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Impact of pay and promotional rewards on job satisfaction among women library professionals working in the university libraries of Assam

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Abstract

The present study reflects the impact of job satisfaction of women professionals working in the state universities libraries of Assam. This study basically focused on the impact of pay and promotional reward which plays as a crucial factor related to job performance and satisfaction in an employee's work life. Therefore, a structured questionnaire was designed and distributed among the women professionals of 8 selected State Universities of Assam undertaken for the study and accordingly 90% responses were received which was presented and analyzed in tabular forms under different headings. The findings revealed that the respondents are generally satisfied with their job and work environment. However, moderate satisfaction with creativity and technical aspects suggests space for enhancing professional engagement.

Keywords: Academic Library, Job Satisfaction, Women Professional, University Library

Introductions

The Ministry of Statistics and Programme Implementation (MoSPI), Government of India has published a report on women and men in India (2023), where it was mentioned that a solid rise in the female Labour Force Participation Rate (LFPR) — increasing from 23.3% in 2017-18 to 37% in 2022-23. This growth among women highlights enhanced access to education, entrepreneurial ventures, and employment opportunities. However, Job fulfilment is a significant aspect of employs life and the biggest challenges and problems which the organizations are facing is to retain talented employees. It is the feedback an employee about his work, pay and promotion opportunities, support from co-workers and supervisors. Job satisfaction also play an important indicator on Employees' perceptions of their job and work behaviour such as institutional support and job withdraws. Among various professions, librarianship is regarded as a dignified and service-oriented profession. Even in this era of digital advancement, academic libraries function in a hybrid environment, continuing the legacy print collections with adapting digital access for easy services. Adoption of ICT technology has transformed librarianship into a more challenging and competitive profession compared to several other field. The role of libraries in supporting higher education has expanded significantly from discipline-specific support to facilitating interdisciplinary research and learning. To ensure meaningful contributions, active involvement of library professionals is crucial, this can be achieved if they are highly satisfied with the work. A deficiency may hinder the progress and efficacy of library services.

This is a complicated and varied phenomenon encouraged by a variety of intrinsic and extrinsic factors. Intrinsic factors are related to inner satisfaction which include the type of the work, prospects for individual progress, appreciation, and the sense of accomplishment one derives from their role. Again, extrinsic factors are associated to external rewards such as remuneration, job security, working environments, promotion opportunities, and relationships with colleagues and supervisors also significantly impact how satisfied an individual feel in their job.

The aim of the present work is to examine the job satisfaction level of women library professionals working in the university libraries of Assam and also try to find the effect of pay and promotional rewards on Job Satisfaction and suggests to progress.

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Literature Review

Sultana and Begum (2012) ^[8] conducted research among 31 medical library staff of Dhaka city of Bangladesh, to study the multiple dimensions that contribute to job satisfaction among female library staff associated to health library. The study identifies eleven job facets as highly significant to job satisfaction, while the other nine are having limited or negligible impact. The study finds that variety, ethical principles, authority, supervision- human relations, supervision technical, ability, utilization, promotion, co-workers, recognition, and achievements have a significant result on job satisfaction.

Singhal and Meera (2017) ^[6] studied the various job satisfaction facets and determined the job satisfaction level among the professionals working in the major Health sector Libraries of New Delhi. The authors collected data from 54 professionals from 14 medical colleges of New Delhi and found that surveyed respondents are satisfied with ICT features of their occupation, working environments, mutual respect and trust, social prestige, and job security. However, the library professionals are least satisfied with pay and promotion. The authors used Likert scale to assess the representations.

Balesh Kumar (2018) ^[2] found that women professionals are more fulfilled and dedicated to their jobs than male professionals. The study finds that certain job facets failed to meet the satisfaction levels of library staff like operational procedures, contingent rewards, and promotional procedures of the University.

Halvegar (2018) ^[1], examined that the key factors affecting job satisfaction within the library profession in private engineering and management institutions in Pune. The findings indicate that job satisfaction is strongly affected by supervisory climate and job-inherent characteristics, while gender, library type, and vocational criteria do not exhibit a statistically significant relationship. It suggests that library management should focus on creating an environment that fosters autonomy and recognizes the professional capabilities of librarians to enhance job satisfaction.

Nzelum, Unegbu, Nworie and Irunebo (2019) ^[4] in their study reveals the effect of promotion and recognition on job satisfaction of librarians in academic libraries in Imo State. They also found that a common policy for academic libraries in Imo State will promote librarians' regular promotion and promote job satisfaction.

