

QUALITY OF WORK LIFE AND JOB ATTITUDE OF LIBRARY PROFESSIONALS OF UNIVERSITIES IN KERALA

*Thesis submitted to
the University of Calicut in partial fulfilment of
the requirements for the award of the degree of*

**Doctor of Philosophy (Ph. D.) in
Library and Information Science**

by

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Under the guidance of

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**DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE
UNIVERSITY OF CALICUT
2019**

Declaration

I, Shyni K.G., do hereby declare that this study entitled **Quality of Work Life and Job Attitude of Library Professionals of Universities in Kerala** is a record of the bonafide study and research carried out by me under the supervision and guidance of Dr. Mohamed Haneefa K., Associate Professor and Head, Department of Library and Information Science, University of Calicut. This has not been previously submitted for the award of any diploma, degree, title or recognition.

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The thesis is revised as per the modifications and recommendations reported by the adjudicators and resubmitted. Soft copy attached is the same as that of the resubmitted revised copy.

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List of Abbreviations/ Acronyms

ACS	Affective Commitment Scale
AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
APA	American Psychological Association
CFA	Confirmatory Factor Analysis
CCS	Continuance Commitment Scale
DMRT	Duncan's Multiple Range Test
ESI	Employee Satisfaction Inventory
HRM	Human Resource Management
HTMT	Hetero Trait- Mono Trait Ratio of Correlations
IOR	Index of Organisational Reaction
ISO	International Organisation for Standardization
IT	Information Technology
JDS	Job Diagnostic Survey
JIQ	Job Involvement Questionnaire
LISA	Library and Information Science Abstract
LISREL	Linear Structural Relations
MANOVA	Multivariate Analysis of Variance
MSQ	Minnesota Satisfaction Questionnaire
NAAC	National Assessment and Accreditation Council
NCS	Normative Commitment Scale
SAS	Structural Analysis Software
SBDQ	Supervisory Behaviour Description Questionnaire
SD	Standard Deviation
SPSS	Statistical Package for Social Science
UGC	University Grants Commission
QWL	Quality of Work Life
QWLSI	Quality of Work Life Systemic Inventory

Abstract

Quality of Work Life has become an issue of major concern for Human Resource Management in organisations. An empirical research on Quality of Work Life will serve to provide directions toward the development of organisational strategies and policies for improving the Quality of Work Life of the employees. The study investigates various factors that contribute toward the Quality of Work Life and the Job Attitude of the library professionals, examines the relationship between them. The scope of this study is extended to analyse how the variables of the Quality of Work Life and Job Attitude are related to the independent variables selected for the study.

Library professionals employed in eight state universities, and in the Arts and Science Colleges of the four affiliating universities were included in the study. The universities selected for the study were the University of Kerala, Mahatma Gandhi University, University of Calicut, Kannur University, Cochin University of Science and Technology, Kerala Agricultural University, Sri Sankaracharya Sanskrit University, and Kerala Veterinary and Animal Sciences University. The affiliating universities selected for the study were the University of Kerala, University of Calicut, Mahatma Gandhi University and Kannur University. The sample of the study comprised of 400 library professionals: 200 from the universities and 200 from the colleges, selected by stratified random sampling technique. Questionnaires were used for data collection. Three hundred and sixty one responses were received with a response rate of 90 per cent. Data analysis was done with SPSS version 16.

The Quality of Work Life was measured by the QWL framework proposed by Walton (1975). A modified version of the Quality of Work Life Scale (Walton, 1975) has been validated among library professionals in this study. The dimensions studied were: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunities for continued growth and security, social integration in the work organisation, constitutionalism in the work organisation, work and total life space, and the social relevance of the work life. Job Attitude was measured by three dimensions such as Job Satisfaction, Organisational Commitment and Job Involvement. The scales used include the Minnesota Job Satisfaction Questionnaire (Weiss et al., 1967), the Organisational Commitment Questionnaire (Meyer and Allen, 1992), and the Job Involvement Questionnaire (Kanungo, 1982).

Correlation analysis has revealed that there is a significant positive relationship between the Quality of Work Life and the Job Attitude of the library professionals. It was found that most of the sub-variables of the Quality of Work Life show significant positive correlation with the Job Attitude. The highest correlation was found between immediate opportunities to use and develop human capacities, and Job Attitude. It was also found that all the eight dimensions of the Quality of Work Life are correlated. Among the sub-variables, 'immediate opportunities to use and develop human capacities' was identified as the best predictor of the Quality of Work Life of the library professionals.

The library professionals of universities and colleges showed no significant difference in their Quality of Work Life and Job Attitude. There was no significant difference in the Quality of Work Life and Job Attitude based on gender and marital status. However, library

professionals differed in their Quality of Work Life and in Job Attitude based on their designation. There was a significant difference in the Quality of Work Life based on their salary, where as in Job Attitude no significant difference was observed. The results of the interaction effect between independent variables revealed that age, experience, and qualifications showed interaction effect on the Quality of Work Life of the library professionals of the universities. Age and experience showed no interaction effect with the Job Attitude of the library professionals of the universities.

The study has addressed the present state of the Quality of Work Life and the Job Attitude of the library professionals employed in universities and their affiliated colleges in Kerala. The Quality of Work Life framework used in the study conveyed that the eight sub variables of Quality of Work Life are important in determining the Quality of Work Life of the library professionals. Therefore the components of the Quality of Work Life need to be strengthened in libraries. As the Quality of Work Life of the library professionals increases, a positive Job Attitude will be created among the library professionals. The study has wide reaching implications for future research.

Chapter I

INTRODUCTION

1.1. The Background

Libraries of universities and colleges play a vital role in the Indian higher education system. There have been serious endeavours at the national level to improve the quality of the library services in the higher education sector. Indian libraries are in the forefront with well-flourished library systems having advanced information resources, network facilities and skilled manpower. But there remains the question as to the extent to which libraries have achieved their goals. It can be observed that there are certain factors that retard the achievement of the goals. The factors can be analysed in the perspective of human resource management. The Government of India has been spending huge amounts on libraries for collection development. But libraries cannot completely satisfy the information requirement of the users. The situation demands expertise, skills, and quality services from library professionals. It is evident that the manpower in libraries, as well as the quality of services needs to be improved to achieve academic excellence in higher education. Recognizing the significance of skilled manpower, the UGC has implemented Quality Improvement Programmes for library professionals in India.

There are also certain organizational factors which influence the attitude and behaviour of library professionals. These are related to the working environment of libraries. This may be different for university libraries and college libraries. In libraries, the work place is not an isolated environment in general. It is a part of a large academic system where the library professionals are expected to provide academic and administrative support to the organization.

The role of the library professionals is demanding in that they have to link the contributions of the academic community to the national knowledge economy. There should be enough opportunities for human interaction for effective knowledge transfer. Therefore, human relations are to be strengthened in libraries. Moreover, libraries are passing through a phase of transition brought about by the advancement in Information Communication Technologies (ICT). The technological revolution has an impact on the work culture, human relations, working environment and on the overall attitude towards the profession.

The manpower in libraries includes professionals, semi-professionals, and non-professional staff. Library professionals who are qualified in Library and Information Science constitute a major portion of the library staff. The library professionals interact with their work environment, and derive satisfaction for their social, psychological, intellectual and economic needs while working in libraries. According to Sirgy et al. (2008), the work environment of an organization consists of physical, cognitive and emotional resources, and demands related to work. Hence, the measurement of the perceptions of library professionals will be useful in order to assess the work life they experience in libraries. Their perceptions will be helpful in arriving at meaningful interpretations regarding the working environment of libraries.

1.2. Quality of Work Life (QWL)

To attempt to define the Quality of Work Life is not a simple task due to the multifaceted nature of the concept. However, an in-depth analysis of the concept will help to provide a clearer picture. Walton (1974) observed that the Quality of Work Life is the union of two streams of thoughts: the first one being the humanization of the working environment, and the second one being productivity. Efraty

and Sirgy (1988), the founders of Need Satisfaction Theory, noted that the view of management experts on the Quality of Work Life is rooted in concern for both the well-being of the worker and for organisational effectiveness. The Need Satisfaction Theory defines the Quality of Work Life from the perspective of Interactional Psychology as a measure of the extent to which the workers are able to satisfy their needs through their membership in the organisation.

Quality of Work Life is a multidimensional construct used to indicate the level of satisfaction of employees with respect to their work environment in an organization. The concept has its roots in scientific management, nourished in humanization of work environment enforced by labour laws encompassing a wide variety of employee oriented programs and finally converging to the broad spectrum of the Quality of Life of a nation. It has been researched under different perspectives. Industrial psychology, social psychology, management, and economics have contributed much to the concept.

Hackman and Suttle (1977) stated that the Quality of Work Life involves the improvement of the quality of work experiences of the employees, as well as the improvement in the overall effectiveness of the organisation. This is possible only by providing opportunities to the employees to make meaningful contributions to the organisation. Therefore, it is essential to consider employees as a potential resource, and they need to be assigned work-roles in the organisation. This, in a deep sense, includes the design of the workplace and the assignment of work roles (Chisholam, 1983). Quality of Work Life is an attempt to integrate the employee's needs and well-being with the intention of improved productivity, greater work involvement and higher levels of job satisfaction (Susan and Jayan, 2013). Humanization of work has gained more attention in

organisational researches since the 70s (Delamotte and Walker, 1976). They are focused on the measurement and analysis of opinions and perceptions of employees of the organisation. Measurement of the Quality of Work Life can be treated under the heading of Well-Being Evaluation of Organisational Research (Gogleva, Sorokin and Efendiev, 2014).

The Hawthorne experiment conducted by Elton Mayo and Rothlisberger during 1924-1933, was a milestone in the development of the concept of the Quality of Work Life. It was from this landmark that the concept shifted its focus from productivity, to psychological and sociological aspects of work life in addition to economic aspects. Intensive research on the Quality of Work Life started during the 1970s. The first International Conference on Quality of Work Life was held in Toronto in 1972, and in the same year, the International Council for Quality of Work Life was established. The second International Conference on Quality of Work Life held in Toronto in 1981 attracted 1500 participants including 750 managers from various fields (Jaiswal, 2014). It was evident from this conference that the concept of Quality of Work Life had been getting widespread attention in organisational management.

Though the concept of the Quality of Work Life emerged in the West, it is receiving global attention today. Sengupta (1985) while discussing the QWL issues in the Indian context, pointed out that the concept had reached India during the mid-seventies. Citing the contribution of Richard Walton, he comments that the legislative acts during the early twentieth century, the unionization movements of the 1930s and 40s emphasizing job security, the psychologists' interventions on morale and productivity during the 50s, equal employment opportunities, and job enrichment schemes were the stages of development that led to the inception of the eight

conceptual categories of the Quality of Work Life proposed by Walton in 1975, which is also another milestone in the history of Quality of Work life.

Gogoleva, Sorokin and Efendiev (2014) observed that the focus of research on the Quality of Work Life during the 1970s and 1980s was on the role of the trade unions and management on the Quality of Work Life of the employees, whereas during the 1990s and 2000s, the focus turned to governmental projects and activities on the Quality of Work Life. Later, an institutional approach for improving the Quality of Work Life was developed. They added that the focus of recent studies on measuring the Quality of Work Life in organisations can be treated as an indicator of social, psychological and economic consequences of organisational change and transformation in working conditions.

1.2.1. Quality of Work Life as an Organizational Issue

The survival of an organization in a society demands quality output from the organization in the form of products or services. This responsibility is vested with the administrators as well as with the employees. This social commitment is the life-blood of an organization. How can organizational performance be tuned to be society oriented? The basic element to be focused upon is the human resource of the organization. Work is not merely for earning money. There is a work-life which is the most important for an employee. People derive satisfaction from their work-life in the same way that they do from their social or family life. Researchers have identified the factors which determine the level of satisfaction of work-life. This includes the pay, promotion, physical environment, opportunities for growth, facilities for training and development, social relationships in the organisation, and work-life balance. Quality of Work Life is closely related to the task, the physical environment, social

environment and administrative support of the organisation.

The Quality of Work Life measures the perception of employees in an organisation regarding the factors which contribute to the Quality of Work Life. The latest researches are oriented to identify, measure, interrelate, interpret, evaluate, and to predict these factors using conceptual frameworks. The outcomes of the researches on the Quality of Work Life during the last four decades have laid the theoretical foundations for the topic. An organisational approach to the Quality of Work Life is concentrated on two aspects: one is directed at the programs and activities of the organisation that promote the Quality of Work Life of the employees, and the second approach is directed towards the assessment of employee's perceptions regarding various organisational factors.

1.2.2. Quality of Work Life Interventions in Organizations

Modern organizations give prime concern to the factors which contribute to the Quality of Work Life, and thereby, organizational efficiency. Employee oriented programmes in organizations can be referred to as Quality of Work Life programs. QWL programs are treated as an organisational responsibility. It provides a platform for solving work related problems, building co-operation, designing work environment, assigning tasks, and above all, to manage the human assets effectively. An organisational approach is needed for these practices (Nanjundeswaraswamy and Swamy, 2013). Sirgy et al. (2008) classified the QWL programmes in organizations into four categories: those related to work environment, to job facets, to management or supervisory duties and responsibilities, and corporate policies related to employees. They categorised all the programmes prevailing in organisations under the above four categories. Decentralized organisational structures, team work, parallel structures and quality circles, ethical corporate mission and

culture, are the QWL programs related to the work environment. Participation in decision making, high involvement programmes, and job involvement programmes are grouped under programmes related to job facets (Mohrman and Ledford, 1985; Portis and Hill, 1991). The programmes related to management or supervisory duties include Total Quality Management (TQM), performance feedback and role clarity, and ethical supervisory behaviour. Incentive plans are included under corporate policies related to employee pay and promotion. These kinds of QWL programs are mostly confined to private sectors.

1.2.3. The Measurement of Quality of Work Life

The dimensions of jobs are being reoriented in all fields worldwide. The organizational focus is towards achieving a work-life balance of employees, rather than on increasing productivity. Eventually, it is the Quality of Work Life (QWL) that determines the quality of services rendered by an organisation. Organisations of industrial and service sectors are concerned with human resources and their development. They are involved in employee welfare programmes, ensuring participation, motivation, and helping in the work life balance of the employees. Quality of Work Life studies during the last three decades show that researchers are interested in perceiving the Quality of Work Life from different angles. Martel and Dupuis (2006) point out that the four major components of Quality of Work Life are the nature of the job itself, physical context, psychological context and organisational context.

The components of the Quality of Work Life in studies vary based on the nature of research. The major components of the Quality of Work Life used in a large proportion of organisational studies are: adequate and fair compensation, safe and healthy working conditions, immediate opportunities to use and develop human

capacities, opportunities for continued growth and security, social integration in the work organisation, constitutionalism, work and total life space, and social relevance of working life (Walton, 1975). According to Hackman and Oldham (1976), the determinants of the Quality of Work Life are: skill variety, task identity, task significance, and autonomy and feedback.

Salkani (2003) has developed a scale for measuring the Quality of Work Life designed for Indian organisations. The dimensions used were: adequate and fair compensation, fringe benefits and welfare measures, job security, safe and healthy physical environment, work load, opportunities to use and develop human capacity, opportunity for continued growth, human relations and social aspects of work life, participation in decision making, reward and penalty system, equity justice and grievance handling, work and total life space, and image of organisation in the society.

1.2.4. Quality of Work Life in Libraries

The Quality of Work Life has not received much attention in libraries. However, decentralized organizational structure in university libraries, work schedule, participation in decision making, job enrichment programs, team work, programs to enhance occupational status and prestige, TQM, etc. can be found in libraries. The QWL approach for libraries is concerned about the physical environment, training and development, promotion, opportunities for growth, social integration, human relations in libraries, and work life balance. A deep understanding of these factors contributing to the existing Quality of Work Life in libraries is necessary in order to plan and implement the Quality of Work Life programmes in libraries. It is actually a psychological approach to improve the quality of services by improving the Quality of Work Life of the library professionals.

The workplaces in libraries are characterized by some factors which are unique to the libraries and are professional in nature. The work of the librarian cannot be fully assessed only by the number of books issued or by the number of users who visit the library. But it is rather service oriented. The interpersonal relationship between the users and the library professionals create the work environment in libraries. Library professionals are engaged in assisting the users in their assignments, information requirements, to help in writing articles, books, reports, etc. They ensure academic support and services to the users. The customer relationships established through the services is the lifeblood of the libraries. The satisfaction derived out of the interpersonal relationship contributes to the satisfaction at work for a library professional. A good work culture and integration among the staff are very essential in libraries to achieve this result.

The routine work in traditional libraries includes acquisition of books and periodicals, cataloguing, classification, collection maintenance, circulation, reference services, library orientation, user education etc. As Information Communication Technology has been adopted in libraries, they have started to provide electronic information services based on digital collections and online resources. Information Technology competency has become an essential requirement for the library professionals. Hence, the workplace in libraries need to be transformed and become conducive for reading, e-learning, creativity, collaboration, in addition to maintaining a user friendly atmosphere. Due to the availability of e-resources from the internet, the dependence on libraries for information has declined. Library professionals are competing with the information professionals of the IT sector and with the advanced technologies to provide what is required for the user. The library space is being reduced to the touch

screens. However, technology can never replace human intervention. The expectation of the users is to be satisfied with the libraries. So, in modern libraries the learning environment is extended to the creative spaces, discussion rooms etc. A reorientation in the physical facilities is demanded in libraries. Physical collection in libraries has become a secondary resource due to the outburst of digital resources in the information arena that compete with the library services.

In the light of the above discussions, it is evident that the opportunities and challenges before the library professionals are abundant. The fact is that, a supportive work environment in libraries can promote quality services. This is dependent upon the Quality of Work Life they experience from the library. Therefore, the situation demands an inquiry into the factors which contribute to the Quality of Work Life.

Monetary benefit is the major concern for employees in the choice of any job. Studies have revealed that wages can be treated as a prime factor affecting the Quality of Work Life as well as the job satisfaction of employees. The salary scale and the cadres of the library professionals are different in universities and in colleges. The benefits of incentives are to be explored among the library professionals.

Work becomes satisfactory only when the employees get opportunities to express their talents and abilities. Most of the library professionals are educated, skilled and highly qualified. Sometimes the subordinate staff may be more qualified than their superiors. The opportunities provided for the subordinate staff will be controlled by the superior. The willingness to accept the capabilities of the subordinates will be crucial to the progress and development of a good work culture in libraries. Such a

compassionate attitude will be beneficial in enhancing the Quality of Work Life.

Career development is another important aspect of work life. The dynamic work environment in libraries demands updating of skills and continuous professional development. Library professionals are part of a large learning platform. The authorities should provide opportunities for continued growth for the library professionals. Gradually the Quality of Work Life will be improved by providing such opportunities.

Socialization within the organisation creates healthy relationship among the employees. It will nourish a feeling of belonging among the members. Initiatives from the authorities are required to develop social integration within the organisation. Formal and informal gatherings inside the libraries will nourish social integration among the library professionals.

Constitutionalism in the work organisation is another important factor which contributes to the Quality of Work Life. Constitutionalism implies equity and justice in every aspect. Employees must be treated equally. An atmosphere of freedom, equality and impartiality in decision making and grievance-handling will create a positive attitude towards the job among the library professionals which in turn will promote the Quality of Work Life.

1.3. Job Attitude

Job attitude is a major area of research in Organisational Psychology. Eagly and Chiken (1993) defined attitude as a psychological tendency expressed by evaluating a particular entity with some degree of favour or disfavour. Job Attitudes can be used to predict the behaviour of employees in an organisation. A more specific definition for job attitude states that Job Attitudes are the

evaluation of one's job that express one's feeling towards, beliefs about, and attachment to one's job (Judge and Kammeyer-Muller, 2012). According to Saari and Judge (2004), employees have attitudes about job career and organisation. Job encompasses one's position, occupation, and the employer. The employee's job attitudes are directed towards various components related to their job. Therefore the concept attains a multi-dimensional nature.

