in the form of promotion, increase in wages, and other means of perks. The organizations that practice the above two factors of motivation can create an excellent human capital (Daft, 2012).

### **Impact of Work Culture and Leadership Practices**

Work culture and managerial style of the higher authority has a direct impact on job satisfaction. Autocratic style produces a lower-level work culture and displeasure. It is also recommended that an organization has to practice a higher level of leadership and managerial styles to build job satisfaction (Stefanovska et al., 2019). In India, a research study undertaken for 268 librarians of Arts and Commerce College of Marathwada and outcome was 64% of the staff working with self-finance colleges are highly dissatisfied with their management due to its unhealthy work culture. Researchers suggested that adequate infrastructure, ICT facility, and empowerment should be given to the librarians so that they can stay motivated to achieve higher level objectives (Bansod, 2013). A recent study conducted on the Teachers of Gujarat, India, discusses that 25% of the teachers are not satisfied with their job. The study reveals that the work environment, organizational climate and character has a significant role to play in job satisfaction (Thareja, 2019). Work culture, leadership style and suitable task have an impact on job satisfaction. A study Directorate General of State Wealth (DJKN) in the Aceh Province found that satisfaction can trigger performance achievement (Ritonga et al., 2019). In a study conducted on banking, university and telecommunication sectors have shown that employees have become more concerned about the working environment, especially on working hours, level of tasks and stress, job security, and

relationship with co-workers in the competitive world of business (Raziq & Maulabakhsh, 2015).

In a very different approach of the study conducted on work-life balance, discuss that dual-career and work stress has an impact on job satisfaction. A woman who manages the entire home and manages the library at the same time disrupt the workplace. Women employees have shown more dissatisfaction over work-life balance (Riana, 2019). Mentorship is vital at the middle and junior levels. A study conducted on African American Librarian working in the United States discuss that performing librarianship in the presence of the mentor under healthy work environment plays a vital role in job satisfaction. In a few cases, librarians are pleased to work in such an environment even after pay cut (McGinn, 2003).

### **Impact of Salary**

One interesting research in this direction was conducted, and it explained that 13% of library professionals had left the profession, and 2% are intended to leave shortly. The reason behind these was paltry Salary, poor work culture, lack of advancement, unhealthy work environment and overload were the main factors of those librarians to leave the profession. However, 85% of LIS professionals are satisfied with their present job (Rathbun-Grubb, 2009). In research conducted over the librarians of 84 GTU affiliated engineering colleges of Gujarat found that majority of the libraries are adequate with infrastructure. However, the librarians working in Government aided colleges are satisfied with their salary packages and shown higher job satisfaction. However, the librarians at private colleges shown

poor job satisfaction due to lesser Salaries (Mobarasa, 2016).

In Assam, 90% of 70 library professionals are highly satisfied with their job. This study discovered that Salary is the primary factor in job satisfaction, where senior library professionals, based on their higher pay, show higher satisfaction. Around 81% of the staff believe that working in the team satisfies their work culture (Hazarika, 2016). Considering the economical benefits, there are mainly two factors that affect Job satisfaction, i.e. one is Individual values such as relations, empowerment, professionalism, and competencies, and the second is organizational factors such as hierarchy, autonomy, and professional relations. This study's result explained that individual factors do not affect job satisfaction; however, Organization factors have significant effects on job satisfaction and intent to leave (Burd, 2002).

### **Impact of Stress**

Job stress is directly associated with the level of job satisfaction—the higher level of job stress is predictive over job dissatisfaction and higher chances of leaving the organization. Retail and service industries highly dependent on human resources to increase productivity. The higher competitions among the service industry create more stress on their employees to create profitability, which creates a higher level of job stress. Employees devote their energy to uplift their companies to save their jobs (Vithiyalani & De Silva, 2019). The library professionals are working in various areas of the library have a different level of job satisfaction shown in the study. The people working in the reference

section, having more interaction with members, having duties in the front office has a higher level of job satisfaction compared to the people working in the back-office department of the library. The front office employees feel a stress-free environment by interacting with people and fulfilling the requirements of the members. Such small tasks give them happiness (Lynch & Verdin, 1987). Life Satisfaction and Job Satisfaction are relatively essential to engage people in activities in organizational effectiveness. In a study conducted on 285 reference librarians shown that librarians who are overall satisfied with their lives experience higher job satisfaction (Landry, 2000).

