

**EFFECT OF MONETARY AND NON-MONETARY BENEFITS ON JOB
SATISFACTION OF LIBRARIANS FROM COLLEGE LIBRARIES
AFFILIATED TO PUNE UNIVERSITY.**

A Thesis

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DECLARATION

I hereby declare that the thesis entitled “**Effect of Monetary and Non-Monetary Benefits on Job Satisfaction of Librarians From College Libraries Affiliated to Pune University**” completed and written by me has not previously been formed as the basis for the award of any Degree or other similar title upon me of this or any other Vidyapeeth or examining body.

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CERTIFICATE

This is to certify that the thesis entitled “**Effect of Monetary and Non-Monetary Benefits on Job Satisfaction of Librarians From College Libraries Affiliated to Pune University**” which is being submitted herewith for the award of the **Degree of Doctor of Philosophy (Ph.D.)** in the subject Library and Information Science of **Tilak Maharashtra Vidyapeeth, Pune** is the result of original research work completed by **Smt. Sandhya Vitthal Sathe** under my supervision and guidance.

To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title of this or any other University or examining body upon her.

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ABSTRACT

Introduction

Job satisfaction of employees does not depend only on salary or wages, there are several factors responsible for job satisfaction or dissatisfaction such as recognition, authority, work environment, security, etc. Hence, these incentives are classified into two groups- monetary benefits and non-monetary benefits. Monetary benefits are money-based rewards given to employees for optimizing job performance. It includes salaries, wages, allowances, etc. Traditionally, these incentives have helped to keep a positive motivational environment for employees. Like monetary benefits, non-monetary benefits are also important in the reward system. Non-monetary benefits include flexible work hours, training, relationship with co-workers, pleasant work environment, authority, and autonomy.

Money is a powerful motivator as it can buy goods required by the worker and his family for satisfying their needs. It also helps the employees to achieve the personal goals. Money no doubt plays an important role in life and act as a motivator, but we cannot generalize that money alone can motivate all the employees. Some behavior scientists reduce the importance of money as a motivator. According to them, non-monetary benefits such as decision making, challenging job, job enrichment are better motivators than money. Narsee (2012) states that the organization should understand the preferences and needs of the employees while designing the incentive program.

As per the UGC norms, University Grants Commission (UGC) offered many types of benefits to the college librarians, such as research grant, training for the librarians, various types of leaves, provident fund scheme, educational loan, etc. These are all related to monetary benefits. Non-monetary benefits are depending upon the organizational environment or extrinsic factors and individual itself, like co-workers' cooperation, their type of work, communication, recognition, etc.

If the librarian gets satisfactory incentives, they can increase their involvement in their job, they can do their work better. So it will help the organization to achieve its goals. For this, first the organization or management should know which benefits give motivation and job satisfaction to the librarians and librarians should also be aware of the benefits offered by the management and those benefits that can be additionally provided.

Several studies have been conducted to assess job satisfaction levels because every organization needs to know about the level of job satisfaction among its employees in order to take decisions in the future. Many studies have been carried out to investigate the relationship between incentives and job satisfaction but very few studies have been done in the field of library and information science. The study aims to present the factors contributing to job satisfaction of library professionals working in the colleges. The present research aims to study the, “effect of monetary and non- monetary benefits on job satisfaction of librarians from college libraries affiliated to Pune University”.

Significance of the study

Starting with the organizational behavior theories, many previous studies have considered the relation between benefits or incentives and employee motivation and job satisfaction. As covered under the Literature Review, some studies revealed that monetary benefits give more job satisfaction than non-monetary benefits. On the other hand, some studies show that non-monetary benefits give more job satisfaction than monetary benefits. Most of the studies have been done in the field of the banking sector. Very few studies have been carried out in the field of education and library. Most of the research related to the present topic was carried out in Nigeria. In India, the literature on the effect of benefits/incentives on job satisfaction of college librarians is quite inadequate. This study attempts to explore that perception of librarians towards monetary and non-monetary benefits in the Indian context by surveying a sample of college libraries affiliated to the University of Pune. It focuses on what kind of incentives librarians value the most as regards job satisfaction.

This research is important to the administration of colleges or academic institutions for understanding monetary and non-monetary benefits and their effect on job satisfaction of the library professionals in their employment. It will help them to understand the preferences of the library professionals as regards monetary and non-monetary benefits being provided. It also aims to help the management in formulating organizational policy by bringing out the benefits that these employees desire to be provided with.

Scope of the study

The present study covers the colleges which are affiliated to Pune University from Pune, Nagar and Nashik districts. The research institutes affiliated to the Pune University are excluded from the study. As per the list of colleges available on the University of Pune website, a total 546 of colleges were affiliated to the University of Pune. Among these colleges, 322 colleges are in Pune district, 98 colleges are in Nagar district and 126 colleges are in Nasik district. These colleges have been established before the year 2009. It was decided that the survey would cover the functional heads of these college libraries, regardless of their post/designation.

Objectives of the Study

Following objectives were set down in order to guide the research:

1. To identify monetary and non-monetary benefits available to college librarians in Academic libraries affiliated to Pune University.
2. To understand the college librarians' perception and awareness about monetary and non-monetary benefits
3. To study the relation between monetary and non-monetary benefits and job satisfaction of college librarians.
4. To study the present level of job satisfaction of college librarians.
5. To identify and suggest the ways of increasing job satisfaction and productivity among college librarians.

Survey instrument

The study is a descriptive research. The required data have been collected from primary and secondary sources. Since Questionnaire is the best method for data collection from the large population, primary data was collected from college librarians with the help of a structured questionnaire. The secondary data was collected from books, journals, theses and various web sites.

The questionnaire was sent to all the colleges through E-mails and by post. The researcher followed this up with frequent telephone calls and personal visits for obtaining

maximum number of filled questionnaires. Out of 546 colleges, 302 college library heads responded and sent back the filled questionnaire. These 302 college library heads constitute the sample for the present study.

Data analysis

The researcher has entered collected data in Microsoft Excel and analyzed. For testing hypothesis mean and two sample t-test were used. Mean was used to find the average of responses. Two sample t-test was used to test difference between two population means.

Hypotheses of the Study

Two hypotheses were formulated for the study and were tested against the data.

Hypothesis one

H01(null)- Monetary and non-monetary benefits are being provided to a majority of college librarians of academic colleges affiliated to University of Pune.

(Majority is taken as 75% or more)

HA1(alternate)-Monetary and non-monetary benefits are not being provided to a majority of college librarians of academic colleges affiliated to University of Pune.

(Percentage of academic colleges providing monetary and non-monetary benefits is significantly smaller than 75%)

Hypothesis two

H02(null):- Non-monetary benefits and monetary benefits provide equal satisfaction to Librarians.

HA2(alternate): Monetary benefits provide more satisfaction than non-monetary benefits to Librarians.

Organization of the study

Chapter I – Background of the Study

This chapter deals with the concept of job satisfaction, the relation between incentives and job satisfaction, the role of academic libraries in teaching and learning process, status of higher education in Maharashtra state and methodology used for the study.

Chapter II- Literature Review

It takes an overview of the studies related to job satisfaction and motivation. Total 56 studies were reviewed, which helped the researcher to identify the incentives provided by the different organizations and which incentives influence job satisfaction of the employees.

Chapter III- Overview of theories of Job Satisfaction and motivation

This chapter provides a brief introduction of concept of motivation, job satisfaction, their theories, monetary and non-monetary benefits, and job satisfaction of library professionals. This chapter helps the researcher to make the theoretical background for the analysis and also helps the researcher in understanding the relationship between incentives and job satisfaction of the employees.

Chapter IV- Data Analysis and Hypothesis Testing

This chapter presents the data collected using the questionnaire with the help of tables and graphs. Analysis and interpretation of the data and testing of the hypotheses formulated for the study are covered.

Chapter V- Findings, Suggestions and Conclusion

The findings and recommendations of the study and suggested topics for further research are presented in the last chapter.

Major Findings of the Study

1. Majority of the colleges provided monetary benefits such as salary increment, promotion, various leaves, on duty leave, provident fund and increment after obtaining a higher qualification. Non-monetary benefits such as healthy work atmosphere, relation with coworkers, social status, freedom to give suggestions, authority, autonomy in work, variety of task and responsibility, guidance from the superior and participation in decision making were also found to be received by the library heads.

Monetary benefits like festival advance, leave for research, gratuity, allowances, pension, and rewards & recognition and non-monetary benefits like proper job description, appreciation from superior, promotion/career progression, growth opportunities, flexible working hours, intellectual and administrative help in research work and job security were not available in majority of the colleges.

2. To find out the perception and awareness of the employees towards the benefits available in the colleges, Q.12 and Q. 18 were designed. In monetary section total 13 benefits were listed and in non-monetary section total 18 benefits were listed. Respondents have made a clear selection of the benefits enjoyed by them, showing their high level of awareness. So Q.13 and Q.19 were designed to obtain the preferences for monetary and non-monetary benefits. Analysis had given the clear indication of the benefits that respondents perceive to be more important and those that they consider to be less important.
3. The present study show that, pay or wages, increment in salary, promotion are the monetary benefits employees preferred the most and they agree that the availability of these benefits influence job satisfaction. After monetary benefits respondents show their importance to non-monetary benefits, such as job security, relation with coworkers, modern facility, respect from library users and social status. These non-monetary benefits help in increasing the job satisfaction of the employees.
4. The result revealed from the study that library heads get most of the non-monetary benefits and are therefore satisfied in this regards. It is observed that as far as monetary benefits are concerned, lesser job satisfaction might be experienced since several monetary benefits are not being provided. The benefits which are not provided by the colleges are also important in increasing job satisfaction of the library heads.

5. A comprehensive list of monetary and non-monetary benefits is provided in the questionnaire to know the preferences of responses. The respondents have given their preferences towards monetary and non-monetary benefits which they wish to be provided by their college management. Along with these benefits, respondents have also listed additional benefits they would like to receive from the colleges as given under the forth chapter. All these benefits are important in increasing job satisfaction and productivity of the library heads.

Result of hypotheses testing

Question No.	Hypothesis	Result
Q.no 12 and Q.no.18	H01(null)- Monetary and non-monetary benefits are being provided to a majority of college librarians of academic colleges affiliated to Pune University.	<ul style="list-style-type: none"> • For monetary benefits null hypothesis is rejected. • For non-monetary benefits null hypothesis is accepted.
Q.no 13 and Q.no.19	H02(null):- Non-monetary benefits and monetary benefits provide equal satisfaction to Librarians.	<ul style="list-style-type: none"> • For both monetary and non-monetary benefits null hypothesis is accepted.

Conclusion

The present research conducted to study the effect of monetary and non-monetary benefits on job satisfaction of college librarians has brought out that colleges provide a combination of monetary and non-monetary benefits as rewards and recognition. It was also found that monetary benefits such as salary or wages, pension, promotion and provident fund are considered to be the most important benefits by the respondents. Whereas, job security, modern facility, respect from library users and social status are the preferred non-

monetary benefits as opined by majority of the respondents. Since the sample consists of college librarians from aided and non-aided colleges as well as a mix of permanent and contractual employees with varying length of tenures, this research will provide guidelines to the college management in providing the right combination of monetary and non-monetary benefits. The observations and suggestions derived from the objective study can form a basis for drawing up incentives plans, which will help in ensuring job satisfaction.



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CHAPTER 1

BACKGROUND OF THE STUDY

1.1 Introduction

The purpose of this chapter is to discuss the concept of job satisfaction, relation between incentives and job satisfaction, role of academic libraries and librarians in teaching and learning process. It also defines the problem statement, objectives, hypotheses, methodology used for the study and the structure of the research study.

1.2 Concept of Job Satisfaction

The main condition of any motivation at any job is that the employee must like and enjoy his job. If the employee is satisfied with his job, then he can work hard and it helps to achieve organizational goals. According to Rao (2004), "Job satisfaction can be defined as the positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction; it means that he really likes his job, feels good about it and values his job highly". Locke (1976) defines job satisfaction as, "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Hoppock (1935) described that job satisfaction is a combination of psychological, physiological and environmental situations that affect a person's behavior.

Several studies have been carried out on job satisfaction of the employees in different sectors. The results revealed that there are some factors consistently associated with job satisfaction. They are: wages, bonus, work environment, relationship with co-workers, respect from superior, and so on. These factors have been categorized as organizational factors, work environment related factors, work itself and personal factors. The availability of these factors motivates employees at the workplace and as a result of this; employees will work efficiently for the organization. The absence of these

factors leads to job dissatisfaction. There are certain indicators that reflect job dissatisfaction. These are absenteeism, employee turnovers, tardiness, union activity, etc.

1.3 Causes of low job satisfaction or dissatisfaction

There are some indicators that reflect job dissatisfaction. They are absenteeism, turnover, tardiness, unrest, and union activity.

1. **Absenteeism-** Job satisfaction is related to absenteeism. Many studies have found that less satisfied workers' attendance at work is low as compared to the highly satisfied workers.
2. **Employee turnover-** employee turnover disturb the routine operations of the organization. Replacing the employees who leave the job is both economically and technically undesirable. Employee turnover may be voluntary or may be due to job dissatisfaction. Turnover should be investigated and corrective measures should be taken whenever necessary.
3. **Employee tardiness-** Similar to absenteeism tardiness is also reflect job dissatisfaction. Dissatisfied employees show this tardiness at workplace. They do not care much for the job; they spend their most of the time in chatting, talking on phones, taking rest and so on. The attitude of these employees is passing their time at work rather spending time for useful activities. This type of employee attitude effect the performance and productivity of the employees as well as the organization.
4. **Employee unrest-** Unrest is a general condition of unhappiness of job. Unsatisfied employees do not care about his work, started complaining about his work conditions, find fault with everything, started coming late to work and so on. If this unrest effect on sufficient number of workers they may take collective action such as strike, work stop, go-slow, etc.
5. **Employee productivity-** studies have shown the positive relation between job satisfaction and employee productivity. Highly satisfied employee work efficiently for the organization. On the other hand unsatisfied employees do not show their interest towards their work. They tried to avoid work or change the job.

1.4 Sources of job satisfaction

Job satisfaction is depending on various factors. These factors are categorized mainly in three groups. They are:

1. **Work environmental factor**-The work environmental factors include relation with superior, co-workers, participation in decision making, authority, working conditions, etc.
2. **Work itself**- Work itself play a major role in influencing job satisfaction. The content of job, variety of task, autonomy, and freedom the availability of these factors leads job satisfaction.
3. **Personal factors**- Like the above factors, personal factors also play a very important role in the job satisfaction of the employees. People with a negative attitude about life and their work always complain about everything. Age, seniority and tenure have a significant effect on job satisfaction. It is natural to assume that when people grow up they are willing to accept the available resources and rewards and be satisfied with the situation. Tenure assures job security. Thus, Employees with tenure are expected to be highly satisfied with their job. Some of the personal factors also influence job satisfaction. They are; self-esteem, maturity, sense of autonomy, challenges, and responsibility.

1.5 Relation between benefits and Job Satisfaction

Employees are working in the organization to accomplish the goal of the organization. So it is important for management to keep the employees happy and satisfied by giving them appropriate incentives. Incentive or benefit is a tool that management uses to motivate employees to perform better. Incentive means something given in addition to salary. Powerful incentives encourage employees to increase their work efforts and improve their performance. This leads to job satisfaction. There are several incentives that can influence employees such as wages, bonus, allowances, work environment, relation with coworkers, etc. According to Singh (2005) factors such as poor working conditions, poor wages or salaries, poor work environment makes employees dissatisfied and decrease productivity. Promotion, fringe benefits, and other incentives motivate employees to increase productivity. Gupta (2014) states that

incentives are an important element of the employees' job satisfaction. A good incentive package motivates the employees to work hard and accomplish the organizational goal (Ivancevich,2007).

1.6 Monetary and non-monetary benefits or incentives

According to Pattanayak (2004) incentives are something introduced in the work environment to encourage employees to accomplish their personal and organizational goals. Incentives satisfy the basic needs of the employees and motivate them to work for the organization. Reddy (2004) stated in their book that employees will be more satisfied when they feel that they are rewarded fairly for the work they have done. Incentives provide several advantages. A major advantage is that employee believes that incentives or benefits will follow the high performance. Those who perform better are rewarded more. Incentives motivate employees. But which incentives motivate an employee will vary from employee to employee. It depends on the individual's perception. So it is difficult for the management to determine an individual's drives or motives and encourage them to perform the work.

The rewards or benefits include a variety of monetary and non-monetary benefits. Monetary incentives are in the form of money and they satisfy the basic needs of employees. These benefits play an important role in attracting employees. People work in order to satisfy their needs. These needs are satisfied through money. Money has been an effective motivator because money is essential for survival in an economy. Monetary benefits include wages, salary, allowances, and bonus. Monetary incentives are variable in nature because they are based on the performance of the employee. Most of the studies show that money is a strong motivator for the employee. Non-monetary benefits are regarded as an addition to wages and salaries. They consist of direct and indirect benefits and include flexible work hours, training, work environment, relation with superiors and co-workers, recognition, authority, participation in decision making, various types of leave, etc.

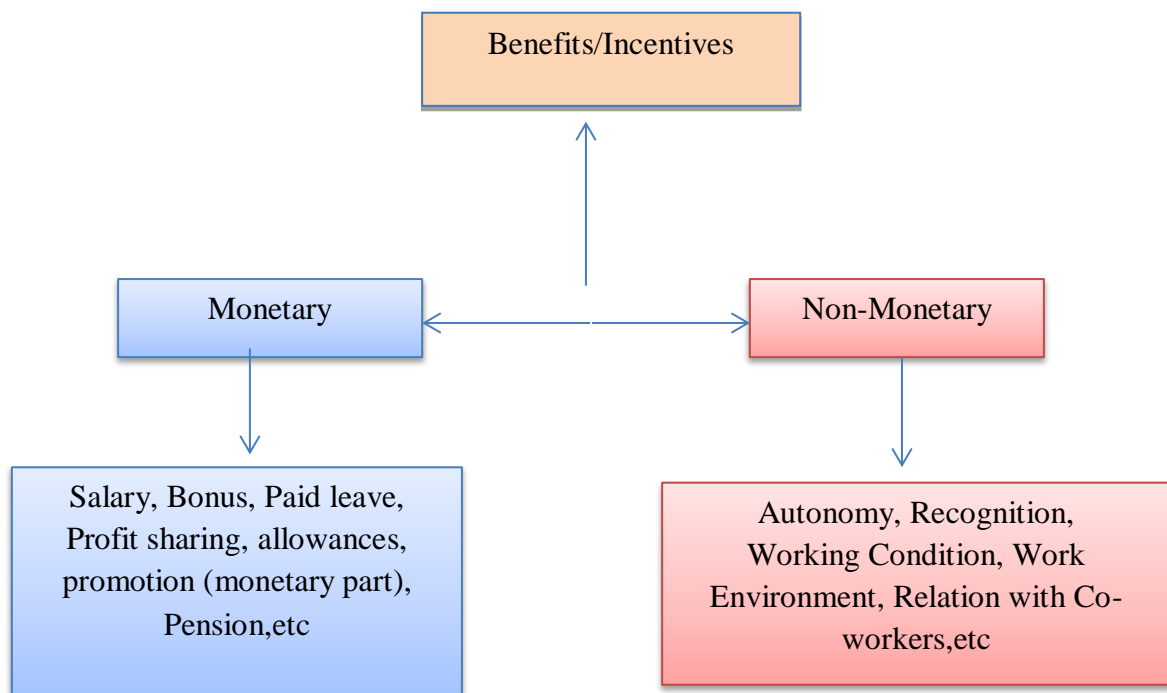


Figure 1.1 Types of Incentives (Mello, Jeffrey, 2001)

1.6.1 Monetary Benefits:-

- **Salary or wages-** This is one of the most important motivational tool used in an organization. Salary and wages should be fixed and paid on time
- **Bonus-** Bonus is an extra payment linked to the productivity and profitability of the organization.
- **Festival advance-** Festival advance is paying an employee a portion of his salary in advance for the occasion of the festival such as Diwali, Christmas, etc. Festival advance is recovered in installments and are usually interest-free.
- **Paid leaves-** Leave is awarded to employees for purposes of sickness, family responsibility or other personal reasons. During this type of leave, employees receive normal pay.
- **Profit Sharing-** Profit sharing refers to various incentive plans that provide direct or indirect payments to employees that depend on company's profitability in addition to employees' regular salary and bonuses.

- **Pension**-Pension is a regular income paid by the government or a financial organization to someone who no longer works, usually because of their age or health.
- **Allowances**-The organization provides various types of allowances to the employees such as traveling allowance, extra duty allowance, medical allowance, children education allowances, etc.
- **Promotion**- Promotion is attached with increase in pay and this motivates the employees to perform better.

1.6.2 Non-Monetary benefits

- **Status**- An employee is motivated by better status and designation. Organization should offer job titles.
- **Appreciation**- Employee must be appreciated by management for all their achievements and contributions.
- **Recognition**- Recognition for a job well done is the most powerful tool that is being used in organizations. It gives employee motivation to perform better in work.
- **Working conditions**- Healthy working conditions such as good environment, relation with co-workers and superiors motivate employees and improve their performance.
- **Job enrichment**-This provides employees with more challenging tasks and responsibility, and because of this, the job of the employees becomes more meaningful and satisfying.
- **Flexibility**- If the organization gives flexibility in terms of working hours to the employees; it gives motivation and job satisfaction.
- **Job security**-Job Security is an assurance that an employee will keep his or her job without the risk of becoming unemployed. Job security gives financial stability to the employees.
- **Training**- Training increases the productivity of employees at work and improves their satisfaction. A training program allows employees to strengthen their skills and it also brings all employees to a higher level so they all have similar skills and knowledge.

Monetary benefits can increase motivation, but non-monetary benefits are more effective because these benefits have an intrinsic motivational effect on the employees. Monetary benefits influence employees' behavior in a short term perspective but non-monetary benefits help to retain the employees in the organization for a longer period of time. Most of the studies show that only monetary benefits are not enough to motivate employees, both the monetary and non-monetary benefits play a major role in encouraging the employees towards achieving organization goals (Galhena, 2011).

1.7 Role of academic libraries and librarians in teaching and learning process

Education is a basic need and right of any civilized society and academic education is essential in the learning process; it is an important component of human development. It provides higher-level skills necessary for each person who is serving the society like teachers, doctors, nurses, civil servants, engineers, humanists, entrepreneurs, scientists, socialists, sportsman, etc. It is these trained persons who develop the ability and systematic skills that drive the local economy, lead effective government, support civil society, teach children, and make important decisions that affect entire societies.

The value of education has been well appreciated in Maharashtra and the state is making progress every day in this regard. There are 36 districts in the state with the best colleges and higher education institutions. There is one central university, twenty state universities and twenty-one deemed universities. Under these universities, more than 4 lakhs colleges and institutions are working and more than 40 lakhs students are taking various types of education (UGC Annual Report 2017-18).

Academic Libraries play a significant role in educational institutions and help in improving the quality of education. They provide support for the teaching, research and other academic programs of their parent institutions. They are the service organization that delivers information services personally to their clientele. The success and productivity of service organizations like

libraries can be measured based on services provided to its users. The quality of library services depends on the knowledge and adaptability of library professionals and most important their job satisfaction.

Many expert committees and education commissions recognized the role of the academic libraries and librarians in higher education and from time to time, they have given many recommendations to improve the quality of library services. The Calcutta University Commission appointed in 1917 by the Government of India, University Education Commission (1949), UGC Committee for University and College Libraries (1958), Education Commission (1966), Kothari and Expert Committee on College Libraries in 1993, have recognized the invaluable contribution of the library to the quality, efficiency and conduct of research and the advancement of intellectual and scholarly pursuits in higher education.

College librarians provide academic services to teachers and students. The role of teachers and librarians is equally important in the teaching and learning process. The field of 'knowledge' remains common for both teachers and librarians. Both have to actively engage students in using the library for learning and getting a good quality of education.

1.8 Purpose of the Study

In the age of information and technology, library professionals have become more important because they collect, preserve and disseminate human knowledge. It is therefore important to motivate librarians for acquiring new skills regarding their jobs. Motivation is related to job satisfaction. Employee motivation level and job satisfaction level have always been an integral part of any organization. As we discussed above the role of the librarian has expanded in the modern era, the librarians needs some kinds of motivational tools for their best performance and job satisfaction.

According to Milkovich (2009), benefits or incentives given to employees can act as motivating factors. Job satisfaction of employees does not depend only on salary or wages; there are several factors responsible for job

satisfaction or dissatisfaction. Traditionally, monetary incentives have helped to keep a positive motivational environment for employees but non-monetary benefits are also important in the reward system.

Money is a powerful motivator as it can buy goods required by the worker and his family for satisfying their needs. It also helps the employees to achieve the personal goals. Money no doubt plays an important role in life and act as a motivator, but we cannot generalize that money alone can motivate all the employees. Some behavior scientists reduce the importance of money as a motivator. According to them, non-monetary benefits such as decision making, challenging job, job enrichment are better motivators than money. Narsee (2012) states that the organization should understand the preferences and needs of the employees while designing the incentive program.

As per the UGC norms, University Grants Commission (UGC) offered many types of benefits to the college librarians, such as research grant, training for the librarian, various types of leaves, provident fund scheme, educational loan, etc. These are all related to monetary benefits. Non-monetary benefits are depending upon the organizational environment or extrinsic factors and individual itself, like co-workers' cooperation, their type of work, communication, recognition, etc.

If the librarians get satisfactory incentives, they can increase their involvement in their job, they can do their work better. So it will help the organization to achieve its goals. For this, first the organization or management should know which benefits give motivation and job satisfaction to the librarians and librarians should also be aware of the benefits offered by the management and those benefits that can be additionally provided.

Several studies have been conducted to assess job satisfaction levels because every organization needs to know about the level of job satisfaction among its employees in order to take decisions in the future. Many studies have been carried out to investigate the relationship between incentives and job satisfaction but very few studies have been done in the field of library and information science. The present research aims to study the, "effect of monetary

and non- monetary benefits on job satisfaction of librarians from college libraries affiliated to Pune University”.

1.9 Significance of the Study

Starting with the organizational behavior theories, many previous studies have considered the relation between benefits or incentives and employee motivation and job satisfaction. As covered under the Literature Review, some studies revealed that monetary benefits give more job satisfaction than non-monetary benefits. On the other hand, some studies show that non-monetary benefits give more job satisfaction than monetary benefits. Most of the studies have been done in the field of the banking sector. Very few studies have been carried out in the field of education and library. Most of the research related to the present topic was carried out in other countries like Nigeria, South Africa, etc. In India, the literature on the effect of benefits/incentives on job satisfaction of college librarians is quite inadequate. This study attempts to explore that perception of librarians towards monetary and non-monetary benefits in the Indian context by surveying a sample of college libraries affiliated to the Pune University. It focuses on what kind of incentives librarians value the most as regards job satisfaction.

The research is important to the administration of colleges or academic institutions for understanding monetary and non-monetary benefits and their effect on job satisfaction of the library professionals in their employment. It will help them to understand the preferences of the library professionals as regards monetary and non-monetary benefits being provided. It also aims to help the management in formulating organizational policy by bringing out the benefits that these employees desire to be provided with.

1.10 Scope and Limitations of the Study

(*The researcher attached the notification of change in the name of the Pune University as Savitribai Phule Pune University in Annexure II).