Pandya (2021) ^[5] measure the levels of stress, workload, and job satisfaction among library experts in private academic institutions across Gujarat. Based on the findings, the study recommends private educational institutions to strengthen their human resource frameworks, improve workplace culture, and implement effective strategies to promote job

satisfaction and reduce revenue.

Kumari and Saroja (2023) ^[3] conduct a study to inspect the career aspirations of female library professionals in academic libraries of Telangana and recognized the issues influencing their career choices and progression. The study highlights the need for empowering women LIS professionals through skill development, confidence-building, and networking opportunities. Addressing socio-cultural barriers and providing support systems can facilitate women's advancement in the given field.

Sujatha, Doraswamy and Kishore (2022) ^[7] studied among 110 professionals from 23 University libraries from Andhra Pradesh. As per the findings, library science professionals expressed higher satisfaction with pay and promotion-related factors, especially agreeing with the statement: 'My salary is appropriate in relation to the duties and responsibilities of my job. The study highlights notable differences in job satisfaction regarding pay and promotion among respondents based on group classification (Group A and B) and gender.

Objectives of the Study

The main objective of the study:

- Analyze demographic details of women library professionals
- To assess and analyze the attitude of women professionals towards their chosen profession.
- To identify the influence of salary, benefit and payment towards job satisfaction among women library professionals
- To determine the factors related to promotional benefits towards job satisfaction of women library professionals
- To find the association between salary, promotional benefits, and job satisfaction among women library professionals using correlation analysis.

Scope of the Study

This study is restricted to women professionals working in State Government University libraries of Assam. There are total 22 central and state government universities in Assam as per the record available in University Grant Commission portal

(<https://www.ugc.gov.in/universitydetails/university?type=dmCMsxJZgXH2S/m0uMOKQ==>) Here, for this study we have consider following 8 Universities which is mentioned below in Table No.1. The study does not cover the other universities as they are newly established universities and one being a technical university. In this study, 30 women professionals are working in different capacities in the surveyed university of Assam out of which 27 data has been received (90%).

Table 1: Name of the Universities for Study

Type	Name of the University	Status
State	Bodoland University	2(f) & 12(B)
State	Cotton University	2(f) & 12(B)
State	Dibrugarh University	2(f) & 12(B)
State	Gauhati University	2(f) & 12(B)
State	Krishna Kanta Handiqui State Open University	2(f)
State	National Law University and Judicial Academy	2(f) & 12(B)
Central	Assam University	2(f) & 12(B)
Central	Tezpur University	2(f) & 12(B)

Methodology of the Study

This study is involved a detailed examination to identify the major dimensions of the research, with specific variables identified in alignment with the objectives. A questionnaire was distributed among women library professionals in the state University Libraries of Assam to gather the different job aspects information. The questionnaire contained two parts- the first part is on the general information and second part is on different aspects responsible for Job Satisfaction like- job recognition, salary, promotional. The questionnaires were provided to the women professionals and communication were also made in this regard as and when required.

was to discover the pay and promotional rewards on job satisfaction among the women library professionals working for the University Libraries of Assam. For that purpose, a prescribed questionnaire on the different job facets particularly job recognition, pay benefit and promotion, attitude towards profession has been prepared and distributed to women library professionals. The questionnaire was prepared based on the mentioned variables related to job satisfaction level obtained through Likert Scale of measurement. It involves Descriptive statistics such group frequency distribution, percentile, mean, standard deviation.

The demographic details of the respondents are shown in Table No.2

Data Analysis and Interpretation: The aim of the study

Table 2: Respondents Background

Demographic Details		
Age Group	Frequency	Percentage
21-30	0	0
31-40	11	40.74
41-50	7	25.93
51-60	9	33.33
Total	27	100
Total Experience Gained		
Below - 5	2	7.41
6 - 10	3	11.11
11- 15	8	29.63
16-20	4	14.81
20 - above	10	37.04
Total	27	100
General Qualification		
B.A.	9	33.33
B.Sc.	7	25.93
B.Com.	1	3.71
M.A.	6	22.2
M.Sc.	2	7.41
M.Com.	1	3.71
Any Other (Please Mention)	1	3.71
Total	27	100
Professional Qualification		
BLISc	4	14.81
MLISc.	16	59.26
MPhil	0	0
PhD	6	22.22
Diploma in Library Science	1	3.71
Certificate Course in Library Science	0	0
Other Professional Qualification	0	0
Total	27	100
Designation		
Librarian	1	3.71
Deputy Librarian	1	3.71
Assistant Librarian	5	18.52
Senior Professional Assistant	1	3.71
Professional Assistant	7	25.93
Semi-Professional Assistant	2	7.41
Cataloguer	1	3.71
Classifier	2	7.41
Library Assistant	5	18.52
Jr Library Assistant	0	0
Library Attendant	1	3.71
Book Arranger	1	3.71
Other	0	0
Total	27	100
Marital Status		
Married	24	88.89
Unmarried	03	11.11
Total	27	100

