Job Satisfaction among library Professionals: a review of its various dimensions

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Abstract

This study examines the multifaceted aspects of job satisfaction among library professionals through an extensive review of literature published between 2019 and 2025. The review categorizes job satisfaction determinants into various dimensions, like demographic factors, job security, monetary gratification, working environment etc. Findings from various studies indicate that while library professionals across different institutions express high satisfaction with work environments, supervision, and job roles, common concerns persist regarding compensation practices, promotional opportunities, workload, and autonomy in decision-making. Gender disparities, career advancement barriers, and organizational policies have a significant impact on job satisfaction levels among library professionals. The influence of leadership styles, work-life balanceand training opportunities also emerges as critical factors affecting professional contentment and performance. By synthesizing global and regional perspectives, this study underscores the need for improved compensation policies, staff development programs and conducive workplace environments to enhance job satisfaction. The findings offer insights for policymakers and library administrators to strategize interventions aimed at fostering higher job satisfaction and productivity among library professionals.

*Keywords***:** Job Satisfaction, Library Professionals, Demographic factors, Job Security, Monetary Gratification, Working Environment.

1. Introduction

Job satisfaction is vital since it influences both the satisfaction of the individual and that of their colleagues. Job satisfaction influences productivity and other aspects of an individual's professional life; thus, the proportion of satisfied versus unsatisfied personnel can significantly impact an organization's operational effectiveness. Consequently, job happiness is a commonly examined topic in workplace culture and organizational literature.This is mainly because many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a gauge of overall individual well-being, as well as a good predictor of employees' intentions or decisions to leave a job or stay in a job for a long time.

Job satisfaction refers to an individual's multifaceted attitude towards their job. It is anenjoyable emotional state consequential from the appraisal of one's job as achieving and facilitating the achievement of one's job value. According to Vroom (1964), the term 'job' refers to workers' immediate work task and work role in a particular work organization. As a generic concept, satisfaction may be described from a behavioural perspective. Individual or administrative behaviour is believed to be goal-directed. Each human action has a key motivation, and most actions are attempts to maximize satisfaction by satisfyingseveral motivations, some of which are recognized by Maslow (1943).

According toClark, Oswald & Warr (1996), Job satisfaction is an important component of organizational success and employee well-being, influenced by a range of personal and contextual variables. Clark, Oswald & Warr studied various determinants, are demographic factors (such as age, sex, and education), compensation structures, opportunities for promotion, and the work environment. Demographic characteristics play a key role in shaping employees' expectations and perceptions of their work experiences. For instance, age and educational background can influence career aspirations and satisfaction levels. Salary, often seen as a direct reward for performance, significantly impacts motivation and overall satisfaction, although its influence can vary based on individual values and societal norms (Herzberg, Mausner, & Snyderman, 1959).

Promotion opportunities reflect recognition and career progression, serving as an intrinsic motivator that fosters commitment and satisfaction (Ng, Eby, Sorensen, & Feldman, 2005). Meanwhile, environmental factors such as physical working conditions, organizational culture, and relationships with colleagues also play a crucial role in shaping employees' experiences at work.

Job satisfaction is a key component for workplace productivity and overall organizational performance. It is an important area of study in libraries due to its influence on staff behavior, absenteeism factors and personal motivation. Defined as a positive emotional response to one's job, job satisfaction reflects the alignment between job roles and personal values, andthese

elements shape employees' attitudes, commitment, and decisions to stay or leave a job, making job satisfaction vital for both individual and organizational success.

2. Methods and Materials

This paper is based on an extensive literature search conducted through both offline and online resources. It encompasses a selective range of different primary and secondary sources, i.e., books, research papers, and databases. These sources cover the period from 2019 to 2025. The literature search was conducted systematically using academic databases including ERIC, Library and Information Science Abstracts (LISA), Library, Information Science & Technology Abstracts (LISTA), and Google Scholar. Search terms included "job satisfaction," "library professionals," "librarians," "academic libraries," "school libraries," "public libraries," and "special libraries."

The search yielded over 50 relevant studies, out of which 20 were selected for in-depth review based on their relevance, methodological rigor, and representation of diverse library settings and geographical regions. The selected studies were analyzed thematically to identify patterns, consistencies and contradictions in findings related to job satisfaction among library professionals.