Job Attitude indicate a wider perspective of a job. The constituents of Job Attitude may vary. Job Attitude researches measure discrete components such as job satisfaction, organisational commitment and other attitudes. Job Satisfaction is considered as the important component of Job Attitude. It is the most researched topic in Organisational Behaviour, represented by contentment and positive feelings about one's job. The concept of job satisfaction also is multi-faceted. Job satisfaction measures the satisfaction on work, supervision, co-workers, pay and promotion (Judge and Kammeyer-Muller, 2012).

Job satisfaction researches have laid a strong theoretical foundation for the topic. The contributions from Maslow's (1943) theory on Hierarchy of needs, Herzberg's Motivator- Hygiene Theory (1968), Discrepancy Theory by Locke (1969), Job Characteristic Model of Hackman and Oldham (1976), and Range of Affect Theory of Locke (1976) are some of them.

Another component of job attitude is organisational commitment which is defined as a psychological bond with the organisation, represented by affective attachment to the organisation with a tendency to remain a part of it. Organisational commitment is a mind-set represented by affective, normative and continuance commitment (Allen and Meyer, 1990). The conceptual model

proposed by Allen and Meyer, 1990 is used in this study.

Job involvement is the third component of Job Attitude. Job involvement is a descriptive belief of the present job and it is a measure of the extent to which the job satisfies one's present needs (Kanungo, 1982). The theoretical basis of the investigation is the Job Involvement Scale developed by Kanungo (1982) which is based on the concept of job involvement propounded by Lawler and Hall (1970).

Job Attitude has its effect on other individual behaviours within the organisation. Harrison, Newman and Roth (2006) proposed a model depicting the relationship between the job attitude and work behaviour of employees. The Job Attitude is related to job satisfaction and organisational commitment, and affects individual effectiveness and performance. Meyer et al. (2002) reported that organisational commitment is positively related to organisational citizenship behaviour and job performance. Affective commitment has negative correlation with turnover intention, withdrawal, absenteeism, stress, and work-family conflict.

1.4. Quality of Work Life and Job Attitude

The Quality of Work Life and Job Attitude are considered to be two closely related variables. Therefore it will be worthwhile to study how the job attitude of library professionals is related to their Quality of Work Life. It is proposed that there will be an influence of Quality of Work Life reflected in the Job Attitude of library professionals employed in universities. The Quality of Work Life as well as the Job Attitude are multi-dimensional constructs, and hence there may be relationship between the components of the two variables. From an organisational perspective, empirical studies on job attitudes are very important, because human interface is the key to the success of a

service organisation. Attitudes can be influenced and changed intentionally so as to achieve positive outcomes. Therefore analysis of the dimensions of the Quality of Work Life and the investigation of their relationship with the components of Job Attitude will be crucial in orienting the library environment effectively.

1.5. Statement of the Problem

Academic libraries are confronted with challenges and opportunities offered by the information revolution. The concept of traditional libraries is in the verge of extinction. Users are expecting more from the libraries and they trust the role of libraries in the fast flow of digital information. The role of library professionals is demanding and the present workplace needs to be transformed so as to equip them to compete in the digital world.

The academic libraries in India are well equipped with qualified library professionals. They are competent in every respect. The academic libraries are striving for quality library services. Quality services from libraries can be achieved by improving the Quality of Work Life. Quality of Work Life is essential to attract and retain library professionals. So the dimensions of the Quality of Work Life are to be explored to identify the factors which contribute to the Quality of Work Life of library professionals so that more emphasis can be given to the weak areas in academic libraries.

The assessment of the Quality of Work Life has not received much attention in the library field. Attempts to redesign library work in terms of the individual capabilities have been a topic of debate during the seventies and the eighties of the last century. The workplace situation has undergone a transition from the traditional concept of librarianship. The study of the Quality of Work Life enables to identify levels of motivation and general feeling about life

in the workplace of library professionals and across the whole institution as well. It can be used as an assessment tool for the development of individuals as well as for measuring aspects of the environment in groups and across the whole institution. This study reveals the measures or techniques that need to be taken to improve the Quality of Work Life of the library professionals working in universities.

Quality of Work Life covers various aspects under the general umbrella of Supportive Organizational Behaviour. The Quality of Work Life of the library professionals depends on many factors such as the organizational climate and culture, work load and productivity, level of autonomy and decision making, professional development opportunities and leadership role, hours of work, scheduling, salaries and benefits, scope for practice, respect for superiors and colleagues, support for continuous learning, and the personal health of the professionals. An investigation into the Quality of Work Life and its influence on the Job Attitude of library professionals in academic libraries is worthwhile in this context. The study is entitled as **Quality of Work Life and Job Attitude of Library Professionals of Universities in Kerala.**

1.6. Definition of the Key terms

The terms used in the title of the study have been defined as given below.

1.6.1. Quality of Work Life

Definitions of Quality of Work Life can be classified as institutional definitions and academic definitions (Royuela, Lopez-Tamayo and Surinach, 2008). The investigator adopted an institutional definition of Quality of Work Life for this study which is focused on the measurement of perceptions of employees.

According to Nadler and Lawler (1983), the Quality of Work Life refers to an individual's perception of and attitude towards his or her work and total work environment. Martel and Dupuis (2006) who proposed the framework of Quality of Work Life Systemic Inventory (QWLSI) defined Quality of Work Life as the conditions experienced by the individual within their work domain, in pursuit of their organisational goal, which will be reflected as their Quality of Life, organisational performance, and overall functioning of the society.

According to Walton (1973) Quality of Work Life is a measure of eight dimensions such as adequate and fair compensation, safe and healthy working conditions, immediate opportunities to use and develop human capacity, opportunities for continued growth and security, social integration in the work organisation, constitutionalism in the work organisation, social relevance of working life, and work and total life space.

This study measure the perceptions of the library professionals regarding the factors affecting their work life which are organisational, economic and social in nature, coming under the purview of the QWL framework proposed by Walton (1973).

1.6.2. Job Attitude

According to Judge and Kammeyer-Muller (2012), job attitudes are evaluation of one's job that express one's feelings toward, beliefs about, and attachment to one's job. Liao et al, (2012) defined Job Attitude as a set of attitudes and thoughts towards work which is reflected in work involvement and organisational commitment. Due to the multi-faceted nature, Job Attitude consists of job satisfaction, job commitment and job involvement as the components (Jayan, 2006).

This study measure the job satisfaction, organisational commitment and job involvement of the library professionals.

1.6.3. Library Professionals

A library professional in the context of the study refers to a professionally qualified person possessing the minimum educational qualifications of a bachelor degree or an equivalent diploma in Library and Information Science and who is employed in a Library or Information Centre (Harrod, 1971).

1.7. Profile of the Selected Universities in Kerala

The study has been focused on library professionals employed in universities and affiliated colleges of the universities in Kerala. Eight state universities have been selected for the study.

1.7.1. University of Kerala

The University of Kerala is the pioneer university in Kerala. It was established in 1937 by the Maharajah of Travancore, Sri. Chithirathirunnal Balarama Varma. It was named as the University of Travancore and later transformed as the University of Kerala by the Kerala University Act in 1957. The jurisdiction of the University of Kerala includes the districts of Thiruvananthapuram, Kollam, Alappuzha, and some areas of Pathanamthitta. The University has forty-one departments dedicated to teaching and research. There are 150 affiliated colleges under this university (University of Kerala, 2019).

1.7.2. University of Calicut

The largest university in Kerala is the University of Calicut. It has 34 departments and 426 affiliated colleges. The jurisdiction of the university is spread over five districts of north Kerala including Kozhikode, Malappuram, Palakkad, Trissur and Waynad. The university was established in 1968 by C.H. Mohammed Koya, the

former Education Minister of Kerala. The mission of the university is to make college education accessible to millions of people in northern Kerala. There were only 54 colleges in the beginning. Over the course of five decades, the University of Calicut has become a landmark in the history of higher education, especially in the Malabar region. Now the University of Calicut has achieved A Grade certification from the NAAC, University Grants Commission in 2017 (University of Calicut, 2019).

1.7.3. Mahatma Gandhi University

The Mahatma Gandhi University is one of the major universities located in central Kerala. The districts of Kottayam, Ernakulam, Idukki and some parts of Pathanamthitta and Alappuzha come under its jurisdiction. It was established on 2 October 1983. The university has 17 university departments and 77 Affiliated Government and Aided Colleges, 10 Autonomous Colleges, and 200 Unaided Affiliated Colleges (Mahatma Gandhi University, 2019)

1.7.4. Kannur University

Kannur University was established in 1996. As per the Kannur University Act 1996, the University was established in the state of Kerala as a teaching, residential and affiliating university, promoting the development of higher education in Kasargod and Kannur revenue districts and the Mananthavady Taluk of Waynad District. There are 79 colleges affiliated to Kannur University. Being a multi-campus university with campuses spread over at various locations under its jurisdiction, Kannur University can boast of being unique. The Act also empowered the university to establish, maintain, manage and develop campuses at Kannur, Kasargod, Mananthavady, Payyannur, Thalasseri, Kanhangad and such other places as are necessary for providing study and research facilities to promote

advanced knowledge in Science and Technology and other relevant disciplines (Kannur University, 2019)

1.7.5. Cochin University of Science and Technology

The Cochin University of Science and Technology (CUSAT) is a specialized university in Science and Technology in Kerala established in 1971. It has three campuses, the main campus is at Triakkara in Kochi. The second campus known as the Lake-Side campus is 12 KM away from the main campus on the shores of the lake Vembanadu, Cochin, where the faculty of Marine Sciences and the Marine Science Library is located. It is regarded as one of the largest Marine Science libraries in Asia. The third campus is the Pulinkunnu campus located in Kuttanad, Alappuzha which is 65 KM away from the main campus. CUSAT has 29 teaching departments (Cochin University of Science and Technology, 2019).

1.7.6. Kerala Agricultural University

In India, to provide the much needed impetus to Agriculture Education and Research in the country, the State Agricultural Universities (SAUs) were established as an integral part of the National Agricultural Research System. It was on 24 February 1971 that the Kerala Agricultural University (KAU) was established. The University was trifurcated into the Kerala Veterinary and Animal Sciences University (KVASU), Kerala University of Fisheries and Ocean Studies (KUFOS) and Kerala Agricultural University (KAU) in 2011 (Kerala Agricultural University, 2019)

1.7.7. Sree Sankaracharya University of Sanskrit

In 1993, with the aim of imparting knowledge in various branches of Sanskrit, Indology, Indian Philosophy, Fine Arts, Foreign Languages and Social Sciences, Indian Culture, Indian Languages, and to promote the study and research of Sanskrit, the Sree Sankaracharya

University of Sanskrit was established. It is a research oriented university located at Kalady in Ernakulam district. It is a non-affiliating university having jurisdiction all over the state of Kerala. It has eight regional campuses at Thiruvananthapuram, Panmana, Thuravoor, Ettumanoor, Thrissur, Tirur, Koyilandy and Payyannur. The Sree Sankaracharya University of Sanskrit was accredited by the NAAC, UGC, with 'A' Grade in 2014 to become the first university in Kerala having such a top accreditation (Sree Sankaracharya University of Sanskrit, 2019).

1.7.8. Kerala Veterinary and Animal Sciences University

The Kerala Veterinary and Animal Sciences University (KVASU) was established in 2010 and it is located at Pookot in Wayanad district. The university functions as a tropical referral and training centre in the area of tropical animal production and veterinary medicine, in addition to offering multidisciplinary courses in veterinary and animal sciences including wildlife science. It acts as a nodal hub which strengthens the bond between the scientists and the farmers by speedy transfer of technology. It has three constituent colleges; the College of Veterinary and Animal Sciences, Mannuthy, Thrissur, the College of Veterinary and Animal Sciences, Pookot, Wayanad and the College of Dairy Science and Technology, Mannuthy. The university has research stations at Thumbermuzhi, Thiruvazhamkunnu and Mannuthy (Kerala Veterinary and Animal Sciences University, 2019).

1.8. Research Objectives

This study is based on the assumption that Quality of Work Life is essential for the development of a positive job attitude among the employees of an organisation. The main objective of the study is to investigate the Quality of Work Life and its influence on the Job Attitude of the library professionals of universities in Kerala. The

investigator has framed the following specific objectives.

1. To study the relationship between the Quality of Work Life and Job Attitude of the library professionals.
2. To analyse the influence of institution and gender on the Quality of Work Life and Job Attitude of the library professionals.
3. To study the difference in the Quality of Work Life based on designation and salary of the library professionals.
4. To examine the interaction effect of institution with age and experience on the Quality of Work Life and Job Attitude of the library professionals.

1.9. Hypotheses

The following hypotheses were formulated and tested with statistical techniques.

1. There is no significant relationship between the Quality of Work Life and Job Attitude of the library professionals.
2. There is no significant difference in the Quality of Work Life and Job Attitude of the library professionals between universities and colleges.
3. There is no significant gender difference in the Quality of Work Life and Job Attitude of the library professionals.
4. There is no significant difference in the Quality of Work Life of the library professionals based on their designation and their salary.
5. There is no significant difference in the Job Attitude of the library professionals based on their designation and salary.
6. There is no interaction effect between institution and age on the Quality of Work Life of the library professionals.
7. There is no interaction effect between institution and age on

the Job Attitude of the library professionals.

8. There is no interaction effect between institution and experience on the Quality of Work Life of the library professionals.
9. There is no interaction effect between institution and experience on the Job Attitude of the library professionals.

1.10. Scope and Limitations of the Study

This study was intended to assess the Quality of Work Life and Job Attitude of the library professionals in universities and affiliated colleges in Kerala. Eight state universities having libraries with permanent library professionals were selected for the study. The universities selected were University of Kerala, University of Calicut, Mahatma Gandhi University, Kannur University, Cochin University of Science and Technology, Kalady Sree Sankaracharya University, Kerala Agricultural University, and Kerala Veterinary and Animal Sciences University. Library professionals from Arts and Science colleges of the four affiliating universities among the selected eight universities were also included in the sample. The affiliating universities are University of Kerala, Mahatma Gandhi University, University of Calicut and Kannur University. The population comprised of library professionals of university libraries, department libraries, study centres, teacher education centres, off-campus centres and affiliated colleges.

Quality of Work Life and Job Attitude are the dependent variables of the study. Independent variables of the study include type of institution (universities or colleges), gender, age, designation, qualifications, marital status, salary and experience. The entire research was done within the framework of Walton's QWL structure.

There are external and internal variables that affect the Quality of Work Life of the employees. This research focused only on the internal factors that directly affect the employee's work life. The external environment variables are indirectly connected to employees' work life and may be important, but it has not been included.

The sample of the study excluded library professionals of Engineering and Medical colleges, and of the unaided colleges of the universities. The investigation is mainly based on structured questionnaires. Therefore, a quantitative analysis was followed to arrive at the inferences.

Quality work environments would allow the organization to attract as well as to retain a healthy and committed work force in libraries. The study is helpful in identifying work place issues in the academic libraries of the universities in Kerala.

1.11. Organization of the Thesis

The thesis has been organized into five chapters.

Chapter 1: Introduction

This chapter introduces the problem under investigation with a brief background, research objectives, hypotheses, statement of the problem, definition of key terms, scope and limitations of the study, and an outline of the organization of the thesis.

Chapter II: Review of Literature

A comprehensive review of related literature on the Quality of Work Life and Job Attitude that helped the researcher to identify the research gap which lead to the study are presented in this chapter.

Chapter III: Methodology

Chapter three describes the methodology adopted for the investigation and includes the research design, sampling, data

collection tools and techniques, and the statistical analysis used for the study.

Chapter IV: **Analysis and Interpretations**

This chapter covers a detailed analysis of data using statistical techniques. It is discussed under the major headings: Preliminary analysis, Relationship between Quality of Work Life and Job Attitude of the library professionals, Predictors of Quality of Work Life of the library professionals, Predictors of Job Attitude of the library professionals, Influence of Quality of Work Life on the Job Attitude of the library professionals, and Influence of independent variables on Quality of Work Life and Job Attitude of the library professionals.

Chapter V: **Findings and Conclusions**

Chapter five summarizes the findings, tenability of the hypotheses, suggestions of the study, recommendations for future research, and conclusions.

Appendices, select bibliography and publications of the investigator are included at the end of the thesis. Appendix A includes the questionnaire for the library professionals of the universities, and Appendix B includes the questionnaire for the library professionals of the affiliated colleges.

Citation Style Used

American Psychological Association (APA) Style Manual, Edition 6 was used for formatting the in-text citation, references and the select bibliography. For more readability, citations with more than three authors are abbreviated to the first author name plus et al. All references are given in hanging indent format with the first line flush to the left margin and every single other line intended (American Psychological Association, 2010).

1.12. Conclusion

Environmental factors play a dynamic role in the organizational settings which affect the Quality of Work Life of the employees. Based on the literature review it was found that there are a number of variables associated with this topic. To bring about the best outcome, this study focused on the variables which were connected with the organisational factors associated with the Quality of Work Life of the library professionals. Further, the study was extended to analyse the impact of the Quality of Work Life on the Job Attitude of the library professionals. Employee Attitude is one of the factors which lead to organisational effectiveness. In the great run for quality improvement, an inquiry into the underlying factors of Quality of Work Life seems to be highly relevant in the sector of Higher Education.

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Chapter II

REVIEW OF LITERATURE

2.1. Introduction

The investigator has made an in-depth survey of the literature related to the area of the study. The concept of the Quality of Work Life has been studied in the West as well as in India. The approaches to the Quality of Work Life by psychologists, sociologists and management experts vary considerably in their focus. An organisational approach from Human Resource Management perspective has been used in this investigation. The investigator depended upon print journals from libraries, databases of journals including EBSCO, LISA, ProQuest, Emerald, PsycINFO, Science Direct, Scopus, JSTOR, Google Scholar, Web of Science, and institutional repositories in order to collect related studies for the investigation. Other resources such as books, research reports, conference proceedings, dissertations, policy documents, and institutional web sites were also utilized for the study. Eighty five articles were reviewed which helped to identify the research gap in this area.

2.2. Quality of Work Life

Empirical studies on Quality of Work Life of employees, academicians, managers, and professionals from various sectors, were reviewed to understand the factors contribute to the concept of Quality of Work Life, its relationship with other organisational variables, the methodology followed for the studies, the limitations of the studies, the methods of data collection, and the process of analysis and research findings. The intention was to find out the research gap in the field which may be filled by the investigation.

Hofstede (1984) investigated the cultural relativity of the QWL concept. According to the author, work and life cannot be separated. Research data on dominant work-related value patterns in 53 countries and regions were used to suggest how the definitions of the Quality of Work Life are affected by national cultural patterns. A four-dimensional score of power distance, individualism, masculinity and uncertainty avoidance was used for validation. The study revealed that work related values differ among professionals, technicians and managers. Work values were found to be profoundly influenced by both nationality and occupational level. Organizational subcultures were also found to reflect on the needs of the people who work for them. The author analysed and plotted a continuum of variables for the 53 countries, and the position of a country in the graph was decided based on the way in which they defined the QWL. High quality life means success, achievement and self-respecting an individualistic society. In such societies, job life and private life were sharply set apart. It was highlighted in the study that different cultures have different need hierarchies. Improving the Quality of Work Life probably implied offering opportunities for creating relationships on the job.