Pune University is one of the premier university in India, and was established on 10th February 1949 under the Poona University Act. The University houses 46 academic departments. As per the list available on the website of Pune University there are 307 recognized research institutes and 546 affiliated colleges under it, offering graduate and undergraduate courses in Pune, Nagar & Nashik Districts. All these colleges have their own libraries, with library professionals working as senior librarian, librarian, and assistant librarian, etc.

Table 1.1 Colleges affiliated to the Pune University

Districts	Total no of colleges
Pune	322
Nagar	98
Nashik	126
Total	546

The present study covers the colleges which are affiliated to the Pune University from Pune, Nagar and Nashik districts. The research institutes affiliated to the Pune University are excluded from the study. As per the list of colleges available on the Pune University website, a total 546 of colleges were affiliated to the Pune University. Among these colleges, 322 colleges are in Pune district, 98 colleges are in Nagar district and 126 colleges are in Nasik district. These colleges have been established before 30th July 2009. It was decided that the survey would cover the functional heads of these college libraries, regardless of their post/designation.

1.11 Limitations of the study:

This study is limited to only library heads working in college libraries. The selected colleges for this study are from Pune, Nagar and Nashik districts affiliated to Pune University. The scope of the study is restricted to monetary and non-monetary benefits and its effect on job satisfaction of college librarians.

1.12 Objectives of the Study

Following objectives were set down in order to guide the research:

1. To identify monetary and non-monetary benefits available to college librarians in academic libraries affiliated to Pune University.
2. To understand the college librarians' perception and awareness about monetary and non-monetary benefits.
3. To study the relation between monetary and non-monetary benefits and job satisfaction of college librarians.
4. To study the present level of job satisfaction of college librarians.
5. To identify and suggest the ways of increasing job satisfaction and productivity among college librarians.

1.13 Research design used in the present study

According to Kothari (2014), “research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure” . It is a theoretical structure within which research is conducted. It includes an outline of what the researcher will do from writing the hypothesis and its operational inferences to the final analysis of data.

Research design can be categorized as follow:

1. Descriptive research design
2. Experimental research design
3. Correlational Research Design
4. Diagnostic Research Design
5. Explanatory Research Design

1.13.1 Survey Method and questionnaire instrument used in the present study

The study is a descriptive research. The required data have been collected from primary and secondary sources. Since Questionnaire is the best method for data collection from the large population, primary data was collected from college librarians with the help of a structured questionnaire. The secondary data was collected from books, journals, theses and various web sites.

Keeping in view the objectives of the study, the researcher prepared a structured questionnaire based on the study of literature. The researcher added own professional experience and knowledge about the library system and its functioning while designing the questionnaire.

The questionnaire is divided into four sections.

- I. Background Information
- II. Monetary Benefits
- III. Non-Monetary benefits
- IV. Job Satisfaction

In order to check that the questionnaire was comprehensive and unambiguous, a preliminary discussion was held with experienced librarians and inputs were taken. A few modifications were made based on the suggestions received, and the survey instrument was finalized.

The questionnaire was sent to all the colleges through E-mails and by post. The researcher followed this up with frequent telephone calls and personal visits for obtaining maximum number of filled questionnaires. Out of 546 colleges, 302 college library heads responded and sent back the filled questionnaire. These 302 college library heads constitute the sample for the present study.

1.13.2 Data Analysis

Microsoft Excel software was used for the statistical analysis. All the data were coded and entered into the excel sheet, and then analyzed by calculating various percentage. For testing hypothesis mean and two sample t-test were used. Data were presented by using tables and figures.

1.13.3 Hypotheses of the Study

Two hypotheses were formulated for the study and were tested against the data.

Hypothesis I

H01 (null)- Monetary and non-monetary benefits are being provided to a majority of college librarians of academic colleges affiliated to Pune University.

(Majority is taken as 75% or more)

HA1 (alternate)-Monetary and non-monetary benefits are not being provided to a majority of college librarians of academic colleges affiliated to Pune University.

(Percentage of academic colleges providing monetary and non-monetary benefits is significantly smaller than 75%)

Hypothesis II

H02 (null):- Non-monetary benefits and monetary benefits provide equal satisfaction to Librarians.

HA2 (alternate): Monetary benefits provide more satisfaction than non-monetary benefits to Librarians.

1.13.4 Organization of the study

Chapter 1 – Background of the Study

This chapter deals with the concept of job satisfaction, monetary and non-monetary benefits, the relation between benefits and job satisfaction, the role of academic libraries and librarians in teaching and learning process, and methodology used for the study.

Chapter 2- Literature Review

It takes an overview of the studies related to job satisfaction and motivation. Total 60 studies were reviewed, which helped the researcher to identify the incentives provided by the different organizations and which incentives influence job satisfaction of the employees.

Chapter 3- Overview of theories of Job Satisfaction and Motivation

This chapter provides a brief introduction of concept of motivation, job satisfaction, their theories, and job satisfaction of library professionals. This chapter helps the researcher to make the theoretical background for the analysis and also helps the researcher in understanding the relationship between incentives and job satisfaction of the employees.

Chapter 4- Data Analysis and Hypothesis Testing

This chapter presents the data collected using the questionnaire with the help of tables and graphs. Analysis and interpretation of the data and testing of the hypotheses formulated for the study are covered.

Chapter 5- Findings, Suggestions and Conclusion

The findings and recommendations of the study and suggested topics for further research are presented in the last chapter.

1.14 Summary

This chapter explained the background of the study and the research methodology used for the study. In the introduction section, the researcher has explained the concept of job satisfaction and their association with benefits and types of benefits offered by the organization. The next section covered the research methodology used in the data collection and data analysis. In the last section, the chapter-wise arrangement of the thesis is explained.

The next chapter presents the review of literature which helps the researcher to get an insight on the topics of job satisfaction and benefits. This chapter reviews the researches carried out by other researchers in the same field of the study.

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CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In the first chapter, the researcher discussed the background of the study, the scope of the study, hypotheses, objectives, and design of the study and the structure of the research study. The current chapter discusses the previous studies on job satisfaction and motivation and the gap found for the research.

Literature review plays an important role in every research. It gives shape to our research problem. It helps us to understand the subject area better and conceptualized the research problem. The literature review is an essential part of the entire research process and makes a valuable contribution to every operational step (**Kumar, 2005**).

Functions of the literature review:

- It provides a theoretical background to the research or study.
- It helps in refining the research methodology.
- Through the literature review researcher is able to show how the findings have contributed to the existing body of knowledge in the study.
- It brings clarity and focus to the research.
- It broadens the researcher's knowledge base in his/her research area.

According to Bordons (2006) reviewing the literature is a continuous process. It begins before a research problem is finalized and continues until the report is finished. Reviewing the literature involves several steps, such as the search for literature in the area of research, development of a theoretical and conceptual framework, etc. The main sources of literature are books and journals. The current chapter provides a review of the relevant literature on

the effect of the monetary and non-monetary benefits on job satisfaction of librarians. Representative studies from sectors such as banking, insurance have also been considered since they can also provide insight into the present research.

During the research various primary, secondary and tertiary sources of literature were studied by the researcher. Various books, journal articles, research papers, relevant to the topic were identified and analyzed in detail. The researcher has also consulted a number of resources like Library and Information Science Abstracts (LISA), J-Gate, Google Scholar, Shodhganga, National Digital Library of India and Proquest. Various library and information science journals like Annals of Library and Information Science, Library Philosophy and Practice have also been referred by the researcher.

The information collected from all these sources has been studied and categorized. Based on this, the literature review has been divided into the following sections leading to the topic of study.

1. Importance of monetary and non-monetary Benefits
2. Effect of benefits on motivation
3. Effect of benefits on job satisfaction.
4. Effect of benefits on performance

2.2 Importance of monetary and non-monetary Benefits

Incentives or compensation refers to all forms of financial and non-financial benefits employees receive from the employer (Milovich, 2009). An organization system usually consists of three separate parts of compensation, first is salary, second is additional compensation based on individual or organizational performance, and third is indirect compensation, such as job security, various leaves, autonomy, authority, relation with co-workers, etc.

Incentives or benefits are positively related to job satisfaction and productivity of the employees and the absence of these benefits leads to job stress, absenteeism, etc. Many organizations introduce various incentives programs to attract and motivate their

employees to stay in the organization and to give their best performance at work. Good working conditions, fair wages, work environment are some of the factors that effect on job satisfaction and motivation of the employees. All these factors are known as benefits. These benefits are monetary and non-monetary. A monetary incentive refers to incentives paid as money, such as wages, profit sharing, and bonus. Non-monetary benefits include work environment, relation with superior and coworker, work conditions, job security, various leaves, authority, etc. Some researchers has pointed out that monetary incentives are the most effective variable that affects motivation and job satisfaction. On the other hand, some researchers found a positive correlation between non-monetary benefits and job satisfaction.

Acib and Adewoye (June, 2004) identified that; employees want monetary benefits rather than non-monetary benefits. According to them poor wages and salary, poor working conditions bring frustration to the employees and the result of this decreased in productivity of the employees. On the other hand, promotion, fringe benefits, better pay and social status these benefits are important factors that motivate the employees to increase productivity.

Odunlade (2012) investigated the relationship between compensation and benefits and their effect on job satisfaction of employees working in university libraries in Nigeria. The result from the study revealed that following forms of benefits are provided to library personnel. Such as in-service training, childcare, health care, retirement plans, pension, conferences /workshop allowance, and annual leave. Some benefits are not available in the university libraries; they are social security and on-campus accommodation. The finding of the study also shows that, there is a relationship between compensation and job satisfaction. The author mentioned that incentives play a significant role in the recruitment and retention of the employees. He suggested that there is a need for university policymakers to review the concept of compensation and see academic libraries and librarians as an important part of the educational institutions and they should set policies to address compensation packages available to library employees.

Narsee (2012) stated, “If the organizations understand the needs of employees while designing the incentive package, it will help to maximize satisfaction level of the employees. This is the best motivation for the employees”. He studied the impact of monetary and non-monetary reward programs of employees and how it will help to motivate them. The results of the study indicated that both organizations and employees recommended financial benefits as being the most important reward category. It was suggested by the author that there is an opportunity to combine monetary rewards with non-monetary rewards and presented to an individual as a reward package.

Another study was conducted by Owolabi and others (March, 2013) to find out the “librarians’ attitude towards monetary and non-monetary benefits in university libraries in Nigeria”. The result revealed that, librarians are aware of both the monetary benefits and non-monetary benefits and the majority of the librarians preferred monetary benefits rather than non-monetary benefits. The result also shows that salary is the most important monetary incentives that can help to increase productivity among the librarians.

Obeidat and Dwairi (June, 2015) studied the effect of monetary and non-monetary incentives on the performance of the library professionals working in academic libraries in Jordan. The result indicated that there was a relationship between both the monetary and non-monetary incentives and performance of the library professionals. It was also found that employees have given first preference to monetary incentives and second preference to non-monetary incentives.

Like monetary benefits, effective non-monetary benefits also can change employee’s attitude in the workplace, bring a positive change in the environment and improve performance of the employees. When employees have a positive attitude towards their job, they feel committed to the organization and get engaged in the work and the result will be an effective output. Motivating employees through monetary rewards is normal practice, but non-monetary motivation will develop strong commitment in the mind of the employees; through this, employees can implement their good ideas in the work and perform better to achieve organizational goals.

Bari and others (July, 2013) conducted the research to know how organizations are using non-monetary benefits to motivate their employees and their impact on employees' attitude and performance. A sample of 300 employees was taken from a business institute in Karachi working in the post of professor, lecturer, and assistant professor. The result shows that, factors such as freedom, better feedback, career development plan, training programs, happy environment and good relations with supervisor make the employees performance higher and create a positive attitude in the workplace. It was recommended that academic institutions should find out the motivating factors of their employees and provide them at the workplace. It will help to increase the motivation and performance level of the employees. This research is also applicable to the library professionals.

Kola (April, 2013) shows that non-monetary motivation has more impact on employees job satisfaction than monetary benefits. Relations with supervisor, appreciation for good performance, job environment, and guidance from superiors are some of the non-monetary benefits that motivate employees working in the bank sector. A similar study carried out in the insurance sector.

Mehta, Ahmed (March, 2014) studied the impact of monetary and non-monetary benefits on job satisfaction of the employees working in the insurance sector. The result revealed that non-monetary benefits have significant effect on employees' job satisfaction and performance. The study concluded that job satisfaction differs from individual to individual. For a given situation, one individual may be satisfied but another individual may not be satisfied in the same situation,

A survey conducted by Waqas and Saleem (2014) in Pakistan revealed that, monetary and non –monetary benefits can increase the performance of the employees and their level of engagement in the organization. They suggested that organization should provide reward-based training for the improvement of the employees' performance.

Osa (2014) suggested that only monetary incentives are not sufficient to motivate employees. Both, monetary and non-monetary incentive should be applied. A balance between monetary benefits and non-monetary benefits should be used to satisfy the needs

of the employees. They suggested that managers must study the work environment and the task performed by the employees while using motivational tools.

Ali and Wadi (2016) studied the impact of non-monetary incentives on the productivity of the employees working in various bank sectors in the kingdom of Bahrain. The result revealed from the study that non-monetary incentives help to increase the productivity of the employees. It was also found that the rewards and recognitions these non-monetary benefits motivate employees and leads towards the creation of new ideas and the techniques in the workplace.

2.3 Effect of benefits on motivation

In an organization, motivation is used to define the drives that make an individual work. A highly motivated person work hard to achieve the organization goals. Both employees and managers are interested in understanding factors responsible for motivation. If employees know what reinforces and what weakens their motivation, they can perform more efficiently to find more job satisfaction. On the other hand, employers or managers want to know which factors motivate their employees so that they can provide them to work harder (Shankar, 2002). Most of the studies show the positive relationship between motivation and incentives. Motivation can be induced by external or intrinsic factors such as financial rewards for better performance or it could be intrinsic that is inner-generated, such as praise, recognition, responsibility, esteem, power, and status.

Oyesiku and Amusa (2010) conducted the study to investigate academic librarians' perception of incentives and their relationship between motivation and productivity. The study was conducted in Nigerian Universities which are categorized as federal, state and private universities. A sample of 300 librarians was selected for the study. The findings of the study have shown that there is a positive relationship between motivators (monetary and non-monetary) and an academic librarians' performance. To attract and retain librarians will depend on the extent of motivators (monetary and non- monetary) they are ready to offer. This is because the federal government-owned institutions offer better pay

than the state and the private ones. This situation of poor wages, as well as poor conditions of service, is common reasons for employees' demotivation.

Velnampy (2009) studied the role of benefits in motivating employees of the private sector, Sri Lanka. They found a significant relationship between benefits and employees' motivation. Monetary benefits have a greater effect on employees' motivation than non-monetary benefits. They suggested that, the organization should find out the most important motivation factors as perceived by the employees; they should provide maximum wages to their workers. The employees should be given responsibility and authority for the performing various tasks assigned to them. The organizations should understand the type of desires in hierarchy preferred by the employees and should adopt proper rewards system. For example, monetary benefits can be applicable to lower-level employees, whereas non-monetary benefits applicable to high-level employees such as managers, directors and executives. Pay should be provide on the basis of performance. An appropriate training program with relevant incentives may be organized.

Lai (2009) mentioned in their study that, "benefits have a very strong motivational potential to influence the employees to work hard". The study focused on the three important motivating factors preferred by employees; they are relation with co-workers, work environment, and interesting work, all these three factors have the potential to motivate employees to work hard. From the study, it was found that benefits such as meaningful work, flexible working hours, and friendly social gestures are effective motivators for long term motivation. While monetary benefits, social gatherings, tangible items such as an award, certificates and gifts are the most effective motivators for short-term motivation.

Jana and Panigrahi (2010) identified the causes of poor motivation towards work and suggested motivating parameters for non-government college librarians in West Bengal. The study found that many factors like poor salary, status, service conditions, promotional policy, and managerial relations are responsible for the poor motivation. The author suggested that management should remove the factors responsible for poor motivation of library employees.

Laxmikanta and Panigrahi (March, 2010) carried out a study to identify the causes of poor motivation towards work and suggested motivating parameters for the librarians working in non-government colleges in West Bengal. The study was conducted among 200 private or non-government college librarians. The results revealed that many prevalent factors like status, salary, service conditions, recruitment, promotional policy and managerial relations are responsible for poor motivation.

According to Pratheepkanth (2011), a reward system is a significant tool that management can use to motivate their employees at the workplace. There is a positive relationship between the reward system and employees' motivation. Decreases in reward system cause negative effect on motivation and productivity of the employees. They stated that, "employees perform their work efficiently when they are newly employed, but with time, their efficiency and productivity decreases". The employees have attributed a decrease in efficiency and productivity because employers do not provide adequate incentives and motivate them to put in their best. It is suggested that the use of various incentives to motivate employees must be adequate and appropriate.

James (2011) tried to find out the factors effect on motivation of paraprofessional library staff. The study revealed that the outcome of a motivated employees result is employee retention, loyalty and harmony. Poor motivation in the workplace can lead employees to resort to behavior such as strike, boycotts, fear, and low team morale, lack of initiative, lack of energy, mistakes and high staff turnover. Motivated employees help organizations to survive, and be more productive.

Siamuzwe (2012) found that librarians were motivated by the responsibilities they performed, a good relationship with coworkers, work environment, financial incentives, good supervision, and promotion opportunities. The author stated that the major causes of de-motivation of library staff are poor working conditions, poor physical work conditions in some libraries, poor remunerations, unfair staff training policies, accommodation problems, lack of promotion prospects, and poor funding to the libraries.

Lamptery and others (2013) studied the motivation and performance of librarians working in public university, Dhaka. They found that the university management

successfully motivated its librarians by providing them intrinsic benefits, such as career development, study leave, good salaries, and fair promotion system. They suggested that the public university managements should motivate their staff through extrinsic and intrinsic factors like opportunities for career development, better conditions of service, promotional opportunity and job training.

Emojorho (Sept, 2014) examined the incentives and motivation of workers in Delta State Public Libraries, Nigeria. The result revealed that employees working in the libraries are not satisfied with both monetary and non-monetary incentives provided by the management. Some examples are; poor wages, inadequate library materials, poor work environment, lack of power supply and insufficient staff development program.

Singh (2016) stated that intrinsic factors play an important role in employees' motivation. They suggested that college managements should provide the intrinsic factors such as respect, recognition, trust and autonomy to their employees. These factors influence motivation more than extrinsic factors such money.

2.4 Effect of benefits on job satisfaction

According to Chandan (2005), the main condition of any motivation is that employees must like their job and enjoy it. If the employees are dissatisfied with their job, their morale would be very low that would badly affect their motivation. The author mentioned in his book 'Organization Behavior' the causes of job dissatisfaction; they are absenteeism, short term turnover, excessive activity and so on. So management must monitor the work environment continuously and take necessary action if required. Motivation is closely related to job satisfaction. Job Satisfaction is defined as an individual's reaction towards the job. It is an employee's feelings towards his or her job. The feeling could be positive or negative, depending upon whether the need is satisfied or not. There are various factors considered to be essential to job satisfaction, including pay, promotion, benefits, relation with supervisor and co-workers, work conditions, communication, safety, productivity, and the work itself. These variables are important because they all influence job satisfaction of the employees.

In the industrial sector, a satisfied employee consider as productive employee of the organization. Likewise, in the academic library, a satisfied library professional is regarded as a productive professional. A satisfied library professional not only provide quality service to the users, but also make commitment to contributes their skills to achieve the goals of the college by providing various services to the users. Hence management must take steps and offer incentives or benefits that would make the employees happy with their jobs.

Tella and others (2007) studied work motivation, job satisfaction, and organizational commitment of library professionals working in academic and research libraries in Oyo State, Nigeria. The result shows that both job satisfaction and commitment associate with work motivation of library workers. There is no significant difference found in the awareness of work motivation of professionals and non-professional library workers. Employees working in both academic libraries and research libraries have the same level of job satisfaction. It was also found that there was no relationship observed between the

organizational commitment and motivation of the library professionals and their years of experience.

According to Mallaiah and Yadapadithaya (2008) like any other organizational intervention, motivating the library professionals should be effectively associated with the nine key elements—people, structure, task, technology, culture, strategy, systems, processes and environment. They promoted that to avoid the dissatisfaction of the staff, the factors that are responsible for dissatisfaction or less satisfaction such as ignoring staff, showing no interest, criticizing them, not providing proper job descriptions, confusing the staff, avoiding consultation, not included in decision making, and being negative must avoided.

Purushothama (December, 2009) studied the job satisfaction level of LIS professionals in higher education institutions of Dakshina, Kannada districts. Data collected from 76 institutions revealed that, 124 LIS professionals were working in these institutions, included universities and deemed universities. The finding of the study shows that, Library professionals are satisfied with management related factors such as recognition, performance evaluation and supervision, and dissatisfied with autonomy given by the higher authority.

Mallaiah (2009) found the following factors responsible for increasing job satisfaction such as organizational policy and administration, supervision, relationship with co-workers, relationship with subordinates, working conditions, job security, and salary. According to the author, the above factors have prevented job dissatisfaction, but cannot increase employees' job satisfaction. On the other hand, motivational factors include personal achievement, recognition for the good work, work itself, responsibility, promotion, power and authority, participation and involvement, equity and justice in treatment. The fulfillment of these needs help in increasing higher job satisfaction.

According to Verma, Shilpi and others (2009) Healthy organization always make sure that there should be a strong sense of commitment and cooperation among all the employees. To make employees more satisfied, organization needs to develop motivation

at every level. They undertook the research in Govind Ballabh Pant University of Agriculture and Technology Pantnagar (Uttarakhand) library. They studied the level of job satisfaction among its library personnel. Data were collected from 20 library professionals working in the library. The author studied the variables such as benefits packages, work environment, workload, relationship with coworkers, communication, promotion, supervision, rewards and nature of work. The result revealed that the university library accepts the importance of job satisfaction of the library professionals. The management of the library was trying to satisfy their professionals at a very high level. All the library staff was satisfied with the benefits provided by the management.

According to Saleem (2011), any organization should focus on awarding their employees to keep them in the organization, and organization should offer collective incentive plans for example, cash-based rewards, promotion and profit-sharing because these may affect positively on employee's commitment and thus make the relationship between employee and employer more effective.

Haque and others (2012) investigated the causes of job satisfaction of the library staff at a large public university in Malaysia. The study shows that relation with coworkers, participation in conferences, respects from superiors are some factors that give job satisfaction to the library professionals. Promotional opportunities, low public perception about the library profession, lack of space, lack of facilities, lack of communication between the management and the staff these are some of the factors responsible for less job satisfaction.

Somvir and Kaushik (2012) examined the factors related to the job satisfaction among library workers. The result indicated that job environment, supervisory climate, and the job itself were the three most essential characteristics of job satisfaction. They suggested that good working condition, participation in decision making, status in the organization, give the feeling of being a part of the organization. This will help employees to contribute to the achievement of the institution goals. They also suggested that present designations of library professionals such as Librarian, Catalogue Assistant, Reference

Librarian, Archivist etc. may be changed to Scientist, Jr. Scientist, Sr. Scientist, and Information Scientist for improving the status.

Amune (2013) examined motivation and job satisfaction among professional and non-professional library staff at Ambrose Alli University, Ekpoma. The findings of the study revealed that library staff in the institution was highly satisfied with their present pay and salary, library policies and administration, job security and personal growth. However, they were less satisfied with their interpersonal relationship, responsibility, working condition, and recognition by others. The author suggested that management should ensure regular survey of their library staff in order to have well-satisfied workers that can provide better services to library users.

Hyder (2013) conducted a study among public and private university librarians to compare their job satisfaction. In the study, eight components of job satisfaction were measured. They are a work environment, personal growth, organizational culture, social prestige, salary, rewards, promotion and the nature of work. The result revealed that librarians working in the public sector are more satisfied in terms of salary, fringe benefits, and promotion policies. It was suggested that private sector universities/institutes should revise and implement a proper pay structure, including annual increment and fringe benefits, promotion policies and procedures.

Sultana and Begum (2013) suggested that non-monetary benefits, such as independence at work, variety of work, social status of the job, supervision, moral values, authority, ability utilization, library policies and practices, scope of advancement, relationships with co-workers, recognition of job done and achievement have a significant positive effect on job satisfaction.

According to Ogunlana and others (Sept, 2013) job satisfaction is an important factor in the academic library. When the employee's expectation and reward or incentives received are mismatched then job dissatisfaction occurs. They suggested that job satisfaction can be increased by giving a better salary, recognition, better working conditions and provision of good facilities.

Saka and Salman (2014) examined the level of motivation, job satisfaction and job performance of library professionals working in government and private universities in North-Central Nigeria. They found a low level of motivation and job satisfaction in library professionals working in both private and government universities. The study recommended that the management of these universities should pay attention to the factors such as adequate job design, job description and employees' participation in decision making, recognition and in-service training program for library personnel. Other recommendations include encouragement to library professionals to improve job commitment and to employ critical thinking to be able to solve library-related problems.

Mondal and others (March, 2014) conducted a study on job satisfaction among library professionals. They studied factors such as the status of the library professionals, service condition, promotional policy, and interpersonal relations. The study was conducted in West Bengal University libraries. The study revealed that library professionals like their job and they have a good relationship with their colleagues and supervisors. But they are dissatisfied with monetary benefits and promotional policy of the university. The study recommended that the salary structure should be restructured to increase the productivity of the employee in terms of better library services.

Chuks-ibe and Ocioko (Sept, 2014) conducted the study to find out job satisfaction of college librarians in Nigeria. According to them, People approach their job with two different expectations. First is the expectation concerning the job content. It includes the nature of the work, recognition, responsibility, achievement and second is the salary, security, working conditions, relationship with co-workers. All of these factors cause job satisfaction and dissatisfaction. The result revealed that librarians are satisfied with the salary, relation with co-workers, working conditions, opportunity, but they are not satisfied with the work environment, leaves policy, and the fact that they are not allowed to attend workshops and seminars.

Jange and Gavali (Dec.2014) studied librarians' job satisfaction relating to five dimension- salary, promotion, supervision, human relations and opportunity. The result shows that most of the librarians are not satisfied with the above factors available in the organization. This dissatisfaction affected their work performance.

Burman and Sharma (2014) conducted research to examine the job satisfaction among women library professionals from 22 government-aided colleges of Ambala and Yamuna Nagar district of Haryana. In this study, following factors were examined to understand the level of job satisfaction; pay, promotion, supervision, fringe benefits, contingent rewards, operating condition, co-worker, nature of work, communication. Analysis of data depicts that women library professionals are satisfied with supervision, pay, relation with co-workers, nature of work and contingent rewards, and dissatisfied mainly with operating conditions and promotion.

Bellary and Naik (Sept, 2014) studied the level of job satisfaction of library professionals working in B-Schools in Mumbai City. They studied factors like social recognition, monetary benefits, working conditions and relation with coworkers and superiors. The results revealed that majority of the library professionals are satisfied with the social status. They are also satisfied with the incentives offered by the management, like working conditions, relationship with co-workers, etc. The study suggested that management should provide better salary and increment to the employees and they also suggested that training programs for library professionals are needed.