3. Objectives of the study

- To analyze different perspectives of job satisfaction

- To identify key factors that influence employee job satisfaction

- To assess the impact of job satisfaction on employees

- To find out the research gaps in the existing review of literature

4. Literature Review

4.1. Job Satisfaction Dimensions in Academic Libraries

Arinola (2025) examined the factors contributing to declining job satisfaction among 139 library personnel in public universities in Oyo State, Nigeria. The study identifies key challenges, including limited career growth, job insecurity, poor work environments, and low salaries. The study founded that there is a significant positive correlation ($r = 0.420$) between staff motivation and job satisfaction. The findings underscore the importance of motivation, both intrinsic and extrinsic, in enhancing job satisfaction. The study recommends targeted policies like career development programs, better working conditions, and fair remuneration to improve staff morale and organizational performance.

Duraisamy, Surekha and Sirajudeen (2024) conducted a study on "Job Satisfaction Levels among Librarians Employed in Engineering Colleges Throughout Tamil Nadu" and found that male

respondents are highly satisfied with the work environment, as reflected by a mean score of 1.84 and a standard deviation of ±0.37, suggesting minimal variability in their satisfaction levels. Their next highest satisfaction was with the relationship with supervisors (mean = 1.72, SD = ±0.45). However, male respondents reported low satisfaction with the college's compensation practices, with a mean score of 1.43 and a standard deviation of ±0.50. Similarly, female respondents demonstrated high satisfaction with the work environment, with a mean score of 1.85 and a standard deviation of ±0.36, but were least satisfied with compensation practices. The study further founded that across all dimensions studied, respondents were most satisfied with the work environment, promotional opportunities, rules and policies and management support. On the other hand, compensation practices and self-development opportunities received the lowest satisfaction scores. The findings highlighted the need for strategic attention to areas such as compensation practices, staff development, fostering creativity and commitment, enhancing interpersonal relationships and improving superior-subordinate dynamics.

Kumari and Choudhary (2024) conducted a study on "A Survey of Job Satisfaction and Skills among the Library and Information Science Professionals in the South and West Zone of the Indian Council of Social Science Research Centre" that analyzed 20 participants to assess satisfaction levels related to various aspects such as salaries, supervision, working conditions, promotions and professional skills. The study revealed that most professionals are satisfied with their job roles, supervision and social recognition, while dissatisfaction exists regarding promotional opportunities and fringe benefits. The findings suggested that while job satisfaction levels are generally high, there are some areas that require more attention, such as enhancing promotional policies and addressing motivational factors. The study also provided insights that could guide policy planning, professional development and improvement of library services.

Neerja et al. (2024) conducted a study on school library personnel of Kendriya Vidyalaya and Navodaya Vidyalaya of the Delhi NCR Region. The study revealed that the different job satisfaction factors affect the job satisfaction level of school library personnel. Further, the study found overall satisfaction among librarians with working conditions, routine tasks, pay, job security, and professional development opportunities. However, dissatisfaction persists regarding limited promotion prospects and a shortage of support staff, which forces librarians to handle all operations alone. The study also showed that KV librarians generally report reasonable work hours, while NV staff face longer schedules. Both groups experience occasional online system issues. Workplace relations are often average, with frequent transfers mandated by central policies affecting job satisfaction. Librarians also feel underappreciated, rarely receiving national recognition, and report inadequate fringe benefits, limited budget control, and insufficient infrastructure funding, all of which impact job satisfaction

In summary, the studies identified compensation, career advancement, and professional development as key factors influencing job satisfaction among library professionals. While librarians across regions reported positive experiences with work environment and supervision,

dissatisfaction with salaries, promotions, and development opportunities highlighted the need for targeted improvements in these areas to enhance overall satisfaction.