The Quality of Work Life movement has had little impact on the service sector in general until the last few decades. Cohen (1992) pointed out the need for redesigning or restructuring of the workplace settings in child welfare services in a QWL study. The study was conducted in a child welfare agency in a large urban setting with approximately 700 staff members. The study was carried out with the primary objective that all the employees of the organisation would get an opportunity to participate and express their perceptions of their job and of the organisation. An employee survey was conducted and the employees were asked about their

perception of their individual job, of their work groups, and of their performance and the structure of the organisation as a whole. Three hundred and eighty eight respondents participated. The results showed an extremely low sense of satisfaction with the Quality of Working Life. One hundred and four items were included in the survey under the four major areas of job, work relationship, organisation structure and organisational effectiveness. The investigation revealed that the routine standards were inadequate to solve increasing client problems. The organisation was burdened with an overly centralized and bureaucratic mode of decision making that resulted in long delays. This made the staff feel powerless to make changes that they believed was necessary to improve the delivery of service. There was very little reward or recognition within the organisation.

Gani and Ahmad (1995) emphasized the need for an institutionalized approach for the study of the factors of QWL in the Indian context. An empirical investigation on the various aspects of QWL in a pioneer public sector undertaking viz. Hindustan Machine Tools (HMT) was carried out. Questionnaires were used for gathering data from workers and managerial personnel on various issues under the study. Fifteen independent variables adapted from previous studies including working environment factors, relational factors, job factors, and financial factors were selected. The tools used for statistical analysis comprised of absolute numbers, summary statistics, and comparison of mean scores. The study revealed that workers as well as the management perceived that the QWL in the organisation was not satisfactory. The major reasons observed were the absence of a participatory management culture, and financial problems. The study highlighted the factors which expressed the workers' desire for independence and responsibility, and also for dignity as a person.

An investigation on the impact of self-managing teams on the QWL and productivity was carried out by Elmuti and Kathawala (1997) among employees in a manufacturing firm in the mid-western United States. Employee productivity and quality changes were measured by collecting and analysing actual organizational data for a thirty-six month period. In this company, a self-managing team programme was implemented. A questionnaire, archival data, and follow up interviews were used to accomplish this study. The questionnaire was designed to tap a wide range of Quality of Work Life facets, with measures derived from the Michigan Organisational Assessment package. The population sample included all full time employees and managers from different functional areas, and senior managers. A total of 1200 employees participated. Six hundred and twenty two responses were obtained. 30 months after the programme had begun, a second survey was conducted to assess any changes in employee perception. Six Hundred and Seventy Four employees responded to this survey. Follow-up interviews were then conducted with the plant manager, the human resource manager, the operations manager and the controller in this manufacturing factory. Data on deeper perception on the effects of self-managed teams were obtained. The mean scores on QWL measures before and after the implementation of the self-managed team programme were calculated. It was revealed on analysis that a positive correlation existed between the dimensions of the QWL and self-managed team programmes. The results indicated that self-managed team programmes could improve the QWL of employees.

Catherine and Chiu (1997) carried out an investigation into the effect of women-friendly HRM policies and practices on the employee's Quality of Work Life. Members of the Hong Kong Institute of Human Resource Management were invited to participate in the survey. A

sample of one hundred and forty eight personnel or human resource managers, each representing an organisation responded. Fifty-eight percentages of the respondents were female. The respondents were requested to record the response on twenty HRM policies twice. In the first round, the respondents were asked to respond about the existing policies in their institution, and in the second round, to indicate on a scale of 1-7 the importance of the policy on the Quality of Work Life. The results indicated that women-friendly policies were not widely adopted in the organisations surveyed. None of the policies was perceived by the HR managers to be very contributing to the employees' QWL. Principal component analysis using varimax rotation was employed to analyse the interrelationship of the twenty women-friendly policy items. The results indicated that the concept of women friendliness was multifaceted in nature. Seven women friendly dimensions were identified as flexibility, development, lack of gender discrimination, family friendly, equal opportunities, maternity and paternity benefits, and the prevalent HR policies. A series of analysis of variance were done to examine the effects of organisational origin of these seven women friendly dimensions.

Louis (1998) explored the ways in which the Quality of Work Life of teachers contributed to the commitment to their work and their sense of efficiency. Mean values of the Quality of Work Life in eight schools were examined along with the relationship between the Quality of Work Life variables and the measures of the teacher's commitment and sense of efficacy. A model was presented and the research was carried out as part of a larger study on teachers' work life in alternatively structured schools conducted under the auspices of the Centre for Effective Secondary Schools at the University of Wisconsin. Case study method was followed. Schools making serious efforts to alter the working condition of teachers were selected. Six

hundred and ninety five teachers participated in the questionnaire survey. One hundred and twenty class rooms were observed and one hundred and eighty teachers were interviewed. A confirmatory scaling was adopted to measure the variables. The items in seven QWL dimensions were subjected to reliability analysis. A step-wise multiple regression analysis procedure with the SPSS program was used to examine the relationship between the QWL and teachers' commitment and sense of efficacy. The variable that showed the highest relationship with commitment was the ability to develop and use skills related to one's work.

An investigation was carried out by Lewis et al. (2001) to test whether extrinsic, intrinsic, or prior traits could best predict satisfaction with the QWL in health care. Questionnaires were used to gather data from employees in seven healthcare settings located in the South-Central regions of Ontario, Canada. Advance notification of the study was made by letter to the chief executive officers. One of the noticeable features of data collection in this study was that the investigators ensured confidentiality, complete participation and offered some complementary items for completed questionnaires when returned. Sealed boxes were provided at convenient locations such as lunch room, nursing station and cafeteria to deposit completed items. However, the response rate was only 33 per cent. The sixty-five item survey instrument consisted of eight general topic areas such as co-worker and supervisor support, team work and communication, job demands and decision authority, patient resident care, characteristics of the organization, compensation and benefits, staff training and development, and overall impression about the organization. A seven-scale score was adapted from previous studies with an addition of pay and benefits and a global satisfaction scale. Principal component analysis with equimax

rotation and Kaiser Normalization were used. Linear regression analysis was used to identify the impact of extrinsic and intrinsic predictors of job satisfaction. The QWL varied among the kind of institution surveyed. It was indicated that employment in a long-term care facility or home-care organizations produced decline in satisfaction compared to baseline academic acute-care facility. The study helped to identify the key workplace issues associated with seven different types of health care organizations.

Wyatt and Wah (2001) examined the perceptions of the Quality of Work Life among a sample of Singaporean employees. Data were obtained from managerial executives (N=332) through structured questionnaires and were used to illustrate their perceptions concerning the QWL. A thirty-five item questionnaire, derived and adapted from an earlier QWL study was used to measure the QWL. A five-point Likert scale was adopted. The results of factor analysis revealed four dimensions of the QWL as: favourable work environment, personal growth and autonomy, nature of job, and stimulating opportunities and co-workers. The results provided a major benchmark to measure the QWL in Singapore. Overall, the findings supported the conceptualization of the factors involved in perceived QWL derived from different parts of the world. One of the major limitations observed was an under representation of Malay and Indian Singaporeans in the sample. Future research needs to redress this imbalance since there may be cultural differences in value dimensions. Additionally other industries should be studied to examine the extent to which the results can be generalized across industries.

Gallie (2003) compared employee's perception of the Quality of Work life, degree of involvement in decision making, career opportunities, and job security to see whether Scandinavian countries had a

distinctive pattern against European countries from an ideological point of view. The study was exploratory in nature and the central hypothesis was that if the Quality of Work Life programme would have an effect, it would be particularly with respect to the dimension of the working environment and participation, and that there should be evidence of a distinctive Scandinavian pattern. Thirteen out of the fifteen Scandinavian countries were included in the study. A random sample of 1000 people aged 16 and over, of which 379 were from Finland and 834 from Germany was taken for the study. Personal interview was adopted to collect primary data from the individuals of the sample households. Country effect on work environment, participatory, career and stability dimensions of work quality was studied. Cross sectional survey was carried out. Sweden reported high score for participation and consultation. Regression analysis revealed that career opportunities were strongly affected by both individual and organisational characteristics.

Togia, Koustelios and Tsigilis (2004) studied job satisfaction among Greek academic librarians. A sample of 30 libraries was selected for the study. Two hundred structured questionnaires were distributed, and 139 responses were received. Employee Satisfaction Inventory (ESI) adapted from previous studies was used to develop the questionnaire. Six job aspects were studied. They were: the job itself, pay, promotion, supervision, working conditions, and the organisation as a whole. Responses were obtained on a five-point scale. Construct validity of ESI was examined using structured equation modelling. Analysis was carried out using AMOS 3.62. Results showed that the job satisfaction of librarians was mainly determined by organisation as a whole, working conditions, supervision and job itself. It was found from the study that academic librarians were more satisfied from the intrinsic aspects of work, supervision and working condition.

Tella, Ayeni and Popoola (2007) studied work motivation, job satisfaction and organisational commitment of library personnel in academic and research libraries in Oyo state, Nigeria. A survey design was adopted. The sample consisted of 200 library professionals. A questionnaire comprising of work motivation, job satisfaction and organisational commitment was used for data collection. Data analysis was done using descriptive statistics, Pearson's Multiple Correlation and t- test. The analysis revealed that perceived motivation, job satisfaction and organisational commitment were correlated. It was also revealed that there was no significant difference between professional and non-professional library staff regarding work motivation. There was a difference in job satisfaction between library professionals of academic and research libraries.

Argentero, Miglioretti and Angilletta (2007) conducted an investigation to assess the Quality of Work Life for health workers in Italy to identify new organisational structures, so that it would be possible to evaluate their effects on the wellness of patients. Structured interview method was used to gather data from a sample of 112 health workers. Answers were audio-taped and analysed by two independent researchers trained to identify common indicators of work life quality. Descriptive statistics and variance analysis were used. It was revealed on content analysis that the major indicators of Quality of Work Life were professional relationship, work organisation, taking care of patients, professional ability, and professional growth. The study revealed that the subjective perception on the Quality of Work Life was influenced mostly by the amount of performance demanded.

Beh and Rose (2007) conducted a study to test the relationship between QWL and job performance using questionnaire to survey a

sample of 475 managers in a manufacturing industry in Malaysia. A two-factor model with correlated factors was postulated and supported. Structured equation modelling procedure showed that the two constructs were highly correlated and represented a distinct concern on work life. The scale adapted reflected the respondents' perception of QWL in terms of the elements, developing their capacities, a safe and healthy working environment, an opportunity for growth, job security, communication, rules and procedures, satisfaction with salary, etc. A ten-point response scale was used to measure job performance. Regression analysis was used to assess the relationship between the variables, and T-test was performed to determine the significance of variance and confirmed with structured equation modelling on the two factor model. The results indicated a significant positive relationship between QWL and job performance.

Kalayanee and Busaya (2007) investigated the association between institutionalization of ethics, the Quality of Work Life, and an organization's outcomes. The objectives of this study were to investigate and monitor the relationships among ethics, QWL, and employee job-related outcomes in the Thai work place; and to direct and maintain the attention of the business sector in Thailand toward this topic. Data was collected with questionnaires mailed to human resource and marketing managers of 514 Thai companies listed on the Stock Exchange of Thailand. The response rates were 29.4 per cent from HR managers and 17.3 per cent from marketing managers. The main research findings included: (a) the positive relationships between ethical institutionalization, QWL, and job-related outcomes; (b) the implicit form of ethical institutionalization has a stronger influence on QWL and job-related outcomes than the explicit form; and (c) the implicit form of ethical institutionalization has a positive impact on job satisfaction and organizational commitment of HR

managers while it has no effect on marketing managers. The research findings also verified the importance of ethical institutionalization to business organizations, and revealed that workers were more satisfied with the work environment and safety means of the company. They were less satisfied with the relation and cooperation with co-workers, job security and salary. The major limitations observed were the selection of a single textile hub and the convenient sampling method adopted for the investigation.

High turnover has been a major issue in Information technology organisations. Turnover intentions and turnover decisions were indicators of a low Quality Working Life. Korunka and Hoonakar (2008) conducted a study in which a model explaining turnover intention in IT sector was developed and tested with path analysis in two samples. The first sample consisted of 644 employees of five IT companies in America and Austria. The second sample consisted of 677 employees from an international IT production company. Questionnaire method was used for data collection. A web-based survey was undertaken in the American sample, whereas in the Austrian sample, questionnaire method was used for data collection. The questionnaire comprised of four variables- job characteristics, organisational characteristics, QWL, and turnover intention. The model was tested with path analysis with AMOS 5.0 in two samples. The authors suggested that one of the possibilities of retention was to give employees control over their work. The second recommendation was to make the job more challenging. The third factor was supervisory support, the fourth was career opportunities, and the fifth was rewards. A major finding of the study was that organisational involvement did not play any role in the path of turnover. The major limitation of the study was the cross sectional

design, and that the turnover intention was measured rather than the actual turnover.

Lin (2008) examined job satisfaction of Information Technology workers in academic libraries. The variables studied were demographic, socio-economic and work-related in nature. The work-related variables included a sense of belonging, faith in wanting to belong, a feeling of acceptance, paying duties, job autonomy, job role and promotion opportunities. The investigator conducted a mail-survey of 99 member university libraries under the Association of Research libraries in the United States. A total of 443 mail surveys were sent, and the responses was only 45.6 per cent. Hackman and Oldham's Job Diagnostic Survey (JDS) was adapted to measure job satisfaction. It was revealed from the study that background variables like salary and qualification affected the job satisfaction of library IT workers. Among the work related variables, sense of belonging, faith in wanting to belong, a feeling of acceptance, job autonomy, promotion opportunities were positively related to job satisfaction of library IT workers. Variables were analysed using multiple regression analysis. The major limitation observed was the lack of use of a sampling frame for the study.

Koonme et al. (2010) investigated the association between institutionalization of ethics, QWL, and employee job related outcomes in the Thai work place. The data was collected by means of questionnaires mailed to human resource managers of 514 Thai companies listed on the Stock Exchange of Thailand. The measurement items used were purified using confirmatory factor analysis. Research hypotheses were tested by means of multiple regression analysis. The response rate was 31.9 per cent. The study revealed that there was a positive relationship between implicit form of ethics institutionalization and between both lower and higher

order aspects of QWL. The results also indicated that the implicit form of ethics institutionalization and two aspects of QWL had positive impact on the three employee job-related outcomes which included job satisfaction, organizational commitment and team spirit. The research findings validated the importance of ethics institutionalization and the QWL programme for business organizations in Thailand. The study revealed that the manager's job satisfaction and organizational commitment were significantly related to lower order QWL, while the manager's team spirit was significantly related to higher order QWL. The major limitation observed was that the sample consisted of HR managers only.

Marta et al. (2013) analysed the perceptions about ethics institutionalization and the Quality of Work Life of Thai versus American marketing managers. These two countries vary profoundly in their economic and cultural development. Two samples were taken for the study and a web-based survey was conducted. The quality of work life was studied based on the Quality of Work Life concept propounded by Sirgy et al. (2001). The measure for Ethics Institutionalization was adapted from Singapakdi & Vitell (2007). Confirmatory factor analysis and ANOVA tests were carried out. It was found that the Thai group had lower degree of implicit ethics institutionalism than the U.S. group. The two groups did not vary in their explicit ethics institutionalization. Lower order Quality of Work Life was observed in the two groups. Since it was a correlational study, it was not possible to explain why the two samples showed differences. Thai managers were collectivistic in their cultural orientation, while U.S Managers were individualistic. This study can be linked with the concept of the cultural relativity of Quality of Work Life proposed by Hofstede (1984).

Daud (2010) investigated the relationship between QWL and organisational commitment amongst employees in Malaysian firms. The purpose of the study was to determine a set of factors that could adequately represent the concept of QWL and its relationship to organisational commitment in firms in Malaysia. A quantitative approach was adopted for the study. Sixty organisations were selected randomly and a sample of 500 employees was selected as respondents. Seven QWL variables were examined such as growth and development, participation, physical environment, supervision, pay and benefits, and social relevance to determine their relationship with the organisational commitment. A principal component factor analysis with Varimax rotation was performed separately for items including QWL and organisational commitment variables. The results revealed that QWL and organisational commitment were constructs and was a product of evaluation of one's workplace. The study was limited to non-management level employees only.

Peng et al. (2010) studied the effect of job autonomy on the relationship between job satisfaction and organisational citizenship behaviour in university libraries in Taiwan. It was proposed that university libraries with internal environments that foster organisational citizenship behaviour might be able to adapt to external environmental changes more fluidly. The objectives of the study were to examine the consequences of organisational citizenship behaviour in the university library context and to investigate the importance of job satisfaction in facilitating organisational citizenship behaviour. The investigator further inquired the moderating effect of job autonomy in relation to job satisfaction and organisational citizenship behaviour. The researcher studied four variables: intrinsic job satisfaction, extrinsic job satisfaction, job autonomy, and organisational citizenship behaviour. A sample of 839

librarians of 77 university libraries in Taiwan was taken for the study. The questionnaire was designed in three sections comprising of job satisfaction, job autonomy and demographic variables. Organisational citizenship behaviour was measured in five dimensions by a 20 item questionnaire, and job satisfaction using Minnesota Satisfaction Questionnaire, and job autonomy was measured with 3 items. Structured equation modelling was used for data analysis. The study provided theoretical and empirical evidence to confirm the hypothesis that the relation between overall job satisfaction and organisational citizenship behaviour was positive and significant.

Efforts to investigate work and family have been hindered by the absence of a strong theoretical framework. A study was done by Aziz et al. (2011) on the Quality of Work Life of librarians in government academic libraries in Malaysia. A descriptive research design was developed. Structured questionnaires were mailed to 250 librarians. The study aimed at establishing a relationship between work variables and QWL. Pearson correlation analysis was used. It was found that both work variables and non-work variables profoundly influenced QWL. This study can be extended to inter-role conflict in relation to work variables. Findings of this research can be used in library planning and administration. It was suggested that academic libraries with high QWL could attract and retain more work forces.

Bragard et al. (2011) investigated the QWL of medical residents working with cancer patients. A new assessment tool viz. Quality of Work Life Systemic Inventory (QWLSI) was used for measurement. The purpose of the study was to confirm the convergent validity of QWLSI, to analyse the QWL of medical residents in Belgium with QWLSI, and to discuss an intervention methodology based on the analysis of QWLSI. One hundred and thirteen medical residents

participated between 2002 and 2006. They completed the QWLSI, Burnout Inventory, and Job Stress Survey to confirm the correspondence between these three tools. The residents' low QWL predicted high emotional exhaustion ($\beta=0.282$; $p<0.01$) and job stress ($\beta=0.370$; $p<0.00$) levels, confirming the convergent validity. This sample of medical residents had an average QWL ($\mu=5.8$; $SD=3.1$). However their QWL was very low for three subscales: arrangement of work schedule ($\mu=9$; $SD=6.3$), support offered to employee ($\mu=7.6$; $SD=6.1$), and work life relation with superiors ($\mu=6.9$; $SD=5.3$). The results confirmed that the QWLSI could provide an indication of workers' health, wellbeing, and of organizational performance in different areas of work life. The problem factor found among Belgium medical residents suggested that prevention should focus on the redirection of working hours, development of support, and change in leadership. The study showed the usefulness of QWLSI to predict psychological distress at work and to build interventions aiming to improve the Quality of Work Life.

An inquiry into the perception of Quality of Work Life of employees and their career development dimensions in relation to their perception on various aspects of work were investigated by Li and Yeo (2011). The objectives of the study were to identify the factors that influenced the employees' negative perception of the Quality of Work Life, positive perception of the Quality of Work Life, and finally to know how the employees' perceptions of their Quality of Work Life influenced their career development planning. The study was a qualitative one and gathered data from a sample of 140 MBA students. Descriptive narratives of the students were used for primary data. Constant comparative method was used when performing content analysis in three areas. The study revealed a theoretical deviation from previous studies from which two distinct

matrices were derived. The findings showed that the respondents generally viewed their Quality of Work Life as an important facet of their overall Quality of Life. It was found that the negative perception of Quality of Work Life included the location of the office, physical environment, and cafeteria/gymnasium facilities. Positive strategies identified were: career development support, flexibility and autonomy of job design, and flexibility in career development planning. The lack of direct or face-to-face interaction for data collection is found to be a major limitation of the study.