Esakkimuthu and Vellaichamy (2015) observed that job satisfaction of the librarians depends on the economic, cultural and social conditions of the country. The study suggested that, the college management must pay proper attention towards their employees and they should pay the salary as per UGC scales, besides ensuring job security and recognition to the library professionals.

Ademodi and Akintomide (2015) investigated the level of job satisfaction of librarians working in private and public universities in Ondo State, Nigeria. The study shows that there was no major difference found in the level of job satisfaction of librarians

working in private and public universities when compared on the basis of factors such as salary, administration, library policies and relationship with colleagues. The author stated that job satisfaction of librarians depends on the economic cultural and social condition of the country. A librarian who cannot get adequate wages will be faced with the problem of maintaining their family. This would make a librarian dissatisfied.

Das (2015) studied job satisfaction level of the library professionals working in private engineering colleges in Hooghly District of West Bengal, India. The author examined the factors namely, administrative policy, work condition, salary, job security, nature of job, personal growth, and recognition. The result revealed that most of the library professionals are not satisfied with the above factors. This study suggested that the management of engineering college libraries take necessary steps to develop and sustain policies that will improve factors of job satisfaction, such as: administrative policy, working condition, salary, personal relation, job security, personal growth, status, responsibility, so that library professionals can provide better services to users, enhance productivity and perform the institutional objectives.

Biju and Ganesan (2015) conducted job satisfaction survey among public library professionals in Kerala and found that majority of them were strongly satisfied with the benefits such as supervision, relation with co-workers, work itself, wages and other benefits and were not satisfied with benefits like appreciation and recognition, operational procedures and opportunities for promotion.

Priya (2015) investigated the level of job satisfaction of library professionals working in academic institutions in Madurai district. It was assumed that the level of job satisfaction can vary individually according to age, educational qualification, experience and marital status. The result shows that there was no significant relationship was found between the age, qualification, experience and marital status. All the library professionals have similar job satisfaction level and factors related to job satisfaction have same effect on the performance of these employees.

Igbashalandand others (2016) investigated the job satisfaction of librarians in Federal University of Agriculture Makurdi library. They found that benefits such as job security, relationship with supervisor, co-workers and with information user are the factors that influence job satisfaction of librarians. On the other hand, librarians are not satisfied with the benefits they received such as salary and fringe benefits, working condition, and opportunities to conduct research.

Kyumana (2017) examined job satisfaction of IFM library staff working at the Institute of Finance Management, Tanzania. Findings showed that IFM library staff experience low satisfaction with work itself and high satisfaction with job security. Salary, achievement, recognition, responsibility, status, advancement and relationship with supervisors, co-workers and working environment show low job satisfaction among library professionals working in academic institutions in Madurai District.

According to Daiwatab and Anandhalli (2018) job satisfaction is a very significant factor that effect on employees' motivation and productivity. They stated that the library is an important component and this can be achieved by library professionals themselves with their smart approach and skills. Salary and promotional benefits have to be restructured to enhance the morale of library professionals to contribute better for the development of library profession

Saini (2018) said that job satisfaction is one of the most significant factors for establishing healthy work environment in an organization. He studied factors like salary, promotion, relation with colleagues, job Security, benefits and workplace. The study showed that library professionals working on contract basis were less satisfied with their salary package and job security as compared to other library professionals working on regular basis. The author suggested that periodical interview should be conducted of library staff to evaluate and analyze attitude towards job satisfaction.

Sarker and others (May 2017) suggested that an effective policy on employee recruitment, job security, service rules, promotional opportunities, regular payments, retirement benefits should be made by the government to improve the level of job satisfaction and employees' attitude.

Studies have shown that employees want to work for an organization that provides them good working conditions, development facilities, cooperative work environment and the ambience to use their skills. The key issue of the employee is job satisfaction.

The success of an organization is depending on the employees' performance. If employees are satisfied, they can perform better. Employee satisfaction depends on the incentives offered by the organization. Some studies show that employees were motivated by the financial incentives. According to Saleem (2011) with increase in financial incentive employee performance is increased. Some studies show that non-monetary incentives motivate employees' more than monetary incentives. Most of the studies show that both, monetary benefits and non-monetary benefits are important for the employee. So, organization should provide a combination of the incentives.

2.5 Effect of benefits on job performance

Lamptery and others (2013) studied the motivation and performance of librarians working in public university, Dhaka. They found that the university management successfully motivated its librarians by providing them intrinsic benefits, such as career development, study leave, good salaries, and fair promotion system. They suggested that the public university managements should motivate their staff through extrinsic and intrinsic factors like opportunities for career development, better conditions of service, promotional opportunity and job training.

Peng (2014) studied the relation between job satisfaction and task performance, job satisfaction and contextual performance, intrinsic (inner factors) and extrinsic (job related factors) job satisfaction and contextual performance. The data were collected from the university librarians working for more than one year in the university in Taiwan. The results revealed from the study that both intrinsic job satisfaction and extrinsic job satisfaction contribute to improving the performance of university librarians. It is also found that intrinsic job satisfaction is more strongly related to performance than extrinsic job satisfaction.

Ibrar and Khan (2015) stated that, “reward is more important of any nature of business, organization, institutions, and schools very beneficial for the employees’ job performance”. They studied the effect of incentives on job performance of the employees working in Malakand Private School. They studied the variables such as bonus, flexible work hours, recognition, opportunity, appreciation, free medical facility, relaxation room, etc. The result revealed from the study that there is a positive relationship between reward and job performance of the employees. Increase in reward performance will also increase and decrease in rewards performance gets decreased.

Imran and others (2015) argue that employees’ motivation and performance is depending upon the rewards and recognition provided by the organization. The study explored the relationship between rewards, recognition and job satisfaction of the employees working in University libraries at Lahore. The result revealed that employees

are satisfied with the rewards and recognition they get from their universities. The study suggested that motivation and satisfaction is a helpful tool for any organization to achieve their goal by increasing productivity. Hence organization should understand the importance of rewards and recognition and provide to them to their employees.

Tumwet and others (2015) investigated the effects of incentives on performance of employees working in private universities. They studied the variables such as security, bonuses, additional pay, basic pay, traditional compensation, job content, career progression, responsibility, recognition, flexible benefits, participation and communication. The results show that both the incentives financial and non-financial are used at Kabarak University. The results also show that many employees working in private universities believe that incentives influence their performance. Employees too believe that non-financial incentive schemes will lead to higher performance compared to financial incentives. The study recommended that organization should design mix incentive plan for their employees that leads to higher performance.

Almomani and others (2017) evaluated the effect of incentives on job performance of the employees working in Public Sector, Jordan. They found that that qualification and work experience does not affect the performance of the employees but when they correlate incentives with performance it was observed that incentives affect the performance of the employees. The study recommended that organization should provide fair and adequate incentives to their employees.

Incentives contains three factors they are; monetary incentives, non-monetary incentives and social dimension. Khamis and others (2018) studied the effect of these three factors of incentives on the performance of the employees working in public sector, UAE. The result revealed that employees are satisfied with the non-monetary benefits provided by the organization. Employees believe that non-monetary incentives are important as much as monetary incentives in increasing performance at the workplace. Regarding the social dimension employee agree that their salary gives social guarantee to the employee help to improve their performance.

2.2.1 Summary

The above literature review described studies of job satisfaction and motivation of library professionals working in college and university libraries across the world- Nigeria, South Africa, Pakistan, and India. Most of the researches have been done on job satisfaction and motivation in general. Studies on monetary and non-monetary benefits and job satisfaction are limited in the field of library and information science. Both, the monetary and non-monetary benefits are necessary to reinforce the desired behavior of library professionals working in academic libraries. Hence, an attempt has been made by the researcher to study the effect of monetary and non-monetary benefits on job satisfaction of college librarians working in the colleges affiliated to Pune University

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CHAPTER 3

REVIEW OF THEORIES OF JOB SATISFACTION AND MOTIVATION

3.1 Introduction

The previous chapter reviewed various studies carried out on motivation and job satisfaction of the employees. These studies help the researcher in understanding the relationship between incentives and job satisfaction. There is several factors influence job satisfaction of the employees. The theories on job satisfaction and motivation help to throw light on these factors. In this chapter researcher discuss the concept of motivation, job satisfaction, their theories, type monetary and non-monetary benefits, and job satisfaction of library professionals. This chapter helps the researcher to make the theoretical background for the analysis.

3.2 Motivation

Motivation is a process that starts with a physiological or psychological need deficiency and ends with need fulfillment. Human beings work productively only when their strongest motives are satisfied. Thus, motivation means the relationship between needs, drives, and goals. Need is the starting point of the motivation process. To fulfill the need, some action or activity takes place. The individual engages himself in an activity which is directed towards the goal. As soon as he reaches the goal, his need is satisfied and the process of motivation ends. All of the above stages are shown in the following model of motivation.

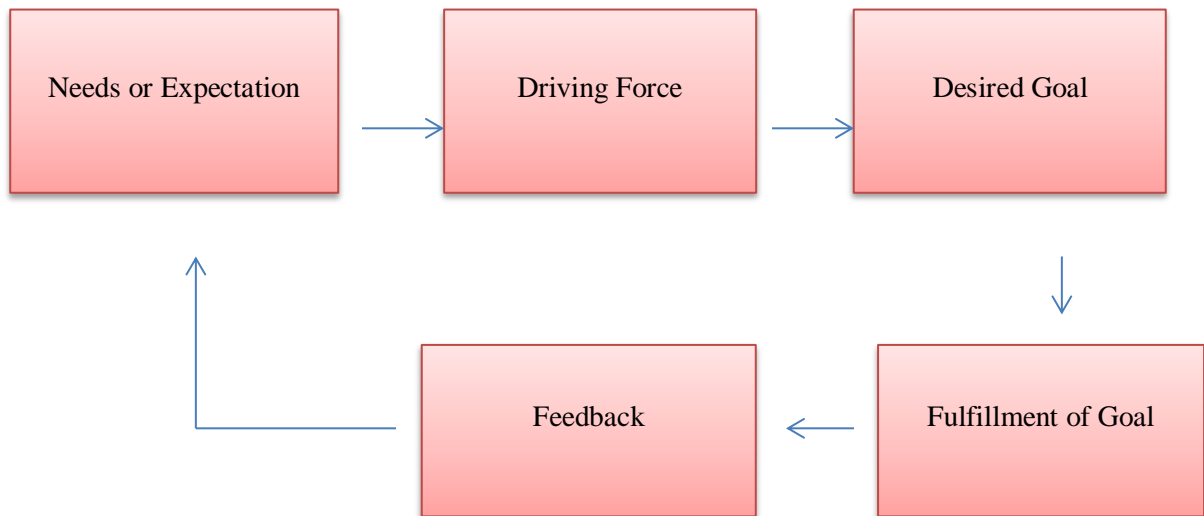


Figure 3.1 Motivation Model (Mukharjee: 2009)

According to Ghanekar (2002), motivation is the actual action that is work behavior itself. When an employee works hard, his level of motivation may be considered as high and if he avoids work, his motivation level may be considered as low. So it is important to know the strongest motives of individuals and try to give them the opportunity to satisfy their needs through organizational goals.

The concept of motivation is related to human behavior. It starts with human needs, by focusing on goals and ends with the fulfillment of those needs. Motivation can be either negative or positive. Punishment, fear and threats produce minimum motivation, whereas positive motivation makes people willing to do their work in the best way and they can improve their performance. Positive motivation based on incentives or rewards. These incentives may be in the form of monetary or non-monetary. People may be motivated by giving them authority, respect, recognition. Negative motivation is based on penalties, fear of losing a job, pay deduction causes employee to work more. These reasons push them towards work. Two types of motives effect on human behavior, Extrinsic and Intrinsic motives. Extrinsic motivation is induced by external factors. These types of motivation arise from outside of the individual. Extrinsic motives are tangible and visible to others.

They are distributed by other peoples /organizations. Extrinsic motivators include pay, benefits, and promotion. Extrinsic rewards are usually contingency-based. These motivators are necessary to attract people into the organization and to keep them on the job. Intrinsic motivators are internally generated and are self-activated to learn, achieve, or better one-self. Intrinsic rewards include a feeling of responsibility, achievement, recognition, relationship with superiors and co-workers. A manager usually leads to the intrinsic motivation in employees by giving them a definite purpose or a goal. However, the employees need to be motivated constantly by offering them rewards or benefits i.e., through extrinsic motivation (Luthans,2002). Tep (2015) has stated that extrinsic motivation has an effect on intrinsic motivation. Extrinsic factors influence employee's internal needs and subsequent behavior.

3.3 Job Satisfaction

Job satisfaction is the individual's positive feeling towards his or her job. It has been regarded both as a general attitude, as well as satisfaction with specific dimensions of the job, such as pay, the work itself, promotion opportunities, relation with superiors and co-workers, and so on. These dimensions may interact in different ways to create a feeling of job satisfaction. Liu (2016) stated that employees who are highly satisfied with their jobs have been shown to be more productive, creative and remain within the working organization for longer periods of time. Blum (1956) defines job satisfaction as a general attitude which an employee has, consisting of several specific attitudes such as individual or personal factors, job- related factors and organizational factors or factors controllable by management. These factors are often inter-related.

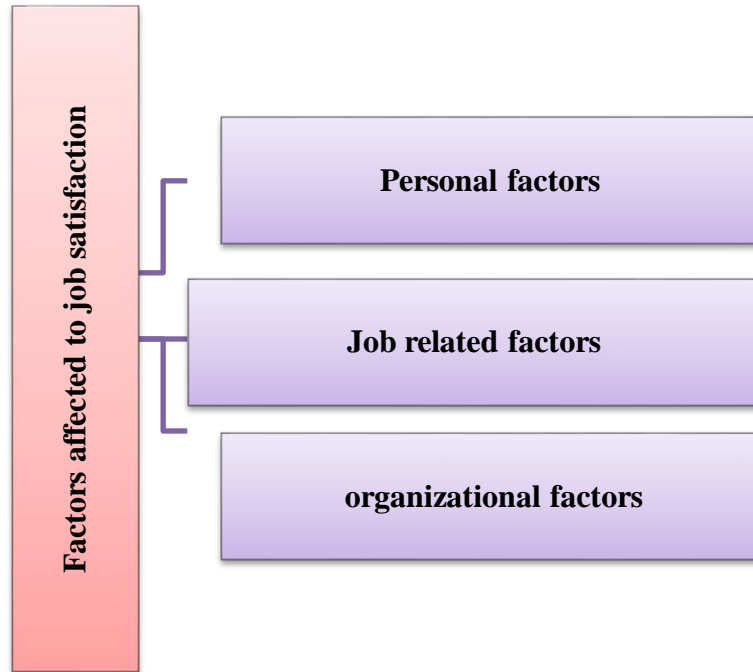


Figure 3. 2 Factors affected to job satisfaction

Personal factors include gender, age, time, education, personality, etc. Job-related factors are the type of work, status, required skill, etc. organizational factors come under two categories - monetary benefits and non-monetary benefits. All these factors give job satisfaction and motivate the employees to work better in the job. Several studies revealed that there is a positive relationship between reward/benefits and job satisfaction. An employee who performs well in his job gets adequate incentives which will lead to his job satisfaction. On the other hand, if the incentives are seen as inadequate the level of performance and job satisfaction became decrease.

There are several theories explaining motivation and job satisfaction. Such as Maslow's Need theory, Herzberg's theory, McGregor's theory X and theory Y, Locke's goal-setting theory, Alderfer's ERG theory, Adam's equity theory, McClelland's need theory, Vroom's expectancy theory, and job characteristic model. These theories help us to understand the nature of human behavior. This section deals with a brief discussion of these theories.

3.4 Theories of Motivation and Job Satisfaction

3.4.1 Maslow's Need theory

Abraham Maslow, an American Psychologist viewed the motivation of human beings as arising from a hierarchy of needs. According to him, the needs underlying human motivation can be organized in five general levels. Maslow has classified the five needs into higher and lower orders. As one need is significantly satisfied, the next need becomes dominant. Thus, needs are satisfied in a sequence. The hierarchy of five needs is as follows:

- Physiological needs
- Safety and security needs
- Social or belongingness needs
- Esteem needs
- Self-actualization needs

Physiological and safety/security needs are described as lower-order needs and social, esteem, and self-actualization as higher-order needs. This differentiation between the two orders had been made on the premise that higher-order needs are satisfied internally (within the person), whereas lower-order needs are satisfied externally (by such things as money wages, union contracts, and tenure). Lower order needs are primarily satisfied through economic rewards whereas higher-order needs are primarily satisfied through psychological and social rewards.

Maslow's need hierarchy model essentially says that satisfied needs are not as strongly motivating as unsatisfied needs.

Diagram of Maslow's Hierarchy Needs

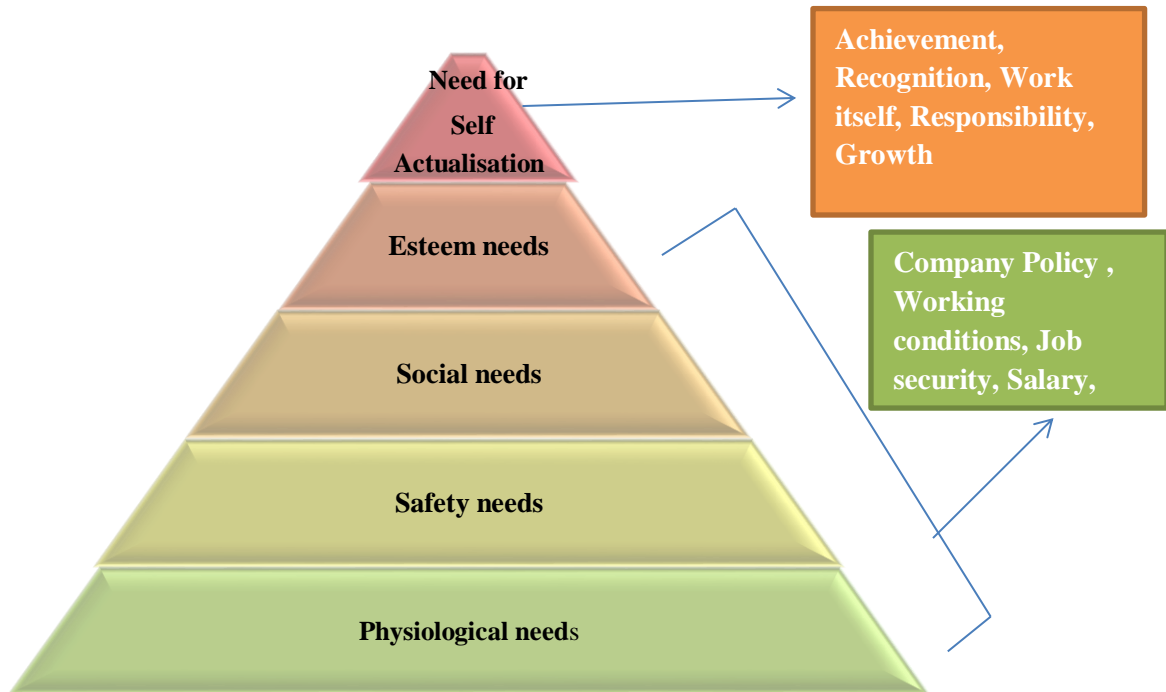


Figure 3.3 Maslow's Hierarchy Needs Model (Singh,Nirmal , 2005:153)

In the organizational context, physiological needs are represented by employees' concern for salary and basic working conditions. It is the duty of managers to ensure these needs of the employees are met so that they can be motivated to struggle for fulfillment of higher-order needs (Aswathappa,2009). Security needs include job security, salary increases, and working conditions. Managers try to satisfy these needs by offering provident funds, pension scheme, group insurance, safe working conditions. Social needs include appreciation from superior, relation with co-workers, work environment. Managers should fulfill Self-esteem needs by offering challenging work or task, performance feedback, recognition and involving the employee in the decision making and setting a goal of the organization.

3.4.2 Herzberg's theory

Frederick Herzberg carried out widespread survey to find out what gave people satisfaction at work. He categorized factors into two groups. The first group is known as "hygiene factors". These factors are wages, salary, working environment, company policy, working conditions, relation with co-workers, and job security. According to Herzberg, hygiene factors do not motivate people. But the absence of these factors leads to job dissatisfaction. The second group is known as "Motivators." These factors are related to work and are intrinsic to the job itself, these factors lead to job satisfaction and motivate employees to work efficiently. These factors are the promotional opportunity, personal growth, recognition, responsibility, and achievement. Motivation factors cannot lead to job dissatisfaction, but motivate people to work hard in their job. These factors have a positive influence on morale, satisfaction, efficiency and higher productivity. Herzberg stressed that both sets of factors are important. If hygiene factors were missing, people felt that they were being treated unfairly and this led to revenge psychology.

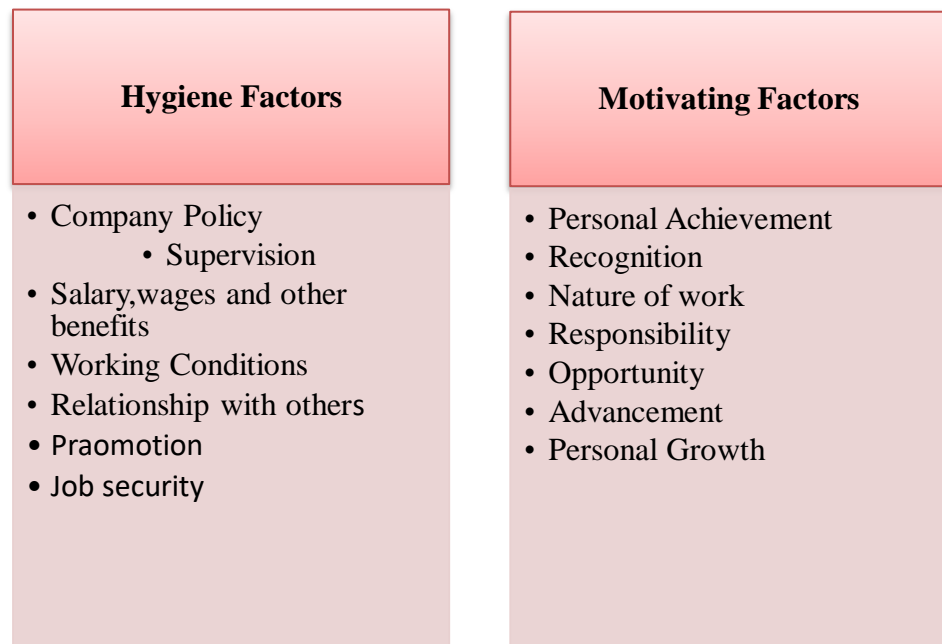


Figure 3.4 Herzberg's satisfiers and dissatisfier (Brook, Ian ,2006)

To increase motivation and job satisfaction employer should use both hygiene and motivating factors. Hygiene factors removed dissatisfaction from the mind of the employees and motivating factors creates motivation. This is the crux of the Herzberg's two factor theory.

3.4.3 Theory X and Theory Y

Douglas McGregor described theory X and theory Y in his book 'The human side of enterprise.' Douglas observed two completely opposing viewpoints of managers about their employees, one is negatively called "Theory X" and another is positive called "Theory Y". His theory is based on Maslow's hierarchical needs. He grouped the hierarchy in lower-order needs as theory X and higher-order needs as theory Y.

According to theory X, employees are lazy and avoid their work. They are unmotivated and dislike their work, they dislike responsibility. So they need to be constantly pushed to do the work. On the contrary, theory Y assumes that employees like their work; they are creative and take responsibility.

Theory X assumes that lower-order needs dominate individuals and theory Y assumes that higher-order needs dominate individuals (Davis, 1977). McGregor believed that Theory Y assumptions are more valid than Theory X. According to him, participation in decision making, good relation with co-workers, responsibility are factors that maximize an employee's job motivation. Theory Y emphasizes that growth, autonomy, and reward motivate employees. Hence the theory suggests that management should re-evaluate its thinking and focus on employee's higher needs (Ghanekar, 2002).

3.4.4 Goal Setting Theory

In the 1960s, Edwin Locke proposed the goal-setting theory of motivation. This theory is based upon the assumption that the type and challenge of the goal bring motivation in the individual. In simple words, goals indicates and give

direction to an employee regarding what needs to be done and how much efforts are required to be put in. Mishra (2003) states in the book, 'Organizational behavior and the corporate development' that goal setting creates tension in the mind of the employees, and for its satisfaction, employees perform better. Achievement of goal provides satisfaction, develops self-esteem and ambition. If the goals are clear and tend to give a clear direction to the worker, it results in improved performance. Similarly, difficult goals, once accepted, lead to higher performance. The most important element of goal setting theory is the acceptance of goals by the workers.

3.4.5 ERG Theory

Clayton Alderfer re-formed five levels of Maslow's need hierarchy into three levels namely, needs for existence, relatedness and growth, psychological security and safety needs. Alderfer clubbed basic two levels of Maslow Hierarchical needs and called them Existence needs. Relatedness needs are the needs of recognition, social status, and interpersonal connections. It is the combination of Maslow's third and fourth level of needs. In the Growth needs, there are similar contents as available in Maslow's fourth and fifth level hierarchy of needs.

Alderfer explained in his ERG theory that the importance of these three needs may vary in each individual. He argued that if the higher-level needs remain unfulfilled then the person may go back to the lower level needs. This theory suggests that organizations need to understand that an employee has several needs that must be satisfied at the same time. If the organization focuses on only one need at a time, this may not motivate the employee (Tyilana, 2005).

3.4.6 Equity theory

Adam's Equity theory is based on the following assumption-

- Perceived inequity creates a feeling of tension within individuals.
- The level of this tension reflects the magnitude and type of inequity.
- Individuals will be motivated to take steps to reduce this tension.
- The greater the extent of perceived inequity, the greater is the strength of such motivation.

The theory contains a social element in which the individual compares his inputs and outcomes to those of others. Inputs are what an individual contributes while outcome represents what an individual obtains. Inputs can be considered as efforts, skills, education, experience, and competence while outcome can be considered as salary, recognition, and status of the job (Chandan, 2005). According to Ramasodi (2010) equity theory is a process of job satisfaction that focuses on individuals' perceptions of how fairly they are treated as compared to others. This theory, therefore, imagines that people compare the ratio of their outputs to inputs with the ratio of outputs to inputs of others. This process can be shown as follows:



Fig 3.5 : Flow of Adam's Equity Theory (Chandan,2005)

According to Tyilana (2005), if employees perceive that their inputs are not rewarded fairly in comparison to others doing the same job; employees will be less motivated and therefore put fewer efforts in their jobs. In this context, the role of managers is important. They should recognize the inputs or efforts of the employees and give fair rewards. Rewards or outcomes should be fairly distributed amongst the employees.

3.4.7 McClelland's Need Theory

McClelland introduced this theory based on Maslow's hierarchical needs. According to the theory, human behavior is affected by three needs- the need for achievements, need for affiliation and need for power.

- Need for achievements – People with a high need for achievement always feel ambitious to be successful, they are challenging and self-motivated. They are always ready to put in their best efforts for excellent performance (Singh,2005) These individuals will perform better if reward is linked with their achievement.
- Need for affiliation- This type of need is closely associated with “Social-type” of personality who is sociable, friendly, cooperative and understanding. These types of people perform better in a team.
- Need for power- These people have ability to influence other peoples. According to Narsee (2012) these people are suitable for leadership role.