4.2. Compensation and Monetary Factors

Ajala, Isaac, and Unegbu (2022). conducted a study on "Motivation and Job Satisfaction of Librarians in Federal and State University Libraries in Southern Nigeria." The study highlighted a strong combined effect of motivational factors on the job satisfaction of librarians in federal and state university libraries in Southern Nigeria (Adj. R^2 = 0.801, $F(2, 362)$ = 419.528, $p < 0.05$). Specifically, key motivational elements such as responsibility (β = 0.098, $t(212)$ = 1.974, $p < 0.05$), achievement (β = 0.280, $t(212)$ = 6.659, $p < 0.05$), and job security (β = 0.611, $t(212)$ = 12.503, $p < 0.05$) were found to significantly influence job satisfaction levels. The study concluded that both mentoring and motivation play a major role in enhancing librarians' job satisfaction. Accordingly, it recommended that university administrations adopt policies that prioritize motivational strategies to improve and maintain job satisfaction among library personnel.

Rajashekara (2024) conducted a study on "Indian Media Library Professionals' Satisfaction with Salary." The study focused on job satisfaction among library professionals, specifically in the context of media libraries in Karnataka, India. It highlighted that job satisfaction is crucial for maintaining high service quality and salary plays a significant role in achieving this satisfaction. Existing research indicated a fair correlation between pay and workload is essential to retain skilled professionals. Moreover the study also showed that demographic factors like age, gender, marital status, and social background can influence perceptions of salary satisfaction.

In nutshell both studies emphasized that job satisfaction among library professionals is significantly influenced by factors such as salary, workload balance, motivation, and job security. Demographic characteristics also shape perceptions of satisfaction. Overall, aligning compensation with responsibilities and implementing strong motivational strategies are essential for retaining and motivating library staff.

4.3. Gender Differences in Job Satisfaction

Abdulrahman (2023) investigated "A comparative study of the determinants of job satisfaction among male & female para-professional librarians in academic libraries in Gombe state". The study group is made up of all 187 paraprofessionals who work in Gombe State's five academic libraries. Without sampling, the whole community was used. A standard form was used to collect the data. Three experts gave their approval to this tool. Cronbach's alpha was used to test the instrument's reliability, and the average coefficient came out to be 0.79. To solve the problems in the study, the mean score and standard deviation were used. We used independent samples t-tests and analysis of variance (ANOVA) with a significance level of 0.05 to test the null assumptions. The data showed that male paraprofessionals were happy with their jobs when it came to staff

development, but female paraprofessionals were not. The results also showed that there was no significant difference between the average answers of male and female paraprofessional librarians in Gombe State academic libraries when asked about their job satisfaction with the pay and chances for advancement. Based on these results, the researcher suggested that the people in charge of academic libraries in Gombe State should create and stick to policies that make jobs more satisfying. These policies should include things like staff development, opportunities for advancement, and reward systems. This way, the libraries can give better service to their customers, which will increase staff productivity and help the institutions reach their goals.

Vijayakumar & Sheshadri (2019) conducted a study on "Librarianship and Gender Discrimination: A Study of Indian Scenario" Among 480 selected Library and Information Science professionals from Central universities, State universities, Institutes of National Importance, Deemed universities, and Private universities in India, it was found that a majority of respondents (82.67%) acknowledged that their work is recognised by their superiors, enabling them to maintain a favourable balance between professional and personal life. Additionally, 61.46% of respondents expressed the opinion that their management regularly solicits feedback on their performance, and consequently, they receive remuneration for their contributions. The study indicates that 60.42% of respondents feel empowered to make autonomous decisions, whereas just 51.67% believe that management is attentive to their problems. 76.04% of respondents concurred that they had the opportunity to undertake a diverse array of duties and activities, hence fostering a demanding work environment that promotes skill and potential development. The study indicated that 77.62% of respondents were satisfied with their own accomplishments, while 66.25% reported satisfaction with team spirit and morale. The study's analysis indicates that 37.50% of respondents disagreed that working stress leads to dissatisfaction and unhappiness, whereas 57.50% indicated satisfaction with the absence of prejudice in the workplace.

In conclusion, the studies examined job satisfaction among library professionals, emphasizing gender dynamics and workplace conditions. One study found that male paraprofessionals reported greater satisfaction with staff development opportunities than females, though rewards and promotions showed no significant gender difference, pointing to the need for more inclusive development and recognition policies. Another study reported generally high job satisfaction, with librarians feeling valued and involved, but also noted concerns about grievance resolution and work-related stress. Collectively, the findings stress the importance of gender equity, recognition, involvement in decision-making, and supportive management in promoting job satisfaction among library staff.