Mirkamali and Thani (2011) studied the Quality of Work Life among faculty members of the Tehran and Sharif University of Technology. The study examined the influential factors of the Quality of Work Life and perceptions of faculty members. The sample used included 130 faculty members from the University of Tehran and 30 professors of the Sharif University of Technology, forming a total of 150 participants. A QWL questionnaire based on Walton's factors was designed. The questionnaire contained 32 questions and evaluated the Quality of Work Life on the basis of Likert's 5 degree scale. The study revealed that the QWL within the two universities stood at an unfavourable level. There was a noticeable difference seen between social integration and cohesiveness among the professors of the two universities. One of the major limitations of the study was the small sample used. It was recommended that factors of Quality of Work Life such as fair and sufficient pay, opportunity for growth and security, social dependence of work life, social solidarity of work life, and the development of human capabilities needed to gain more attention in universities.

Organisational work-life support has a role to play in determining the Quality of Work life of employees. Valcour et al. (2011) conducted a study to investigate the factors that contributed to this concept by

analysing the employees' perceptions on the support received to combine work and non-work roles. Data for this study was collected from the Age and Generation Study conducted by the Sloan Centre on Aging and Work at Boolon College in 2007-2008. Two hundred and twenty five respondents participated in the survey. Perceptions of organisational work life support were measured. The variables selected were: work hours, work overload, job security, flexibility fit, supervisor support, and work group support. It was found that work-based demands and resources are predictors of organisational work life support.

Bolhari et al. (2012) carried out an investigation to uncover the level of the Quality of Work Life of IT professionals and to examine the impact of occupational stress on the Quality of Work Life. The research was carried out among the IT staff in an Information Technology Institute in Iran. A cross sectional survey design was adopted. One hundred and sixty eight respondents participated in the questionnaire survey. Walton's QWL questionnaire with 24 items and another seven-item scale for measuring occupational stress were used. The results showed that a negative relation existed between occupational stress and the Quality of Work Life. Role ambiguity, role conflict, work overload, work under-load, work repetitiveness, and work stress showed negative impact on the Quality of Work Life. The small sample size and the online-survey method used were the major limitations observed.

Farahbakhsh (2012) investigated the relation between emotional intelligence and the Quality of Work Life of school principals. This correlational research was carried out with a sample of 130 school principals selected using the cluster method of sampling. The study variables were: job security, job flexibility, cooperative system, and organisational culture. The questionnaire used for data collection

consisted of 28 items in a five-point Likert scale. Emotional Intelligence was measured by 33 questions with Likert type scale. A total of 140 questionnaires were distributed and 136 responses were received.

A study on the impact of the adoption of ISO 9001 Standard, the most influential contribution of the Quality Movement, into the Quality of Working Life of employees in a healthcare sector was done by Heras-Saizarbitoria et al. (2012) in Spain. A qualitative methodology was used for the study. Two residential care homes for elderly persons were analysed in-depth. The two organisations had two years of experience in the implementation and certification of ISO 9001. Data was collected by direct observation and in-depth interviews conducted with top management, middle management, consultants, and direct-care employees of residential care homes. The ISO 9001 Standard was adopted in the two cases analysed. It was evident that the adoption of quality management system was not of a deep rooted or substantive nature. From the analysis of internal documentation, it was asserted that the records of documentation were completed both for internal and external audits. It was observed that employee utilization and prescription related to the ISO9001 Standard was low. It was revealed from the study that adoption of the Standard did not benefit their Quality of Working Life. Workload was perceived to be increased, and thereby the QWL decreased. Adoption of the Quality Standard did not change the existing work task but added a few new ones instead. It was concluded that there were both positive and negative effects of the adoption of ISO 9001 Standards on the working conditions depending on how the standard was adopted.

Indumathy and Kamalraj (2012) conducted a study on the Quality of Work Life among workers of a textile industry in Tirupur in Tamil

Nadu, India. The study aimed to assess the Quality of Work Life by analysing the measures adopted by the organization to improve the Quality of Work Life among workers. A descriptive research design was adopted. Structured interview schedule was used for data collection from a convenient sample of sixty workers. The study variables were: the effectiveness of training on performance, working hours, freedom to offer comments, and suggestions, participation in managerial decision making, feedback and appreciation by the supervisors, freedom at work, free health check-ups, transportation, and recreation facilities. The process of statistical analysis was made using simple percentage analysis, Chi-Square test and weighed average score analysis. The findings revealed that workers were the most satisfied with the work environment and safety means of the company. They were found to be less satisfied with the relation and cooperation with workers, and with job security and salary.

A study was made by Talebi et al. (2012) based on Walton's QWL model in order to associate between the employee's QWL and their effectiveness in banking in West Azerbaijan, Iran. To test the hypotheses, a questionnaire of 32 questions was designed. Following the measurement of reliability and validity, the questionnaires were distributed in the sample. One hundred and twenty subjects were selected based on Cochran model. To analyse the data, Spearman's correlation coefficient testing was applied. The obtained results revealed that there was a significant relationship between the variables of salary and benefits, job security, healthy and secure work environment, autonomy at work, providing the basis for skills education, and determining the job development direction with the employee's effectiveness.

Fernandes et al. (2017) studied the relationship between eight dimensions to the Quality of Work Life within Walton's frame work.

The survey was conducted among 518 employees including administrative staff, teachers and trainees in Minas Gerais, Brazil. Structural equation modelling was applied, and discriminant validity using HTMT technique, Pearson's determination of coefficients, and t-test were conducted. The study revealed that adequate and fair compensation, safe and healthy working conditions, constitutionalism, space occupied by work were positively related to the Quality of Work Life

Islam (2012) investigated the factors affecting the QWL of employees in private companies in Bangladesh. In Bangladesh, the majority of people are employed in private companies. The QWL factors selected for the investigation were: work load, compensation and benefits, colleagues and supervisors, working conditions, career development, working environment, family life, and transportation facilities. A sample of 100 employees was taken. A thirty-two item questionnaire was used to collect data from the sample. Reliability analysis was done to identify the internal consistency of the variables selected. Analysis revealed that six questions were found profoundly influencing the QWL of private sector employees in Bangladesh. It was highlighted that the QWL is a critical concept that may be disturbed due to dissatisfaction in the mind-set of the employees. Companies can focus on their employees' welfare by providing them a better and attractive compensation policy, and an optimum work load with superior work environment. Provision for transportation facilities was identified as one of the QWL factors in this study. Private companies could entertain career growth opportunities that may lead to better performance and therefore better productivity.

Sharma, Ghuman and Gosh (2016) studied Quality of Work Life in the Indian Banking industry. The constituents of Quality of Work Life were investigated to understand the role played by each

constituent contributing to the overall quality of work. The sample used for the study included 270 respondents from private and foreign banks. The Quality of Work Life was measured by the scale developed by Salkani in 2004. An adapted version of the tool to make it relevant to the banking sector was used for the investigation. There were six dimensions in the final scale, which were: health and well-being, job security, job satisfaction, competency development and career growth, work life balance and job demands, control and social support. Correlation analysis revealed that there was a significant positive correlation between the Quality of Work Life and its six dimensions investigated as far as private banks were considered, whereas health and well-being showed no statistically significant relation with the total Quality of Work Life as far as foreign bank employees were considered.

Yadav (2017) made an investigation on the Quality of Work Life in the Indian Power sector employees. The factors which contribute to the Quality of Work Life were investigated. A total of seven variables were studied and validated by CFA, Correlation analysis and ANOVA techniques. The variables which contribute to the Quality of Work Life were identified as freedom from work related stress, salary, relationship with work colleges, job security and communication, and job satisfaction. These variables were positively correlated with the Quality of Work Life. Job involvement was negatively correlated with the Quality of Work Life. It was also revealed that supervisor support did not influence the Quality of Work Life.

Manasi, Rangnekar and Renu (2018) examined the psychometric properties of the Quality of Work Life measure based on need-based measure. The study was conducted among public and private sector employees in India. The sample used for the study included 380 employees. The data were collected via self-administrated

questionnaires. Exploratory factor analysis was carried out and a two-factor model for Quality of Work Life was confirmed.

Taher (2013) made a discriminant analysis of Quality of Work Life scale among academic professionals of private and public universities in Bangladesh. The sample selected consisted of 202 academic professionals. Questionnaire was constructed on the basis of the Quality of Work Life measurement proposed by Sirgy et al. Discriminant analysis revealed that creativity of outside work and payment for work were differentiated as the important factors which contributed to the Quality of Work Life of academic professionals in universities of Bangladesh.

An empirical research on the relationship of the Quality of Work Life and work engagement was carried out by Kanten and Sadullah (2012). The authors examined the correlation between dimensions of QWL and work engagement in a marble factory in Burdur, Turkey. The major objectives were to analyse the association between QWL and work engagement, to investigate and to compare the work engagement between blue-collar and white-collar employees, to investigate and to compare the QWL perceptions of blue collar employees. The sample used for the study consisted of 180 staff of the marble firm. The measures used in the questionnaires were adapted from previous studies. Likert type scale was used. Correlation analysis revealed that there was a positive relationship between the dimensions of QWL and work engagement. The six QWL factors investigated were: constitutionalism, working condition, social relevance and importance of work, compensation, work occupied, and usage of capacity and social integration. Work occupied had no significant correlation with work engagement. On rigorous analysis it was evident from the study that the QWL affected work engagement positively. Work engagement level of white-collar

employees was higher than that of blue collar employees. They showed high perception on QWL compared to blue-collar employees. The research suggested the importance of improving each QWL component and the necessity of investigating the working conditions of blue-collar employees in the marble firm.

Zhao et al. (2012) investigated the interaction between the Quality of Work Life, Job embeddedness and affective commitment, and their co-effect on turnover intention in Chinese nurses. Cross sectional survey design with structural equation modelling were applied in the analysis. Data was collected by questionnaire method from a sample of 1000 nurses employed in five large-scale government hospitals in North-East China. The study confirmed the hypothesized positive relation of Quality of Work Life with Job embeddedness and affective commitment, and negative relation on turnover intention.

An investigation into the transformational leadership and Quality of Work Life of nurses was done by Gillet et al. (2013). The primary objectives were to examine two positive mechanisms that link transformational leadership behaviours to the Quality of Work Life of nurses, and to study the relationship between the nurses 'Quality of Work Life and their work engagement. A cross sectional study design was used. The sample used for the investigation comprised of 343 nurses in 47 different Haematology and Oncology units in France. Questionnaire survey was used to collect primary information. A sixteen-item questionnaire adapted from previous studies was used to measure the QWL. Utrecht Work Engagement Scale was used to measure work engagement, and a seven-item scale was used for measuring transformational leadership. A conceptual model developed was tested by structural equation modelling with LISREL 8.80. The model comprised of transformational leadership, distribution justice, institutional justice, and QWL and work

engagement as components. Regression analysis was used to find out the degree of relationship of each component. The study revealed that distribution justice and interactional justice were found to fully mediate the relationship between transformational leadership and Quality of Work Life of nurses. In addition, the nurses' Quality of Work Life was positively related to their work engagement. It is evident from the study that leadership practices were found to be beneficial for both employees and organization by improving the QWL and work engagement.

Van der Berg and Martin (2013) inquired upon the relation between organizational trust and the Quality of Work Life. It was an exploratory research to test an integrated model consisting of managerial practices, personality aspects and QWL. Personality traits are psychological in nature and seem to be interrelated with trust and QWL by means of the 'big five' personality traits such as consciousness, agreeableness, emotional stability, resourcefulness, and extroversion. Managerial practices included the dimensions of information-sharing, work support, credibility, team management, interpersonal trust, and change occurred. The QWL dimensions consisted of skill discretion, decision authority, task control, work and time pressure, role ambiguity, physical exertion, hazardous exposure, job insecurity, lack of meaningfulness, social support of the supervisor, social support of co-workers, and job satisfaction. Internet-based survey was carried out in a sample of 284 sales representatives of four managerial regions spread over three South African provinces. The response rate was 72 per cent. A questionnaire consisting of 92 items on organizational practices and 59 items on QWL was posted on a survey web site. Leiden Quality of Work Life questionnaire which included 12 dimensions consisting of both personal and structural factors was used, which gave a more

comprehensive view of work satisfaction. Inferential statistics like Cronbach's alpha and confirmatory factor analysis were used to determine the reliability of the instruments. Multivariate analysis techniques were used to test the relationship between the constructs. Confirmatory factor analysis, path analysis, and regression analysis with structured equation modelling were used in hypothesis testing. A positive correlation was found to exist between QWL and managerial practices. The study suggested that if an organization intended to improve satisfaction levels of sales representatives, it should improve managerial practices and QWL dimensions. Only one limitation was observed, which was regarding the Leiden scale used in the QWL questionnaire, as it was originally designed for an entirely different context.

Moghimi, Kazemi and Samiie (2013) studied the correlation between organizational justice and the Quality of Work Life of employees in public sector organisations. A conceptual model depicting the three components of organisational justice- distributive, procedural, and interactional justice, with the QWL of employees was constructed. A descriptive research design was developed with the objective to analyse the relationship between the three components of organisational justice to the Quality of Work Life. A stratified sample of 264 employees of public institutions in Qom province, Iran, was used for the study. A fifty-item questionnaire was constructed and administered for data collection. The QWL dimensions covered included safe and healthy working conditions, job stress, organisational trust, organisational commitment, organisational participation, job security, organisational conflict, job satisfaction, co-worker and supervisor support, role clarity, adaptability of individual and job, delegation of authority, and pay benefits. Cronbach's alpha was used for reliability analysis. Collected data

were analysed using the Pearson Correlation test and Kolmogorov Smirnov test, and one sample t-test and Friedman test was done with SPSS software. The study suggested that there was a significant relationship between organisational justice and the QWL of employees. A meta-analytic review yielded a moderately strong positive relation between procedural justice, the perceived fairness of decision making process and task performance.

Aldaibat (2018) conducted a study on the Quality of Work Life among the academic staff of Jordanian universities. The sample used for the study included 367 academic staff from 10 universities in Jordan. The instrument used for data collection was a questionnaire which was constructed by the investigator. Five components of the Quality of Work Life were studied. The main objective of the study was to find out the difference in the Quality of Work Life with respect to gender, age, academic rank and experience among the academic staff. The variables investigated were: adequate and fair compensation, safe and healthy working environment, work life balance, social integration, and career development. The findings based on arithmetic mean showed that the academic staff had a moderate level of Quality of Work Life. Gender, age, academic qualifications and experience had no significant role on the Quality of Work Life of the academic staff in Jordanian Universities.

2.3. Job Attitude

Job Attitude is a multi-dimensional concept in organisational studies. Therefore, there was a need to understand the dimensions underlying the concept to measure the Job Attitude of the library professionals. Job Attitudes are psychological measurements of the feelings of the employees towards their job. Such studies are abundant in the field of industrial psychology and management fields. The primary objective of the review was to identify the

dimensions of Job Attitude, and the tools used for the measurement. Hence, the investigator has to study the literature available in the topic so as to define the concept, to outline the dimensions, and to select appropriate measurement tools for the study of job attitude of the library professionals.

Allen Meyer's Organisational Commitment questionnaire was validated in Malaysian university libraries by Abdul Karim and Noor (2006). The sample of the study consisted of 279 librarians from eight university libraries. The response rate was observed to be sixty-three per cent. The Organisational Commitment scale was tested in a cross cultural setting. Only the first two parts- affective and continuance commitment- were included in the questionnaire for validation. Exploratory factor analysis was conducted. Sixteen percentage of the total variance in the organisational commitment scale was explained by each factor. Pearson's product moment correlation method was used to test the convergent and discriminant validity and the results proved the measures of continuance commitment. Cronbach's Alpha and split-half reliability were used to test the internal reliability and it was observed to be >0.7 . The study revealed that Allen Meyer's Organisational Commitment Questionnaire can be applied in academic library settings.

Wyk, Boshoff and Cilliers (2003) conducted a study on the relationship between job involvement and personality characters, and job satisfaction. The study was conducted among professionals in Pharmacy and Accountancy organizations. The sample used for the study was 375. The tools used for the study were the job involvement questionnaire by Kanungo (1982), Minnesota job satisfaction questionnaire by Weis et al. (1967), Entrepreneurial Attitude Orientation Scale by Robinson et al. (1991), Career Orientation Instrument by Schein (1977), Type A behaviour

Questionnaire, Activity Survey short version, Locus of Control Questionnaire by Schepers (1995) and Self-concept Scale by Slake(1994). Analysis was carried out using SAS programme. Pearson's product moment correlation and step-wise multiple regression analysis were used for analysis. A positive correlation was observed between job involvement and job satisfaction, job involvement and carrier orientation, and job involvement and type-A behaviour, job involvement and internal locus of control, job involvement and power self-concept. But in this study the biographic variables could explain only a small portion of the variance of job involvement.

Perumarupan, Mamun and Saufi (2013) examined the relationship between the Quality of Work Life, job involvement and affective commitment. The study was conducted among middle-management level employees of public and private sector organizations in Malaysia. The Quality of Work Life was studied based on an adapted version of Walton's (1974) QWL model which consisted of five dimensions that included fair and appropriate salary, working conditions, opportunities at work, and organizational climate. Organizational commitment was measured using Allen Meyer's organizational commitment questionnaire. Job involvement was measured by Kanungo's job involvement questionnaire. Statistical analysis revealed that there was a significant positive correlation between the Quality of Work Life and job involvement of the employees, Quality of Work Life and affective commitment, job involvement and affective commitment.

Khan et al. (2011) highlighted the relationship between job involvement and organizational commitment. The study analysed the effect of job involvement on three types of commitments namely-affective, continuous, and normative commitment. The sample of the

study was 211. Job Involvement Scale developed by Kanungo (1982) was used for measuring the job involvement. Allen Meyer's Organizational Commitment Scale (1990) was used for measuring organizational commitment. The results of regression analysis showed that there was a positive relationship between job involvement and affective commitment, job involvement and normative commitment, job involvement and continuance commitment. The study intended to replicate the relation between job involvement and organizational commitment in the Pakistani context. The study proved that employees will show more commitment if they showed more job involvement.

Tiwari and Singh (2014) made an investigation on the impact of job satisfaction on organizational commitment and the moderation effect of job involvement. A factorial design was adopted to study the cause and effect relation between job satisfaction and organizational commitment and job involvement. Hierarchical multiple regression analysis was used to study the cause-and-effect relationship. Organizational commitment was used as the criterion variable, and job satisfaction and job involvement were used as predictor variables. The measures of the study included organizational commitment questionnaire developed by Balaji, Job Involvement Scale by Singh and Kapoor, and Job Satisfaction Scale developed by Dubey et al. The study was carried out among 600 employees of Diesel Locomotive in Varanasi, Utter Pradesh. Data analysis revealed that organizational commitment and job satisfaction are related, and that more satisfied employees are more committed. The moderation effect of job involvement on the relationship between job satisfaction and organizational commitment was investigated by hierarchical multiple regression analysis. The results indicated that the relationship between job involvement and organizational commitment was not

significant. Job involvement worked as a pure moderator in the relationship between job satisfaction and organizational commitment. The relationship between job involvement and job satisfaction is significant. Therefore job involvement could play a negative role of moderator in the relationship between organizational commitment and job satisfaction. This implied that job involvement could reduce the strength of relation between organizational commitment and job satisfaction.