### RESEARCH OBJECTIVES

1. To investigate the impact of Human Resource Management Practices and Level of Stress on the Job Satisfaction of Library Professionals working at Private Institutes in Gujarat;
2. To investigate the Job Swapping Ratio and the Reason for changing the Job of Library and Information Science Professionals working at Private Institutions of Gujarat;
3. To investigate the Employee's perception of their Employer about workplace/work culture; and
4. To investigate the Level of overall Job Satisfaction of the Library and Information Science Professionals working at Private Educational Institutions in Gujarat.

### METHODOLOGY

#### Data Instrument

The purpose of the study is to identify the relationship between the working environment

and job satisfaction of the Library and Information Science Professionals working at Private Educational Organizations in Gujarat, India. The descriptive survey research design was used for the study. A Questionnaire comprising of various questions on gender, experience, nature of stress, work culture, motivation, job satisfaction, etc. are used as a tool for the primary data collection.

#### Sample and Analysis Technique

The sample of the study comprises 230 library and information science professionals working in private educational institutions, i.e. School, College and Universities of Gujarat. The main aim of selecting only Library professionals of the private educational institute heterogeneously, i.e. primary, secondary and higher education, is to identify the job satisfaction of a diverse group working in the private environment. The distribution and collection of the questionnaires lasted one month, where 176 (76.52%) precisely filled questionnaires were received. The data collected through the questionnaire was analyzed using simple percentage and frequency technique and presented in the table for more clarity.

#### Demographic Characteristic of the Respondents

The table 1 shows a total of 176 LIS professionals' data, out of which 96 (54.54%) belong to males, and 80 (45.45%) belong to the female group, which are spread over all the experience cluster, i.e. from 1 year to 20 years of experience. The collected data were from Colleges (103 nos.), Universities (34 nos.), Schools (30 nos.), and rest were from different

**Table 1: Respondents' data at a glance**

Type of Organization	Experience in Year(s)	Male	Female	Total	Average %
<b>University</b>	0 to 5	2	8	10	2.08
	6 to 10	4	0	4	4.17
	11 to 15	7	4	11	7.29
	15 to 20	6	2	8	6.25
	20 and above	1	0	1	1.04
<b>College</b>	0 to 5	18	18	36	18.75
	6 to 10	20	13	33	20.83
	11 to 15	15	8	23	15.63
	15 to 20	5	2	7	5.21
	20 and above	4	0	4	4.17
<b>School</b>	0 to 5	4	7	11	4.17
	6 to 10	3	7	10	3.13
	11 to 15	1	5	6	1.04
	15 to 20	0	1	1	0.00
	20 and above	1	1	2	1.04
<b>Other</b>	0 to 5	3	2	5	3.13
	6 to 10	1	1	2	1.04
	11 to 15	1	1	2	1.04
	15 to 20	0	0	0	0.00
	20 and above	0	0	0	0.00
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Demographic of Respondents with Experience</b>	0 to 5	27	35	62	28.13
	6 to 10	28	21	49	29.17
	11 to 15	24	18	42	25.00
	15 to 20	11	5	16	11.46
	20 and above	6	1	7	6.25
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>

organizations such as training and research institutes (9 nos.). This implies that there is more male staff in the private colleges in Gujarat. The data also revealed that majority of professional are having 0 to 5 years of experience (35.22%),

6 to 10 years of experience (27.84%), 11 to 15 years of experience (23.86%), 15 to 20 years of experiences (9.09%) and 20+ years of experience (3.97%). It means that very few professionals have high-level experiences. Most private

organizations are recruiting staff who are at the early stage of their carrier.