McClelland theory is very useful for the managers. Managers should identify the needs of the employees and motivate them according to their needs.

3.4.8 Reinforcement Theory

Reinforcement theory was proposed by B.F.Skinner and his associates. This theory is also known as “Behavioral modification theory”. It states that behavior is reinforced and controlled by external events. According to this theory, rewards must be immediate distribute to get the desired response. Otherwise, behavior that is not rewarded or punished is less likely to be repeated. This theory provides a

powerful means of analyzing controls behavior. According to Skinner organization must design its environment effectively and positively to motivate employees. This theory focuses on the external states only; it ignores the internal feelings, drives of employees.

3.4.9 Expectancy Theory

Vroom's Expectancy Theory says that employees will be motivated to use a high level of effort in their work when they believe that:

- i. Efforts will lead to a good performance appraisal
- ii. Good appraisal will lead to organizational rewards such as salary, bonus, and promotion.
- iii. Rewards will satisfy the employees' personal goals.

This theory focuses on the three relationships

- i. Effort-performance relationship – Before investing efforts, employee thinks that if maximum efforts are made, it will be considered in performance appraisal. This aspect of expectancy theory suggests that organization's performance appraisal system should be fair and unbiased. Management should recognize employee's efforts.
- ii. Performance-reward relationship- Employee believes that performing a particular task will lead to achieving a desired outcome. Hence, organization should give the rewards for good performance of the employees.
- iii. Rewards-personal goal relationship- Organization should give the types of rewards to the employee that he/she wants. If the organization gives those rewards that an employee does not want, then it is a waste of the organization's resources. It does not motivate the employees.

3.4.10 Job Characteristic Model

Hackman & Oldham developed the Job Characteristic Model. This model assumes that, internal rewards are obtained by an individual when he "learns" (knowledge of results) that he "personally" (experienced responsibility) has performed well on a task that he "cares about"(experienced meaningfulness). When these three states are present, an individual will feel good about him and perform his work well. The higher the level of these three states, the higher will be the satisfaction that an employee will experience when he performs well. This satisfaction will encourage him to keep doing well so that he can continue to experience positive feelings in the future. This will result in increased and continued intrinsic motivation. If these three states are reduced motivation will drop.

The Job Characteristic Model can be described in terms of five main dimensions, which are as follows:-

1. **Skill variety**- This is the degree to which the job contains a variety of different activities that would challenge the worker's skills and abilities.
2. **Task identity**-It is the degree to which a worker completes a particular job from beginning to end.
3. **Task significance**-It is the degree to which the job has a significant impact on the lives or work of other people either within the organization itself or in the outside environment.
4. **Autonomy**- This is the degree to which the job provides freedom, independence to the worker in the planning and execution of particular tasks.
5. **Feedback**- This is the degree to which the work performance results are communicated to the worker and he obtains direct and clear information about his performance.

According to Hackman and Oldham, all these factors can be used to enrich the jobs. Jobs can be more enriching when employees utilize multiple skills and talents instead of repeating one skill over and over again.

The job characteristics model is presented as follows:

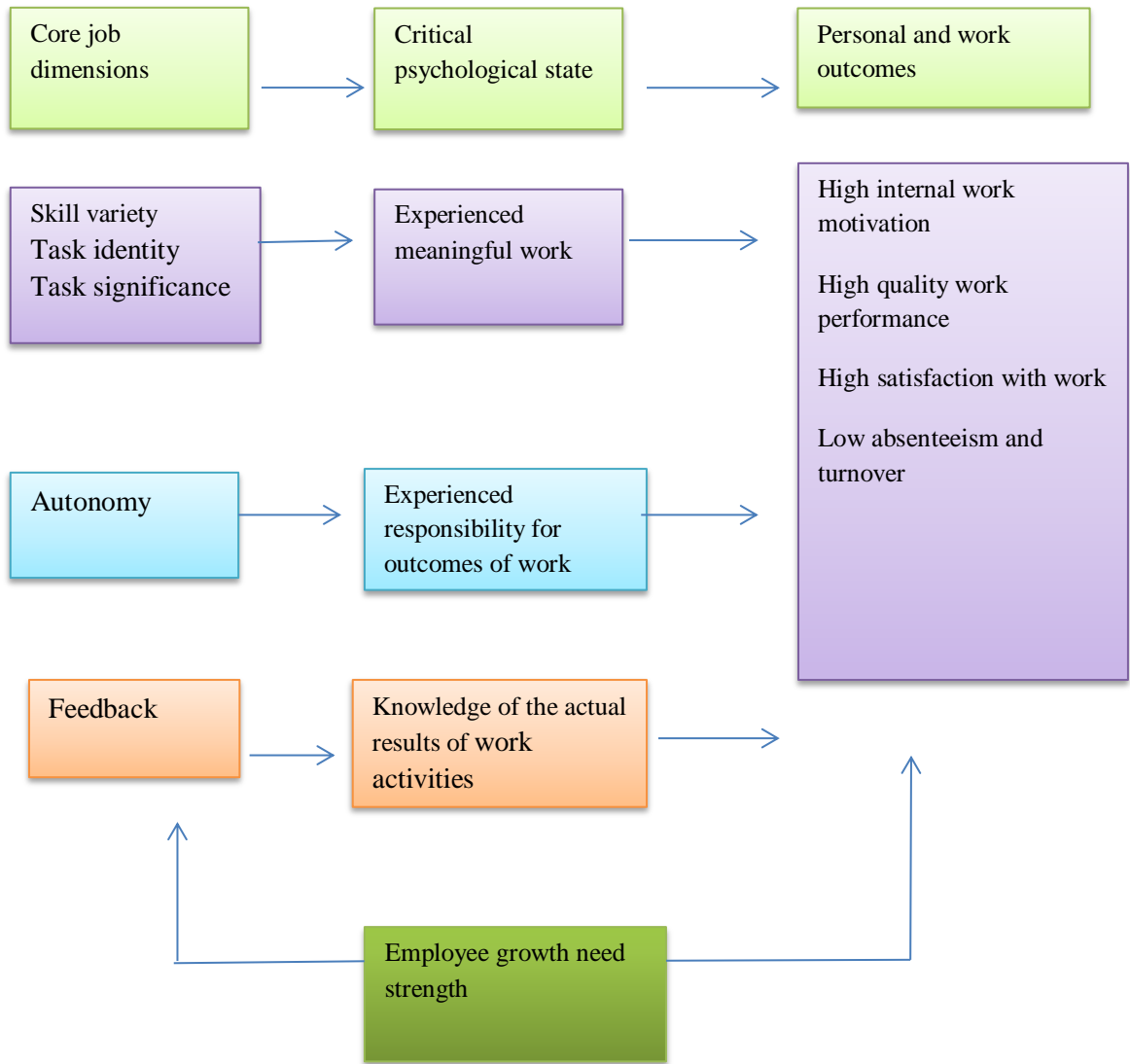


Figure 3.6 Job Characteristic Model (Hackman & Oldham ,1976, p.256)

3.5 Common factors of these theories

All motivation and job satisfaction theories are based on human needs. All these theories explain the various types of needs and their impact on human behavior. These theories are helpful for the management in motivating employees to work efficiently.

These theories of work motivation and job satisfaction can be utilized to explain why people are satisfied and dissatisfied while working in the organization. For Example- Maslow and Herzberg's theories suggest that employee would be happy if their needs are fulfilled and they would be unhappy when their needs are not fulfilled. All these needs vary in the individuals according to their thinking and the environment. According to Equity and Expectancy theory, organization should offer a fair reward system. These theories also suggest that the organization must design an interesting and challenging job for the employees, and employees' motivation level should be measured from time to time by using various techniques like questionnaire, interview, etc. Theory X and Y suggest that manager should encourage employee by providing a good working environment, giving authority, the opportunity to work hard. This theory emphasizes on factors such as teamwork, authority, opportunity and decision making that affects employee motivation and job satisfaction. Goal- setting theory helps the employee to be motivated and focus on their work. To motivate employee, goal must have clarity, challenge, commitment, feedback, and task complexity. If the employee follows these four principles they can easily access the goal.

3.6 Relationship between Motivation and Job Satisfaction

There is a positive relationship between motivation and job satisfaction. Motivation is what is believed to be behind the behavior of employees. It also regulates the performance levels. There are many motivational factors that come from within and drive the behavior of employees. These are called intrinsic motivational factors and include job satisfaction and enjoyment. Different people have different motives for doing a job. On the other hand, Satisfaction is a type of feeling when the employee completes a difficult task or job. If the job is done well the employee feels satisfied. Job satisfaction is a type of intrinsic motivation. People continue with their job even when they have no job satisfaction as long as there is motivation in the form of salary and other incentives. Job satisfaction and motivation reinforce each other, strengthen each other and promote each other. If the employee is regularly motivated, then he performs better and derives more satisfaction. According to Tep (2015) job satisfaction is the result of past events done by the employee whereas motivation is the future expectations of the employee.

3.7 Job Satisfaction of College Librarians

An academic library is a library that is attached to a higher education institution which serves two complementary purposes: to support the curriculum and to support the research of the university or college faculty and students. There are three types of academic libraries, school libraries, college libraries, and university libraries. The Association of American Colleges and the Association of American University Professors have opined that "Librarians perform a role of teaching and research as well as they educate students formally and informally, advise, assist and enable the faculty towards the scholarly pursuit. Librarians are also involved in research; many of them conduct research on professional themes and in the discharge of their duties" Chuks-Ibe (2014).

According to Encyclopedia of Library and Information science Vol.II" An academic librarian is a professionally trained person responsible for the care of a library and its contents, including the selection, processing, and organization of materials and the delivery of information, instruction, and loan services to meet the needs of its users." In the early period, the librarian was regarded as a caretaker of books. Now the role of the librarians has changed from the books storekeeper to information officers, navigators, and cybrarians who find themselves in the vast ocean of reading materials and are busy in satisfying information needs of the users. With the arrival of computers, the nature of libraries has changed dramatically. Computers are used in libraries to store, process, retrieve and disseminate information. There are tremendous changes in information resources also. E-books, e-journals, multimedia have become an essential part of the library. So the library staff should be aware of the utilization of these resources. For this, library professional requires a high degree of technical skill, efficiency, imagination, initiative, intelligence, and understanding.

The quality of library services depends upon the quality of work, in terms of knowledge, adaptability and more importantly, job satisfaction of professionals working in libraries (Esakkimuthu,2015). A Qualified librarian is a valuable part of academic libraries. These days, the status of the librarian in a college is that of a teacher and in a university that of a professor. To achieve the goal of excellence in teaching and learning process of higher education, teachers and librarians play the roles of equal importance.

Academic librarians are trained workers in the field of librarianship. They collect, preserve and transfer information to the users. They acquire new technologies and use them in their work. They also have several other responsibilities, such as preparation of library budget, a compilation of the annual report, organization of activities to increase reading habit, provision of online reference service, digitization of information sources, etc. Therefore librarians need to be motivated by giving them suitable monetary and non-monetary benefits. There are a lot of researches done on job satisfaction. Most of the studies have been

done in the field of banking and marketing and very few studies have been done in the field of education and library science. All these studies emphasis on the effect of job satisfaction on the employees in a broader term covering all aspects, such as gender, age, education, work environment, incentives, etc. In this study, the researcher focuses on the availability of monetary and non-monetary benefits and their effect on job satisfaction.

1.8 Summary

In any organization incentives are a very sensitive issue to both employer and employee. The ability of the organization to attract and motivate employees depends on how much monetary and non-monetary benefits they give to the employees. Poor salary and wages, poor working condition, work environment make employees dissatisfied and decrease productivity. Promotion, fringe benefits, and other incentives give satisfaction and motivate the employees to increase productivity. The library is the heart of the academic institute and librarian has to do multiple tasks to satisfy the users. With an increase in information technology, the librarian also has to acquire new technology and keep up to date. Therefore, job satisfaction of a librarian is very important. All the above theories are applicable to library professionals, like any other professionals. These theories tell us that the main problem lies in recognizing and satisfying the higher level of motivational needs of employees. College management should use positive motivational methods to increase the job satisfaction of librarians in order to achieve the goals of the organization.

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CHAPTER 4

DATA ANALYSIS AND HYPOTHESIS TESTING

4.1 Introduction

This chapter presents the analysis of data related to effect of monetary and non-monetary benefits on job satisfaction of the college librarians from the colleges affiliated to Pune University.

4.2 Response Rate

The responses to the survey questionnaire were entered into an excel sheet and analyzed. To test the hypotheses two sample t-test was used. The researcher targeted the sample size of 546 library heads, from which 302 filled and returned the questionnaires. This gave a response rate of 55.31%.

Table 4.1 District-wise responses

Districts	Total no of colleges	Responses received	Percent
Pune	322	184	55.31%
Nagar	98	69	
Nashik	126	49	
Total	546	302	

Out of 302 responses, 10 responses which had not been filled completely by the respondents were removed from the data set. Hence a total of 292 responses were selected as the sample making the response rate 53.47%.

Table 4.2 Response rate

Questionnaires sent	Responses received	Rejected responses	Selected as a sample	Response rate
546	302	10	292	53.47 %

The questionnaire was divided into four parts. In part one of the survey demographic information of the respondents was asked such as, the name of the college where the respondents were working, year of the establishment, the status of the college, qualification of the respondents, designation, nature of the appointment, experience, etc.

Part two was related to monetary benefits, which consists of 6 questions. In this section, some basic monetary benefits were listed and the respondents were asked to select the benefits available in their colleges and also asked to give the preferences using 4 point Likert scale. In this section, some questions were asked on performance appraisal.

Part three in the survey questionnaire consisted of questions related to non-monetary benefits such as, the non-monetary benefits available in the colleges, preferences of respondents according to their importance, etc. To measure the importance of non-monetary benefits, 4 point Likert scale was used. Questions were also designed to know the type of appreciation respondents desired from their colleges, and their perception of their social status.

Part four of the questionnaire was related to job satisfaction. Respondents were asked to indicate their level of agreement/disagreement with regards to some statements compiled with respect to monetary and non-monetary benefits and their relation to job satisfaction. A mix of positive and negative statements was given in order to ensure that respondents are alert and choose the option in an informed manner.

Question no.23 was formulated to find which types of benefits respondents want to be introduced in their colleges.

Question no.24 was open-ended. Respondents were asked to write about the benefits they wish to be provided by their colleges, which might not be listed in this questionnaire.

4.3.1 Background Information

- **Year of Establishment of colleges (Q.1 and Q.2)**

Q.no 1 and 2 asked for where the respondents are working, the name of the college and year of establishment of the college. The colleges were categorized on the basis of their year of establishment. The collected data revealed that Maharaja Jivajirao Shinde College and Shri Chhatrapati Shivaji Mahavidyalaya from Ahmednagar were the oldest colleges from the sample, established in 1882. Deccan Education Society's Fergusson College from Pune was established in 1885 followed by S.P.College from Pune, established in 1916. In Nasik district, Annasaheb Awate College was the oldest college, established in 1966.

Table 4.3 Year wise distribution of colleges

Year of Establishment	Number of Colleges	Percent	Cumulative Percent
1880-1947	12	4	4
1948-1960	3	1	5
1961-1970	37	13	18
1971-1980	29	10	28
1981-1990	46	16	44
1991-2000	62	21	65
2001-2008	103	35	100
Total	292	100	

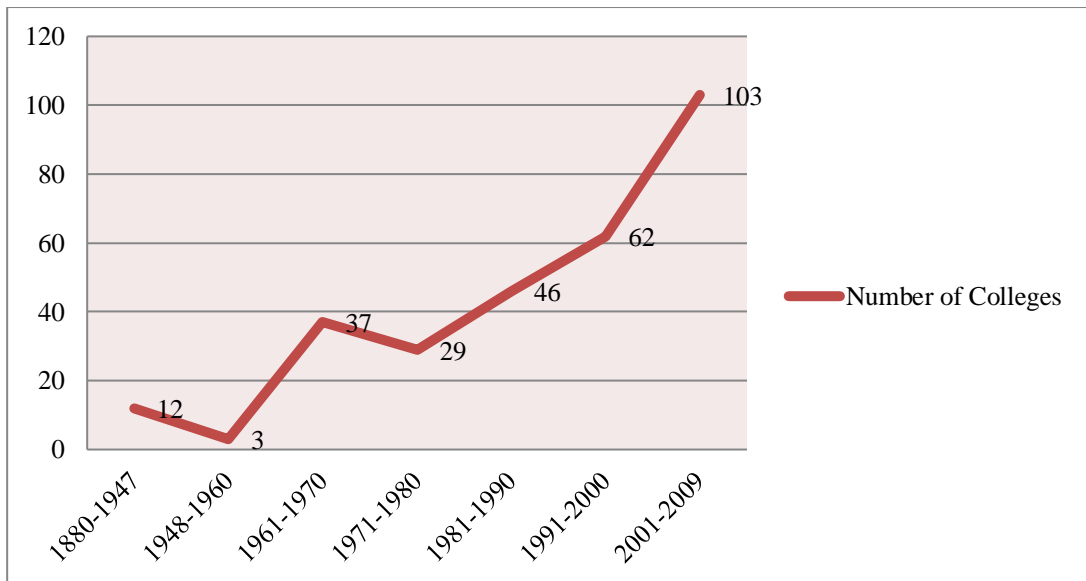


Figure 4.1 Year wise distribution of colleges

Observation: Figure 4.1 depicts that during 1880 to 1947, 12 colleges were established in the state of Maharashtra. After the establishment of Pune University (1949), most of the colleges started under the Pune University in three districts, Pune, Nagar, and Nashik. Till the end of the year 1990, total of 115 colleges were affiliated to Pune University. During the year 1991 to 2009 total 165 of colleges were established under the umbrella of Pune University.

- **Status of the Colleges (Q.3)**

The colleges are differentiated on the basis of funds received from the government. Those colleges that received funds from the government are known as aided colleges, whereas colleges that do not get funds from the government are called non-aided colleges.

Table 4.4 Status of the Colleges

Status	Pune	Nagar	Nashik	Total	Percent
Aided	33	13	18	64	22
Non- aided	148	56	24	228	78
Total	181	69	42	292	100

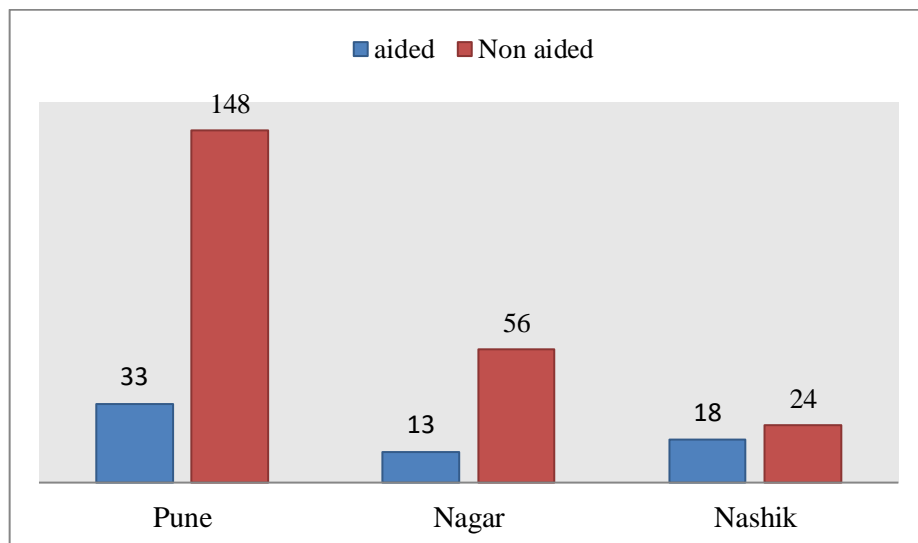


Figure 4.2 Status of the College

Observation: Out of 292 colleges, 64 (22%) were aided and 228 (78%) were non-aided. it was also found that in Pune district 33 colleges were aided and 148 colleges were non-aided colleges. In the Nagar district 13 were aided and 56 were non-aided colleges. In Nashik district, 18were aided and 24 were non-aided colleges.

- **Colleges Accredited by NAAC (Q.no.4)**

Accreditation is a process of voluntary evaluation in which colleges, universities and other institutions of higher education are evaluated. The standards for accreditation are set by a peer review board whose members include faculty from various accredited colleges and universities. The University Grants Commission (UGC), through a gazette notification dated 19 January 2013, has made it mandatory for Higher Educational Institutions (HEIs) to undergo accreditation. Accreditation helps the colleges to generate funds and also supports in increasing student intake. Accredited colleges get sufficient finance from different agencies. So, they are able to appoint staff and issue payment as per the UGC norms

Table 4.5 Accreditation status of colleges

Status	Accredited colleges	Non-accredited Colleges
Pune	140	41
Nagar	54	15
Nashik	32	10
Total	226(77%)	66(23%)

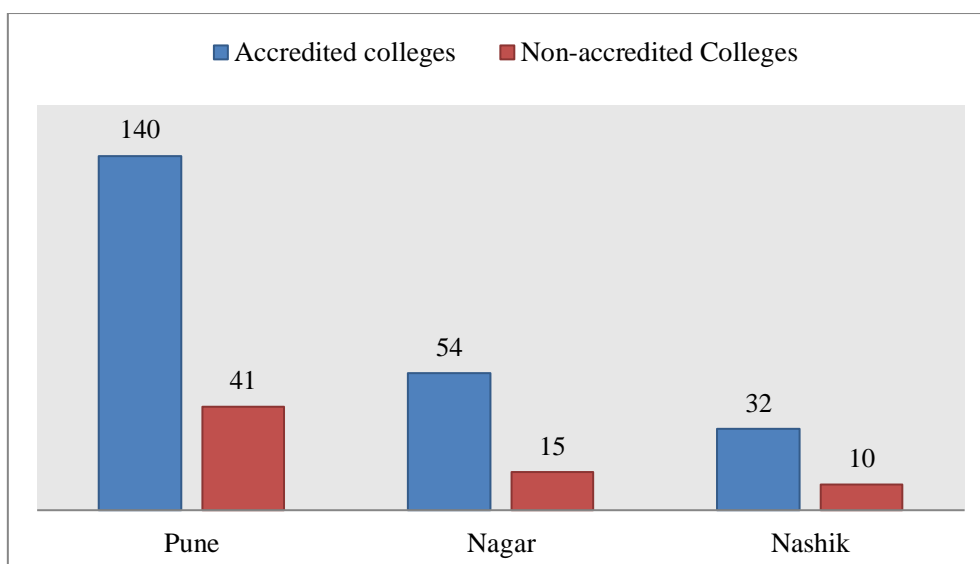


Figure 4.3 Accreditation status of colleges

Observation: It could be seen from table 4.5 that 77% (226) of colleges were accredited by NAAC, whereas 23% (66) of colleges were non-accredited. Out of 226 accredited colleges, 140 are from Pune, 54 are from Nagar and 32 are from Nashik District.

- **Grade of NAAC Accredited Colleges (Q.5)**

NAAC grades the colleges on the basis of their performance. Colleges or Institutions which secure a cumulative grade point average (CGPA) greater than 1.50 are accredited and given grades. 'A' is the highest grade and considered excellent. 'B' considered as very good, 'C' considered as a satisfactory performance by colleges and 'D' grade means unsatisfactory performance by colleges or institutions and they do not receive accreditation.

*(*NAAC has changed their grading pattern from 1st July 2016. As per the revised grading system, Higher Education Institutions are awarded eight types of letter grades viz. A++, A+, A, B++, B+, B, C and D(naac.gov.in). The questionnaire was prepared and distributed before the new grading system was introduced. The analysis has been done as per the old grading system.)*

Table 4.6 Grade wise accreditation of colleges

NAAC Grade	Number of Colleges	Percent	Cumulative Percent
A Grade	83	28	28
B Grade	126	43	71
C Grade	17	6	77
D Grade(Not Accredited)	66	23	100
Total	292	100	

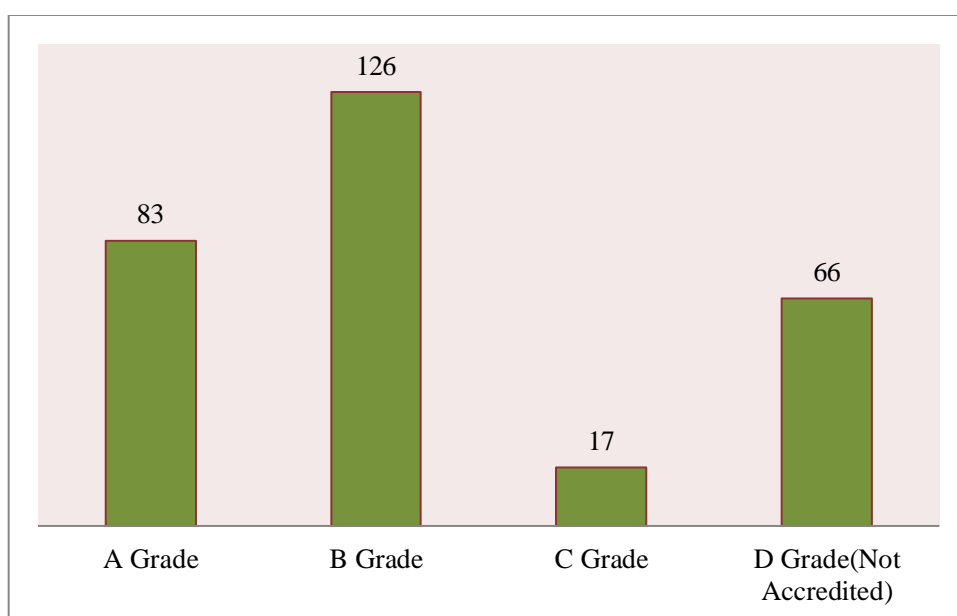


Figure 4.4 NAAC Accredited Grade

Observation: Figure 4.4 depicts that 83 (28%) Colleges/Institutions accredited ‘A’ grade by NAAC, 126 (43%) Colleges/Institutions accredited ‘B’ grade followed by 17 (6%) Colleges/Institutions accredited ‘C’ grade by NAAC and 66 (23%) Colleges/Institutions were not accredited. Cumulated data from table 2.6 shows that out of 292 colleges, 226 (77%) colleges received accreditation by NAAC.