4.4. Performance Appraisal and Job Satisfaction

Hamid (2023) investigated "The Impact of Performance Appraisal on Employee's Job Satisfaction and Organizational Behavior." the study was an attempt to find the connection between organizational behaviour and employee job satisfaction, particularly regarding

performance appraisals. Using a qualitative library research method, the study gathered and analysed information from a variety of published sources, including books, journals, and online databases. The findings suggested that positive performance reviews enhance employees' sense of achievement, self-esteem, and trust in the fairness of the process. Furthermore, performance appraisals contribute to an organisation's commitment to address employee needs and supporting their development, which in turn aids in employee retention. The study underscored the significance of goal-setting, employee participation, constructive feedback, and effective performance management in improving job satisfaction and fostering positive organizational behavior.

Udo-Anyanwu & Uwandu (2021) examined performance appraisal variables and job satisfaction of library staff in tertiary institutions in Imo State, Nigeria. The study used survey and correlational research designs and collect data from 154 library staff were analyzed. Findings indicated that reward, training, and promotion positively influenced job satisfaction, while feedback had a lesser impact. The authors recommended improvements in salary, allowances, training opportunities, and regular promotions to enhance job satisfaction.

In summary, both studies analysed that well-designed performance appraisal systems featuring clear goals, employee involvement, rewards, training, promotion opportunities, and constructive feedback play a crucial role in enhancing job satisfaction, motivation, and positive organizational behavior. While feedback had a comparatively lesser impact, overall findings underscore that effective appraisals contribute significantly to employee development, retention, and improved workplace outcomes.

4.5. Work Environment and Relationships

Anasi (2020) studied "The perceived influence of work relationships, workload, and physical work environment on job satisfaction of librarians in South-West, Nigeria" among 102 participants from four federal colleges and four state universities. The research demonstrated a substantial linear correlation among work relationships, workload, work environment, and job happiness. Among the variables analysed, workload is not a statistically significant predictor of librarians' job satisfaction. Nonetheless, workplace relationships and the work environment exert a statistically significant relative influence on librarians' job happiness. The study additionally established that the work environment (the hygiene component) is a critical determinant of job satisfaction. Addressing this element well would enhance employee motivation and decrease staff turnover among librarians. Consequently, the university library administration ought to facilitate workshops and seminars focused on cultivating and sustaining professional relationships and enhancing the work environment (hygiene elements) to elevate employee job happiness.

Kavitha (2024) conducted a study on "Perception of Work-Life Balance among the Library Professionals: An Analysis" among 150 library professionals at Periyar University in Salem,

Tamil Nadu. The study examined perceptions of work-life balance about age, marital status, and wage levels of academic librarians. The survey indicated that the majority of academic librarians are female, many of whom are married; their contribution to the success of any academic library is significant. Implementing work-life balance is essential to promote quality job performance that meets user satisfaction.

Martin (2020) investigated a study on "Job satisfaction of professional librarians and library staff" among 770 professional librarians and library staff in the United States of America. The study founded that several key factors influenced the respondents' job satisfaction, i.e., the work environment, relations with colleagues, workload, and external organisation of the value of the libraries, and being personally valued and appreciated etc. The study also showed that library staff have a high level of satisfaction, which is crucial to workplace behavior and productivity, and to greater life satisfaction as well.

Pandya & Manavadariya (2022) indicated that LIS professionals in private organisations in Gujarat are experiencing elevated levels of stress and workload. The study revealed that just a minority of professionals regarded their job as the optimal environment, while the majority perceived it as either average or subpar. The study would assist private academic institutions in Gujarat in identifying their existing practices and the job satisfaction of LIS experts.

The above studies concluded that job satisfaction among library professionals is significantly influenced by factors such as work environment, interpersonal relationships, recognition, and work-life balance. While workload has a lesser impact, a supportive environment and strong work relationships are key predictors of satisfaction. High stress and poor workplace perceptions persist in some regions, especially in private institutions. Promoting healthy work-life balance, especially for female librarians, and improving workplace conditions can enhance motivation, reduce turnover, and improve service quality across libraries.