Esfahani, Emami and Tajnesaei (2013) examined the relation between job involvement and organizational commitment among lower level employees in Iranian Auto-industry. Job involvement was taken as independent variable and organizational commitment as dependent variable. A stratified random sampling was used to derive a sample of 100 participants out of 1000 employees. The measurement of job involvement was performed using Kanungo's (1982) 10-item job involvement scale whereas organizational commitment was measured using Mowday et al. (1979) questionnaire. Data was analysed to find the relationship between job involvement and organizational commitment. For this Pearson's product moment correlation technique and multiple regression analysis were used. It was hypothesized that there would be no significant positive correlation between job involvement and organizational commitment. The results of the test revealed that there was a significant positive correlation between the two variables ($r=0.53$, $p<.001$). It was also found that there were significant interactions between the sub categories of job involvement. So the null hypothesis was been rejected and the correlation between the variables was proved through this study.

Dinc and Aydemir (2013) conducted a study on the impact of the employees' moral values and job involvement on their organizational

commitment. The study was carried out among employees of private educational institutions in Bosnia and Herzegovina. Three major hypotheses were tested. The first hypothesis stated that moral values have direct impact on the employees' organizational commitment. The second hypothesis stated that job involvement has a positive impact on organizational commitment. The third hypothesis stated that job involvement was a key moderator in the employees' moral values. Questionnaire method was used to collect data to test the hypotheses. The measures used in the study were a self-developed scale for moral values, and a Job Involvement Scale developed by combining three items of Organizational Commitment Questionnaire developed by Porter et al. (1974) with two items of Job Involvement Scale developed by Kanungo (1982). Organizational commitment was measured by a four-item scale adapted from Zeithnal, Berry and Parasuraman (1996). Linear regression analysis was carried out. The results show that the effects of moral values and job involvement on organizational commitment were significant.

Mowday, Porter and Steers (1979) made an investigation with the aim of development and validation of a new measure for organisational commitment. The sample used for the study included 2563 employees from nine different organisations across the U.S. The sample included public employees, university employees, hospital employees, bank employees, telephone company employees, students and engineers, auto company managers, psychiatric technicians, and retail management trainees. Internal consistency was calculated using coefficient α , item analysis and factor analysis. Test re-test reliability was also calculated. Convergent validity was ensured by comparison with organisational attachment questionnaire. The study revealed the association between well-being with physical health, life satisfaction, job satisfaction and organisational commitment.

Somayych, Mohsen and Zahed (2013) carried out a study on the relationship between organisational justice and organisational commitment among librarians working in academic libraries. Organisational justice implies fair and moralistic treatment of any organization's personnel; it was counted by three elemental factors viz. distributive justice, procedural justice and interactional justice. A sample of 160 librarians participated in the study. The tools used for the survey were Mooreman's Survey of Organisational Justice and Meyer's Survey of Organisational Commitment. The study revealed that there was a significant positive correlation between organisational justice and organisational commitment. Moreover, there was a significant positive correlation between distributive justice and organisational commitment. Results of multiple regression analysis pointed out that procedural and interactional justice were more related to organisational commitment.

Another study on organisational commitment among high school media specialists in school libraries in Ohio conducted by Rubin and Buttlar (1992) has shed light into the factors affecting organisational commitment. Organisational commitment was measured using the Organisational Commitment Questionnaire developed by Mowday, Porter and Steers (1979). A sample of 420 media specialists was taken and a response of 80 per cent was obtained. Data was collected using Media Specialists' Questionnaire with some modifications. The questionnaire was subjected to tests of internal consistency, reliability, convergent validity, and discriminant validity. The study revealed that the majority of media specialists had a high job commitment.

Chan and Wyatt (2007) conducted a study to examine the influence of the Quality of Work Life on employees' job satisfaction, affective commitment, and turnover intention, life satisfaction, and general

wellbeing. Employees from eight organisations employees in Shanghai, China, were included in the sample. A total of 319 respondents from banking, insurance, airlines, finance, and import-export industries participated in the study. The Quality of Work Life Questionnaire developed by Sirgy et al., (2001) was used. Other tools used in this study were the Negative Affectivity Scale developed by Watson & Tellegen (1985), Life Satisfaction Scale by Efraty and Sirgy, General Well-being Scale by Goldberg (1978), affective organisational commitment by Allen, Meyer's eight item Organisational Commitment Scale (1990), Job Satisfaction Scale by Bray Field and Rothe, and turnover intention by a three item scale by Canman et al. Multiple regression analysis showed that the Quality of Work Life contributed to life satisfaction. The study also revealed that esteem and need satisfaction could predict life satisfaction. Moreover higher level of wages, job security and other family needs were strongly related to the higher experience of job satisfaction. A higher level of dissatisfaction of knowledge needs was a strong predictor of job satisfaction. Similarly, higher level of Quality of Work Life was linked to higher levels of affective organisational commitment.

Hossain and Islam (1999) conducted a study on the Quality of Work Life and job satisfaction of hospital nurses in Bangladesh. The study was carried out on a sample of 63 nurses working in government hospitals. Quality of Work Life was measured using Sinha and Sayed's inventory. The tool had 85 items and it was a 7-point scale. Job satisfaction was measured by Bray Field-Rothe 18-item scale (1951). The study found that nurses working in small hospitals were more satisfied than those working in large hospitals. Significant positive correlations were observed between age and experience, age and income, Quality of Work Life and job satisfaction, job satisfaction and performance, and Quality of Work Life and

performance. Results of multiple regression analysis showed that Quality of Work Life, job satisfaction and monthly income were the best set of predictors of performance.

Efraty and Sirgy (1999) hypothesized that individual need-satisfaction in the organisation would affect their behavioural responses such as organisational identification, job satisfaction, job involvement, job effort, and performance and personal alienation. Quality of Work Life has been conceptualized in terms of need satisfaction. According to them, the Quality of Work Life is a measure of the extent to which the workers are able to satisfy their personal needs through their work in the organisation. A sample of 219 personnel from eight geographical organisations was selected. Need satisfaction questionnaire developed by Porter in 1961 was adopted for the study. Other tools included the Job Descriptive Index of Smith et al. (1961), Organisational Identification Measure by Brown (1969), Job Involvement Scale by Jodhal and Kejner (1965), self-developed Job Effort Measure, and Dean's Alienation Scale (1961). Correlation analysis revealed that need satisfaction (QWL) showed positive correlation with organisational identification, job involvement, job effort, job satisfaction and performance effectiveness. However, personal alienation was found to be negatively correlated to need satisfaction.

Brooke, Russel and Price (1988) investigated the discriminant validity of the components of job attitude such as job satisfaction, job involvement and organisational commitment. The study was carried out among 577 full-time employees in a medical centre. Questionnaires were mailed to the participants and a response rate of 74.5 per cent was obtained. The measures used in the investigation were Breyfield and Rothe's questionnaire on job satisfaction (1951), Kanungo's questionnaire on job involvement

(1982), and organisational commitment questionnaire developed by Porter, Steers Mowday and Bouhan (1974). Confirmatory factor analysis revealed that the three variables were empirically distinct constructs and were moderately inter-correlated.

The Minnesota Job Satisfaction questionnaire was validated among the employees of various organisations in South Africa by Buitendach and Rothman (2009). They assessed the construct equivalence of the questionnaire containing 20 items intended to measure intrinsic and extrinsic job satisfaction. The sample consisted of 474 employees including maintenance workers, mining workers, workers of chemical industry, packaging organisations etc. It was hypothesised that job satisfaction as measured by MSQ is a two dimensional construct with acceptable levels of construct equivalence and internal consistency for each of its sub scale. Construct equivalence of MSQ was tested by exploratory factor analysis. ANOVA and MANOVA were conducted to determine the extrinsic and intrinsic job satisfaction values of demographic groups. The relationship between gender, age and race were also tested.

Chan and Wyatt (2007) studied the Quality of Work Life of employees in China based on the QWL approach developed by Sirjy et al. (2001), under the basic assumption that people try to satisfy a set of needs through their work. The relationship between the Quality of Work Life and other variables were tested including the relationship between the Quality of Work Life and job satisfaction, Quality of Work Life and general well-being, Quality of Work Life and life satisfaction, Quality of Work Life and Organizational commitment, Quality of Work Life and turnover intention, Quality of Work Life and affectivity. A sample of 319 participants was selected from eight organisations including banking, insurance, airlines, and import-export industries. The measurement tools used were: Quality of Work

Life questionnaire by Sirgy et al. (2001), negative affectivity questionnaire, life satisfaction by Andrew and Withey (1976), general well-being scale by Goldberg (1978), Affective organisational commitment by Allen Meyers, (1990), Job satisfaction by Brayfield and Rothe (1951), and turnover intention by Camman (1983). Regression analysis revealed that Quality of Work Life contributed to life satisfaction, and that higher levels of Quality of Work life was linked with higher levels of organisational commitment.

A recent study on the relationship between the Quality of Work Life and organisational commitment was carried out by Diraviam (2016) among health care professionals in Tanjavoor district of Tamil Nadu, India. A sample of 170 professionals was considered for the study. The tools used in the study were Walton's QWL questionnaire and Allen Meyer's Organisational Commitment questionnaire. Statistical techniques used in the study include Pearson's Correlation Coefficient, path analysis, and regression analysis. Six dimensions of the Quality of Work Life were found to be correlated with organisational commitment. It was found that Quality of Work Life was a positive predictor of organisational commitment. Safe and healthy working conditions, growth to opportunities, constitutionalism, social relevance, social integration, and immediate opportunity had significant positive relationships in the organisational commitment. The study revealed that by improving the Quality of Work Life, organisational commitment can be increased among health care professionals.

The relation between work values, job involvement and organisational commitment was investigated by Ho et al. (2012). The study was carried out in a sample of 1047 trainees working in 9 regional and teaching hospitals in Taiwan. The tools used for data collection involved the Super's Work Value Inventory, Kanungo's Job

Involvement Questionnaire, and Organisational Commitment Questionnaire. Principal component analysis was conducted to investigate the content of Job Involvement. The study revealed that work values contributed to the job involvement. A positive relationship between job involvement and organisational commitment was revealed from regression analysis. This implied that workers with high job involvement would be more committed to their job.

Jose and Panchanatham (2014) conducted a study on job satisfaction and organisational commitment on job involvement and to organisational effectiveness. The investigation was carried out based on the perspective that organisational performance can be improved by increasing the job involvement of the employees. The study was carried out in an organisational setting among 100 employees of a car industry in India. The objectives of the study were to analyse the relationships between job involvement and job satisfaction, job involvement and organisational commitment, job involvement and organisational efficiency. The study also revealed that job satisfaction and job involvement could predict the organisational commitment of employees.

Samuel, Uloma and Ojo (2014) conducted a study on the job satisfaction and organizational commitment of library professionals from seven university libraries in Nigeria. Questionnaire method was used for the study. The questionnaires used were the Minnesota Job Satisfaction Questionnaire and Allen Meyer's Organizational Commitment Questionnaire. Analysis revealed that library professionals from private universities in Ogun, Nigeriawere generally satisfied with their job indicated by the mean score. Regarding the organizational commitment, a high level of psychological attachment was indicated by the high mean score in affective commitment

compared to continuance and normative commitment. There were some constraints to job satisfaction that were related to promotion. Constraints for organisational commitment included lack of support for professional development, lack of job security, and lack of a conducive work environment.

One of the earlier job satisfaction research reports was conducted by Plate and Stone (1974). Job satisfaction of librarians from America and Canada were compared in this study. The study was based on Herzberg's theory of motivation-hygiene. The respondents were the participants of a workshop. 200 librarians from the American group and 237 from the Canadian group were taken. The results of the analysis confirmed the pattern of the theoretical framework proposed by Herzberg. It was evident that 99 per cent of the job satisfaction factors were related to the motivational factors of the job content. Whereas, the cause of dissatisfaction was related to the factor of the hygiene of the work environment.

There are some variables which are considered as indicators of function and sustainability of an organisation (Golkar, 2013). An investigation into these factors including the Quality of Work Life, institutionalization of ethics and job satisfaction were carried out among 300 human resource managers of Iranian firms. Linear regression analysis and independent sample t-test were conducted. Four major hypotheses were tested which were based on the assumption that explicit ethics of institutionalization is positively related to lower order and higher order Quality of Work Life, and that lower order Quality of Work Life is positively related to job satisfaction and implicit institutionalization. The findings of the research were consistent with previous studies. The four major hypothesis tested were accepted.

Abdul Karim (2010) made a detailed study on the impact of work related variables such as role conflict, role clarity, job autonomy, job performance feedback, and job involvement on organisational commitment and job satisfaction among university librarians in Malaysia. A sample of 222 librarians was selected for the study. Allen Meyer's Organisational Commitment Questionnaire, Michigan Organisational Assessment Questionnaire, Role Conflict Scale by Rizzo, House and Lirtzman (1970), Role Clarity Scale of Rizzo, Job Diagnostic Survey by Hackman and Oldham, Job Performance Feedback and Job Involvement Scale by Lodhal and Kejner were used in this study. The major finding of the study was that the five work related variables investigated were correlated with organisational commitment.

Judeh (2011) conducted a study on the effect of job involvement on the team work effectiveness. The study was conducted among employees in Jordanian glass and ceramic industries. The sample size was 176. The tools used included Lodhal and Kejner's Job involvement scale (1965), and a self-developed tool to measure teamwork effectiveness. Independent sample t-test and ANOVA were used for analysis. The study revealed that there was a significant relationship between job involvement and team work effectiveness. It was also revealed that there was no significant difference in employee involvement based on gender and marital status.

Kaplan, Boshoff and Kellerman (1991) conducted a study on the job involvement and job satisfaction of nurses compared to other professionals. The sample used for the study consisted of 114 nurses and 1677 respondents from other professions. The professional group included accountants, architects, attorneys, dentists, medical doctors, engineers, pharmacists, psychologists, radiographers, social workers, and veterinarians. The measuring

instruments used were the Minnesota satisfaction questionnaire (1967) and the job involvement questionnaire by Kanungo (1982). The score of job satisfaction of American nurses were high compared to Canadian nurses. Nurses also had low job satisfaction compared to other professional groups. In the case of job involvement, nurses had high job involvement compared to other professional groups.

Khan and Nemati (2011) studied the relationship between job involvement and employee satisfaction among doctors. The measurements used were: the Job Involvement Questionnaire by White and Rusth (1973), and the Employee Satisfaction Questionnaire by Cammann et al. developed in 1957. Correlation analysis showed that there was a significant relationship between job involvement and job satisfaction. Regression analysis revealed that 19 per cent of the dependent variable was contributed by job involvement. The study again confirmed that job involvement is the main contributor to job satisfaction.

Kont and Jantson (2014) studied organisational commitment of library professionals in university libraries of Estonia. A self-developed questionnaire was used for the investigation. A sample of 195 staff was included. Four aspects of organisational commitment were investigated: Job satisfaction, learning and individual development, division of labour and co-ordination, and performance measurement and appraisal. Attitudes were measured using 5 point Likert scale. Data analysis revealed that variety of work, professional experience, self-fulfilment and self-development opportunities were the factors that contributed to job satisfaction. Lack of internal communication, low salary, lack of recognition, and feeling of indifference of routine were the main factors for dissatisfaction. It was suggested that positive feedback, support and recognition would increase the employees' commitment and loyalty to the organisation.

It was also found that the length of service was positively related to job commitment.

An inquiry into the relationship between the “big five” personality traits and job involvement was conducted by Liao and Lee (2009). The study was carried out among plastic industry employees in Taiwan. This was an industry oriented research and the results might vary in service organisational settings. The study gave an insight on how the big five personality traits-openness, energetic, extraversion, friendliness, and conscientiousness- were related to job involvement. Job involvement depended significantly on employee behavioural responses.

Omolayo and Ajila (2012) conducted a study on the relationship between leadership style and organisational climate as determinants of job involvement and job satisfaction. The sample used for the study consisted of 300 employees from 3 selected institutions in Ekiti state, Nigeria. The measures used in the study were the Supervisory Behaviour Description Questionnaire (SBDQ), Job Involvement Scale, Minnesota Satisfaction Questionnaire, and the Index of Organisational Reaction. The study revealed that job satisfaction was influenced by the organisational climate. Job involvement was influenced by leadership style and organisational climate. Job involvement was influenced by satisfaction and job involvement.

Obi et al. (2013) examined what the predictors of organisational commitment among private sector workers were, in Nigeria. The sample used for the study was 232 participants from 16 organisations in Anambra state, Nigeria. The tools used for the study were Hackman and Oldham's Job Characteristic Scale (1975) and Meyer and Allen's Organisational Commitment Questionnaire (1993). Multiple regression analysis revealed that of the job characteristics,

dealing with others and task identity predicted organisational commitment. Skill variety, task significance, autonomy, and feedback did not predict organisational commitment.

Sersic (1999) carried out a study to test the validity of the three-component model of organisational commitment proposed by Meyer and Allen. The sample used for the investigation involved 766 professional from 21 industrial organisations. Other variables measured in the study were job involvement, job satisfaction, and turnover intention. The instruments used in the study included the Job Involvement Scale by Lodahl and Kejner (1965). Turnover intention was measured by five questions, and organisational efficiency by objective profit data based on annual financial report. Hierarchical regression analysis showed that organisational commitment could predict job involvement. Factor analysis revealed that of the three components, continuance commitment and normative commitment did not load separately. The study also revealed that all the sub variables in the scale were significantly correlated.

Darabi et al. (2013) conducted a study on the relationship between the Quality of Work Life and job satisfaction in school teachers in Kermanshah, Iran. A sample of 146 teachers was selected for the study. The study was based on Walton's Quality of Work Life framework and Ruth Bradfield's Measure of Job Satisfaction. Data was collected using questionnaires. Spearman's correlation method was used for data analysis to test the hypothesis. The study revealed that there was a significant relation between the Quality of Work Life and job satisfaction. Pay had an important role in job satisfaction. The other variables that showed significant relationship with job satisfaction were: law in the organization, healthy and secure environment, job security, development of human capacities, social

solidarity and integration, social interdependence, and total space in life.

Shahbazi et al. (2011) investigated the relationship between Quality of Work Life and job performance. The study was conducted among department chairpersons of Esfahan University and Esfahan Medical Science University, Iran. The Quality of Work Life was measured using Walton's Questionnaire and performance was measured using a self-developed questionnaire by the author. The study revealed that there was a significant relation between the Quality of Work Life and performance. The results showed that social integration in the work organization had the greatest relation with overall performance. There were four variables of Quality of Work Life which could predict performance as revealed from regression analysis. They were: developing human capabilities, constitutionalism, total life space, and social integration in the work organization.

Smith (1984) studied the Quality of Work Life of librarians. The study was aimed at finding out the views of librarians about the Quality of Work Life in a changing environment in Mexico. The study explored the Quality of Work Life in terms of perceived job satisfaction, job tension, organizational commitment, and organisational climate. A descriptive survey design was adopted. A sample of 31 women librarians in supervisory positions from public academic, scientific, and technical libraries were taken for the study. Job satisfaction was measured using Ivancevich & Lyons' scale, organisational commitment by Porter, and Crampton & Smith's Questionnaire. For other variables, self-developed questionnaires were used. Correlation analysis revealed that job satisfaction was positively correlated with organizational commitment. The librarians' job satisfaction was positively correlated with organizational commitment. It was also revealed that librarians' exhibit low job

tension. The three variables- job satisfaction, organizational commitment and organizational climate were related to the Quality of Work Life. It was suggested that the causes of the high Quality of Work Life of librarians needed to be studied.