- **Official designation of the librarian (Q.6)**

Table 4.7 Official designation of the librarian

Designation	Number of Respondents	Percent
Senior Librarian	13	4
Librarian	253	87
Assistant Librarian	26	9
Total	292	100

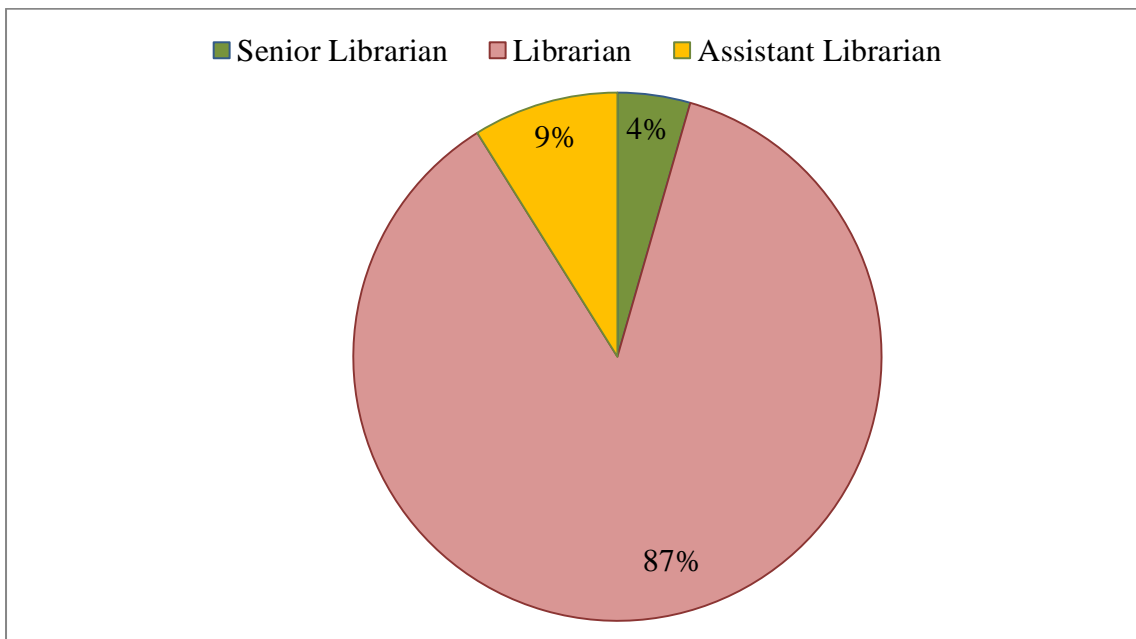


Figure 4.5 Official designation of the librarian

Observation: According to the table no 4.7, 253 (87%) respondents were working in the post of Librarian while 13(4%) were working in the post of Senior Librarian and 26 (9%) respondents mentioned their post as Assistant Librarian. The above data shows that most of the respondents were librarians.

- **Nature of appointment of the librarians (Q.7)**

Table No 4.8 Nature of appointment of the librarians

Nature of appointment	Number of Respondents	Percent
UGC approved	215	74
Adhoc/Contract	77	26
Total	292	100

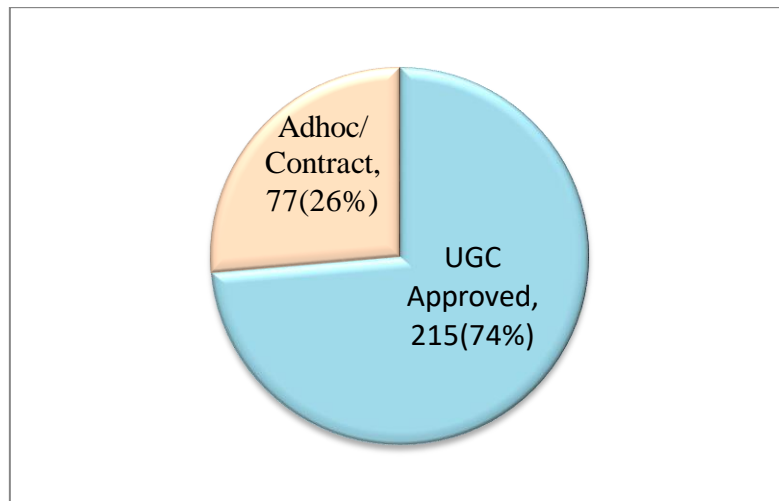


Figure 4.6 Nature of appointment of the librarian

Observation: 215 (74%) respondents were working on UGC approved post while 77(26%) were appointed on Adhoc/Contract basis. UGC approved post can directly get the benefits such as salary, leaves, various allowances, and other facilities. This would provide a positive effect on motivation and job satisfaction of the employees working in the academic institutions.

Table 4.9 Accreditation status of the colleges and nature of appointment of the respondents

Status of Colleges	Nature of Appointment of the respondents	
	UGC Approved	Adhoc/Contract
Accredited Colleges (226)	189	37
Non-accredited Colleges (66)	26	40
Total	215	77

Observation: One of the required criteria for the accreditation is that a librarian should be appointed in the colleges. When this data was compared with the accreditation status of the colleges, it was found that most of the colleges 226(77%) accredited by NAAC had appointed librarians having UGC approval.

- Total work experience (Q.8)

Table 4.10 Total work experience of Librarian

Years of Experience	Number of Respondents	Percent	Cumulative Percent
Up to 5 years	66	22	22
6-10 years	122	42	64
11-15 years	58	20	84
16 years & above	46	16	100
Total	292	100	

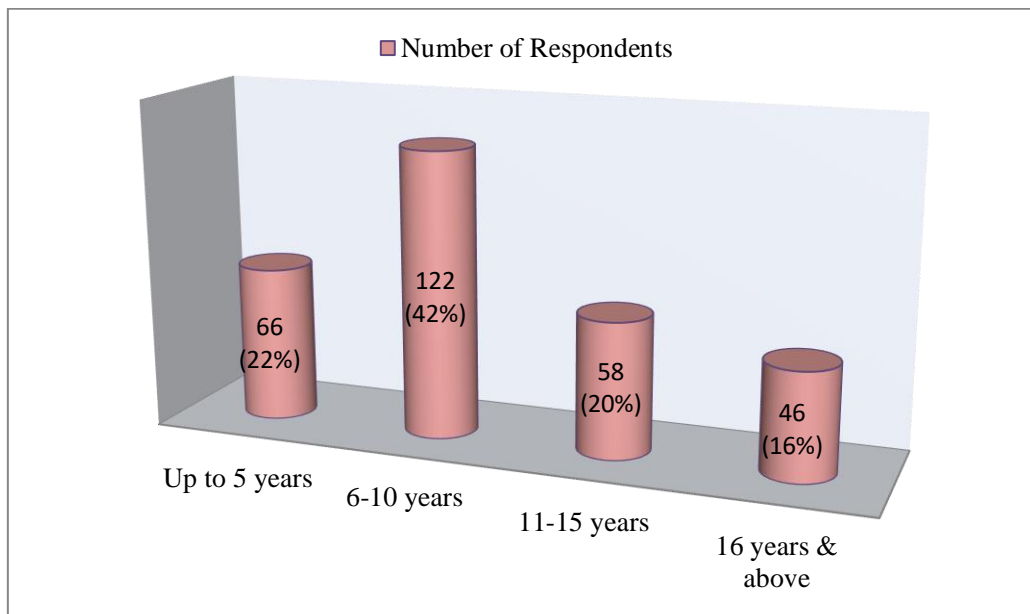


Figure 4.7 Total work experience of Librarian

Observation: 122 (42%) respondents have 6 to 10 years of work experience, 58 (20%) respondents have 11 to 15 years of work experience and 46 (16%) respondents have work experience more than 16 years. 66 (22%) respondents having less work experience (Up to 5 years). The result shows 78% of the library professionals have work experience of more than 5 years.

- **Total work experience in the current Institute. (Q.9)**

Table 4.11 Work experience in the current Institute

Years of Experience	Number of Respondents	Percent	Cumulative Percent
Up to 2 years	44	15	15
3-5 years	92	32	47
6-8 years	86	29	76
9 years & above	70	24	100
Total	292	100	

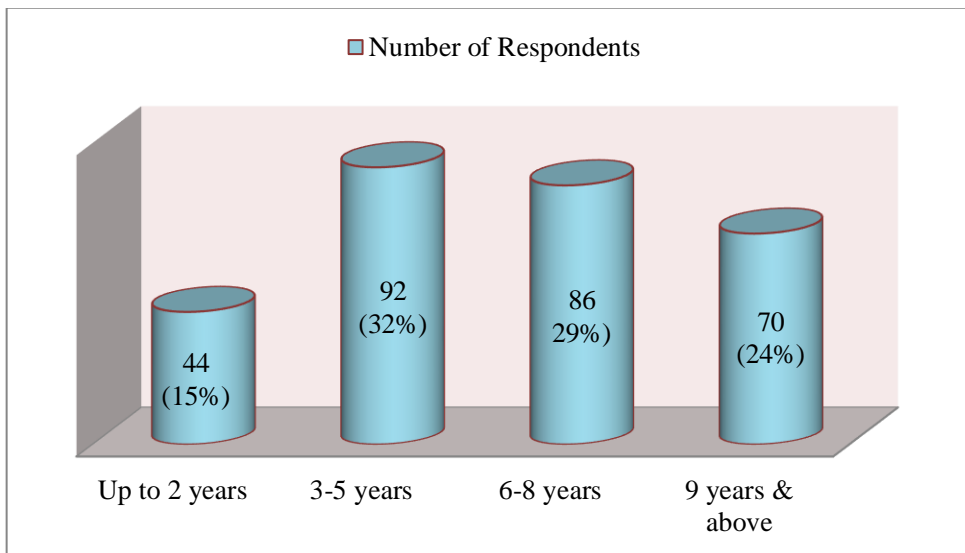


Figure 4.8 Total work experiences in the current Institute

Observation: The above figure 4.8 shows that 92(32%) respondents have 3 to 5 years of work experience in the current institutes. 86 (29%) respondents having experience in present institute for about 6 to 8 years. 70 (24%) having 9 years and above work experience in current institutions whereas the respondents having less than two years of work experience in present institutes are 44 (15%). According to the cumulative data, nearly half of the respondents have

more than 6 years' experience in the current institution, which indicates stability of tenure, an important contributor to motivation and job satisfaction.

- **Educational Qualifications of the Librarian in LIS field (Q.10)**

Table 4.12 Educational Qualifications of the Librarian in LIS field

Educational Qualification	Number of Respondents	Percent	Cumulative Percent
MLIS	202	69	69
M.Phil.	44	15	84
PhD	46	16	100
Total	292	100	

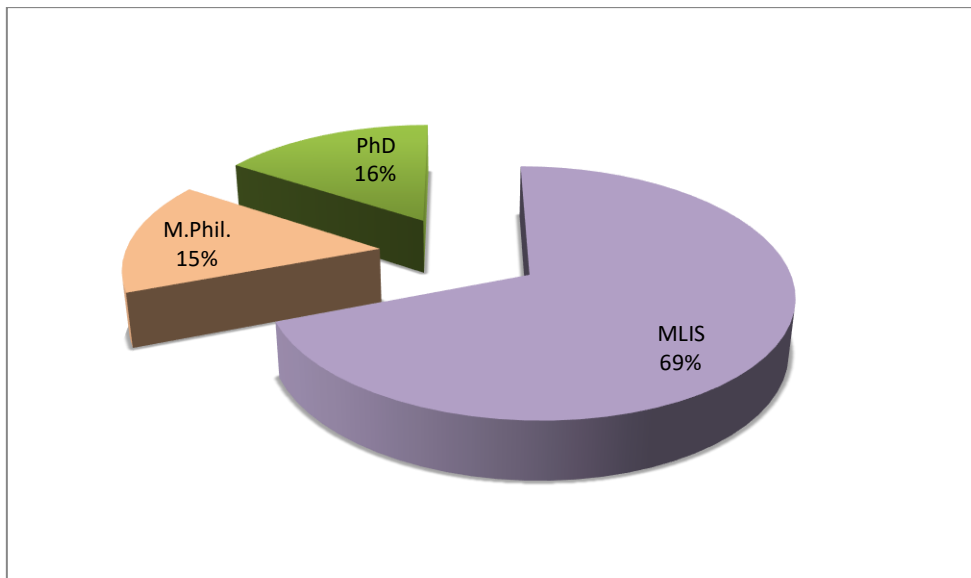


Figure 4.9 Educational Qualifications of the Librarian in LIS field

Observation: In the surveyed colleges 69% (202) of respondents had a master's degree in LIS field. 15% (44) of respondents had M Phil degree, while 16% (46) of respondents have been awarded Ph.D. The minimum qualification required for working in the post of librarian, and assistant librarian is Masters in Library and Information Science. According to the above data, all the respondents fulfilled the basic qualification requirement.

- **Examination Qualified by the Librarian (Q.11)**

SET (State Level Eligibility Test) is conducted by State Government or State Agencies and NET (National Eligibility Test) is conducted by UGC. SET or NET exam qualified candidates are eligible for the post of assistant professor and librarian.

Table 4.13 Examination Qualified by the Librarian

Educational Qualification	Number of Respondents	Percent
NET	100	34
SET	66	23
Both	21	7
Neither	105	36
Total	292	100

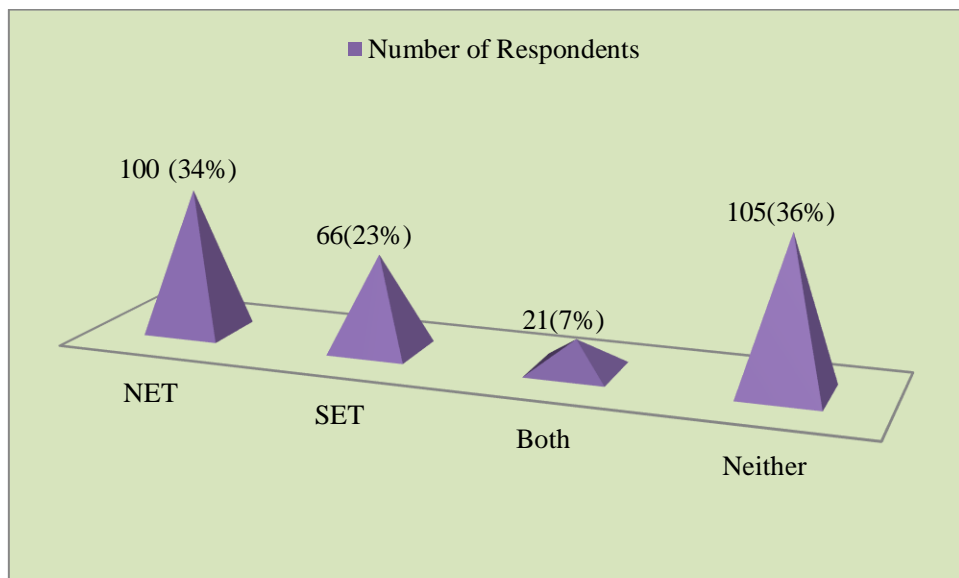


Figure 4.10 Examination Qualified by the Librarian

Observation: The above table depicts that the professional eligibility qualification NET is held by 34% (100), SET has been qualified by 23% (66) and 7% (21) have qualified both SET and NET exam. 36% (105) of library professionals have not qualified either SET or NET examination and as per the norms, are not eligible for the post of librarian. The total number of qualified respondents was 187 (64%). When this result was compared to their nature of appointment and work experience, it was found that 167 respondents are working on UGC approved post and have work experience of more than 6 years and remaining 20 are working on Adhoc basis and have experience of less than 5 years.

When the job status and total work experience of non-qualified (SET or NET exam) respondents was checked, it was found that 55 respondents are working on Adhoc basis and have experience of 6 -10 years. 50 respondents are working on UGC approved post and have total work experience more than 10 years and have up to 9 years' experience in the current institution. It was also found that 17 respondents are Ph.D. holders and 21 have M.Phil. Degree. They have not qualified UGC NET or SET examination, though they are working on UGC approved post and have experience of more than 10 years.

4.3.2 Monetary Benefits

Part two of the questionnaire was aimed to find information about the monetary benefits provided by the colleges and the preferences given by the respondents to different monetary benefits.

- **Which Monetary Benefits are available in your college?(Q.12)**

To find out the monetary benefits available in the colleges, researcher formulated a list of benefits through literature search, own experience and discussion with experienced library professionals. Total 12 benefits were listed and respondents were asked to select the benefits available in their colleges. ‘Salary or wages ‘this monetary benefit was not included in the list because it is provided universally to all employees.

Table 4.14 Monetary Benefits available in the colleges

Monetary Benefits	Yes	Percent	No	Percent
Festival advance	48	16	244	84
Salary Increment	271	93	21	7
Promotion	196	67	96	33
Leaves(Medical, Earn , Child care leave, Maternity /Paternity)	201	69	91	31
On duty leave	196	67	96	33
Leave for research	112	38	180	62
Provident fund	220	75	72	25
Gratuity	97	33	195	67
Allowances	107	37	185	63
Increment	228	78	64	22
Pension	71	24	221	76
Monetary rewards and recognition	97	33	195	67

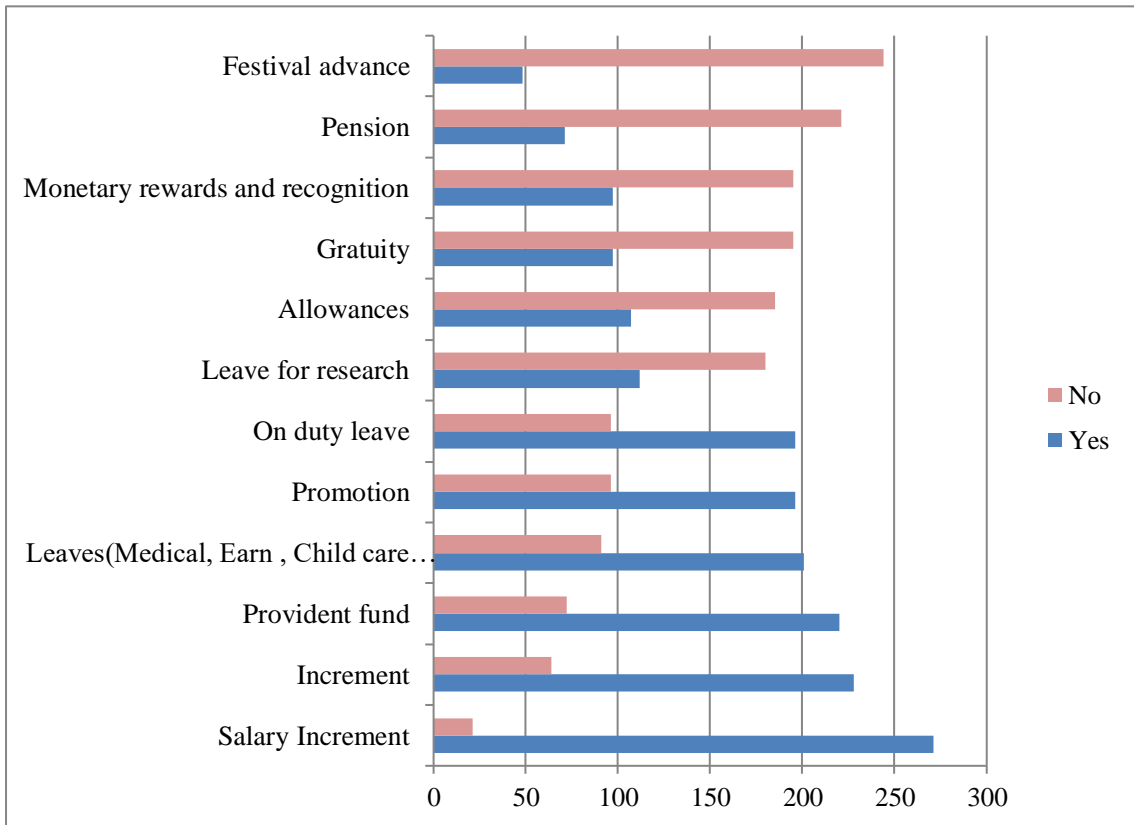


Figure 4.11 Monetary Benefits available in the colleges

Observation: Table no 4.11 demonstrate that majority of the respondents (93%) agreed that organizations provide them salary increment. Increment in salary after obtaining a higher qualification was selected by 228(78%). Provident fund 220 (75%) is in the third place. Various leaves (Medical, Earn, Child care leave, Maternity /Paternity) were selected as available by 201 (69 %) respondents. On duty leave and promotion got 196 (67 %) weightage. The above table shows that the majority of the colleges were providing monetary benefits such as salary increment, promotion, various leaves (Medical, Earn, Child care leave, Maternity /Paternity), on duty leave, provident fund and increment after obtaining a higher qualification. Very few colleges are offering Festival advance or festival advances (16%) and pension (24%). Less than 40% of colleges are giving leave for research, gratuity, allowances and monetary rewards and recognition.

Table 4.15 Availability of monetary benefits and status of colleges

Monetary Benefits	Benefits available in the colleges	Aided colleges (Total no 64)	Non-aided colleges (Total no 228)
Festival advance	48 (16%)	40	8
Salary Increment	271(93%)	64	207
Promotion	196(67%)	64	132
Leaves(Medical, Earn , Child care leave, Maternity /Paternity)	201(69%)	64	137
On duty leave	196(67%)	64	132
Leave for research	112(38%)	64	48
Provident fund	220(75%)	64	156
Gratuity	97(33%)	64	33
Allowances	107(37%)	64	43
Increment	228(78%)	64	164
Pension	71(24%)	58	13
Monetary rewards and recognition	97(33%)	55	42

Observation: When the result was compared with the financial status of the colleges it was found that employees working in aided colleges get maximum monetary benefits. Whereas employees working in private or non-aided colleges

do not get some benefits i.e. festival advance, leave for research, gratuity, allowances, pension, and rewards & recognition.

- **Please indicate the extent to which you think the following Monetary benefits are important with regards to job satisfaction (Q.13)**

Question no.13 was asked to the respondents to know about their preferences for the monetary benefits they wish their colleges to provide. Likert scale was used and respondents were asked to give their answers on a 1 to 4 scale. (1= unimportant, 2 = less important, 3 =important and 4 = very important.)

Table 4.16 Importance of Monetary Benefits with Respect to Job Satisfaction

Monetary Benefits	Unimportant	Less-important	Important	Very important	Mean
Salary/ Wages	2(1%)	3(1%)	61(21%)	226(77%)	3.75
Festival advance	33(12%)	3(1%)	105(40%)	124(47%)	2.91
Salary increment	4 (2%)	1(1%)	97(32%)	190(65%)	3.61
Promotion (Career advancement)	11(4%)	1(2%)	106(35%)	174(60%)	3.51
Various Leaves	6(2%)	18(6%)	158(54%)	110(38%)	3.27
On duty leave	6(2%)	29(10%)	163(56%)	94(32%)	3.18
Leave for research	10(3%)	19(7%)	151(52%)	112(38%)	3.25
Provident fund	8(3%)	9(3%)	100(34%)	175(60%)	3.51
Gratuity	12(4%)	21(7%)	121(42%)	138(47%)	3.31
Allowances	8(3%)	37(12%)	131(45%)	116(40%)	3.21
Increment after obtaining a higher qualification	11(4%)	8(3%)	104(35%)	169(58%)	3.47
Pension	13(5%)	7(2%)	96(33%)	176(60%)	3.48
Rewards & Recognition	7(2%)	18(6%)	127(44%)	140(48%)	3.36

The mean ranking of the different monetary benefits is shown in the below figure.

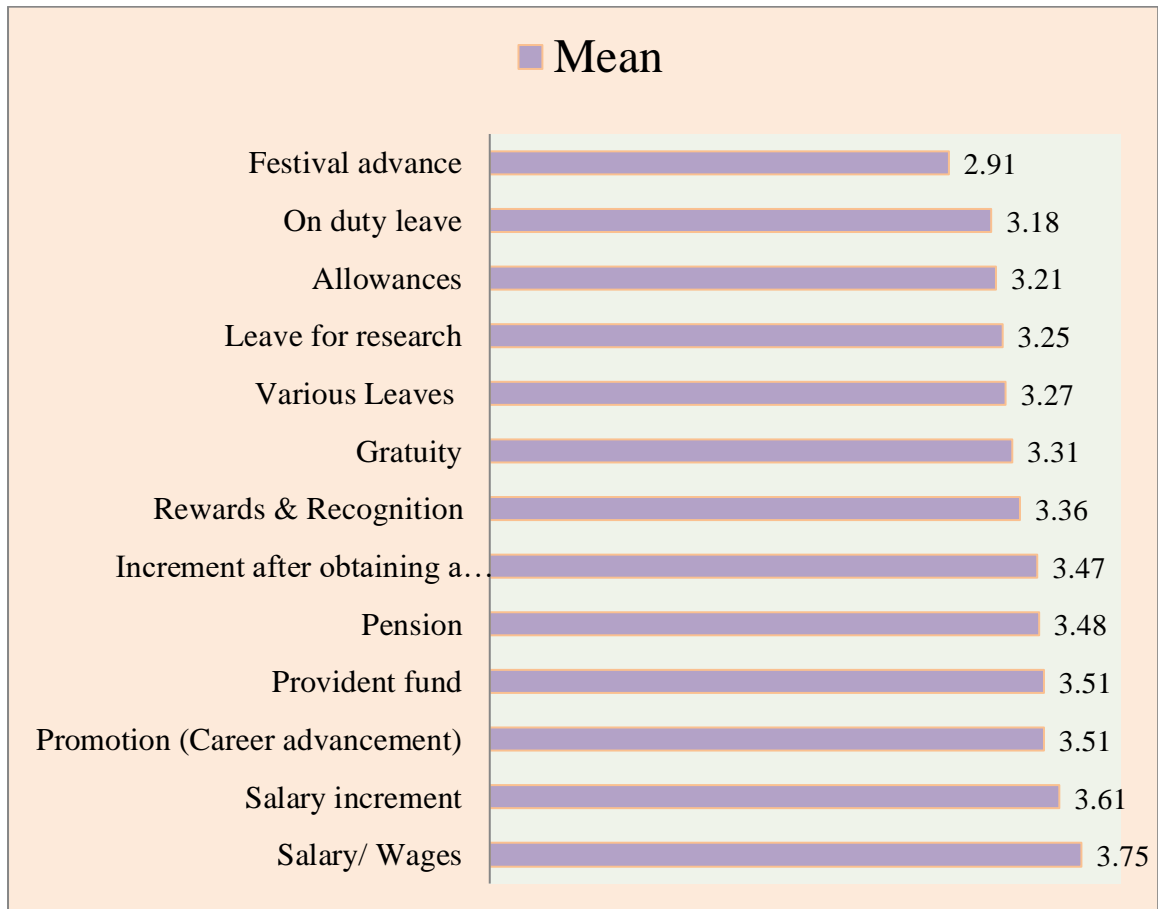


Figure 4.12 Importance of monetary benefits as per Mean

Observation: Considering the monetary benefit with regards to job satisfaction, according to the mean score given to each monetary benefit by the respondents, salary or wages and increment in salary both have mean score more than 3.5. Majority of the respondents have been given high preferences to both the benefits. Other benefits such as promotion, provident fund, pension, increment after obtaining the higher qualification, rewards and recognition, gratuity, various leaves, leave for research, allowances and on duty leave have mean score between 3 to 3.5. The less preference is given to the festival advance (mean=2.91), but it is nearer to the 3. This means that it is also important monetary benefits with regards to job satisfaction of the employees.

When this result was compared to the job status and year of experience of the respondents it was found that, both the respondents, those having less

experience and working on adhoc basis and those having more work experience and working on approved post preferred maximum monetary benefits.

- **Do you receive any increment in your salary after Performance Appraisal?(Q.14)**

Performance appraisal is one of the important tools that help the management in evaluating the performance of the employees. It is directly linked to the salary of the employees.