4.6. Leadership and Management

Akparobore and Omosekejimi (2020) studied "Leadership qualities and style: a panacea for job productivity and effective service delivery among library staff in academic libraries in South-South, Nigeria" among 623 library workers from 23 South-South Nigerian universities. The study found that academic librarian management staff usually practice authoritarian leadership. However, most library staff members said that democratic leadership, if followed by academic library administration, will maximize job productivity and effectiveness. The study recommended that university librarians and library management staff stop persecuting and enchantress chasing their staff, which can lead to frustration, a lack of commitment to work, poor productivity, and job ineffectiveness.

Ukangwa and Otuza (2020) studied "Work Environment and the Job Satisfaction of Librarians in Private Universities in South-East and South-West, Nigeria" among 181 librarians in private universities in South-East and South-West, Nigeria. The study concluded that the work environment significantly affects job satisfaction. So, the study suggested that library

management invest in the well-being of librarians, among other things, to improve job satisfaction.

The above studiesconclude that leadership style, work environment, and a sense of belonging significantly influence job satisfaction and productivity among library staff. Autocratic leadership reduces morale, while democratic leadership enhances productivity and effectiveness. A positive work environment, an inclusive culture, recognition, and supportive leadership are essential for improving job satisfaction. Identifying with the institution and feeling personally valued also play critical roles, regardless of library type or staff demographics. Investments in staff well-being and respectful, inclusive management practices are crucial for optimal performance and service delivery in libraries.

4.7. Staff Motivation and Incentives

Rachael and Devi (2019) analyzed "Job Satisfaction of Library Professionals of University of Calicut: An Analytical Study" indicated that job satisfaction is a personal sentiment influenced by various factors. The six components of job satisfaction encompass physical environment and ICT infrastructure, organizational culture, personal growth and development, salary, progression opportunities, and nature of work. A 5-point scale was utilized to evaluate the job satisfaction of participants. The questionnaire method was utilized for data gathering, and the findings are displayed in tabular format. The study findings indicated that while library professionals at this university library expressed moderate satisfaction with their work, issues such as inadequate salary, limited promotion opportunities, and restricted access to perks were recognised as significant barriers to job satisfaction. The report advised a reassessment of the conditions associated with promotion and income, among other measures, to enhance job satisfaction. It is recommended that they inspire and motivate library workers by providing additional incentives and competitive remuneration packages to stimulate their accomplishment drive, hence enhancing job satisfaction.

Saidat and Sunmade (2019) examined a study on "Staff motivation as correlates of the job performance of library staff at Osun State University, Osogbo, Nigeria" among 34 library staff at Osun State University. The study founded that the level of job performance among library staff was high. At the same time, the motivational parameters identified to greatly influence the library staff's performance, except for recognition of service and awards, affect their performance to some extent. The study showed that promotion, wages and salaries, benefits and allowances, appreciation, financial incentives, good working conditions, recognition of services, and awards are the factors that motivate library staff to perform their jobs. The study suggested that the level of job performance needs to be improved to enhance service delivery.

The above study showed that the motivation and essential job-related elements, such as salary, promotion opportunities, benefits, recognition, and work environment, have a significant impact on library staff's job performance and satisfaction. Although performance levels were relatively high and satisfaction was moderate, challenges such as insufficient recognition, limited chances

for advancement, and inadequate pay were identified as major constraints. The studies recommend enhancing compensation, recognition, and working conditions to improve motivation, job satisfaction, and the quality of library services.