## DATA ANALYSIS AND DISCUSSION

### HRM Related Practices by Employer

There were six questions loaded to identify various human resource management practices by the employer, which has an impact on employees' job satisfaction. The table 2 recite that 76 employees (43%) receive in-house training, 67

employees (38%) get sponsorship to attend workshop and seminar outside the organization, 84 employees (47%) feel valued at their workplace, 52 employees (30%) feel personal growth at the present employer, 78 employees (44%) receive constant encouragement to perform their best, and 85 employees (48%) receive appreciation and rewards while performing out-of-the-box. The average response of the HRM practices is 42% and 42% respectively for positive and negative, where 16% receive HRM practices sometimes.

**Table 2: HRM Related Practices by Employer**

Statement of HRM Practices	Yes	No	Sometime
Organization Does Provide In-house pieces of training for skill enhancement.	76	100	0
Organization sponsor for external workshops and conferences.	67	109	0
Feel Valued at Workplace	84	33	59
Feel Scope for personal growth	52	66	58
Authorities inspire and encourage to do best	78	41	57
Receive Appreciations and Reward when done a good job	85	91	0
<b>Average Response</b>	<b>42%</b>	<b>42%</b>	<b>16%</b>

### The level of Stress and Workload on Employees

The table 3 showcases the level of stress and workload LIS professionals faces at their workplace. A total of 57.39% (101 nos.) professionals are under the high-level stress, 34.09% (60 nos.) professionals are in the medium level stress, whereas, only 8.52% (15 nos.) professionals feel shallow level stress and workload

### Employees' Perception of the Employer: the Best Place to Work

A research question was asked to identify the Employee's perception about their employer under scale as an organization is the best, average and poor place to work; where the data presented on the table 4 recite that 81 employees (46%) rate their workplace as average, whereas, 47 employees (27%) rated best and 48 employees (27%) as a poor place to work. The maximum number of Employee feel average workplace are from college category.

**Table 3: The level of Stress and Workload on Employees**

	Level of Stress	Male	Female	Total	Average %
<b>University</b>	High	4	7	11	6.25
	Medium	13	7	20	11.36
	Low	3	0	3	1.70
<b>College</b>	High	21	15	36	20.45
	Medium	36	23	59	33.52
	Low	5	3	8	4.55
<b>School</b>	High	2	7	9	5.11
	Medium	5	13	18	10.23
	Low	2	1	3	1.70
<b>Other</b>	High	2	2	4	2.27
	Medium	2	2	4	2.27
	Low	1	0	1	0.57
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Stress Level</b>	High	29	31	60	34.09
	Medium	56	45	101	57.39
	Low	11	4	15	8.52
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>

**Table 4: Employees' Perception of the Employer: the Best Place to Work**

Type of Organization	Work Place Perception Level (1 to 10)	Male	Female	Total	Average %
<b>University</b>	Best (8-10)	4	10	14	7.95
	Average (4-7)	4	8	12	6.82
	Poor (1-3)	6	2	8	4.55
<b>College</b>	Best (8-10)	6	17	23	13.07
	Average (4-7)	20	25	45	25.57
	Poor (1-3)	15	20	35	19.89
<b>School</b>	Best (8-10)	5	3	8	4.55
	Average (4-7)	13	4	17	9.66
	Poor (1-3)	3	2	5	2.84
<b>Other</b>	Best (8-10)	0	2	2	1.14
	Average (4-7)	4	3	7	3.98
	Poor (1-3)	0	0	0	0.00
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Data on Work Place</b>	Best (8-10)	32	15	47	27
	Average (4-7)	40	41	81	46
	Poor (1-3)	24	24	48	27
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>



### Information on Employees' Perception of the Organizational Work Culture

There is a strong relationship between different dimensions of organizational culture (work environment, managerial style) and the opportunity to achieve a positive work-life balance. Positive work culture has shown a higher rate of job satisfaction among the Employee (Stefanovska et al., 2019). The table 5 recites that 104 employees (59%) are fully satisfied, 43 employees (24%) are satisfied, and 29 employees (16%) have shown dissatisfaction over the work culture of their employer.

### Job Swapping Frequency of the Employees

Due to various factors, employees keep changing their job to achieve a higher level of job satisfaction. The table 6 recites that 150 employees (79%) have changed their job between 0 and 3 times, 19 employees (16%) have changed their job between 4 and 7 and 7 employees (5%) have changed their job between 8 and 10 times.