Table 4.17 Received salary increment after Performance Appraisal

Response	Number of Respondents	Percent
Yes	103	35
No	189	65

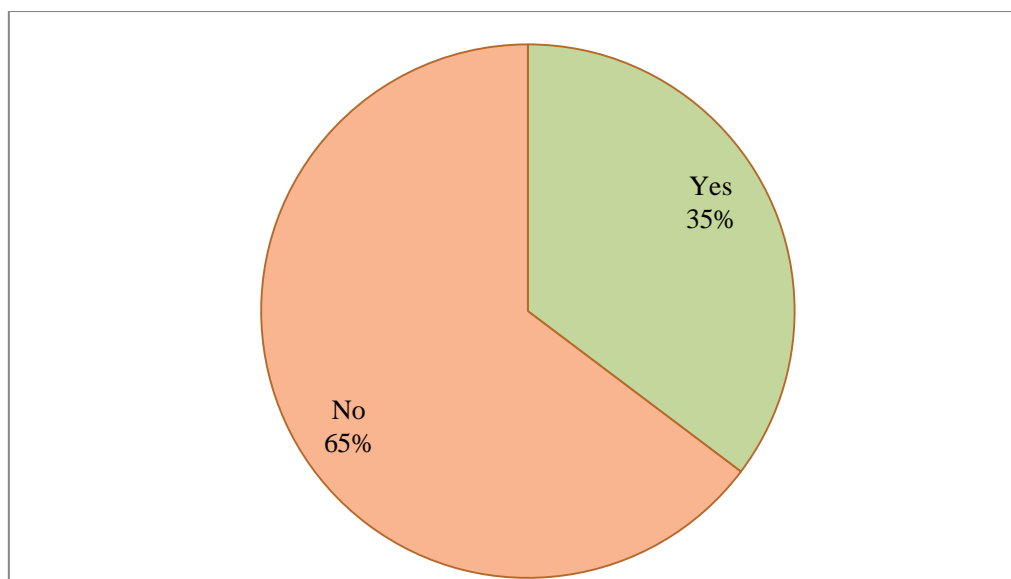


Figure 4.13 Received salary increment after Performance Appraisal

Observation: According to the figure 4.13, majority of the respondents (65%) mentioned that they did not receive any increment in their salary after performance appraisal. Only 35% of respondents received an increment in their salary after performance appraisal.

When this result was correlated with the status of the colleges and nature of appointment of the library heads, it was found that out of 103 respondents, 64 are from aided colleges and have UGC approval. Remaining are working in non-aided but NAAC accredited colleges and have UGC approval.

The result revealed from the above data that all the aided colleges providing increment after Performance Appraisal to their library heads and all library heads from these aided colleges are working on UGC approved post. It was also found that most of the private or non-aided colleges do not follow this system in their colleges.

- Do you think performance Appraisal helps to motivate the employees?(Q.15)

This research question helped the researcher to find the relationship between Performance Appraisal and motivation.

Table 4.18 Performance Appraisal helps to motivate the Employees

Response	Number of Respondents	Percent
Yes	255	87
No	37	13
Total	292	100

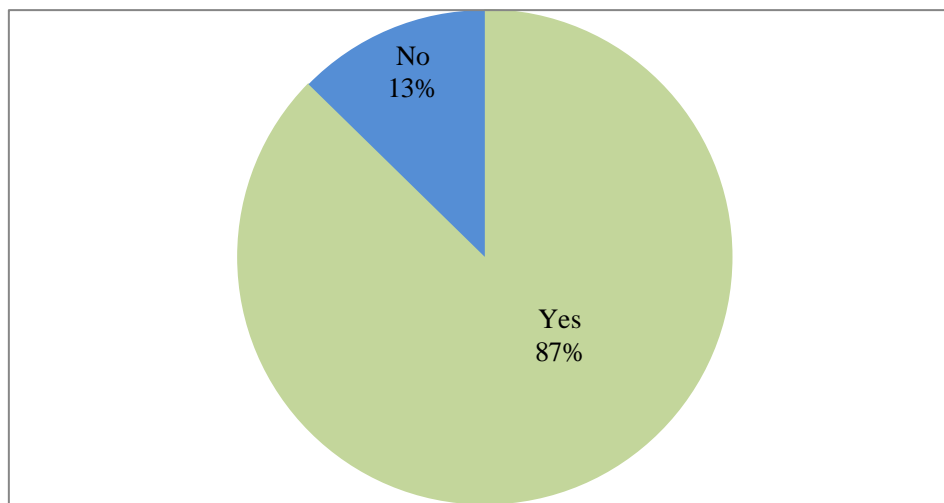


Figure 4.14 Performance Appraisal helps to motivate the Employees

Observation: Figure 4.14 shows that majority of respondents (87%) felt that the performance appraisal helps to motivate the employees. As per the table 4.16, 65% respondents have not received an increment, yet the majority of the respondents believed that Performance Appraisal motivates them. The college administration needs to take cognizance of the majority of librarians who

believe that performance appraisal motivates them and take measures to provide an increment.

- **In your opinion has performance appraisal improved your performance?(Q.16)**

To find out the opinion of the respondents regarding the performance appraisal helps to improve the performance, this question was designed.

Table 4.19 Performance Appraisal improved performance

Response	Number of Respondents	Percent
Yes	260	89
No	32	11
Total	292	100

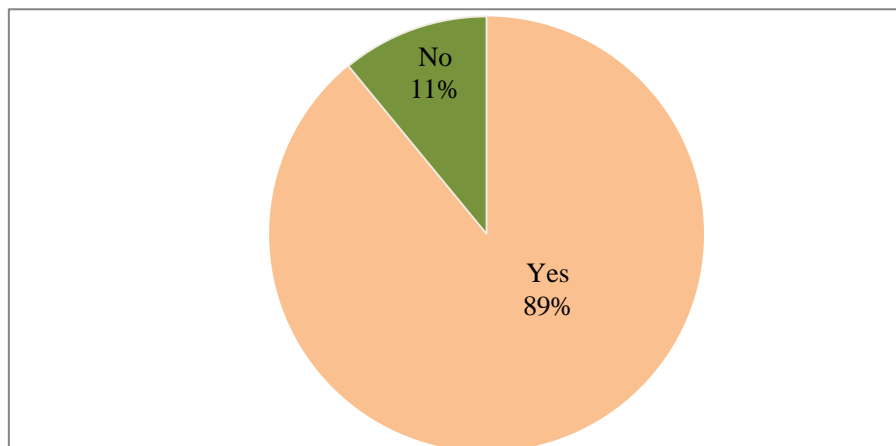


Figure 4.15 Performance Appraisal improved performance

Observation: According to the figure 4.15, most of the respondents (89%) agreed that Performance Appraisal contributes to improving performance. 32(11%) did not think that performance appraisal improves performance.

- **In order to improve API Score through Performance Appraisal which following activities are undertaken by you.(Q.17)**

Performance Appraisal is conducted to gain an annual insight into the performance level of the employees based on some parameters. These parameters are listed in the questionnaire and respondents were asked to select the activities they have participated in.

Table 4.20 Activities undertaken by employees to improve API score

Activities	Yes	Percent	No	Percent
Student related co-curricular activities	268	92	24	8
Library-literary work through different channels (Organization workshop, seminars etc)	225	71	67	23
Management of the library units and institution through participation in library and administrative committees and responsibilities	181	62	111	38
Participation in seminars, conferences, workshops (at least one week duration needed)	230	79	62	21
Research paper presented in Seminar & Conferences	209	72	83	28
Chapter or Book Written	87	30	205	70
Guest lecture	114	39	178	61
Minor/Major research project	109	37	183	63
Membership of associations	179	62	113	39

Observation: Table 4.20 depicts that most of the respondents 268(92%) agreed that they were doing student-related co-curricular activities (e.g. Reading club, writing competition, etc). These activities, though not given in the syllabus are important for the overall development of students. Whereas, 67(23%)

respondents were either not taking initiative in such activities or their college management was not supporting them to organize activities.

181(62%) respondents agreed that they were participating in the management of library units and institutions. 230(79%) respondents have participated in seminar and workshops which is important to update knowledge related to subject and are helping to increase API score. 209(72%) respondents have presented their papers in journals and seminars/ conferences, which is mandatory for teachers and librarians. Followed by 83 (28%) respondents had not published or presented papers. When this result was compared to the status of the job of the respondents it was found that the respondents who have not published or presented papers were working on Adhoc Basis. Like publishing a paper or presenting it in conference/seminar, it is also recommended by UGC that the teaching staff should write a book or a chapter of a book on their subject. According to the above table, only 87(30%) respondents contributed to writing books or chapter of a book. Majority of the respondents 205(70%) had not written a book or chapter of a book in their subject areas.

4.3.3 Non-Monetary Benefits

By referring various resources and after discussion with experienced library professionals, the list of non-monetary benefits that could contribute to job satisfaction of librarians was prepared. Total 18 benefits were listed and respondents were asked to select the benefits available in their colleges.

- **Which Non-Monetary Benefits are available in your college (Q.18)**

Table 4.21 Availability of non-monetary benefits in colleges

Non-Monetary Benefits	Yes	Percent	No	Percent
Healthy work atmosphere	253	87	39	13
Autonomy in work	222	76	69	24
Authority	223	76	69	24
Participation in decision making	207	71	85	29
Freedom to give suggestion	231	79	61	21
Variety of tasks & responsibilities	216	74	76	26
Proper job description	178	61	114	39
Guidance from the superiors	214	73	78	27
Appreciation from superior	173	59	119	41
Respect from the library users	269	92	23	8
Modern facilities (such as Internet facility, library software etc.)	255	87	37	13
Promotion/Career progression	143	49	149	51
Growth opportunities (e.g. Training)	150	51	142	49
Flexible working hours	108	37	184	63
Relations with co-workers	244	84	48	16
Intellectual and administrative help in research work	130	44	162	56
Job security	171	59	121	41
Social status	234	80	58	20

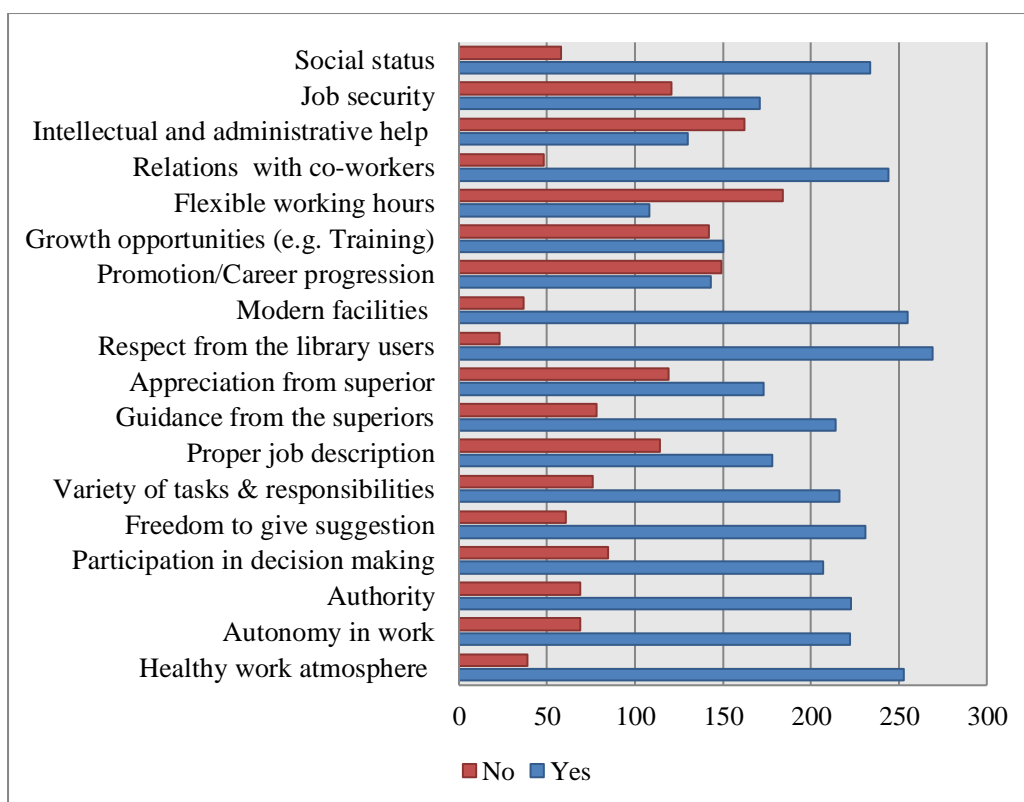


Figure 4.16 Availability of non-monetary benefits in colleges

Observation: Table 4.21, illustrates the availability of non-monetary benefits in colleges. The highest weightage was given to the benefit, ‘respect from library users’, chosen by 92% of respondents. Healthy work atmosphere, relation with coworkers and social status got weightage between 80 to 87%. Freedom to give suggestions, authority, autonomy in work, variety of task and responsibility, guidance from the superior and participation in decision making were available in more than 70% of colleges. Proper job description was provided by 61% of colleges. Appreciation from superiors and job security are available in 59% colleges. 51% of colleges provide growth opportunities. Lower weightage is given to Intellectual and administrative help in research work (44%) and flexible working hours (37%).

The result shows that out of 18 non-monetary benefits, 11 benefits are available in at least 70% colleges. 50% of colleges provide all the benefits except Intellectual and administrative help in research work and flexible working hours.

When the data of availability of non-monetary benefits was compared to the financial status of the colleges, it was found that employees working in aided and non-aided colleges get maximum non-monetary benefits.

- **Please indicate the extent to which you think the following non-monetary benefits are important with regards to job satisfaction (Q.19)**

This research question was formulated to find out the preference order of non-monetary benefits given by respondents with respect to job satisfaction. Likert scale was used and respondents were asked to give their preference between 1 to 4 points scales. (1= Unimportant,2=Less important,3=Important, 4=Very important)

Table 4.22 Preference for non-monetary benefit

Non-Monetary Benefits	Un- important	Less important	Importan t	Very Important	Mean Score
Healthy work atmosphere	7(2%)	9(3%)	133(46%)	142(49%)	3.39
Autonomy in work	8(3%)	17(6%)	155(53%)	112(38%)	3.21
Authority	5(2%)	27(9%)	174(60%)	86(29%)	3.16
Participation in decision making	8(3%)	22(8%)	173(59%)	89(30%)	3.17
Freedom to give suggestion	4(1%)	16(5%)	180(62%)	92(32%)	3.23
Variety of tasks & responsibilities	3(1%)	26(9%)	183(63%)	80(27%)	3.16
Proper job description	4(1%)	14(5%)	142(49%)	132(45%)	3.37
Guidance from the superiors	2(1%)	15(5%)	165(56%)	110(38%)	3.31
Appreciation from superior	5(2%)	14(5%)	150(51%)	123(42%)	3.33
Respect from the library users	4(1%)	9(3%)	104(36%)	175(60%)	3.54
Modern facilities (such as Internet facility, library software etc.)	3(1%)	7(2%)	90(31%)	192(66%)	3.61
Promotion/Career progression	5(2%)	12(4%)	108(37%)	167(57%)	3.49
Growth opportunities (e.g. Training)	5(2%)	14(5%)	141(48%)	132(45%)	3.36
Flexible working hours	5(2%)	47(16%)	173(59%)	67(23%)	3.03
Relations with co-workers	2(1%)	7(2%)	160(55%)	123(42%)	3.38
Intellectual and administrative help in research work	14(5%)	47(16%)	138(47%)	93(32%)	3.06
Job security	1(0%)	8(3%)	67(23%)	216(74%)	3.70
Social status	3(1%)	11(4%)	85(29%)	190(66%)	3.56

The mean ranking of the different non-monetary benefits is shown in the below figure.

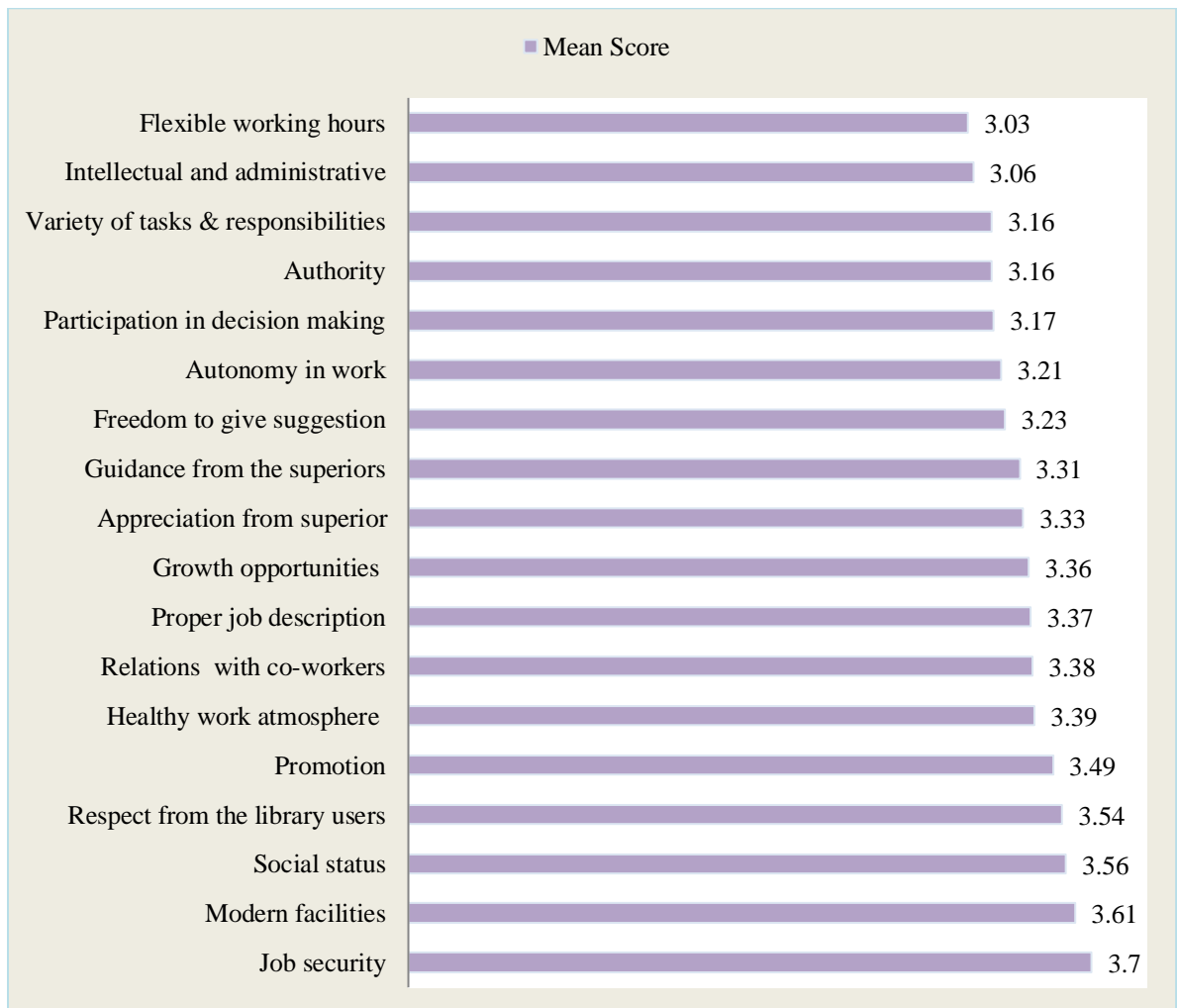


Figure 4.17 Importance of Non-monetary benefits as per Mean

Observation: According to the table, all the non-monetary benefits were rated under the important and very important category. Considering the mean score of each non-monetary benefit given by the respondents, job security is on the top of the mean rank. 95% of respondents felt that job security has the greatest impact on job satisfaction. Modern facilities (mean=3.61), social status (mean=3.56) and respect from library users (mean=3.54) were also highly preferred by most of the respondents. Remaining benefits have mean score 3. Means respondents felt that all these benefits are important in motivation and job satisfaction of the library head.

- **Please rate your preference from 1 to 4 for form of appreciation from superiors/ Management.(Q.20)**

Appreciation for good work is one of the most important non-monetary benefits which motivate the employees. To find out the preferences towards the various forms of appreciation, question no 20 was formulated. Likert scale was applied and the respondents were asked to give their preferences on a scale of 1 to 4. (1=unimportant,2=less important, 3=important, 4=very important)

The mean (average) ranking with the different types of appreciation is shown in the table 4.23.

Table 4.23 Preferences for different types of appreciation

Forms of Appreciation	Un- important	Less important	important	Very important	Mean
Nonverbal appreciation. (e.g.Smile)	60 (20%)	101(35%)	70(24%)	61(21%)	2.45
Verbal recognition/ appreciation	53(18%)	104(36%)	73(25%)	62(21%)	2.49
Certificate /letter of commendation	15(5%)	31(11%)	56(19%)	190(65%)	3.44
Public recognition (e.g. appreciation in front of peers	35(12%)	48(16%)	51(18%)	158(54%)	3.13

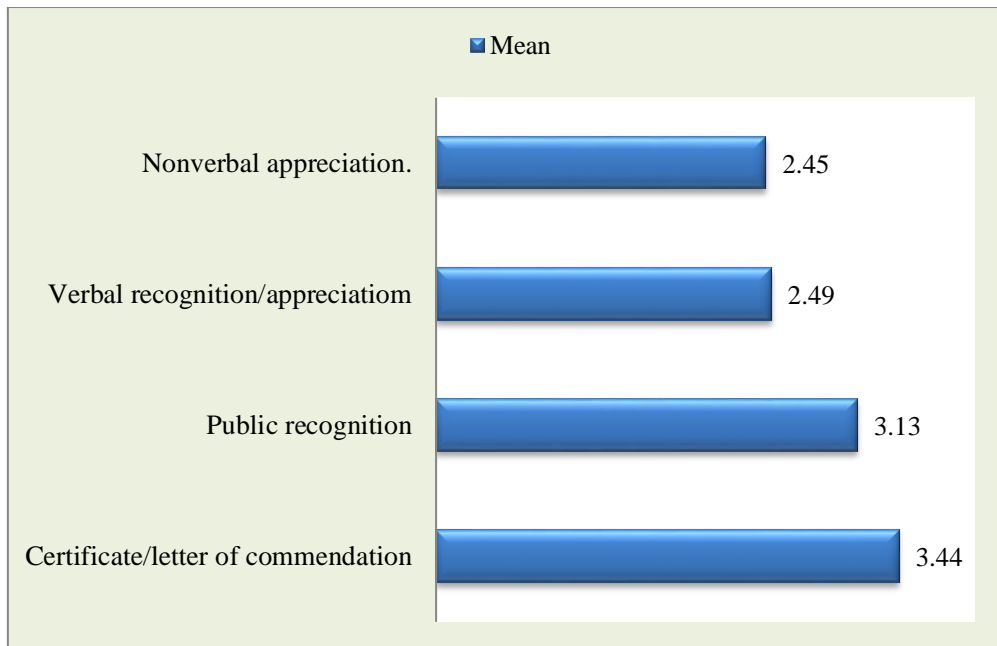


Figure 4.18 Preferences for different types of appreciation

Observation: Most of the respondents have given the first preference to certificate /letter of commendation (mean= 3.44) and second preference to public recognition (mean=3.13). The less preference have been given to the verbal recognition (mean=2.49) and non-verbal appreciation' (mean=2.45). The result revealed that 65% of the respondents want appreciation in the form of a permanent record such as certificate or letter of commendation.

- **Do you feel that your present job gives you social status in the listed groups? (Q.21)**

Respondents were asked their perception of the social status they received in different circles.

Table 4.24 Present job gives social status

Item	Yes	Percent	No	Percent
Your institution	282	97	10	3
Professional colleagues	264	90	28	10
Society in general	233	81	54	19

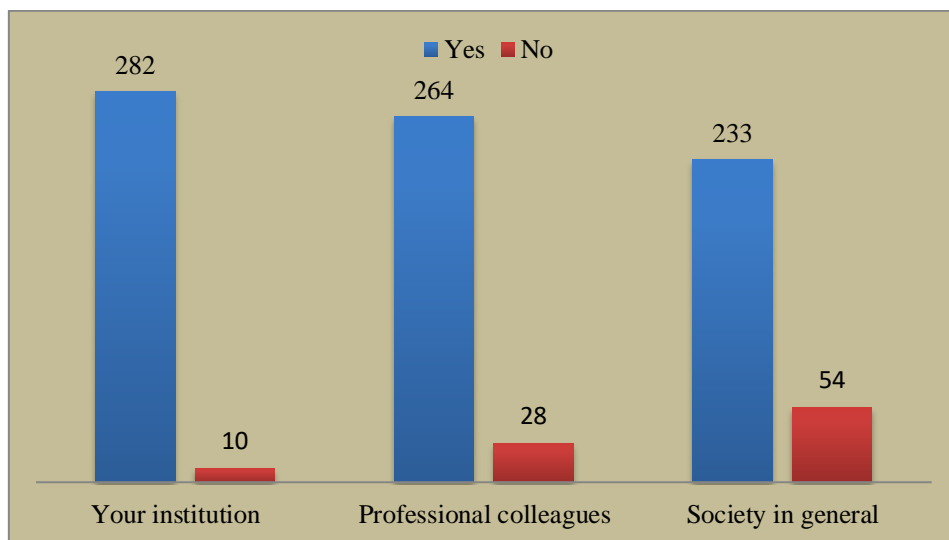


Figure 4.19 Present job gives social status

Observation: The result depicts that 282(97%) respondents agreed that because of their job they have social status in the colleges or institutes where they were working. 264(90%) respondents agreed that they had social status among their professional colleagues. 233 (81%) of respondents agreed that their job gives them social status in the society. The result shows majority of the respondents agreed that they are having social status in all the above groups.

4.3.4 Job Satisfaction

- **Please use the following scale to indicate whether you agree or disagree with the following statements related to job satisfaction by putting a tick mark (Q.22)**

To find out the relation between monetary and non-monetary benefits with regards to job satisfaction of the library professionals, researcher listed 12 statements. Respondents were asked to rate their preferences on a scale of 1 to 5 (1=Strongly Disagree; 5=Strongly Agree). A mix of positive and negative statements was given in order to ensure that respondents are alert and choose the option in an informed manner, instead of agreeing with all or almost all statements.

Statement Nos. 1,4,7,8,9,10 and 12 were positive statements, while statement nos. 2,3,5,6 and 11 were negative statements.

The statements, along with the percentage of librarians' responses for each option were grouped in two tables.

Table 4.25 consists of responses to positive statements. The mean values were calculated for the statements.