Dousti and Khalili (2012) explored the relationship between the Quality of Work Life and organisational commitment of employees. The study adopted the correlation method. The study was conducted among employees of the Youth Sport Department of Iran. The Quality of Work Life was measured using Walton's Questionnaire and organisational commitment was measured by Allen Meyer's Organisational Commitment Questionnaire. Pearson's correlation method was followed for analysis. The study revealed that the Quality of Work Life had a significant positive correlation on organizational commitment.

Ali (2013) investigated the influence of the Quality of Work Life and job attitude on affective commitment of managerial personnel. Managers from private and public undertakings were selected for the sample. The sample size was 300. The instruments used for the study consisted of the Quality of Work Life scale by Shawkat and Ansari (2001), job attitude scale by Srivastava (1999) and organizational commitment scale by Shawkat and Ansari (2001). Stepwise multiple regression analysis and t-test were conducted. It was revealed that the managerial personnel of private undertakings had better Quality of Work Life, positive job attitude and higher affective commitment as compared to public undertakings. The results also showed that the affective commitment of personnel of private undertakings cannot be predicted by their Quality of Work Life and job attitude. However, the affective commitment of the managers of public undertakings could be predicted by their Quality of Work Life.

Suresh (2016) conducted a study on the relationship between the Quality of Work Life and job satisfaction of faculty members of self-financing engineering colleges. A sample of 202 faculty members of 20 Engineering colleges of Tamil Nadu was taken for the study. Questionnaire method was selected for data collection. The Quality of Work Life was studied using the Quality of Work Life questionnaire by Richard Walton (1973) and job satisfaction was measured by Kendel and Smiths Job Descriptive Index (1969). Analyses revealed that the highest mean score was related to the development of human capabilities, and the least mean score was for constitutionalism in the organization. It was also revealed from the study that the Quality of Work Life was related to job satisfaction. Multiple regression analysis showed that 17 per cent of the variance in job satisfaction was associated with 8 independent variables related to the Quality of Work Life.

Preethi and Raju (2013) made an investigation into the Quality of Work Life and the factors which contributed to the concept among IT professionals in India. A sample of 826 IT professionals was selected for the sample. Questionnaire method was used for the investigation. Variables for the study were selected from previous studies which included career satisfaction, working condition, general well-being, home-work interference, career prospectus and compensation, training and development. Exploratory factors analysis was carried out and 18 factors that influenced the Quality of Work Life of employees were identified from factor analysis. They were: employee relationship, work nature, job autonomy, job security, work environment, social environment, psychological environment, physical health, depressive symptoms, work stress, work-family interface, motivation, career satisfaction, interpersonal

communication, efforts by employer, specific job purpose and self-efficacy.

Pavitra (2019) studied the Quality of Work Life of Bank employees in order to identify the relation with job satisfaction. A sample of 300 bank employees was selected from five private-sector banks in India. Multi-stage sampling technique was used so that employees from each cadre-executive, associate and managers- could be included in the study. The main data analysis techniques followed were regression analysis and χ^2 statistics. The study was based on the Herzberg theory of job satisfaction. It was found on analysis that 61.40 per cent of job satisfaction was explained by the Quality of Work Life. It was also revealed from the analysis that an un-conducive work environment was negatively associated with job satisfaction. The study helped in identifying the factors contributing to job satisfaction among the bank employees, which is a crucial component for providing quality service as far as the banking sector is considered.

El-Badawy, Chinta and Magdy (2018) analysed the role of gender on the Quality of Work Life and organizational commitment in small and medium enterprises in Egypt. The sample consisted of 117 respondents from various firms. The Quality of Work Life was measured using Zin's questionnaire (2004). The dimensions of the Quality of Work Life were growth and development, participation, physical environment, supervision, pay and benefits, and social relevance of work place integration. The study revealed that gender had a minor and moderating role in the relationship between the Quality of Work Life and affective commitment.

2.4. Conclusion

Quality of Work Life has turned to be a topic of practical importance in all kinds of organisations. The published literature in this area denotes that researchers are interested in studying the problems in the organisation through the perspectives of the Quality of Work Life. It has been revealed from the literature review that studies on the Quality of Work Life have been receiving wider attention in service sectors. Job Attitude research of library professionals are mostly confined to job satisfaction studies. There were a few studies depicting the relationship between Quality of Work Life and Job Attitude of the library professionals. Therefore the present investigation on the Quality of Work Life and Job Attitude of the library professionals in universities may be a unique one in this field, especially in the Indian context.

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Chapter III

METHODOLOGY

3.1. Introduction

The research design of this study is based on a quantitative approach. The methodology of the study is explained under the following headings: variables, research design, the sample and the sample design, tools used for data collection, tool development, data collection procedure, consolidation of data and statistical tests used for analysis.

3.2. Variables

An extensive literature review on the topic helped the researcher in the selection of variables for the study.

3.2.1. Dependent Variables

The dependent variables of the study were the Quality of Work Life and Job Attitude.

3.2.1.1. Quality of Work Life

Theoretical and empirical aspects on the Quality of Work Life have been discussed in previous chapters. The Quality of Work Life as the main variable of the study denotes the level of satisfaction of library professionals on the eight dimensions of the Quality of Work Life with respect to the library environment. Walton's QWL Model (1975) has been used for developing the measurement scale for the study. Accordingly, the dimensions include adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunities for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of the work life.

3.2.1.2. Job Attitude

Job attitude is a multifaceted concept widely explored in organizational researches. The investigator intended to analyse the relationship between the Quality of Work Life and the job attitude of the library professionals. The three components studied under job attitude are job satisfaction, organizational commitment and job involvement. The total measures of the three components constitute the job attitude of the library professionals.

According to Rothman (2008), job satisfaction studies are focused on people's well-being in an organization. Job satisfaction researches are done in two directions. The first approach measures the overall satisfaction with work, and the second one measures satisfaction with work, co-workers, supervision, remuneration, working condition, and opportunities for promotion. In other words, job satisfaction is assessed either as a global construct or as a multifaceted construct (Hirschfeld, 2000). There are several methods to measure employee attitude including focus groups, interviewing employees, and employee survey. Saari and Judge (2004) recommend that a well-constructed employee attitude survey can reveal job satisfaction more effectively. The investigator decided to choose the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) for the study of job satisfaction among the library professionals.

Organizational commitment is treated as an important part of job attitude research along with job satisfaction. Meyer and Allen (1997) delineated the constituents of organizational commitment into three. The emotional attachment of the employees to the organization is referred to as the affective commitment, their feeling of obligation to the organization as normative commitment and their perception of the cost of leaving the organisation as continuance commitment. The three component model proposed by Allen and Meyer (1990) has

been selected for the assessment of the organisational commitment among the library professionals.

It was Lodahl and Kejner (1965) who explained the phenomenon of job involvement for the first time in the context of job design. Later Kanungo (1982) defined job involvement as the cognitive or belief state of psychological identification with one's work. Lawler (1986) stated that job involvement is a major component that can influence individual employee and organisational outcome. Now as a widely researched topic in organisational behaviour, job involvement has become a major component that can determine individual as well as organisational performance. For the measurement of job involvement among the library professionals, the job involvement scale developed by Kanungo (1982) has been adopted.

3.2.2. Independent Variables

The independent variables selected for the study are: the type of library, gender, marital status, age, designation, experience, and salary of the library professionals.

3.2.2.1. Institution: The sample is divided into two categories based on the type of institution as universities and colleges, to compare the Quality of Work Life and Job Attitude of the library professionals of the university library system and the college libraries.

3.2.2.2. Gender: Gender has been recognized as an important demographic variable in Social Science researches. As the Quality of Work Life measures the perceptions of individuals, gender has been selected as a major independent variable.

3.2.2.3. Age: The researcher has tried to understand the age-wise difference in the Quality of Work Life and Job Attitude of the library professionals.

3.2.2.4. Marital Status: The researcher has inquired whether the marital status had any role to play in the Quality of Work Life and Job Attitude of the library professionals.

3.2.2.5. Experience: The years of experience in the library service was taken as an independent variable for the study because experience has been proved to influence the level of satisfaction in the job.

3.2.2.6. Designation: As there is no uniformity in the designations of library professionals in universities in Kerala, the investigator has classified similar categories of designations into three groups and a comparison was made to know whether they differ in their perceptions of Quality of Work Life and in Job Attitude.

3.2.2.7. Salary: Salary is another important independent variable of the study. It was used to compare the Quality of Work Life and Job Attitude of the library professionals.

3.3. Research Design

Cross-sectional design is the most appropriate one for attitudinal studies. It involves collection of quantitative data on at least two variables at one point of time from a number of cases. Since the investigation is based on a quantitative approach, a wide range of statistical tools and techniques were applied to describe and interpret quantitative data. Questionnaire, the data collection instrument which is commonly used in quantitative paradigms, was used to collect numerical data for the study. The research is focused on ascertaining the attitudes of the library professionals on their work life and their job. In quantitative research, attitudes are measured with scales. Attitude scales measure the intensity of respondent's attitude towards various aspects of a situation. Summated rating scale (Likert Scale) has been selected for

measurement in this research. The research design in detail has been explained in the following sections.

3.4. Universe and Sample of the Study

The universe of the study includes library professionals working in universities and affiliated colleges in Kerala. Universities in Kerala consist of state universities, deemed-to-be universities, and one central university. The list of universities in India 2018 is used as the sample frame for this research. There are 13 state universities in Kerala as per the latest statistics of the UGC for the year 2018. Out of this, eight state universities having permanently employed library professionals were selected for the study. Library professionals working in various libraries of these universities and library professionals of Arts and Science colleges of four universities among the selected eight universities were also included in the study.

The population of the study comprises library professionals of university libraries, university department libraries, university study centres, teacher education centres, distance education centres, academic staff colleges and other centres of the universities, and library professionals of four affiliating universities. Staff directories of the respective universities from university websites, diaries, annual reports and from the heads of the university libraries and college principals were used to find out the size of the population.

The sample size was determined as per the method followed by Krejcie and Morgan (1970). The total number of library professionals working in the universities is approximately 343. There were about 300 college librarians employed in affiliated colleges of the four affiliating universities selected for the study. Therefore, the population is heterogeneous in nature. The sample has been divided into two categories, one belonging to universities and the other from

affiliated colleges. Using the stratified sampling technique, the first strata of library professionals from universities and the second strata of library professionals from affiliated colleges were derived. Thus a sample of 200 library professionals from the universities and 200 from affiliated Arts and Science colleges constitutes the whole sample. Simple random sampling was used for sampling of library professionals of universities in the first strata. Again, using the random sampling method, the sample of library professionals of the colleges, the second strata, was derived from the four affiliating universities. A notable feature of the sample is that permanently employed library professionals constituted the sample elements because compensation is an important sub-variable of the Quality of Work Life. Respondents belonging to temporary job categories were therefore excluded from the study. Similarly, unaided colleges were also excluded since they do not follow a fixed salary pattern.

The sample and response rate of the survey is depicted in the Table 1. It shows that 400 questionnaires were distributed among the library professionals of various libraries in the universities and affiliated arts and science colleges. 361 questionnaires were received back with a response rate of 90.25 per cent. Among the 200 library professionals of universities, 194 (97 per cent) and among the 200 library professionals of the colleges, 167 (83.5 per cent) library professionals were responded to the survey.

Table 1
The Sample and Response Rate

Institution	Number of Questionnaires Distributed	Number of Questionnaires Received	Response Rate (percent)
Universities	200	194	97%
Colleges	200	167	83.5%
Total	400	361	90.25%

3.5. Sources of Data

Data for the study was collected from both primary and secondary sources. Primary data was collected through questionnaires. The investigator collected secondary data from web sites of universities, government and other agencies, research reports, journal articles and conference proceedings.

An elaborative review of literature was carried out by the investigator. INFONET e-journals, e-books, Pro Quest, Shodhganga of INFLIBNET and other ETDs were searched. University News (Association of Indian Universities), print journals, and books were consulted. The review of related literature helped the investigator to identify the topic clearly to reach the objectives, hypotheses, and research design. The conceptual frame work was developed for the investigation by selecting such variables as applicable to the work place of libraries.

3.6. Tools Used for Data Collection

The following measures were used in this study.

1. The Quality of Work Life Questionnaire for the Library Professionals
2. Minnesota Job Satisfaction Questionnaire (Weiss et al., 1967)

3. Organisational Commitment Questionnaire (Meyer and Allen, 1991)
4. Job Involvement Questionnaire (Kanungo, 1982)

3.6.1. Quality of Work Life Questionnaire

It was evident from the review of literature that Richard Walton has made remarkable contributions to the development of the concept of Quality of Work Life. The conceptual framework developed by Walton (1975), widely known as the 'QWL Criteria' consisting of eight components is used as the basis for developing the scale for measuring the Quality of Work Life of library professionals. The dimensions of the variable used to measure Quality of Work Life are given below.

3.6.1.1. Dimensions of Quality of Work Life

The Quality of Work Life of the library professionals was examined using the eight dimensional structure of Quality of Work Life (Walton, 1975).

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Opportunity for continued growth and security
5. Social integration in the work organisation
6. Constitutionalism in the work organisation
7. Work and total life space
8. Social relevance of the work life

These dimensions were found to be relevant in libraries as well, with some variations as compared to an industrial setting where the instrument was initially tested. Therefore, the investigator has

modified the items of the scale developed, to make it suitable for a library environment.

Adequate and Fair Compensation

Earning for living is the basic motto at work. The standard for judgment of adequacy of compensation is a controversial subject, whereas fairness of compensation has a contextual meaning. Pay is related to the training needed, job responsibilities and health hazards associated with the job. Another point is the demand for skill. Still another factor is related to the ability to pay. However both these factors are significant. In other words, adequacy of income refers to the income from work to meet socially defined standards of sufficiency or the subjective standard of the worker. Fairness of compensation is comparative and is measured in terms of pay received for other work (Walton, 1986).

Safe and Healthy Working Conditions

The working environment should be non-hazardous and healthy for the worker. Interventions from time to time through labour laws and unions have helped to raise the standard of working condition in industrial and service sectors (Walton, 1986).

Immediate Opportunity to Use and Develop Human Capacities

The extent to which a job allows to use and develop the skills and knowledge of the employee varies from one job to another. Development of human capacities is facilitated by job autonomy, multiple skills, information about the whole work, work process and planning (Walton, 1986).

Opportunity for Continued Growth and Security

This dimension refers to the career opportunities of the employees. In a profession it is preferable to develop one's capabilities. The newly acquired skills may be utilized for future work arrangements.

Security denotes the employment or income security of one's work (Walton, 1986).

Social Integration in the Work Organisation

Social integration in the work organisation is derived through personal relationships, freedom from prejudice, egalitarianism, mobility, community and inter-personal relationships (Walton, 1986).

Constitutionalism in the Work Organisation

Constitutionalism in the work organisation implies personal privacy, free speech, equity in wages, reward and in job security and rule of law (Walton, 1986).

Work and Total Life Space

Work has its influence in all fields of life. The work experiences, long hours of work, transfer, shifts may affect the family. Sometimes due to the organisational demands, the employees may be unable to keep a work-life balance (Walton, 1986).

The Social Relevance of the Work Life

The dimension consists of the perception of employees regarding the social responsibility of the organisation with respect to products, waste disposal, marketing technique and employment opportunities. All these can influence the self-esteem of the employee (Walton, 1986).

3.6.1.2. Item Construction

Based on the framework of Walton (1975) for QWL measurement, a detailed search for the sub-variables under each dimension was carried out. Finally, those items found relevant for the library context under each dimension were selected. These items were rendered in statements under the dimensions. Experts from Psychology, Statistics, Library and Information Science, Management, and

Language fields were consulted for preparing the draft tool. Some items were excluded based on the discussions with experts. Policy documents of the parent institutions were studied to obtain data on the QWL strategies of the universities and the colleges under study. The questionnaires were distributed among 50 library professionals in the University of Calicut, and the responses were analysed manually for corrections, clarity, duplications, and suggestions for improvement raised by the respondents. Based on this, some changes were made and a draft questionnaire was prepared.

3.6.1.3. Administration and Method of Responding

Instructions for marking the responses were indicated clearly in English at the beginning of the questionnaire. Respondents were directed to put a tick mark to indicate their responses in boxes provided against each item. Five-point Likert scale was adopted to measure the extent of agreement or disagreement on the statements of the questionnaire. The scale ranged from Strongly Agree (SA), Agree (A), Neither Agree nor Disagree (NAD), Disagree (DA), Strongly Disagree (SD).

3.6.1.4. Method of Scoring

Positive statements were scored 1, 2, 3, 4, and 5 respectively, and negative statements were scored 5,4,3,2 and 1 respectively. Item numbers Q10, Q13, Q23, Q25, Q28, Q30, Q50, Q51, Q53, Q54, and Q55 were given negative scores and all the other items were given positive scores.

3.6.1.5. Sample Used for Item Analysis

The Quality of Work Life Questionnaire has been standardised among 300 Library professionals in eight universities selected for the investigation. Both personal visits and mailed questionnaire methods

were used for data collection. A total 253 completed questionnaires were used for item analysis.

3.6.1.6. Item Analysis

The total score for each individual was obtained by finding out the sum of the scores for each dimension. Items were scored on 5 point scale from 1(Disagree), 2 (Strongly Disagree), 3 (Neither Agree nor Disagree), 4 (Agree), 5 (Strongly Agree). The sum of the sub-scales was calculated by summing up the corresponding items.

Thus, a subject could score from a minimum of 88 to a maximum of 440. The higher scores indicated a higher Quality of Work Life. The total scores obtained by the individuals were subjected to statistical analysis. On the basis of the scores, individuals were grouped into three: high, medium and low groups. Item analysis was carried out by Likert method.

3.6.1.7. Selection of Items for the Final Scale

On item analysis, out of the 60 items 54 were selected. The six items found insignificant were removed. The t- values of the items are given in Table 2.