The demographic data of the respondents are presented in the above Table No.2. This table includes various demographic details such as age group, experience, qualification, designation, marital status are presented. From the table indicate that 11 (40.74%) of them belongs to the age group between 31-40 and followed by 7 (25.93%) are between 40-50 age group. The above table indicate that 24 (88.89%) are married and 03 (11.11) are unmarried respondents. The table also shows that the respondents hold different designation. Maximum 7 (25.93%) respondents hold the designation of professional assistant followed by 5 (18.52%) respondents hold Assistant Librarian and Library

Assistant designation respectively. The Librarian and Deputy Librarian Designation was hold by only 1 (3.71%) respondent. The qualifications are separated into two categories: general qualification and professional qualification. As per the data, 9 (33.33%) respondents hold BA degree whereas 6 (22.2%) hold MA degree. The table also shows only 2(7.41%) and 1(3.71%) respondent hold MSc and MCom degree respectively. However, in terms of professional qualification, maximum 16 (59.26%) respondents hold MLISc degree and 6 (22.22%) hold PhD degree in Library Science.

Table 3: Perception and Attitude towards the LIS Profession

Statements	Satisfaction Level					Mean	Standard Deviation (SD)
	SA	A	N	D	SD		
It is one of the noble professions	9	14	1	1	2	4.00	1.09
Satisfied to choose it as a career	7	14	2	3	1	3.85	1.04
If opportunities available would move to other jobs/sectors	3	5	8	7	4	2.85	1.21
Salary and allowances are satisfactory	1	8	14	4	0	3.22	0.74
Job responsibilities are identified and appreciated	2	6	18	1	0	3.33	0.67

[Abbreviation: SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree]

From the table, mean value is ranging from 2.85 to 4.00. The highest mean values (4.00 for One of the noble professions) indicate strong positive perception and the lowest mean (2.85 for Opportunities available would move to other jobs) which reflect dissatisfaction or ambition. The statement "Salary and allowances are satisfactory" indicate mixed feelings about compensation which is neutral to slightly positive perception, it is due to the possibility of

unmet financial expectations.

The standard deviation range in the above table is between 0.67 to 1.21 which means mixed views or disagree. The lowest standard deviation (0.67) indicating relative consistency in responses though many were neutral. The highest diverse opinion in the statement 'Opportunities available would move to other jobs' indicate that responses range widely from strong agreement to strong disagreement.

Table 4: Pay and Allowance Satisfaction

Statements	Satisfaction Level					Mean	Standard Deviation (SD)
	SA	A	N	D	SD		
It provides a good package of salary benefits	2	8	10	6	1	3.15	0.97
The salary package is adequate for me to run my livelihood	2	7	12	4	2	3.11	0.99
The terms and conditions of salary allowances offered is satisfactory	1	8	13	3	2	3.11	0.92
On the basis of performance salary increment is made	3	8	9	2	4	3.15	1.20
Additional work load and responsibilities are paid well	2	1	9	9	6	2.41	1.10
Overtime duty is credited	1	2	3	13	9	2.04	1.02
Satisfied with employment beneficial schemes	0	4	13	8	2	2.70	0.81

[Abbreviation: SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree]

The above table it has seen that the mean is between 2.04 to 3.15. All scores suggesting mild to moderate level of satisfaction. The mean values for the first four variables (ranging around 3.11 to 3.15) suggest that respondents have a mixed perception of their salary and allowances, suggesting neither strong approval nor discontent. This indicates lack of clarity, indifference, or a cautious stance among respondents. The statement 'Overtime duty is credited' (2.04) is shown very low dissatisfaction suggesting

serious concerns about fairness in work-life balance.

The standard deviation in the above table is ranging between moderate variation (0.81) to high variation/ divided views (1.20). The statement 'On the basis of performance salary increment is made' shows highest variation (1.02) in responses reflecting that some believe performance influences pay increments, others do not. This inconsistency could indicate a lack of transparent performance appraisal mechanisms.