Table 4.25 Responses to positive statements and their mean score

Positive Statement No.	SD=Strongly Disagree; D=Disagree; NAND=Neither Agree Nor Disagree; A=Agree; SA=Strongly Agree	SD 1	D 2	NAN D 3	A 4	SA 5	Mean
1	If the job is challenging and gives a sense of responsibility, employees will perform well even if the monetary benefits are not satisfactory.	7	23	11	47	12	3.33
4	A good team spirit is essential for better performance.	3	5	12	45	35	4.03
7	Participation in decision making makes employees more responsible	1	3	11	60	25	4.03
8	Good performance in the job gives a fair chance of being promoted.	1	8	15	61	15	3.82
9	Being recognized by co-workers for efforts taken motivates employees to do better.	6	8	14	58	14	3.66
10	Value & appreciation for work done has a 'feel good' factor.	3	5	11	61	20	3.90
12	Poor working conditions act as a de-motivator	4	7	12	49	28	3.90

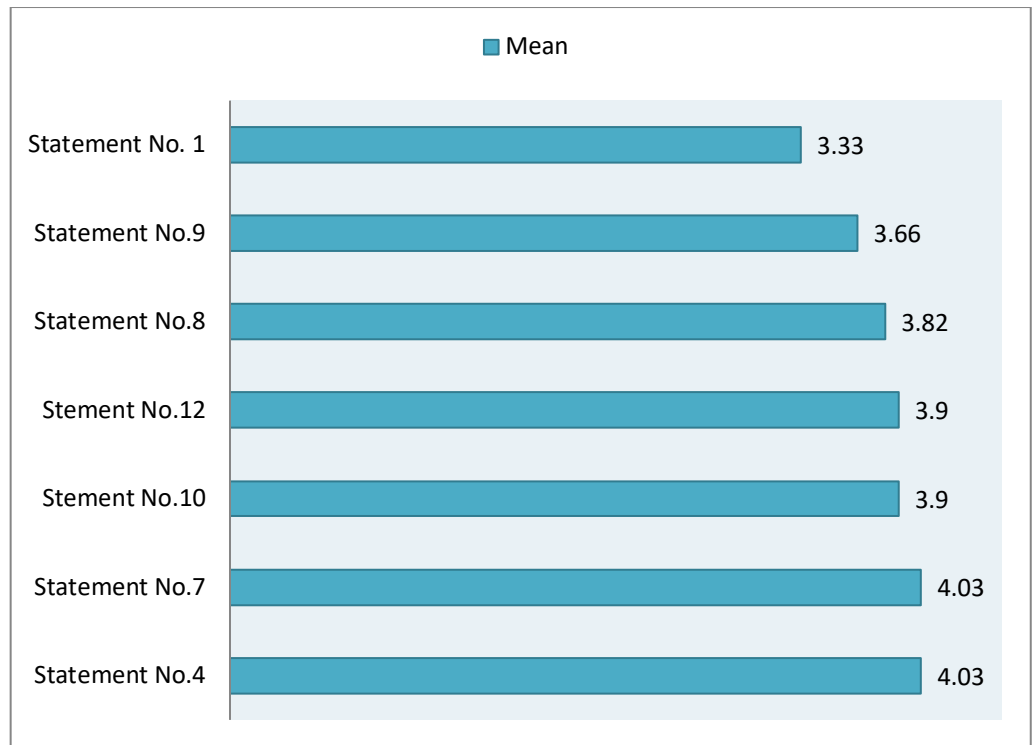


Figure 4.20 Mean Ranking of positive statements

Table 4.26 consists of responses to negative statements. The scores for the negative items were reversed. Since the positive items were scored 1,2,3,4,5, the negative items were rescored as 5,4,3,2,1. The mean values were calculated for the statements.

Table 4.26 Responses to negative statements and their mean score

Negative Statement No.	SD=Strongly Disagree; D=Disagree; NAND=Neither Agree Nor Disagree; A=Agree; SA=Strongly Agree	SD	D	NA ND	A	SA	Mean
		5	4	3	2	1	
2	Recognition by seniors for good performance has no effect on employees to perform better.	15	30	27	24	4	2.28
3	Employees do not give importance to the status of their job	18	44	18	16	4	3.56
5	Independence in work/ Autonomy is not necessary to bring out the best in employees.	13	24	31	29	3	3.15
6	Opportunity for career growth and other professional development does not act as a motivator for employees.	16	39	25	18	2	3.49
11	Job security is not as important as higher salary/wages	24	27	16	28	5	3.37

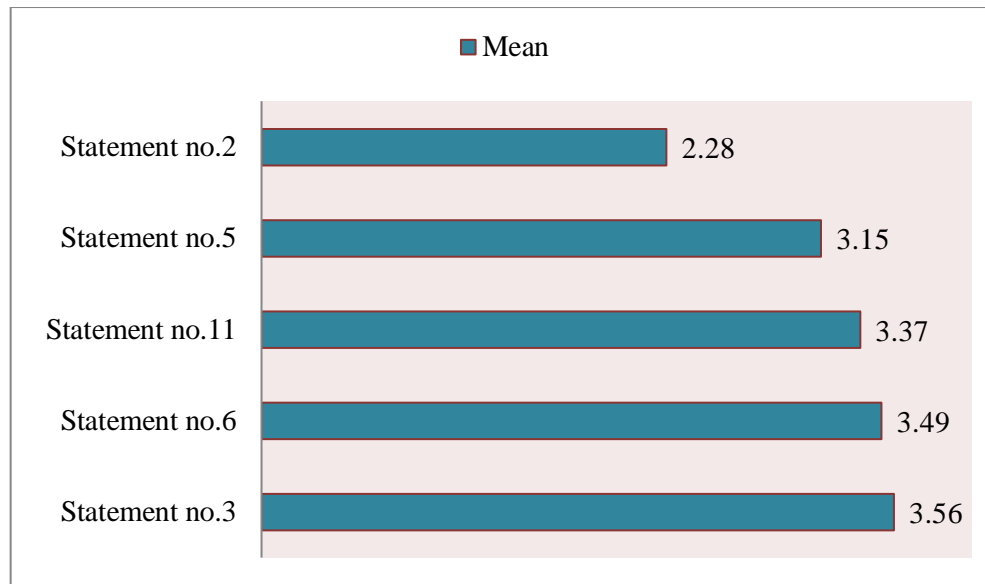


Figure 4.21 Mean Ranking of negative statements

Observation: Highest mean score (mean=4.03) is observed for the statements related to good team spirit and participation in decision making. This is closely followed by ‘value and appreciation for work done’ and ‘good working conditions’ (mean=3.9). Respondents have given high rating to statements saying that good performance leads to better chance of promotion (mean=3.82) and that recognition by co-workers leads to motivation (mean=3.66). On reversing the score for the following negative statements, it is found that respondents disagree with them, and therefore high mean scores are seen: employees not giving importance to the job status (mean=3.56), opportunity for career growth does not motivate employees (mean=3.49) and that job security is not as important as higher salary (mean=3.37). This indicates that librarians give importance to job status, they feel that opportunities for career growth and professional development are important for job satisfaction, and opine that job security as important as salary. The statement saying that employees will perform well if given challenging job and responsibility even if monetary benefits are not satisfactory has received a mean score of 3.33. This shows that monetary benefits are equally important. Librarians are closer to neutral view/disagreement with the statement related to need for authority and autonomy for good work (mean=3.15). They disagree with the negative

statement related to recognition by seniors (mean=2.28), indicating that recognition is not a requisite for better performance.

- **Benefits Librarian wishes to be introduced in the college (Q.23)**

To find out the overall view of the respondents about the monetary and non-monetary benefits researcher formed this question. In the question, the three types of benefits are listed. Respondents have the freedom to select one or more option.

Table 4.27 Benefits Librarian wishes to be introduced in the college

Benefits	Yes	Percent	No	Percent
Monetary Benefits	264	90	28	10
Social Non-monetary benefits	206	71	86	29
Job related Non-monetary benefits	244	84	48	16

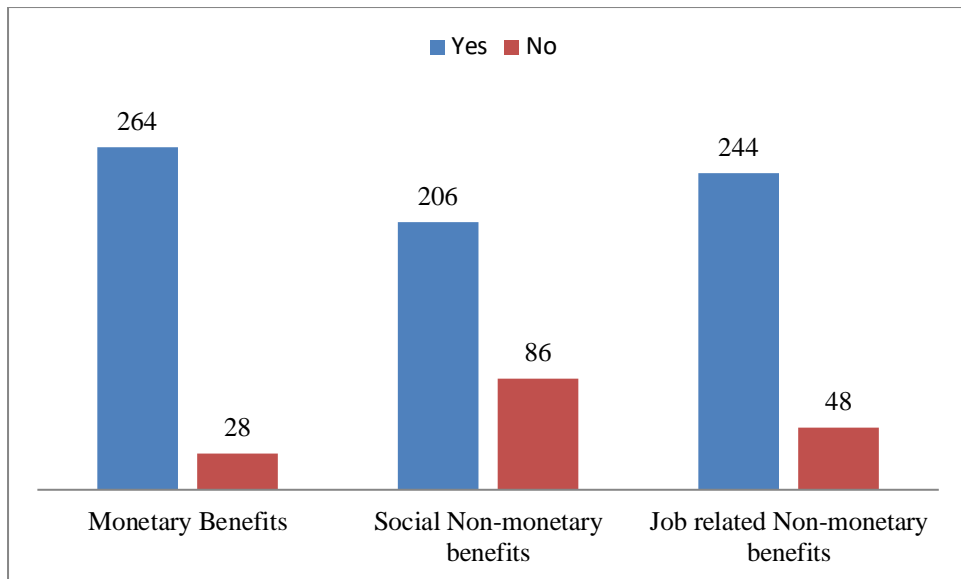


Figure 4.22 Benefits Librarian wishes to be introduced in the colleges

Observation: According to the above figure out of 292 respondents 264 (90%) respondents give preference to monetary benefits. 244 (84%) respondents give preference to job-related non-monetary benefits. The social non-monetary benefits are in third place presented by 206 (71%).

The result revealed from the above data that employees are given their first preference to monetary benefits. The second preference is given to the job-related non-monetary benefits and the third preference given to social non-monetary benefits.

- **Please specify the benefits you wish to introduce in your college other than the above benefits? (Q.no.24)**

The last question was open-ended. Here the freedom is given to the respondents to list the benefits they wish to introduce in their colleges. Some respondents answered this question. The list of benefits respondents wish to introduce by their colleges are given below

1. Colleges should provide Increment in salary every year
2. All types of leaves should be increased.
3. After 20 years' experience of Assistant Librarian the librarian's Scale should be paid.
4. Institute should give the extra benefits for additional workload
5. Job security is a must.
6. Soft, proper communication, confidence building amongst all working group employees is needed.
7. Interference of other people disturbing library work, non-related work always given to the librarian
8. Workload should be given to the librarian as per non-grant workload.
9. College should allow paid leave for attending seminar, conferences and orientation program.
10. College should provide research allowances.

4.4 Hypothesis Testing

Hypothesis I

H01(null)- Monetary and non-monetary benefits are being provided to a majority of college librarians of academic colleges affiliated to Pune University.

(Majority is taken as 75% or more)

HA1(alternate)-Monetary and non-monetary benefits are not being provided to a majority of college librarians of academic colleges affiliated to Pune University.

(Percentage of academic colleges providing monetary and non-monetary benefits is significantly smaller than 75%)

To test this hypothesis, Q.12 regarding availability of monetary benefits and Q.18 regarding availability of non-monetary benefits were designed. Total 12 monetary benefits and 18 non-monetary benefits were listed and the respondents were asked to select the benefits provided by their colleges. (Since Salary is a monetary benefit which is mandatory to be provided, it was not included in the list. However, it was included under the analysis for preferences for monetary benefits, hence making a total of 13 monetary benefits for preference analysis).

Null hypothesis states that 75% or more academic colleges provide monetary and non-monetary benefits. This was actually tested with data. Test for proportion was carried out to check whether the sample proportion is significantly smaller than 0.75. Proportion statistic was used for hypothesis testing.

Table 4.28 Monetary benefits available in the colleges

Monetary benefits	Yes	No	Total	Sample Proportion	p-value	Data supports rejection of Null Hypothesis
Festival advance	48	244	292	0.164	0.000	Y
Salary increment	271	21	292	0.928	1.000	N
Promotion	196	96	292	0.671	0.002	Y
Leaves (Medical, Earned, Child Care, Maternity/Paternity)	201	91	292	0.688	0.010	Y
On duty Leave	196	96	292	0.671	0.002	Y
Leave for research	112	180	292	0.384	0.000	Y
Provident fund	220	72	292	0.753	0.576	N
Gratuity	97	195	292	0.332	0.000	Y
Allowances	107	185	292	0.366	0.000	Y
Increment	228	64	292	0.781	0.902	N
Pension	71	221	292	0.243	0.000	Y
Monetary rewards and recognition	97	195	292	0.332	0.000	Y

In all except 3 cases, null hypothesis can be rejected. Hence it is observed that out of the 12 monetary benefits listed, 9 benefits are not being provided by at least 75% of the academic colleges.

Hence it can be concluded that the number of colleges providing most of the listed monetary benefits is significantly smaller than 75%.

Table 4.29 Non-Monetary benefits available in the colleges

Non-Monetary benefits	Yes	No	Total	Sample Proportion	p-value	Data supports rejection of Null Hypothesis
Healthy work atmosphere	253	39	292	0.866	1.000	N
Autonomy in work	222	69	291	0.763	0.715	N
Authority	223	69	292	0.764	0.726	N
Participation in decision making	207	85	292	0.709	0.062	N
Freedom to give suggestion	231	61	292	0.791	0.957	N
Variety of tasks & responsibilities	216	76	292	0.740	0.364	N
Proper job description	178	114	292	0.610	0.000	Y
Guidance from superiors	214	78	292	0.733	0.269	N
Appreciation from superiors	173	119	292	0.592	0.000	Y
Respect from the library users	269	23	292	0.921	1.000	N
Modern facilities (such as Internet facility, library software, etc.	255	37	292	0.873	1.000	N
Promotion/Career progression	143	149	292	0.490	0.000	Y
Growth opportunities (e.g. Training)	150	142	292	0.514	0.000	Y
Flexible working hours	108	184	292	0.370	0.000	Y
Relations with co-workers	244	48	292	0.836	1.000	N
Intellectual and administrative help in research work	130	162	292	0.445	0.000	Y
Job security	171	121	292	0.586	0.000	Y
Social status	234	58	292	0.801	0.984	N

In case of 7 non-monetary benefits out of 18 listed, Null Hypothesis is rejected. Hence it is observed that out of 18 non-monetary benefits listed, 11 benefits are being provided by at least 75% of the academic colleges.

Hypothesis II

H02(null):- Non-monetary benefits and monetary benefits provide equal satisfaction to Librarians.

HA2(alternate): Monetary benefits provide more satisfaction than non-monetary benefits to Librarians.

To test this hypothesis, Q. 13 for finding out the opinion of college librarians regarding significance of monetary benefits for job satisfaction and Q.19 for finding out their opinion regarding significance of non-monetary benefits for job satisfaction were designed. Total 13 monetary benefits (including Salary) and 18 non-monetary benefits were listed and the 292 respondents were asked to mark their preference for each benefit on a scale of 1 to 4.

In order to find out what each respondent feels about the significance of the various monetary benefits listed in the study, data for preferences were tabulated in a table as per the following sample:

Table 4.30 Preferences for Monetary benefits

Respondent Number	Salary	Festival advance	Salary increment	Promotion	Leaves	On duty Leave	Leave for research	Provident fund	Gratuity	Allowances	Increment	Pension	Monetary rewards and recognition	Average 1
	Preferences 1= unimportant; 2= Less-important;3=Important; 4= Very important													
R1	4	4	4	3	4	3	4	4	4	4	4	4	4	3.846
R2	4	4	4	3	4	4	4	4	4	3	4	4	4	3.846
R3	3	3	4	4	4	4	4	4	4	4	4	4	4	3.846
R4	4	1	3	4	4	4	4	2	2	2	3	3	3	3.000
And so on.....														
R292	3	1	3	4	3	3	4	3	3	3	4	3	3	3.077

The Average value of preference for monetary benefits was calculated and placed under the column "Average1 (Average for Monetary Benefits). These average values of all the respondents were tabulated as follows and the grand mean value was determined:

Table 4.31 Averages of preferences for monetary benefits

Respondent	Average1 (Average for Monetary)	Respondent	Average1 (Average for Monetary)	Respondent	Average1 (Average for Monetary)
R1	3.846	R40	3.462	R79	1.154
R2	3.846	R41	3.538	R80	3.385
R3	3.846	R42	2.462	R81	3.615
R4	3.000	R43	3.615	R82	4.000
R5	3.077	R44	3.308	R83	3.692
R6	3.385	R45	3.385	R84	4.000
R7	3.846	R46	3.769	R85	3.462
R8	3.077	R47	3.538	R86	3.000
R9	2.846	R48	3.615	R87	4.000
R10	3.615	R49	3.231	R88	3.462
R11	3.077	R50	3.538	R89	4.000
R12	1.769	R51	4.000	R90	4.000
R13	2.538	R52	3.846	R91	3.462
R14	3.077	R53	3.692	R92	4.000
R15	3.231	R54	4.000	R93	4.000
R16	2.769	R55	2.846	R94	3.000
R17	3.231	R56	3.077	R95	3.769
R18	3.846	R57	3.692	R96	3.308
R19	3.615	R58	3.308	R97	3.385
R20	3.538	R59	3.231	R98	4.000
R21	3.692	R60	4.000	R99	4.000
R22	3.077	R61	3.385	R100	3.538
R23	3.231	R62	3.308	R101	4.000
R24	3.538	R63	3.154	R102	4.000
R25	2.769	R64	3.615	R103	3.692
R26	3.000	R65	3.308	R104	3.385
R27	3.231	R66	3.000	R105	3.615
R28	3.846	R67	4.000	R106	3.615
R29	3.538	R68	4.000	R107	2.846
R30	3.077	R69	4.000	R108	3.538
R31	3.538	R70	4.000	R109	3.615
R32	3.538	R71	4.000	R110	3.308
R33	4.000	R72	3.000	R111	3.385
R34	3.000	R73	4.000	R112	3.231
R35	2.538	R74	3.000	R113	3.538
R36	3.154	R75	4.000	R114	3.308
R37	3.692	R76	2.692	R115	3.231
R38	3.231	R77	3.462	R116	3.000
R39	3.769	R78	3.000	R117	3.308

Respondent	Average1 (Average for Monetary)	Respondent	Average1 (Average for)	Respondent	Average1 (Average for Monetary)
R118	3.538	R159	3.615	R200	2.615
R119	3.154	R160	4.000	R201	3.308
R120	3.000	R161	3.538	R202	3.308
R121	2.923	R162	3.077	R203	3.000
R122	3.308	R163	3.231	R204	3.538
R123	4.000	R164	4.000	R205	3.077
R124	4.000	R165	2.615	R206	4.000
R125	3.615	R166	3.308	R207	3.462
R126	3.462	R167	3.077	R208	3.462
R127	3.231	R168	3.000	R209	3.308
R128	4.000	R169	3.154	R210	3.000
R129	3.538	R170	2.692	R211	3.077
R130	3.000	R171	4.000	R212	3.538
R131	2.846	R172	3.385	R213	3.769
R132	3.538	R173	3.385	R214	3.077
R133	3.077	R174	3.538	R215	4.000
R134	4.000	R175	3.462	R216	4.000
R135	3.846	R176	3.308	R217	3.077
R136	3.538	R177	3.077	R218	3.462
R137	4.000	R178	3.385	R219	3.077
R138	4.000	R179	3.000	R220	3.308
R139	3.308	R180	3.000	R221	3.462
R140	4.000	R181	2.692	R222	3.077
R141	3.538	R182	3.077	R223	3.154
R142	3.846	R183	3.462	R224	2.538
R143	4.000	R184	4.000	R225	3.231
R144	3.154	R185	3.000	R226	3.385
R145	3.154	R186	3.077	R227	3.846
R146	3.462	R187	3.769	R228	3.308
R147	3.769	R188	2.846	R229	4.000
R148	3.692	R189	3.154	R230	3.538
R149	3.692	R190	3.692	R231	4.000
R150	3.462	R191	3.000	R232	3.769
R151	2.231	R192	2.846	R233	4.000
R152	3.308	R193	3.538	R234	3.462
R153	1.000	R194	3.769	R235	2.231
R154	3.846	R195	4.000	R236	3.077
R155	2.615	R196	3.308	R237	3.308
R156	4.000	R197	3.231	R238	3.538
R157	2.846	R198	3.769	R239	4.000
R158	3.846	R199	3.231	R240	3.462

Respondent	Average1 (Average for Monetary	Respondent	Average1 (Average for
R241	3.308	R282	4.000
R242	3.231	R283	3.846
R243	3.000	R284	3.846
R244	3.615	R285	3.000
R245	3.077	R286	3.077
R246	1.769	R287	3.385
R247	2.538	R288	3.846
R248	3.769	R289	3.077
R249	4.000	R290	2.846
R250	3.462	R291	3.615
R251	3.308	R292	3.077
R252	3.538	Total Mean	3.390
R253	4.000		
R254	3.462		
R255	3.308		
R256	4.000		
R257	3.769		
R258	2.769		
R259	2.000		
R260	3.462		
R261	3.769		
R262	3.077		
R263	3.077		
R264	3.462		
R265	2.769		
R266	3.462		
R267	3.308		
R268	3.231		
R269	3.077		
R270	4.000		
R271	4.000		
R272	3.000		
R273	3.077		
R274	3.769		
R275	2.846		
R276	3.154		
R277	3.692		
R278	3.000		
R279	2.846		
R280	3.538		
R281	3.769		

In order to find out what each respondent feels about the significance of the various Non-monetary benefits listed in the study, data for preferences was tabulated in a table as per the following sample:

Table 4.32 Preferences for Non-monetary benefits

Respondent Number	Healthy work atmosphere	Autonomy in work	Authority	Participation in decision making	Freedom to give suggestions	Variety of tasks & responsibilities	Proper job description	Guidance from Superiors	Appreciation from Superiors	Respect from Library users	Modern facilities	Promotion/career progression	Growth opportunities	flexible working hours	Relation with co-workers	Intellectual & admin. help in research work	Job security	Social status	Average 2
Preferences 1= unimportant; 2= Less-important;3=Important; 4= Very important																			
R1	4	2	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3.833
R2	4	3	3	4	4	3	3	3	3	4	4	4	4	3	4	3	4	4	3.556
R3	-	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3.059
R4	4	3	2	3	4	3	4	3	4	2	3	3	2	2	3	2	4	4	3.056
And so on...																			
R292	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	4	4	3.000

The Average value of preference for Non-monetary benefits was calculated and placed under the column "Average2 (Average for Non-monetary Benefits). These average values of all the respondents were tabulated as follows and the grand mean value was determined:

Table 4.33 Averages of preferences for Non-monetary benefits

Respondent	Average2 (Average for Non-monetary Benefits)	Respondent	Average2 (Average for Non-monetary Benefits)	Respondent	Average2 (Average for Non-monetary Benefits)
R1	3.833	R40	3.611	R79	1.944
R2	3.556	R41	3.167	R80	3.333
R3	3.059	R42	1.944	R81	3.222
R4	3.056	R43	3.222	R82	3.444
R5	3.000	R44	3.278	R83	3.667
R6	2.944	R45	3.167	R84	3.000
R7	3.389	R46	3.333	R85	3.000
R8	3.389	R47	3.111	R86	3.000
R9	2.889	R48	3.000	R87	3.889
R10	3.167	R49	3.278	R88	3.389
R11	3.444	R50	3.222	R89	3.389
R12	2.000	R51	3.944	R90	4.000
R13	3.111	R52	3.000	R91	2.833
R14	3.556	R53	3.056	R92	3.167
R15	3.444	R54	3.111	R93	4.000
R16	2.778	R55	4.000	R94	2.944
R17	3.000	R56	3.611	R95	3.000
R18	3.389	R57	3.833	R96	3.222
R19	4.000	R58	3.000	R97	3.611
R20	3.722	R59	3.111	R98	4.000
R21	3.667	R60	3.000	R99	4.000
R22	3.167	R61	3.000	R100	3.389
R23	2.389	R62	3.444	R101	3.000
R24	2.611	R63	2.889	R102	3.000
R25	3.056	R64	2.889	R103	3.389
R26	2.889	R65	3.000	R104	3.278
R27	3.056	R66	3.000	R105	3.278
R28	3.667	R67	3.944	R106	3.556
R29	3.667	R68	4.000	R107	2.611
R30	3.167	R69	3.889	R108	4.000
R31	3.444	R70	3.000	R109	3.000
R32	3.278	R71	3.000	R110	3.611
R33	4.000	R72	3.000	R111	3.389
R34	3.222	R73	4.000	R112	3.278
R35	3.111	R74	3.000	R113	3.333
R36	3.611	R75	3.056	R114	3.333
R37	3.444	R76	2.778	R115	3.444
R38	3.167	R77	3.444	R116	3.333
R39	3.778	R78	3.000	R117	3.333

Respondent	Average2 (Average for Non-monetary Benefits)	Respondent	Average2 (Average for Non-monetary Benefits)	Respondent	Average2 (Average for Non-monetary Benefits)
R118	3.444	R159	3.556	R200	2.556
R119	3.278	R160	4.000	R201	3.500
R120	1.778	R161	3.389	R202	3.556
R121	3.000	R162	3.500	R203	3.556
R122	3.167	R163	2.500	R204	3.389
R123	4.000	R164	3.722	R205	2.556
R124	4.000	R165	3.278	R206	4.000
R125	3.556	R166	3.333	R207	2.889
R126	3.611	R167	3.611	R208	3.000
R127	2.667	R168	3.278	R209	3.222
R128	4.000	R169	3.444	R210	3.833
R129	3.278	R170	3.000	R211	3.500
R130	3.444	R171	3.333	R212	3.389
R131	2.944	R172	3.667	R213	3.556
R132	4.000	R173	3.000	R214	4.000
R133	3.556	R174	3.000	R215	3.722
R134	3.333	R175	3.778	R216	4.000
R135	3.056	R176	3.500	R217	2.556
R136	3.500	R177	2.556	R218	3.389
R137	2.778	R178	3.222	R219	3.000
R138	3.500	R179	3.556	R220	4.000
R139	3.000	R180	3.389	R221	3.167
R140	3.444	R181	3.500	R222	3.500
R141	3.333	R182	4.000	R223	2.944
R142	3.222	R183	3.000	R224	3.556
R143	4.000	R184	3.722	R225	3.444
R144	3.000	R185	2.833	R226	2.778
R145	2.944	R186	3.556	R227	3.222
R146	2.556	R187	3.167	R228	3.500
R147	3.000	R188	3.222	R229	4.000
R148	4.000	R189	3.833	R230	3.278
R149	3.611	R190	3.500	R231	4.000
R150	3.889	R191	3.278	R232	4.000
R151	3.833	R192	3.389	R233	3.000
R152	3.000	R193	3.833	R234	3.167
R153	1.333	R194	3.333	R235	3.222
R154	3.778	R195	4.000	R236	3.833
R155	3.111	R196	3.500	R237	3.500
R156	4.000	R197	3.611	R238	3.167
R157	3.278	R198	3.722	R239	4.000
R158	4.000	R199	3.833	R240	3.222

Respondent	Average2 (Average for Non-monetary Benefits)	Respondent	Average2 (Average for Non-monetary Benefits)
R241	3.611	R282	3.722
R242	3.833	R283	3.778
R243	3.000	R284	3.611
R244	3.000	R285	3.167
R245	2.944	R286	3.222
R246	3.389	R287	3.278
R247	3.389	R288	3.167
R248	3.833	R289	3.278
R249	3.500	R290	3.222
R250	3.389	R291	3.944
R251	4.000	R292	3.000
R252	2.529	Mean	3.347
R253	3.412		
R254	3.167		
R255	4.000		
R256	3.833		
R257	3.500		
R258	2.778		
R259	2.833		
R260	3.611		
R261	2.778		
R262	3.389		
R263	3.500		
R264	3.222		
R265	3.389		
R266	3.500		
R267	3.389		
R268	4.000		
R269	3.500		
R270	3.389		
R271	3.278		
R272	4.000		
R273	3.556		
R274	4.000		
R275	3.389		
R276	3.556		
R277	3.056		
R278	3.389		
R279	3.167		
R280	3.556		
R281	4.000		

Since the numbers of Likert items are more, mean value is used for analysis. The grand mean of preference for monetary benefits and non-monetary benefits as derived from Table No 4.31 and Table No.4.33 is given in following table:

Table 4.34 Total Average preference

Factor	Average preference
Monetary benefits	3.390
Non-monetary benefits	3.347

Table 4.34 shows the mean preference for monetary benefits and mean preference for non-monetary benefits. A two sample t test was carried out to test the hypothesis. Equal variance for both the groups was assumed. The p value obtained is 0.125 which is greater than significance level 0.05. Hence, null hypothesis is accepted.