### Reasons for Job Swapping of the Employees

The table 7 recites information about various reasons for the employees to change their job. It is seen that 90 employees (51.14%) change their job for higher Salary, 49 employees

**Table 5: Information on Employees' Perception of the Organizational Work Culture**

	Work Culture	Male	Female	Total	Average %
<b>University</b>	Fully Satisfied	16	7	23	13.07
	Satisfied	2	5	7	3.98
	Not Satisfied	2	2	4	2.27
<b>College</b>	Fully Satisfied	39	20	59	33.52
	Satisfied	16	13	29	16.48
	Not Satisfied	7	8	15	8.52
<b>School</b>	Fully Satisfied	5	12	17	9.66
	Satisfied	3	2	5	2.84
	Not Satisfied	1	7	8	4.55
<b>Other</b>	Fully Satisfied	4	1	5	2.84
	Satisfied	0	2	2	1.14
	Not Satisfied	1	1	2	1.14
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Work Culture Satisfaction</b>					
	Fully Satisfied	64	40	104	59
	Satisfied	21	22	43	24
	Not Satisfied	11	18	29	16
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>

**Table 6: Job Swapping Frequency of the Employees**

	<b>Job Change in Years(s)</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Average %</b>
<b>University</b>	0 to 3	17	13	30	18
	4 to 7	2	1	3	2
	8 to 10	1	0	1	1
<b>College</b>	0 to 3	47	39	86	49
	4 to 7	12	1	13	13
	8 to 10	3	1	4	3
<b>School</b>	0 to 3	7	19	26	7
	4 to 7	1	1	2	1
	8 to 10	1	1	2	1
<b>Other</b>	0 to 3	5	3	8	5
	4 to 7	0	1	1	0
	8 to 10	0	0	0	0
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Job Change</b>	0 to 3	76	74	150	79
	4 to 7	15	4	19	16
	8 to 10	5	2	7	5
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>

(27.84%) change their job for professional growth, 15 employees (8.52%) have changed their job due to end of their job contract, 13 employees (7.39%) have changed their job to find better job security, while only 6 employees have changed their job due to the poor work culture.

#### **Overall Job Satisfaction of the Employees**

The table 8 recites the information on the overall job satisfaction of the employees working at private educational institutions of Gujarat. The primary data collected distributed in level attributes (from 1 to 10) is divided into three major categories, i.e. fully satisfied (level 8 to 10), average satisfied (level 4 to 7), and not satisfied (level 1 to 3). It is seen that 44 employees

(25%) are fully satisfied, 93 employees (53%) are averagely satisfied, and 39 employees (22%) are not satisfied with their job.

#### **Employees' perceptions of choosing LIS Profession**

A very different question was asked to know if the employees working at private educational institutions in Gujarat feel that if they found they are in the wrong profession. The table 9 recites that 36 employees (20.45%) found themselves in the wrong profession, 84 employees (47.73%) found themselves in the right profession and aiming to succeed sometimes, while 56 employees (31.82%) are still not sure about their decision in choosing their profession.

**Table 7: Reasons for Job Swapping of the Employees**

	Reasons for Job Change	Male	Female	Total	Average %
<b>University</b>	For Better Salary	10	8	18	10.23
	Due to Poor Work Culture	0	1	1	0.57
	For Professional Growth	7	4	11	6.25
	For Better Job Security	1	0	1	0.57
	End of Contract	2	1	3	1.70
	Other	0	0	0	0.00
<b>College</b>	For Better Salary	32	20	52	29.55
	Due to Poor Work Culture	5	0	5	2.84
	For Professional Growth	11	12	23	13.07
	For Better Job Security	8	4	12	6.82
	End of Contract	4	5	9	5.11
	Other	2	0	2	1.14
<b>School</b>	For Better Salary	6	10	16	9.09
	Due to Poor Work Culture	0	0	0	0.00
	For Professional Growth	2	9	11	6.25
	For Better Job Security	0	0	0	0.00
	End of Contract	1	1	2	1.14
	Other	0	1	1	0.57
<b>Other</b>	For Better Salary	2	2	4	2.27
	Due to Poor Work Culture	0	0	0	0.00
	For Professional Growth	3	1	4	2.27
	For Better Job Security	0	0	0	0.00
	End of Contract	0	1	1	0.57
	Other	0	0	0	0.00
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Reason for Job Change</b>	For Better Salary	50	40	90	51.14
	Due to Poor Work Culture	5	1	6	3.41
	For Professional Growth	23	26	49	27.84
	For Better Job Security	9	4	13	7.39
	End of Contract	7	8	15	8.52
	Other	2	1	3	1.70
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>