Table 5: Promotion Opportunities and Professional Growth

Statements	Satisfaction Level					Mean	Standard Deviation (SD)
	SA	A	N	D	SD		
Based on Experience Gained	3	12	6	4	2	3.37	1.09
Based on Educational Qualification and merit	4	4	14	3	2	3.19	1.06
Based on set Institutional Norms and Regulations	2	17	1	5	2	3.44	1.10
Based on the Guidelines framed by UGC	4	6	8	8	1	3.15	1.11
On the basis of seniority	5	16	2	2	2	3.74	1.07
Partiality prevails at the time of promotions	3	6	8	6	4	2.93	1.21
Promotional scope is limited	3	13	6	3	2	3.44	1.07

In the above table the highest mean score is 3.74 for the statement “On the basis of seniority”, indicate that a significant majority perceive in seniority as the primary basis for promotion. Similarly, the statement “Based on set institutional norms and regulations” also received a high mean (3.44), indicating that many respondents believe promotions follow pre-established institutional policies, although a few express disagreements. The statement

“Based on experience gained” has a moderate mean of 3.37, showing a fair acknowledgment of experience. The Higher standard deviation (1.21 for partiality prevails at the time of promotions) shows mixed opinions about fairness, some strongly agree, others strongly disagree. The high Standard Deviation shows disagreement and lack of consensus. The deviation is ranging from 1.06 to 1.21.

Table 6: Professional Recognition and Job Satisfaction

Statements	Satisfaction Level					Mean	Standard Deviation (SD)
	SA	A	N	D	SD		
I feel my job is a very pleasant one	7	9	7	2	2	3.63	1.16
I am satisfied with the working environment	8	7	8	2	2	3.63	1.19
My work place provides me scope to show my creativity	4	6	13	2	2	3.30	1.05
My job is technical in nature	4	8	10	4	1	3.37	1.02
The Authority appreciates my work	5	10	8	3	1	3.56	1.03
There is no gender discrimination in the library workload	4	10	5	7	1	3.33	1.12
Partiality exists in between job responsibilities and work allotment	0	5	14	5	3	2.78	0.87

[Abbreviation: SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree]

From the above table it is reflected that the mean value is ranging from 2.78 to 3.63 which indicates between agree and strongly agree except one 2.78 is for work responsibilities are distributed fairly among staff indicating lower perceived fairness.

The standard deviation range in the above table is between 0.87 to 1.19 which means mixed views or disagree even if the mean was high. It indicates notable spread in responses, suggesting a lack of consensus and potentially varied experiences or perceptions among respondents.

Findings and Conclusion

The study draws several interesting findings. The demographic data reveal that out of the 27 respondents, majority of the respondents (40.74%) belong to the 31-40 age group, followed by 25.93% in the 40-50 age range, indicating a predominantly mid-career participant base. In terms of marital status, a large majority (88.89%) are married, with only 11.11% unmarried. Moreover, 37.04% of respondents had more than 20 years of experience and 7.41% had less than 5 years of experience, showing a senior-dominated workforce. A majority of respondents (59.26%) held MLISc degrees including 22. 22% PhD holders reflecting a significant number of highly qualified women professionals. In terms of designation Senior positions such as Librarian and Deputy Librarian were held by only one respondent each (3.71%), majority are belonging to Professional Assistant (25.93%), followed by Assistant Librarian and Library Assistant (18.52% each). Study reveals that respondents demonstrate a strong emotional and ethical connection to librarianship, recognizing it as a noble and satisfying career based on the aspects such as career choice, job loyalty, compensation, and recognition. With the highest mean value 4.00, for the variable- librarianship is a noble profession, indicating deep respect for their field. However, there are concerns about career mobility, role recognition, and moderate contentment with salary. Again the study also shows moderate satisfaction with their base salary and there is a clear sense of dissatisfaction with incentives for extra workload, overtime compensation and benefit schemes. The study also finds that promotions are primarily based on seniority (mean- 3.74) and institutional norms, (mean- 3.44)

with less emphasis on merit or qualifications. There is significant concern about the limited scope for advancement and partiality in promotional decisions.

The respondents are attracted to LIS career mainly due to job security, pay and salary benefit and because lack the transferable skills necessary to enter other professions. A majority of the respondents aimed to be committed to work and lead a pleasant life while contributing financially to their families. In conclusion, the study reveals a general sense of job satisfaction among the respondents and work environment, and feel appreciated by their authority. However, moderate satisfaction with creativity and technical aspects suggests space for enhancing professional engagement. However perceived partiality in work distribution and concerns about gender discrimination highlight areas requiring institutional attention to ensure fairness, transparency, and inclusiveness in the workplace. It is essential for women library professionals to continually upgrade their skills, strengthen their networking capabilities, and boost their self-confidence to achieve their career goals and advance successfully in their professional journeys.

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