After testing the hypothesis regarding the preferences given by the respondents towards the monetary and non-monetary benefits, the result revealed that the library heads working in the college libraries value non-monetary benefits as much as monetary benefits. They have given the equal importance to both the benefits. It is also found that among monetary benefits pay or wages and salary increment are the most important benefits effect on job satisfaction of the employees. Because everyone in the world work for money and it is fact that everyone motived by money. On the other hand job security is the most effective non-monetary benefits influences job satisfaction of the employees. This result supports the Maslow's need theory. The theory proposed that people earn money to satisfy their basic needs which are related to physiological needs. After satisfying these needs they move to the next level needs which are related to self-esteem, social status, security and so on. The present research also shows that employees have given their first preference to monetary benefits and after that have given the importance to non-monetary

benefits. Many researchers argue that the use of non-monetary incentives in job have a longer lasting effect on motivation and satisfaction of the employees. Monetary benefits are essential but inadequate to satisfy the employees. So monetary benefits must be accompanied with non-monetary benefits such as; proper job description, work environment, autonomy, authority, respect from others, participation in decision making, etc.

4.5 Summary

Chapter 4 provided background information of the respondents and data analysis of the information obtained from the respondents. Chapter 5 will explain the major finding of the study, Accomplishment of the Objectives, Discussion on the hypothesis analysis and recommendations for future research.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

The purpose of the study was to find out the effect of benefits on job satisfaction of the library heads working in college libraries. Data analysis of questionnaires answered by 292 library heads working in college libraries formed the survey basis of the study. The findings from the survey revealed that both the types of benefits, monetary and non-monetary, are contributing to job satisfaction of the library heads.

The first chapter of the research discussed the education in Maharashtra, the role of academic libraries and librarians in teaching and learning process and the methodology used for the study.

The second chapter is the literature review. This chapter described studies on job satisfaction and motivation of library professionals working in college and university libraries across the world. After reviewing the literature it was observed that most of the researches have already been done on job satisfaction and motivation in general. Studies on monetary and non-monetary benefits and job satisfaction are limited in the field of library and information science. This study aims at filling the existing research gap by studying the job satisfaction of library professionals with regards to monetary and non-monetary benefits.

The third chapter was a review of theories of job satisfaction and motivation. This chapter helps the researcher to understand the relationship between incentives and job satisfaction of the employees and also help to find the factors influence job satisfaction.

The fourth chapter is data analysis and hypothesis testing. Total of 292 respondents participated in the survey and returned the filled questionnaire. The analysis is done with the help Microsoft Excel Software. For testing of hypothesis, T-test is used. After testing the hypotheses it is observed that all the three alternative hypotheses are accepted.

This chapter provides a summary of findings and recommendations.

5.2 Major findings of the study

A. Background Information

- The first finding was Maharaja Jivajirao Shinde College and Shri Chhatrapati Shivaji Mahavidyalaya college from Ahmednagar were the oldest colleges established in 1882. In Pune district Deccan Education Society's Fergusson College was the oldest college started in 1885. In Nashik district, Annasaheb Awate College was the oldest college, started in 1966.

Throughout the years 1880 to 1947, total number of 12 colleges was established in the state of Maharashtra. After the formation of Pune University (1949), most of the colleges were affiliated to Pune University in Pune, Nagar, and Nashik districts. Till the end of the year 2009, a total number of 546 colleges were affiliated to Pune University. (Ref.Table No.4.3)

- Data regarding the status of the 292 colleges selected as sample revealed that 22% of colleges were aided and 78% of colleges were non-aided. It is also found that in Pune district 33 colleges were aided and 148 colleges were non-aided. In Nagar district, 13 were aided and 56 were non-aided colleges. In Nashik district, 18 were aided and 24 were non-aided colleges. (Ref.Table No.4.4)
- 77% (226) of colleges were accredited by NAAC, whereas 23% (66) of colleges were non-accredited. Out of 226 accredited colleges, 140 are from Pune, 54 are from Nagar and 32 are from Nashik District. (Ref.Table No.4.5).

- Regarding accreditation status of the colleges, the result depicts that 28% of Colleges/Institutions received 'A' grade from NAAC, 43% of Colleges/Institutions received 'B' grade followed by 6% of 'C' grade. 23 % of Colleges/Institutions were not accredited. Cumulated data shows that out of 292 colleges, 226 (77%) colleges received accreditation by NAAC. (Ref.Table No.4.6)
- Regarding the official designation of the library heads, it is found that 253(87%) respondents were working in the post of Librarian while 13(4%) were working in the post of Senior Librarian and 26 (9%) as Assistant Librarian. (Ref.Table No.4.7)
- Concerning the nature of the appointment of the library professionals, 215 (74%) respondents were working on UGC approved post while 77 (26%) were appointed on Adhoc/Contract basis. When this data was compared to the accreditation status of the colleges, it was found that most of the accredited colleges (189) had appointed librarians having UGC approval. (Ref. Table No.4.8, and 4.9)
- Regarding the experience of the library professionals from the colleges under research, the majority of the respondents (78%) have total work experience of more than 5 years. (Ref.Table No.4.10)
- 50% of the respondents have more than 6 years' experience in the current institution, which indicates stability of tenure. (Ref.Table No.4.11)
- All the respondents have a master's degree in library science, thereby fulfilling the minimum qualification required for working in the post of librarian, and assistant librarian.(Ref.Table No.4.12)
- Out of 292 respondents 187 (64%) have qualified NET/NET examination. 105 (36%) library heads have not qualified either SET or NET examination. As per the norms, they are not eligible for the post of librarian.

From non-qualified category, half of the respondents are working on Adhoc basis and other half of the respondents are working on UGC approved post. The result also shows that some respondents having MPHIL degree and they are working in the post of Assistant Librarian for which NET/SET criteria is not required, and some of them are PhD holders and are working in the post of Librarian. As per the UGC norms those candidates not qualified SET or NET examination but have PhD Degree are eligible for working in the post of the Librarian. Thus the respondents from both the category are not qualified SET or NET examination but working on UGC approved post. (Ref.Table No.4.13)

B. Monetary Benefits

- Regarding the availability of monetary benefits, majority of the colleges were providing monetary benefits such as salary increment, promotion, various leaves (Medical, Earn, Child care leave, Maternity /Paternity), on duty leave, provident fund and increment after obtaining a higher qualification. 16% of colleges were offering festival advance to their employees. 24% of colleges were providing a pension. Less than 40% of colleges were providing leave for research, gratuity, allowances, and monetary rewards and recognition. It was also found that employees working in aided colleges get all the monetary benefits. Whereas employees working in private or non-aided colleges do not get some benefits such as festival advance, leave for research, gratuity, allowances, pension, and rewards & recognition.(Ref.Table No.4.14, 4.15)
- Considering the preferences towards monetary benefits with regards to the job satisfaction, salary or wages and increment in salary were most preferred by majority of the respondents. Along with these benefits, other monetary benefits such as provident fund, salary increment, increment after obtaining higher qualification, leave for research, promotion and rewards and recognition were preferred by most of the respondents. It shows that they felt that these benefits are important with regards to job satisfaction.

It was also found that both, those having less experience and working on Adhoc basis and those having more work experience and working in approved post preferred monetary benefits. (Ref.Table No.4.16)

- Regarding the performance appraisal, it was found that most of the library professionals (65%) working in non-aided or private colleges do not get any increment after performance appraisal, yet they believe that performance appraisal helps to improve their performance. The college administration needs to take cognizance of the belief of majority of librarians that performance appraisal motivates them and take measures to provide an increment which will motivate them further.(Ref.Table No.4.17, 4.18, 4.19)
- More than 70% of respondents agreed that they were participating in and conducting different activities, such as student related co-curricular activities, organizing and attending workshops, conferences and presenting papers. Other activities such as guest lecture, writing a book or chapter of a book, participation in minor or major research project, and membership of associations got lower weightage.(Ref.Table No.4.20)

C. Non-Monetary Benefits

- The data revealed that non-monetary benefits such as respect from the library users, healthy work atmosphere, relations with co-workers, social status, freedom to give suggestions, authority, autonomy in work, variety of tasks & responsibilities, guidance from the superiors and participation in decision making are enjoyed in most of the colleges. Benefits such as the proper job description, appreciation from superior, promotion/career progression, growth opportunities, flexible working hours, intellectual and administrative help in research work and job security are not observed in most of the colleges. Colleges can think of introducing these benefits, since they are also important to increase productivity and job satisfaction level of the employees.(Ref.Table No.4.21)

- Concerning the preferences of the respondents towards the non-monetary benefits, all the non-monetary benefits were preferred by most of the respondents. All the non-monetary benefits have mean score more than 3. This result shows that respondents agreed that non-monetary benefits are important with regards to job satisfaction.

From the list of non-monetary benefits, majority of the respondents (95%) felt that job security is the important non-monetary benefit with regards to job satisfaction. (Ref.Table No.4.22)

- There are various forms of appreciation that management can use to motivate its employees. They are verbal, non-verbal, certificate /letter of commendation and public recognition. More than 80% of respondents have given the first preference to certificate /letter of commendation. Colleges need to take note of the fact that respondents want appreciation in the form of a permanent record such as a certificate or letter of commendation and introduce a system of providing them certificates of appreciation for good work.(Ref.Table No.4.23)
- Regarding the social status respondents received in different circles, such as in their job, professional group and society, the result shows that majority of the respondents agreed that they enjoy social status in all the above groups.(Ref.Table No.4.24)

D. Job Satisfaction

- Regarding the job satisfaction with respect to monetary and non-monetary benefits majority of the respondents felt that, good team spirit, participation in decision making , appreciation for work done, good working conditions, good performance and recognized by co-workers authority, autonomy, and recognition by senior all these benefits gives job satisfaction. The result also indicates that respondents give importance to job status; they feel that opportunities for career growth and professional development are important for job satisfaction, and opine that job security is as important as salary. This shows that monetary and non-monetary

benefits are equally important for increasing job satisfaction. (Ref.Table No.4.25, 4.26)

- Regarding the importance of types of benefits given by the respondents, Majority of the respondents had given importance to monetary benefits first such as salary or wages, promotion, provident fund, pension, gratuity, etc, the second preference given to job-related non-monetary benefits such as job security, modern facilities, respect from library use, authority, etc. and the third preference given to social non-monetary benefits such as social status received in their college, group of professional colleagues and in the society .(Ref.Table No.4.27)
- At the end of the questionnaire respondents were asked to give their opinion regarding the benefits they wish to introduce in their colleges. Majority of the respondents listed benefit such as increment in salary, increase the number of leaves, job security, proper communication, paid leave for attending the seminar, conferences and orientation program, and research allowances.

5.3 Accomplishment of the Objectives of the Study

1. To identify monetary and non-monetary benefits available to college librarians in academic libraries affiliated to Pune University. - During the study the researcher has found that the majority of the colleges provided monetary benefits such as salary increment, promotion, various leaves, on duty leave, provident fund and increment after obtaining a higher qualification. Non-monetary benefits such as healthy work atmosphere, relation with coworkers, social status, freedom to give suggestions, authority, autonomy in work, variety of task and responsibility, guidance from the superior and participation in decision making were also found to be received by the library heads.

Monetary benefits like festival advance, leave for research, gratuity, allowances, pension, and rewards & recognition and non-monetary benefits like proper job description, appreciation from superior, promotion/career progression, growth

opportunities, flexible working hours, intellectual and administrative help in research work and job security were available in less than 75% of the colleges.

2. To understand the college librarians' perception and awareness about monetary and non-monetary benefits. –To find out the perception and awareness of the employees towards the benefits available in the colleges, Q.12 and Q. 18 were designed. In monetary section total 13 benefits were listed and in non-monetary section total 18 benefits were listed. Respondents have made a clear selection of the benefits enjoyed by them, showing their high level of awareness. So also Q.13 and Q.19 were designed to obtain the preferences for monetary and non-monetary benefits. Analysis had given the clear indication of the benefits that respondents perceive to be more important and those that they consider to be less important. Hence, the second objective is fulfilled.

3. To study the relationship between monetary and non-monetary benefits and job satisfaction of college librarians- To study the relationship between benefits and job satisfaction the researcher studied various kinds of literatures on job satisfaction and motivation. In most of the studies positive relationship was found between benefits and job satisfaction, benefits and motivation. From the present study, it is clear that pay or wages, increment in salary, promotion are the monetary benefits employees preferred the most and they agree that the availability of these benefits influence job satisfaction. After monetary benefits respondents show their importance to non-monetary benefits, such as job security, relation with coworkers, modern facility, respect from library users and social status. These non-monetary benefits help in increasing the job satisfaction of the employees.

4. To study the present level of job satisfaction of college librarians: -To study the present level of job satisfaction of the respondents on the basis of the availability of the benefits in the colleges, Q.12 and Q.18 were designed. After analyzing the responses, it is observed that library heads get most of the non-monetary benefits and are therefore satisfied in this regards. It is observed that as far as monetary benefits

are concerned, lesser job satisfaction might be experienced since several monetary benefits are not being provided. The benefits which are not provided by the colleges are also important in increasing job satisfaction of the library heads.

5. To identify and suggest the factors that help in increasing job satisfaction and productivity among college librarians- A comprehensive list of monetary and non-monetary benefits are provided in the questionnaire to know the preferences of responses. The respondents have given their preferences towards monetary and non-monetary benefits which they wish to be provided by their college management. Along with these benefits, respondents have also listed additional benefits they would like to receive from the colleges as given under the forth chapter. All these benefits are important in increasing job satisfaction and productivity of the library heads.

5.4 Discussion on the hypothesis analysis

The result of the two sample T-test shows that both monetary and non-monetary benefits are provided to academic library heads and non-monetary benefits give job satisfaction as much as monetary benefits based on the perception of the library professionals working in the colleges affiliated to the Pune University.

H01(null)- Monetary and non-monetary benefits are being provided to a majority of college librarians of academic colleges affiliated to University of Pune.

(Majority is taken as 75% or more)

After the statistical analysis; it is observed that out of 12 monetary benefits, 9 benefits are not being provided by at least 75% of the academic colleges. Hence it can be concluded that the number of colleges providing most of the listed monetary benefits is significantly smaller than 75%. Hence the null hypothesis for monetary benefits can be rejected.

Regarding the non-monetary benefits, it is observed that out of 18 non-monetary benefits listed, 11 benefits are being provided by at least 75% of the academic colleges. Hence, the null hypothesis cannot be rejected.(Ref.Table No.4.28,4.29)

H02(null):- Non-monetary benefits and monetary benefits provide equal satisfaction to Librarians.

After testing the hypothesis regarding the preferences given by the respondents towards the monetary and non-monetary benefits, the result revealed that the library heads working in the college libraries value non-monetary benefits as much as monetary benefits. Hence the null hypothesis cannot be rejected. (Ref.Table No.4.23, 4.31,4.32,4.33,4.34)

Table 5.1 Result of Hypotheses

Question No.	Hypothesis	Result
Q.no 12 and Q.no.18	H01(null)- Monetary and non-monetary benefits are being provided to a majority of college librarians of academic colleges affiliated to Pune University.	<ul style="list-style-type: none"> • For monetary benefits null hypothesis is rejected. • For non-monetary benefits null hypothesis is accepted.
Q.no 13 and Q.no.19	H02(null):- Non-monetary benefits and monetary benefits provide equal satisfaction to Librarians.	<ul style="list-style-type: none"> • Null hypothesis is accepted.

5.5 Conclusion and Recommendations

Based on the statistical analysis of the responses, the following recommendations are given by the researcher regarding the job satisfaction of the librarians.

- The present research shows that job security is the most important monetary benefit preferred by the respondents. The fear of losing job is one of the reason of less job satisfaction. It is recommended that college management should provide job security to their employees, especially those working on Adhoc or contract basis. This will help to increase job satisfaction and productivity of the employees.
- Majority of the respondents wish that colleges should provide better salary and salary increment. By considering the preferences of the respondents it is recommended that college management should provide salary and annual increment as per the UGC norms.
- Other monetary benefits such as festival advance, pension, leave for research, gratuity, allowances and monetary rewards and recognition are not available in most of the colleges, but they too help to increase job satisfaction level of the employees. It is suggested that college management should offer these benefits to their employees.
- Non-monetary benefits such as promotion/career progression, growth opportunities, flexible working hours, intellectual and administrative help in research work are not available in most of the colleges. But these benefits also help to increase job satisfaction. It is recommended that college authority should also think about these benefits when preparing the incentive plan.
- It is observed that employees working in non-aided or private colleges get less monetary benefits as compared to the employees working in non-aided or private colleges. The present study shows that both monetary and non-monetary benefits give equal job satisfaction to the employees. The inability of private or non-aided colleges to provide monetary benefits can be compensated by providing more non-

monetary benefits such as proper job description , appreciation from superiors in the form of certificate, growth opportunities, Intellectual and administrative help in research, and flexible working hours. This will lead to morale boosting and increased level of job satisfaction.

- It is also recommended that college management should motivate their staff to acquire higher qualification by providing monetary benefits such as leave for research and on duty leave
- It is suggested that library heads should participate in conferences, seminars and also present papers. This will help to increase their API score.
- It is also suggested that colleges should make performance appraisal of library professionals mandatory and provide incentives according to their performance. They should encourage their staff to participate in different activities related to performance appraisal.
- Considering the suggestions received from the respondents, it is recommended that colleges should increase the total number of leaves, give extra benefits for additional workload, allow paid leave for attending workshop and seminar, etc.

5.6 Scope for Further Research

Following recommendations are made for further research in the area of job satisfaction of library professionals.

- It is recommended that the comparative research based on factors such as gender, financial status of the colleges (aided and non-aided colleges), professional and non-professional colleges, colleges from rural and urban area, etc. can be done by selecting same topic.
- The present research studied the effect of monetary and non-monetary benefits on job satisfaction of college librarians. The further research could explore the effect of

these two benefits (monetary and non-monetary) on the performance and motivation of the library professionals.

5.7 Conclusion

The present research conducted to study the effect of monetary and non-monetary benefits on job satisfaction of college librarians has brought out that colleges provide a combination of monetary and non-monetary benefits as rewards and recognition. It was also found that monetary benefits such as salary or wages, pension, promotion and provident fund are considered to be the most important benefits by the respondents. Whereas, job security, modern facility, respect from library users and social status are the preferred non-monetary benefits as opined by majority of the respondents. Since the sample consists of college librarians from aided and non-aided colleges as well as a mix of permanent and contractual employees with varying length of tenures, this research will provide guidelines to the college management in providing the right combination of monetary and non-monetary benefits. The observations and suggestions derived from the objective study can form a basis for drawing up incentives plans, which will help in ensuring job satisfaction.

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ANNEXURE I

Effect of Monetary and Non-Monetary Benefits on Job Satisfaction of Librarians from College Libraries Affiliated to Pune University

Section I- Background Information

1. Name of the College:-----

2. Year of Establishment:-----

3. Status of the College: Aided : () Non-Aided: ()

4. Accredited by NAAC : Yes: () No: ()

5. If yes, please specify the grade :
 - a) A ()
 - b) B ()
 - c) C ()
 - d) D ()

6. Official designation of the librarian: (Person responsible for the day to day functioning of the library.)
 - a) Sr.Librarian : ()
 - b) Librarian : ()
 - c) Asst Librarian : ()
 - d) Other (Please Specify) :-----

7. Nature of appointment of the librarian: (please tick mark the appropriate box)
UGC Approved- () Adhoc/Contract- ()

8. Total work experience : (Please tick the appropriate box)
- a) Up to 5 years []
 - b) 6-10 years []
 - c) 11-15 years []
 - d) 16 years & above []
 - e) Please give the total number of years []
(eg. 4 years, 5years...)
9. Work experience in the current Institute: (Please tick mark the appropriate box)
- a) Up to 2 years []
 - b) 3-5 years []
 - c) 6-8 years []
 - d) 9 years & above []
 - e) Please give the total number of years []
(eg. 1 year, 2years...)
10. The educational qualifications of the Librarian in LIS field (Please tick mark the highest degree):
- a) BLIS []
 - b) MLIS []
 - c) M.Phil []
 - d) Doctorate []
11. Following examination has been qualified by the Librarian.
- a) NET []
 - b) SET []
 - c) Both []
 - d) Neither []

Section II- Monetary Benefits

12. Which Monetary Benefits are available in your college?

(Please answer the question by selecting Yes/No option from the following benefits)

Sr.No.	Monetary Benefits	Yes	No
1	Festival advance		
2	Salary increment		
3	Promotion (Career advancement)		
4	Leaves (Medical, Earn , Child care leave, Maternity /Paternity)		
5	On duty leave		
6	Leave for research		
7	Provident fund		
8	Gratuity		
9	Allowances		
10	Increment after obtaining a higher qualification		
11	Pension		
12	Monetary Rewards & Recognition		

13. Please indicate the extent to which you think the following Monetary benefits are important with regards to job satisfaction

(1=Unimportant 2=Less important 3=Important 4=Very important)

Sr.No.	Monetary Benefits	1	2	3	4
1	Salary/ Wages				
2	Festival advance				
3	Salary increment				
4	Promotion (Career advancement)				
5	Leaves (Medical, earn , Child care leave, maternity /Paternity)				
6	On duty leave				
7	Leave for research				
8	Provident fund				
9	Gratuity				
10	Allowances				
11	Increment after obtaining a higher qualification				
12	Pension				
13	Monetary Rewards & Recognition				

14. Do you receive any increment in your salary after Performance Appraisal?

a) Yes []

b) No []

15. Do you think performance Appraisal helps to motivate the employees?

a) Yes []

b) No []

16. In your opinion has performance appraisal improved in your performance?

a) Yes []

b) No []

17. In order to improve API Score through Performance Appraisal which following activities are undertaken by you?(Please answer the question by selecting Yes/No option from the following benefits)

Sr. No.	Activities	Yes	No
1	Student related co-curricular activities		
2	Library-literary work through different channels (Organization workshop, seminars etc.)		
3	Management of the library units and institution through participation in library and administrative committees and responsibilities		
4	Participation in seminars, conferences, workshops (at least one week duration needed)		
5	Research paper presented in Seminar & Conferences		
6	Chapter or Book Written		
7	Gest lecture		
8	Minor/Major research project		
9	Membership of associations		

Section III-Non-Monetary Benefits

18. Which Non-Monetary Benefits are available in your college?

(Please answer the question by selecting Yes/No option from the following benefits)

Sr.No.	Non-Monetary Benefits	Yes	No
1	Healthy work atmosphere		
2	Autonomy in work		
3	Authority		
4	Participation in decision making		
5	Freedom to give suggestion		
6	Variety of tasks & responsibilities		
7	Proper job description		
8	Guidance from the superiors		
9	Appreciation from superior		
10	Respect from the library users		
11	Modern facilities (such as Internet facility, library software etc.)		
12	Promotion/Career progression		
13	Growth opportunities (e.g. Training)		
14	Flexible working hours		
15	Relations with co-workers		
16	Intellectual and administrative help in research work (e.g. Publication in college proceedings)		
17	Job security		
18	Social status		

19. Please indicate the extent to which you think the following non-monetary benefits are important with regards to job satisfaction

1=Unimportant 2=Less important 3=Important 4=Very important

Sr.No.	Non-Monetary Benefits	1	2	3	4
1	Healthy work atmosphere				
2	Autonomy in work				
3	Authority				
4	Participation in decision making				
5	Freedom to give suggestion				
6	Variety of tasks & responsibilities				
7	Proper job description				
8	Guidance from the superiors				
9	Appreciation from superior				
10	Respect from the library users				
11	Modern facilities (such as Internet facility, library software etc.)				
12	Promotion/Career progression				
13	Growth opportunities (e.g. Training)				
14	Flexible working hours				
15	Relations with co-workers				
16	Intellectual and administrative help in research work (e.g. Publication in college proceedings)				
17	Job security				
18	Social status				

20. Please rate your preference from 1 to 5 for form of appreciation from superiors/ Management..

1=unimportant 2=less important 3=important 4=very important

Sr No	Forms of Appreciation	1	2	3	4
1	Nonverbal appreciation.(e.g. Smile				
2	Verbal recognition/appreciation				
3	Certificate /letter of commendation				
4	Public recognition (e.g. Appreciation in front of peers				

21. Do you feel that your present job gives you social status in the listed groups :

Sr.No.	Item	Yes	No
1	Your institution		
2	Professional colleagues		
3	Society in general		

Section-IV- Job Satisfaction

22. Please use the following scale to indicate whether you agree or disagree with the following statements related to job satisfaction by putting a tick mark:

**1=Strongly Disagree 2=Disagree 3=Neither Agree Nor Disagree 4=Agree
5=Strongly Agree**

Sr. No	Statement	1	2	3	4	5
1	If the job is challenging and gives a sense of responsibility, employees will perform well even if the monetary benefits are not satisfactory					
2	Recognition by seniors for good performance has no effect on employees to perform better					
3	Employees do not give importance to the status their job					
4	A good team spirit is essential for better performance					
5	Independence in work/ Autonomy is not necessary to bring out the best in employees.					
6	Opportunity for career growth and other professional development does not act as a motivator for employees.					
7	Participation in decision making makes employees more responsible					
8	Good performance in the job gives a fair chance of being promoted					
9	Being recognized by co-workers for efforts taken motivates employees to do better.					
10	Value & appreciation for work done has a 'feel good' factor					
11	Job security is not as important as higher salary/wages					
12	Poor working conditions act as a de-motivator					

23. Please tick the type of benefits you wish should be introduced in your college?

Sr.No.	Benefits	Yes	No
1	Monetary Benefits		
2	Social Non-monetary benefits		
3	Job related Non-monetary benefits		

24. Please specify the benefits you wish to introduce in your college other than the above benefits?

Name:-

Signature:-

Date:-

ANNEXURE II

SAVITRIBAI PHULE PUNE UNIVERSITY



NOTIFICATION

No. 176 of 2014, dated 9th September, 2014

Sub: Change in the name of University of Pune

It is notified for information of all the concerned that the Governor of Maharashtra is pleased to promulgate the Maharashtra Ordinance No. XVI of 2014 amending the Maharashtra Universities Act, 1994, which is published in the Maharashtra Government Gazette Part VIII, dated 31st July 2014 as under:

"In the Schedule to the Maharashtra Universities Act, 1994, in Part I in Entry 2, in Column (2), for the words "the University of Pune", the words "the Savitribai Phule Pune University" shall be substituted".

On and from the date of commencement of the Maharashtra Ordinance No. XVI of 2014, i.e. from 31st July, 2014, all references to "the University of Pune", in any enactment, rules, regulations, bye-laws, ordinances, statutes, notifications, orders or other instruments issued under any enactment or in any instrument, document, certificate or proceedings, shall, unless the context otherwise requires, be construed as references to "the Savitribai Phule Pune University".

Dr. Narendra M. Kadu
Registrar