Table 2
T-values of the Draft Quality of Work Life Scale

Question No.	Low Group		High Group		t-value
	Mean	SD	Mean	SD	
Q1. My salary is adequate when compared to the cost of living	2.64	1.094	3.67	0.948	6.482***
Q2. I am satisfied with the pay scale with respect to my qualifications	2.18	1.008	3.57	1.021	8.897***

Q3. I am satisfied with the present salary with respect to my work	2.61	1.098	3.68	0.907	6.895***
Q4. I am satisfied with my pay scale in comparison with that of the library professionals of other types of libraries	2.13	1.095	3.31	1.161	6.767***
Q5. I am satisfied with my pay scale in comparison with similar categories of job	2.27	1.144	3.40	1.110	6.502***
Q6. Salary is an important motivating factor at work for me.	3.07	1.220	3.21	1.054	0.812
Q7. Adequate incentives are provided for library professionals in my university	1.99	0.885	2.51	0.988	3.620***
Q8. I will continue in the present job regardless of the pay received	3.08	1.055	3.54	0.828	3.091***
Q9. Seating arrangement in my work place is comfortable	3.23	1.022	3.88	0.718	4.804***
Q10. There is no proper lighting facility in my work place	3.38	1.086	3.63	0.929	1.604
Q11. Ventilation and air circulation facilities are fine	2.87	1.170	3.65	0.871	4.938***
Q12. Drinking water facilities are good and properly maintained	2.62	1.097	3.54	1.046	5.543***

Q13. Sanitary facilities are unsatisfactory	2.83	1.170	3.26	1.110	2.435*
Q14. There is no proper measure to keep the library dust free	2.20	1.015	2.85	1.135	3.868***
Q15. Work in my library does not cause any allergic problem for me	2.18	1.132	3.01	1.058	4.929***
Q16. The library is located away from external noises	3.04	1.275	3.74	0.866	4.177***
Q17. There is least interference from my superior while handling a given job	3.32	1.077	3.67	0.883	2.272*
Q18. I am getting enough opportunities to use my abilities in this job	2.75	1.085	3.85	0.703	7.764***
Q19. I am able to acquire new skills while working in my library	2.90	1.071	3.90	0.551	7.607***
Q20. My work in the library is well recognized	2.70	1.015	3.71	0.651	7.691***
Q21. I am getting feedback on evaluation of my work	2.49	0.912	3.56	0.782	8.177***
Q22. There is proper communication between my superior and me in my library	3.06	1.123	3.88	0.684	5.725***
Q23. My views are never taken into account in resolving problems at work	3.17	1.039	3.70	0.861	3.637***
Q24. Adequate training facilities are provided to improve my knowledge level	2.38	1.150	3.71	0.785	8.775***

Q25. My library doesn't facilitate self-improvement for library professionals	2.82	1.088	3.73	0.782	6.188***
Q26. I am getting enough opportunities for professional development	2.42	0.960	3.73	0.734	9.935***
Q27. Adequate facilities are provided to improve my professional qualifications	2.42	.984	3.62	.775	8.798***
Q28. There are no facilities and opportunities for individual creative work in my library	2.92	1.111	3.64	0.786	4.891***
Q29. There are enough opportunities for self-learning in my library	2.89	1.053	3.83	0.674	6.895***
Q30. I am not able to use newly acquired knowledge for further work assignments	2.69	1.018	3.55	0.856	5.908***
Q31. I am satisfied with the promotion chances in my university	1.79	0.762	3.14	1.088	9.365***
Q32. ICT never affects my job security	3.26	1.043	3.67	0.797	2.827**
Q33. I have a sense of belonging to one community in my library	3.11	1.030	3.82	0.679	5.306***
Q34. I have a sense of professional identity on the basis of my skills	3.31	0.957	3.95	0.377	5.730***
Q35. There is proper communication between my superior and other staff	2.88	1.113	3.90	0.551	7.555***
Q36. I enjoy team work in my library	3.36	1.014	4.02	0.410	5.588***

Q37. I have good relations with my superiors	3.45	0.924	4.10	3.68	5.926***
Q38. I have good relationship with my subordinates	3.73	0.717	4.06	0.391	3.739***
Q39. I have good relation with my colleagues(peers)	3.75	0.790	4.08	0.318	3.588***
Q40. Members of senior staff pay attention to the grievances of junior staff	2.75	1.085	3.89	0.581	8.509***
Q41. Staff meetings are organized in my library regularly	2.65	1.114	3.50	0.912	5.382***
Q42. Rules are equally applicable to all in my library	2.94	1.112	3.99	0.503	7.865***
Q43. I am satisfied with the grievance handling procedure in my library	2.51	1.00	3.83	0.556	10.585***
Q44. I feel equitable treatment in all aspects of my work assignment, transfer and promotion	2.48	0.950	3.64	0.816	8.536***
Q45. Individual privacy is ensured in my library	3.00	0.982	3.99	0.396	2.915**
Q46. There is no discrimination on the basis of caste, gender or politics in my library	3.06	1.216	3.58	1.111	4.940***
Q47. My library functions as a socially responsible organisation	3.51	0.871	4.06	0.523	4.940***
Q48. My library meets the information requirements of all categories of users.	3.39	0.878	3.88	0.648	4.099***

Q49. My work life matches the social life that I lead	3.44	0.841	3.87	0.555	3.898***
Q50. My library can't contribute its best to the society	3.23	0.998	3.76	0.786	3.865***
Q51. I am unable to keep good user relationship in my library	3.51	1.012	3.93	0.617	3.223***
Q52. I am able to deliver the best service as a library professional	3.73	0.883	3.89	0.728	1.335
Q53. I am not able to combine my job and family roles	3.58	1.008	3.87	0.847	1.988*
Q54. My social and personal needs are neglected in my library	3.50	0.857	3.92	0.680	3.489***
Q55. My job affect my life adversely	3.82	0.824	3.94	0.608	1.066
Q56. Shift work in library do not interfere with my family life	2.88	0.974	3.48	0.736	4.468***
Q57. Terms of my job demands periodic transfer	2.61	0.932	2.89	0.970	1.947*
Q58. It is very rare to face a crisis due to lack of resources in my library	2.98	1.053	3.11	1.006	0.824
Q59. I am able to keep a peaceful state of mind while working in my library	3.49	0.938	4.02	0.514	4.591***
Q60. There is no need to work in high attention continuously for a long time in my library	3.26	0.920	3.32	0.971	0.408
Total	176.20	13.332	219.65	11.054	22.995***

*Significant at 0.05 level, **significant at 0.01level, *** significant at 0.001level

3.6.1.8. Reliability

For the study, the reliability of the test was calculated by the method of Cronbach's alpha and the alpha coefficient obtained is 0.737

3.7. Job Attitude Questionnaire

Job attitudes are evaluations of one's job that express one's feelings toward, beliefs about, and attachment to one's job (Judge and Kammeyer-Muller, 2012). Job attitude is multi-dimensional in nature. The main focus of job attitude researches is on Job Satisfaction. But some studies are focused on job satisfaction and organisational commitment. Recent studies show that the major components considered for job attitude researches include job commitment, job satisfaction and job involvement in general. In this study, these components were measured separately, and their relationship with the Quality of Work Life has been analysed. Separate scales were used to measure each dimension and the total has been taken as the job attitude score of the library professionals.

3.7.1. Job Satisfaction Questionnaire

There are two approaches for measuring job satisfaction: The first approach measures overall feelings of the job and the other measures different aspects of the job which leads to overall job satisfaction. Some of the most popular measures in the field are the Job Descriptive Index (Smith et al., 1969), the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), and the Job Satisfaction Survey (Spector, 1985). The short version of the Minnesota Satisfaction Questionnaire (MSQ) originally developed in 1967 has been adopted in this research. The 20 MSQ-short version items are rated on a 5-point Likert scale (Very Dissatisfied, Dissatisfied, Can't Decide, Satisfied, and Very Satisfied with the different aspects of the job). Item responses are summed or averaged to create a total score – the lower the score, the lower the level of job satisfaction.

3.7.2. Organisational Commitment Questionnaire

Organizational commitment can be defined generally as a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization (Allen & Meyer, 1996). The three component Organisational Commitment scale developed by Allen & Meyer is used in this study to measure Organisational Commitment of library professionals. The three components of Organisational Commitment are Affective Commitment, Continuance Commitment and Normative Commitment. Affective commitment is the psychological attachment to organisation; continuance commitment refers to the cost associated with leaving the organisation, while normative commitment is the perceived obligation to remain with the organisation. An 18-item questionnaire was used. Internal consistency has been measured with coefficient of Alpha. The median reliabilities of the Affective Commitment Scale (ACS), Continuance Commitment Scale (CCS) and Normative Commitment Scale (NCS) were reported to be .85, .79 and .73 respectively (Allen & Meyer, 1997).

3.7.3. Job Involvement Questionnaire

Job involvement is defined as the extent to which one identifies psychologically with one's work (Kanungo, 1982). Job involvement was measured with Kanungo's (1982) 10-item Job Involvement Questionnaire (JIQ) adapted from the study of McCook (2002). Kanungo's scale originally used a 6-point Likert-type scale. The adapted version modified the scale for consistency in the survey to a 5-point scale with the same anchors. The items are rated on a five-point Likert scale ranging from Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, and Strongly Agree. High internal consistency, test-retest reliabilities, validity, and convergent and

discriminant validity were reported. Test-retest coefficients 0.74, 0.85 and 0.82 are also reported (Kanungo, 1982).

3.8. Structure of the Questionnaire used For Data Collection

The Questionnaire was divided into three sections: Section 1 for collecting socio-demographic data from the respondents, Section 2 for collecting data for the assessment of the Quality of Work Life, and Section 3 for collecting data for the measurement of the job attitude of library professionals. The respondents were informed and assured in the covering letter attached with the questionnaire that the data would be kept confidential.

Section 1 included the name of the institution, gender, marital status, age, designation, and experience in years, qualifications, salary scale, and membership in professional associations.

Section 2 consisted of the 54-item standardised questionnaire on the Quality of Work Life and it was organized dimension-wise and a five-point Likert scale was used for recording the scores.

Section 3 was set apart for data collection of the job attitude of library professionals. The adopted versions of Job Satisfaction Questionnaire, Organisational Commitment Questionnaire and Job Involvement Questionnaire were organized under this section. Five-point Likert scale was used to record the responses.

3.9. Procedure for Data Collection

Questionnaires were administered to library professionals by personal visit to the universities. Personal visits as well as mailed questionnaire method were used to get data from library professionals from affiliated colleges. The process of data collection consumed more time for obtaining the data from college librarians as they were widely distributed.

3.10. Techniques for Data Analysis

The choice of statistical tools and techniques is an indispensable part of the design of the study. Statistical analysis helped to derive meaningful interpretations out of the data collected. The techniques were used for categorization of the variables, choice of sampling techniques, construction and validation of the tools and analysis of data. The techniques involved descriptive statistics and inferential statistics. Inferential statistics derived inferences from a large population, mainly to test the hypotheses. Parametric tests were employed since the numerical data are normally distributed. ANOVA and t- tests have been carried out to analyse collected data. Two-way ANOVA with Duncan's Multiple Range Tests (post-hoc analysis) was also carried out. Correlation analysis was used for testing of the hypotheses. Multiple regression analysis helped in finding out the variables which could best predict the dependent variables of the study.

As the first step, the data collected were consolidated and tabulated in Microsoft Excel. The data analysis was made with SPSS. The data analysed were presented in tables and figures wherever necessary. A brief account of the statistical techniques used is discussed below under the following headings:

- **Descriptive Statistics:** Descriptive statistics included numerical and graphical methods to identify the patterns in data, and it helped in the collection, organisation, summarization, and presentation of data. The techniques included arithmetic mean, standard deviation, median, mode, skewness and kurtosis.
- **Mean:** The Mean is the notion of average that is most commonly used, and in fact, often synonymous with the term

‘average’. Mean is the sum of all scores in a distribution, divided by the total number of cases.

- Median: Median score is calculated for ordinal and interval ratio data. If all the cases in a distribution are ranked from lowest to highest, the median is the value that divides the data in half. For an odd number of rank-ordered cases, the median is the middle score. For an even number of rank-ordered cases, the median is the mean of the two middle scores.
- Mode: The Mode is the most common value in a set of nominal data. Mode is the value or category that occurs most frequently. Mode will not really reflect the central tendencies of a distribution as it is dependent on frequency.
- Standard Deviation: The Standard Deviation (SD) assesses spread by employing in its calculation, the difference between each score and the mean.
- Skewness: The measure of skewness is used to represent the asymmetry of a distribution. When the frequency distribution is not symmetrical, it is said to be skewed. A normal distribution has a skewness value of zero and is bell shaped. Skewness may be negative or positive or zero. In a symmetrical distribution Mean = Median = Mode, and hence the skewness is zero. In a positively skewed distribution Mean > Median > Mode. In a negatively skewed distribution Mean < Median < Mode.
- Kurtosis: Kurtosis refers to the degree of the peak of the frequency curve. It indicates whether the distribution, if plotted on a graph would give us a normal curve, a curve flatter than the normal curve, or a curve more peaked than a normal curve. So the measure of kurtosis denotes the degree to

which a curve of a frequency distribution is peaked or flat topped (Gupta, 2012). Kurtosis is measured to determine whether or not data are deviated from a normally distributed population (Sheskin, 2007)

- **Inferential Statistics:** Inferential Statistics discussed the ways of making predictions by drawing conclusions about the population characteristics based on the data collected. Inferential statistics consists of parametric and non-parametric tests (Bhattacharya and Roychoudhury, 2017). Parametric techniques are employed in this investigation.
- **One-way ANOVA:** ANOVA is used to compare the mean values among different groups in a sample.
- **Two-way ANOVA:** Two-way ANOVA is conducted when the effects of two variables are considered at the same time.
- **Duncan's Multiple Range Test:** Duncan's Multiple Range Test (DMRT) is a post-hoc test used to measure differences in large pairs of means which is indicated in ANOVA test.
- **Scheffe's test:** When a significant statistic is obtained in ANOVA test, Scheff's test is used to identify which pairs of means are significant.
- **Correlation:** Correlation is a statistical technique used to analyse the strength of relationships between pairs of variables.
- **Regression:** Regression analysis is used to explain the relationship between one dependent and one or more independent variables.

3.11. Conclusion

The research objective is to examine the factors affecting the Quality of Work Life of the library professionals of universities in Kerala. Quality of Work Life has become a major concern in all types of organisations. It was revealed from previous researches that Quality of Work Life produce positive outcomes from the employees. In this context, the investigator designed the study to analyse the relationship between Quality of Work Life and Job Attitude of the library professionals in universities. The argument underlying the study is that Quality of Work Life can influence the Job Attitude of the library professionals. Quality of Work Life is closely related to several organisational variables.

The population of library professionals is a heterogeneous group which include library professionals of universities and affiliated colleges. Therefore the sample used for the study consisted library professionals of universities and their affiliated colleges. Quantitative methods were adopted for the study. Quality of Work Life Questionnaire based on the QWL criteria developed by Walton (1975) was followed for the investigation. The questionnaire was validated among the library professionals of universities in Kerala. The three dimensions of Job Attitude were measured by Minnesota Job Satisfaction Questionnaire, Allen and Meyer's Organisational Commitment Questionnaire, and Job Involvement Questionnaire by Kanungo.

The methods for data analysis were decided to test the hypothesis and to reach the research objectives. Parametric methods were followed for the investigation. This chapter has presented the design of the study in detail, including the tools and procedures for the data collection, and the statistical techniques used for the data analysis.

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Chapter IV

DATA ANALYSIS AND INTERPRETATIONS

4.1. Introduction

This chapter provides a comprehensive report of the statistical analysis and interpretation of the data collected for the study. A brief account of the statistical techniques used has been discussed in Chapter 3. Data analysis has been carried out to study the Quality of Work Life and Job Attitude of the library professionals in universities and affiliated colleges. The study is based on the analysis of the perceptions of library professionals on the Quality of Work Life and Job Attitude. The study measures, analyses, and explores the various dimensions, relationships, demographic factors, and the factors which can predict the Quality of Work Life and Job Attitude of the library professionals. This chapter describes the way by which the researcher has drawn meaningful inferences out of the data.

The collected data was coded and then tabulated in MS Excel. Data was analysed with SPSS (version 16). The statistical techniques employed in the study were correlation, regression and ANOVA. Results are presented under six headings, after the primary analysis, as follows:

- 4.2. Preliminary Analysis
- 4.3. Interrelationship between Quality of Work Life and Job Attitude of the Library Professionals
- 4.4. Predictors of Quality of Work Life of the Library Professionals
- 4.5. Predictors of Job Attitude of the Library Professionals
- 4.6. Job Attitude of the Library Professionals based on their Quality of Work Life

4.7. Influence of Independent Variables on Quality of Work Life and Job Attitude of the Library Professionals

4.2. Preliminary Analysis

Descriptive statistics was used to describe and summarize the data collected. Descriptive statistics have an important role to play, enabling data to be explored before any further analysis is undertaken. It is a primary means of describing how things are, rather than seeking to explain why phenomena occur (Somekh & Lewin, 2011). The most common techniques used in descriptive statistics include measures of central tendency and measures of variability. The central tendency is the measure of the most typical value or central value in frequency distribution. Measures of central tendencies are of three kinds- mean, median and mode. Since the measure of central tendency is supposed to reflect the most representative score for the distribution, the specific measure of central tendency that is employed for descriptive or inferential statistics should be a function of the shape of the distribution (Sheskin, 2007).

Table 3

Basic Descriptive Statistics of Variables under Investigation

Variables	Mean	Median	Mode	SD	Kurtosis	Skewness
Quality of Work Life	175.52	177.00	179.00	19.72	1.204	-0.317
Job Attitude	147.31	146.00	143.00	16.31	0.782	0.182

Table 3 shows the values of measures of central tendencies for Quality of Work Life and Job Attitude. The mean, median and mode for Quality of Work Life are 175.52, 177, and 179 respectively. The peakedness of the distribution represented by the Kurtosis is 1.204 which implies that the distribution is mesokurtic. The measure of

symmetry is -0.317, and the distribution is negatively skewed as the value is close to zero and it is assumed to be a normal distribution.

For the variable of Job Attitude, the mean, median and mode value of central tendencies are 147, 146 and 143 respectively. Mean and median values are almost close. The value of kurtosis is 0.782 which is mesokurtic and the skewness is 0.182 which is close to zero and the distribution is assumed to be normal.

The variables of the study are not deviated much from the normal and they have met the conditions of normal distribution (fig.1 and fig.2). Therefore the investigator has adopted parametric techniques for analysis.

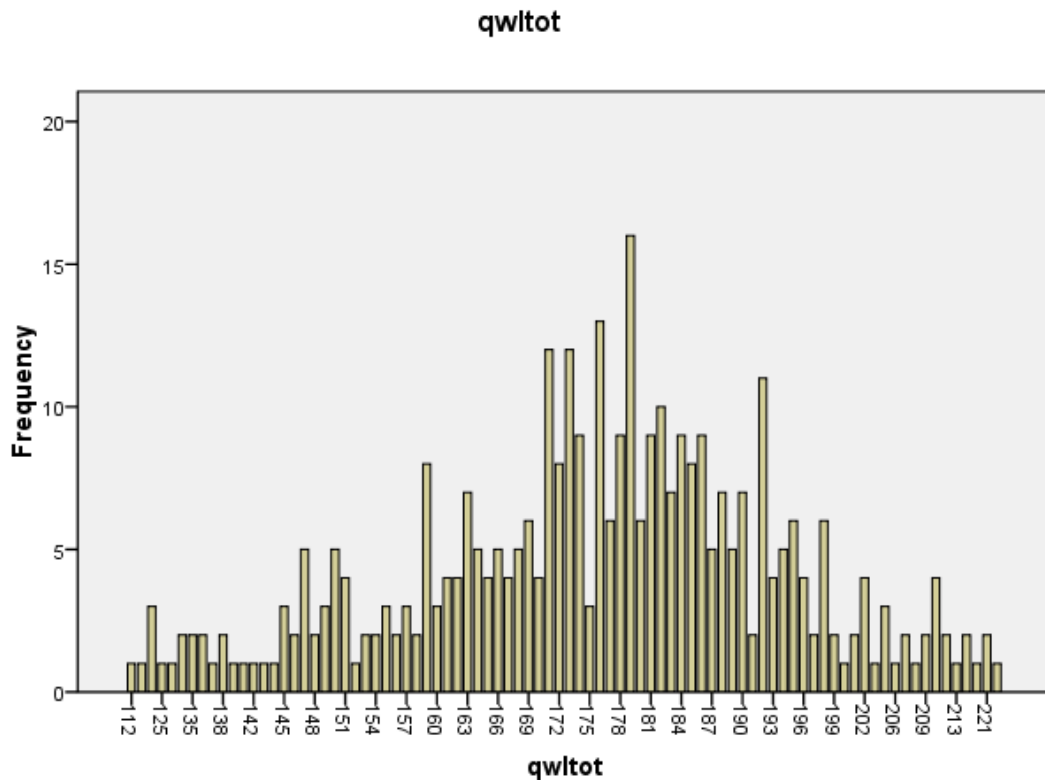


Figure 1. Distribution of Quality of Work Life of the Library Professionals

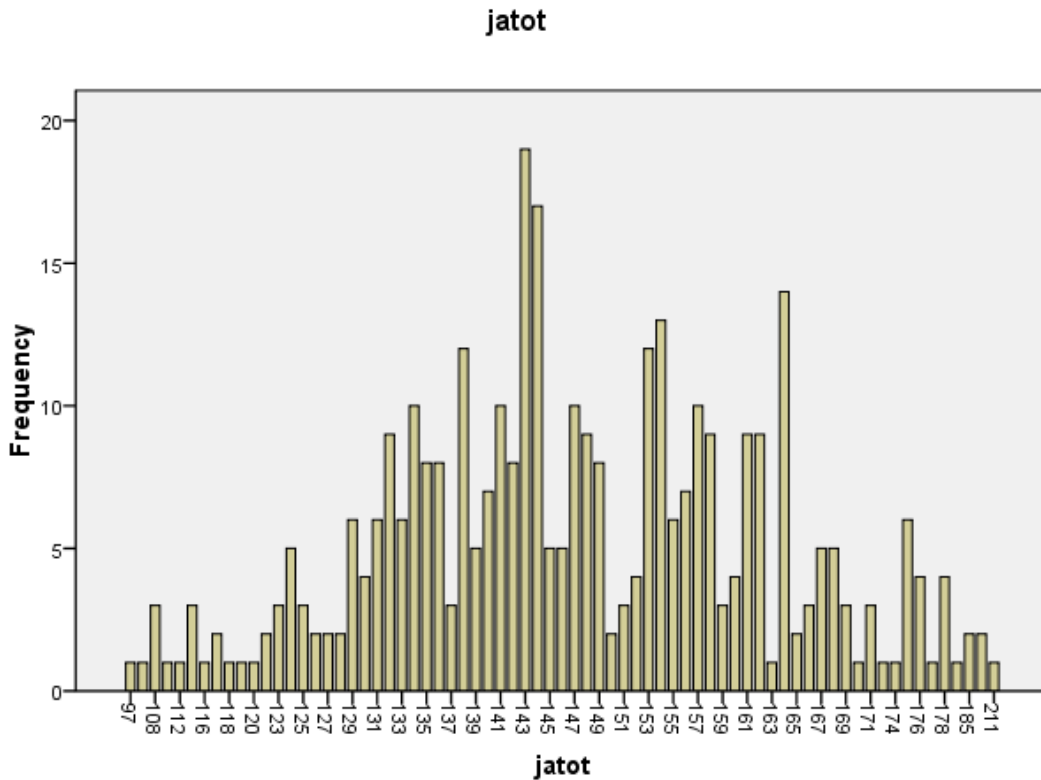


Figure 2. Distribution of Job Attitude of the Library Professionals

The sample of the study consisted of 400 library professionals- 200 each from universities and colleges. The following tables indicate the number of participants included in the study based on the variables.