**Table 8: Overall Job Satisfaction of the Employees**

Type of Organization	Job Satisfaction Level (1 to 10)	Male	Female	Total	Average %
University	Fully Satisfied (8-10)	7	3	10	5.68
	Average Satisfied (4-7)	10	10	20	11.36
	Not Satisfied (1-3)	3	1	4	2.27
College	Fully Satisfied (8-10)	17	6	23	13.07
	Average Satisfied (4-7)	28	23	51	28.98
	Not Satisfied (1-3)	17	12	29	16.48
School	Fully Satisfied (8-10)	2	5	7	3.98
	Average Satisfied (4-7)	5	13	18	10.23
	Not Satisfied (1-3)	2	3	5	2.84
Other	Fully Satisfied (8-10)	3	1	4	2.27
	Average Satisfied (4-7)	1	3	4	2.27
	Not Satisfied (1-3)	1	0	1	0.57
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>
<b>Cumulative Job Satisfaction</b>	Fully Satisfied (8-10)	29	15	44	25
	Average Satisfied (4-7)	44	49	93	53
	Not Satisfied (1-3)	23	16	39	22
	<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100</b>

**Table 9: Employees' perceptions of choosing LIS Profession**

	Male	Female	Total	Average %
Strongly Agreed	26	10	36	20.45
Not Agreed	40	44	84	47.73
Sometime Agreed	30	26	56	31.82
<b>Total</b>	<b>96</b>	<b>80</b>	<b>176</b>	<b>100.00</b>

## CONCLUSION

Based on the data analysis, it indicates that LIS professionals at private organizations in Gujarat have remained under high-level stress and workload (ref. Table 3). Limited professionals considered their workplace as the best workplace, whereas, majority of professionals are either

considering their workplace as an average or poor workplace (ref. Table 4). The next parameter is getting contradictory with above given both the parameters as data shows the major chunk of the professionals are either fully satisfied or satisfied with the organizational culture (ref. Table 5 & 8). The possible reason behind this healthy culture

could be they might be receiving certain assignments that need to be completed as a team either at the individual capacity nor department level. For the example admission process, convocation, cultural/annual events, etc. The second possibility could be professionals have passed through a certain age and now they have a good rapport with the rest of the office staff and culture, so they are more into the comfort zone. The analysis of Job swapping (ref. Table 6) shows that almost all the professionals have changed their job, and the pinching reason behind this action was Salary. Everyone seeks money and this one factor affected a lot (ref. Table 7), no-doubt other follow-up reasons are growth in designation, better security, etc. It means that in private organizations, the compensations for LIS professionals are not very attractive or not at par with defined rules and regulations. By viewing the data (ref. Table 9), it seems that professionals who are into the LIS profession and associated with private academic organizations are at a viewpoint that they have made a mistake by choosing the LIS profession for their carrier. However, the main reason behind this is view is stress, workload and financial benefits.

In India, to run the Private education organization government has given comprehensive guidelines, it takes care of almost all the aspects of any academic organization. Unfortunately, our private academic players are running the show as a serious business. Hence, they want to generate maximum output using minimum workforces. Private educational institutions should focus more on human resource practices to increase the job satisfaction of their library professionals. They also have to offer

staff training and are required to sponsor employees to attend workshops and conferences for their knowledge upgrade. In short, the library is a core part of the academic system and it does make lots of sense, authorities should come up with new ideas to motivate and increase library staff's enthusiasm.

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