5. Gaps in Existing Studies on Job Satisfaction among Library Professionals

After reviewing the studies on job satisfaction among library professionals across different institutions and regions, the following gaps emerged:

i. *Limited Focus on the Psychological and Emotional Aspects of Job Satisfaction*

Most studies focus on tangible aspects such as salary, promotion opportunities, and working conditions. However, aspects such as emotional well-being, mental health, burnout, stress management, and their impact on job satisfaction are underexplored.

ii. *Lack of Cross-Comparative Analysis Across Different Library Types*

Studies examined academic libraries, including school libraries, and special libraries separately, but comparative research across these institutions is lacking. A broader analysis across different types of libraries could reveal more insights into differences in job satisfaction determinants.

iii. *Gender-Based Job Satisfaction Disparities Require Further Analysis*

Some studies highlighted gender differences in job satisfaction (e.g., male librarians being more satisfied with staff development while female librarians report lower satisfaction). However, they do not deeply analyzed why these differences exist and how organizational culture, work-life balance, and workplace discrimination may contribute to them.

iv. *Lack of Research on the Impact of Digital Transformation and Technological Adaptation*

While some studies mention training and ICT infrastructure, underline suggestions but there was little exploration of how digital transformation, automation, and AI integration can positively impact library professionals' job satisfaction.

Questions such as "Does increased automation lead to job insecurity?" or "Does digitalization reduce job stress or increase workload?" remain unanswered.

v. *Limited Studies on the Role of Leadership and Organizational Culture*

While some studies mentioned supervisor relationships and governance at the same time in-depth exploration of leadership styles, workplace ethics, communication practices, and decision-making inclusivity is scarce.

The impact of toxic work environments, favoritism, micromanagement, and leadership effectiveness on job satisfaction also needs further investigation.

vi. Neglect of Librarians in Rural or Less Privileged Institutions

The majority of researches focused on librarians in urban or well-funded institutions (e.g., Kendriya Vidyalaya, Navodaya Vidyalaya, university libraries, etc).There is minimal research available on job satisfaction among librarians in rural, underfunded, or small community libraries, where resources, staffing, and working conditions may be significantly less or different.

vii. Insufficient Focus on Career Growth, Professional Development and Mobility

While some studies mentioned dissatisfaction with promotion policies, there is limited research focused on career pathways, skill enhancement opportunities, mentorship programs, and the long-term growth of librarians.

The issue of stagnation in library professions and the impact of continuing education on job satisfaction needs more attention.

viii. Effects of Workload and Multi-Tasking on Job Satisfaction

Some studies mentioned high workloads due to staffing shortages, but there is no detailed research on how multi-tasking, extended work hours, or administrative responsibilities affect librarian satisfaction levels.

ix. Lack of Studies on Work-Life Balance and Burnout

While a few studies discussed work-life balance, but researches on burnout, job stress, emotional exhaustion, and strategies for stress management among librarians is limited.

x. Comparative International Perspectives Are Lacking

Most studies focus on specific countries or regions (India, Nigeria, Greece, USA) but do not compare job satisfaction across different nations or continents. A global comparative study could highlight cultural, economic, and policy-based variations related to job satisfaction.

6. Conclusion

This research article provides a comprehensive review of the factors influencing job satisfaction among library professionals, drawing from a wide range of studies conducted between 2019 and 2025. The review highlights several key dimensions of job satisfaction, including demographic

factors, job security, monetary gratification, and working conditions. While library professionals generally express satisfaction with their work environments, supervision, and job roles, significant concerns persist regarding compensation, promotional opportunities, workload, and autonomy in decision-making.

The findings reveal that gender disparities, career advancement barriers, and organizational policies significantly impact job satisfaction levels. Leadership styles, work-life balance, and access to training and development opportunities also emerge as critical factors affecting professional contentment and performance. The synthesis of global and regional perspectives underscores the need for improved compensation policies, staff development programs, and conducive workplace environments to enhance job satisfaction among library professionals.

The review identifies several gaps in the existing literature, including the need for more research on the psychological and emotional aspects of job satisfaction, the impact of digital transformation, and the role of leadership and organizational culture. Additionally, there is a lack of comparative studies across different types of libraries and regions, as well as insufficient focus on librarians in rural or underfunded institutions. Addressing these gaps could provide deeper insights into the determinants of job satisfaction and inform more effective strategies for improving the well-being and productivity of library professionals.

Overall, this study offers valuable insights for policymakers and library administrators to design and implement interventions aimed at fostering higher job satisfaction and productivity among library professionals. By addressing the identified areas of concern and leveraging the positive aspects of job satisfaction, libraries can create a more supportive and motivating work environment that enhances both individual and organizational outcomes.

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