Table 4
Frequency of the Respondents Based on Institution (n=361)

Variable	Category	Frequency	Percentage
Institution	Universities	194	53.7
	Colleges	167	46.3
	Total	361	100

Out of the 361 respondents, 194 are from the universities and 167 are from the colleges. So they contributed 53.7 per cent and 46.3 per cent respectively of the total respondents.

Table 5
Frequency of the Respondents Based on Gender (n=361)

Variable	Category	Frequency	Percentage
Gender	Male	174	48.2
	Female	187	51.8
	Total	361	100

Table 5 shows that out of the 361 library professionals, 48.2 per cent are male and 51.8 per cent are female. A gender wise analysis of the Quality of Work Life and Job Attitude has been done in this study.

Marital status is a prominent socio-demographic variable in Social Sciences. A major portion of the respondents of the study consists of married persons. The influence of marital status on the Quality of Work Life and on Job Attitude is analysed.

Table 6
Frequency of the Respondents Based on Marital Status (n=361)

Variable	Marital Status	No. of Library Professionals	Percentage
Marital Status	Married	325	90
	Single	36	10
	Total	361	100

Table 6 indicates that large majority (90 per cent) of the library professionals are married. Only 10 per cent of the respondents are single comprising of unmarried, widow/widower, or divorced categories.

The respondents belong to various age groups. They have been included in one of the four categories of age groups. The details are given below:

Table 7
Frequency of the Respondents Based on Age (n=361)

Variable	Category	Frequency	Percentage
Age Groups	Below 30	24	6.6
	31-40	143	39.6
	41-50	128	35.5
	51-60	66	18.3
	Total	361	100

Table 7 shows that the age-group below 30 constitutes only 6.6 per cent and that the 31-40 age-group constitutes 39.6 per cent of the respondents, being the lowest and highest contributing categories respectively. The third group (41-50) makes up 35.5 per cent and the fourth group (51-60) forms 18.3 per cent of the respondents.

Table 8
Frequency of the Respondents Based on Experience (n=361)

Variable	Category	Frequency	Percentage
Experience	Up to 5 years	47	13
	6-10 years	103	28.5
	11-15 years	62	17.2
	16-20 years	66	18.3
	21-25 years	55	15.2
	26 -30 years and above	28	7.8
	Total	361	100

Table 8 illustrates the experience based on years of service. It can be found that 28.5 per cent of the library professionals belong to category of 6-10 years. The lowest number of the respondents belongs to the 26-30 years and above category with 7.8 per cent. Only 13 per cent of the respondents are having less than 5 years of experience. 17.2 per cent of the respondents are included in the 11-15 years category and 18.3 per cent are included in the 16-20 years category. Influence of the years of experience on the Quality of Work Life and Job Attitude were analysed.

Respondents of the study have different levels of professional qualification. The breakup of the respondents is shown in Table 9.

Table 9
Frequency of the Respondents Based on Professional Qualifications (n=361)

Variable	Category	Frequency	Percentage
Qualifications	Ph.D.	39	10.8
	M.Phil.	60	16.6
	M. L. I. Sc.	238	65.9
	B. L. I. Sc.	24	6.6
	Total	361	100

As per Table 9, there are 10.8 per cent of Ph.D. holders and 16.6 per cent of M.Phil holders among the respondents. The majority of the respondents (65.9 per cent) are M.LISc. Degree holders. A limited number (6.6 per cent) of the respondents have BLISc. Degree. Perceptions on the Quality of Work Life and Job Attitude of the respondents classified based on the level of qualification were analysed to identify its influence.

There is a variation in the designations of library professionals among different universities. Categorization has been done by putting similar categories together in to three groups for the purpose of statistical analysis. The details are furnished in Table 10.

Table 10
Frequency of the Respondents Based on Designation (n=361)

Variable	Category	Frequency	Percentage
Designations	University Librarian, Deputy Librarian, Assistant Librarian, College Librarian	178	49.31
	Technical Assistant, Professional Asst. Gr 1, Reference Asst., Junior Librarian	123	34.07
	Library Asst., Professional Asst. Gr.2, Librarian Gr.4	60	16.62
	Total	361	100

The first group consists of the designations of University Librarian, Deputy Librarian, Assistant Librarian and College Librarian contributing 49.31 per cent of the respondents. The second group comprises of the designations of Technical Assistants, Professional Assistant Grade 1, Reference Assistants and Junior Librarian (34.07 per cent). The third group is made up the posts of Library Assistants, Professional Assistant Grade 2, and Librarian Grade 4, which forms 16.62 per cent of the respondents. Designation-wise analysis was performed to find out the difference in the Quality of Work Life and Job Attitude of the library professionals.

There are many professional associations at the state, national and international level for library professionals. It was found that the

majority of the library professionals (72.85 per cent) have membership in one or more professional associations as indicated in Table 11.

Table 11
Frequency of the Respondents Based on Membership in Professional Associations (n=361)

Variable	Category	Frequency	Percentage
Membership in Professional Associations	Members	263	72.85
	Non member	98	27.15
	Total	361	100

However 27.15 per cent are non- members in Professional Associations. The Quality of Work Life and Job Attitude of both members and non- members were analysed.

Table 12 denotes that state-level professional associations are preferred by the majority (68.98 per cent) of the library professionals. Participation in professional associations is considered to be a positive indication of professional interest. The table indicates that 3.32 per cent of the respondents are members of professional associations at the national level. Only a few (0.55 per cent) have membership in international professional associations.

Table 12
Frequency of the Respondents Based on the Type of Membership (n=361)

Variable	Category	Frequency	Percentage
Type of Membership	No membership	98	27.15
	State	249	68.98
	National	12	3.32
	International	2	0.55
	Total	361	100

Statistical analysis was done based on the classification of respondents as discussed.

4.3. Interrelationship between Quality of Work Life and Job Attitude of the Library Professionals

The components of Job Attitude such as job satisfaction, organisational commitment, and job involvement have been linked with the Quality of Work Life in several studies. A study on the Quality of Work Life and Job Satisfaction among the faculty members of the Zahedan University of Medical Sciences conducted by Karmansaravi et al. (2014) revealed a positive relationship between the Quality of Work Life and job satisfaction. In a similar study Fatehi et al. (2015) have also reported that Quality of Work Life has a positive relationship with job satisfaction among sports teachers in Urmia, Iran.

Farid et al. (2015) reported that the Quality of Work Life and organisational commitment of academic staff in a public research university showed a positive relationship between the two variables. Diraviam (2016) has investigated the relationship between the Quality of Work Life and organisational commitment among healthcare professionals. Walton's Questionnaire on Quality of Work Life and Allen and Meyers's Organisational Commitment Questionnaire were used in the study. The study showed that there was a significant positive relationship between the Quality of Work Life and organisational commitment. The six dimensions of Quality of Work Life were also found to be significantly correlated with organisational commitment.

An earlier research by Toga and Mjoli (2013) analysed the relationship between job involvement, job satisfaction and organisational commitment among the lower-level employees of a

manufacturing firm. Job involvement was measured by Kanungo's (1982) 10-item Job Involvement Questionnaire. Job satisfaction was measured by Halperin's (1966) Questionnaire, and Organisational Commitment was measured by the Questionnaire prepared by Mowday et al. (1982). It was found that the three components of Job Attitude were correlated.

Correlation analysis of Quality of Work Life and Job Attitude and the inter correlation among the dimensions were studied in this research using Pearson's method of correlations by the investigator. A series of correlations were calculated among the variables of Quality of Work life and Job Attitude. The results are depicted in Table 13.

Out of 77 correlations, 58 are significant. Among these 54 correlations are significant at 0.01 levels and 4 are significant at 0.05 levels. The eight sub variables of Quality of Work Life shows significant positive correlation with the Quality of Work Life. The correlations revealed are, Adequate and fair compensation ($r=0.577$), safe and healthy working condition ($r=0.620$), immediate opportunities to use and develop human capacities ($r=0.742$), opportunity for continued growth and security (0.738), social integration in the work organisation (0.728), constitutionalism in the work organisation (0.660), work and total life space (0.345), and social relevance of work life (0.115).

Most of the sub-variables of the Quality of Work Life show positive correlation with Job Attitude. The correlation matrix (Table 15) depicts that the Quality of Work Life is positively correlated with Job Attitude ($r=.388$) significant at .01 levels. The finding is consistent with the findings of Fernandes et al. (2017). The study has analysed the relationship among Quality of Work Life and Job Attitude. The findings of the study also revealed that the four dimensions of

Quality of Work Life: adequate and fair compensation, working conditions, constitutionalism at work, and space occupied by work in life were significantly correlated with the Quality of Work Life.

The six sub-variables of Quality of Work Life also show significant positive correlation with Job Attitude. The significant correlations with Job Attitude revealed are: safe and healthy working conditions ($r=0.192$), immediate opportunities to use and develop human capacities ($r=0.361$), opportunity for continued growth and security ($r=0.320$), social integration in the work organisation ($r=0.314$), constitutionalism in the work organisation ($r=0.280$) and work and total life space ($r=0.272$). Among these, the highest correlation was found between immediate opportunities to use and develop human capacities (QWL3), and Job Attitude ($r=0.361$), which implies that a positive increase in Job Attitude is possible by providing immediate opportunities to use and develop human capacities of the library professionals.

It is revealed that the Quality of Work Life has a significant positive correlation with Job Satisfaction ($r= .544$) at .01 level of significance. The finding is in tune with the results reported by Mirkamali and Thani (2008), Noor and Abdulla (2011), Tabassaum (2013), and Kang and Kochar (2013). In a study of job satisfaction and Quality of Work Life of teachers in higher education, Bhavani and Jagadeeswaran (2014) observed that job satisfaction and its sub components like working environment, pay and job security are correlated with the teachers' Quality of Work Life. Similar findings were presented by Kermansaravi et al. (2014) in a study on the relationship between Quality of Work Life and job satisfaction of faculty members in the Zahedan University of Medical Sciences.

Another study by Tabassum, Rehman and Jahan (2011) established the relationship between the sub-variables of the Quality of Work Life structure proposed by Walton (1973) with job satisfaction of faculty members in private universities in Bangladesh. It was found that the eight sub-variables of the Quality of Work Life were positively correlated with job satisfaction. The results of the present investigation show that seven sub-variables of the Quality of Work Life are correlated positively with job satisfaction of the library professionals. The correlations observed are adequate and fair compensation ($r=.294$), safe and healthy working conditions ($r=.299$), immediate opportunities to use and develop human capacities ($r=.501$), opportunities for continued growth and security ($r=.389$), social integration in the work organisation ($r=.456$), constitutionalism in the work organisation ($r=.358$), and social relevance of work life ($r=.163$). A negative correlation is observed between work and total life space with job satisfaction ($r=-.036$). As satisfaction on the total life space increases, it may negatively affect the level of job satisfaction perceived by the library professionals. However, adequate and fair compensation, life and total life space have no correlation with Job Attitude.

Table 13
Correlation Matrix of Quality of Work Life and Job Attitude of the Library Professionals

VARIABLES	QWL1	QWL2	QWL3	QWL4	QWL5	QWL6	QWL7	QWL8	JA1	JA2	JA3	QWL Total
Adequate fair compensation(QWL1)												
Safe and healthyworking conditions(QWL2)	0.303**											
Immediate opportunity to use and develop human capacities(QWL3)	0.220**	0.362**										
Opportunity for continued growth and security(QWL4)	0.323**	0.325**	0.541**									
Social integration in the work organisation(QWL5)	0.207**	0.330**	0.589**	0.434**								
Constitutionalism in the work organisation(QWL6)	0.263**	0.395**	0.467**	0.322**	0.608**							
The social relevance of the work life(QWL7)	0.004**	0.163**	0.187**	0.164**	0.154**	0.150**						
Work and total life space(QWL8)	-0.159**	-0.081	0.066	0.181**	-0.051	-0.202**						
Job Satisfaction (JA1)	.294**	0.299**	0.501**	0.389**	0.456**	0.358**	0.163**	-0.036**				
Organisational Commitment (JA2)	-0.128*	0.000	0.041	0.127*	0.006	0.022	0.223**	0.166**	0.052			
Job Involvement (JA3)	-0.137**	0.013	0.079	0.042	0.075	0.132*	0.184**	0.029	0.080	0.604**		
QWL (Total)	0.577**	0.620**	0.742**	0.738**	0.728**	0.660**	0.346**	0.115*	0.544**	0.057	0.056	
Job Attitude (Total)	0.077	0.192**	0.361**	0.320**	0.314**	0.280**	0.272**	0.087	0.679**	0.718**	0.676**	0.388**

* Correlation is significant at 0.05levels,

** Correlation is significant at 0.01levels

The correlation matrix (Table 13) also depicts the relationship between Job Attitude and its sub-variables- Job Satisfaction, Organisational Commitment, and Job Involvement. There are three significant correlations observed among the variables. The highest correlation was found between organisational commitment and job attitude ($r=0.718$), and the lowest correlation was found between job involvement and job attitude ($r=0.676$). Job Satisfaction shows a significant correlation ($r=0.679$) with Job Attitude.

The inter-correlation between the sub-variables of Job Attitude were also analysed and it was found that organisational commitment and job involvement ($r=0.604$, $p<.01$) shows a significant positive correlation. Khan et al. (2011) have reported similar findings in a study on the effect of job involvement on organisational commitment among employees of different public and private sector organisations. Data were collected through Kanungo's Job Involvement Questionnaire and Allen Meyer's Organisational Commitment Questionnaire. Correlation analysis revealed a positive correlation between job involvement and the three components of organisational commitment viz. affective commitment, continuance commitment, and normative commitment.

4.4. Predictors of Quality of Work Life of the Library Professionals

Step-wise regression analysis was done to find out the maximum possible variance in the Quality of Work Life that can be explained with the help of each independent variable.

Table 14
Multiple Regression Analysis (step-wise): Quality of Work Life as
Dependent Variable

Independent variables	Multiple Regression R	f-value for R	R ²	SE for R	Partial Regression Coefficient b	Constant	B
QWL3	0.742	440.146*** (1.359)	0.551	13.23601	3.6722(QWL3)	87.874	0.742
QWL1	0.855	484.606*** (2.358)	0.730	10.27070	3.198 (QWL3) 1.395 (QWL1)	69.710	0.646 0.434
QWL5	0.912	590.846*** (3.357)	0.832	8.10826	2.077(QWL3) 1.291(QWL1) 1.642(QWL5)	44.591	0.420 0.402 0.397
QWL4	0.948	788.037*** (4.356)	0.899	6.31730	1.440(QWL3) 1.085 (QWL1) 1.429 (QWL5) 1.280 (QWL4)	35.397	0.291 0.338 0.346 0.320
QWL2	0.973	1.244E3*** (5.355)	0.946	4.61413	1.220 (QWL3) 0.926 (QWL1) 1.291(QWL5) 1.810(QWL4) 1.164 (QWL2)	25.919	0.247 0.288 0.312 0.295 0.244
QWL7	0.978	2.205E3*** (6.354)	0.974	3.21032	1.139 (QWL3) 0.975 (QWL1) 1.262 (QWL5) 1.122 (QWL4) 1.071 (QWL2) 1.323 (QWL7)	8.153	0.230 0.304 0.305 0.280 0.225 0.172
QWL6	0.993	3.468E3*** (7.353)	0.986	2.38430	1.052 (QWL3) 0.929 (QWL1) 0.981 (QWL5) 1.149 (QWL4) 0.952 (QWL2) 1.286 (QWL7) 0.793 (QWL6)	9.015	0.213 0.289 0.237 0.289 0.200 0.167 0.143
QWL8	1.000	(8.352)	1.000	0.0000	1.000 (QWL3) 1.000 (QWL1) 1.000 (QWL5) 1.000 (QWL4) 1.000 (QWL2) 1.000 (QWL7) 1.000 (QWL6) 1.000 (QWL8)	-3.964E	0.202 0.311 0.292 0.250 0.210 0.130 0.181 0.136

The first variable entered in analysis is QWL3 (Immediate opportunity to use and develop human capacities), which is the most important variable in the prediction of Quality of Work Life. Multiple regression value (R) for this variable is 0.742 and the value is significant at 0.001 level ($f=440.146$) for 1 and 359 do. The R signifies the strength of interaction between the dependent variable and the independent variable and it is 74.2 per cent at this stage. The value of R^2 (0.551) proves that 55 per cent of the variance in total QWL can be contributed by the variable QWL3. The Partial Regression Coefficient (b) shows that for a unit increment in QWL3, there will be 3.672 unit increments in total Quality of Work Life.

The equation for this will be: $QWL\ TOTAL=87.874+3.672(QWL3)$

The second significant variable in the analysis is QWL1 (adequate and fair compensation), with the R value 0.855, significant at 0.001 level ($f=484.606$ for 2 and 358 df). The strength of the interaction between the two independent variable put together to the dependent variable is 85.5per cent. The value of R^2 is 0.730, and predicts the variance accounted for by QWL3 and QWL1 together to the total Quality of Work Life to be 73.0 per cent.

The portion of contribution to the dependent variable by this independent variable is shown by the value of b, that is for every unit change in QWL3 and QWL1 there will be 3.198 and 1.395 unit change respectively in the QWL total. The b value of QWL 1 is positive which suggests that for every unit of increment QWL1 there will be 1.395 unit increments in the total Quality of Work Life.

The equation is: $QWL\ TOTAL= 69.710+3.198(QWL3) +1.395(QWL1)$

The third variable entered in the analysis is QWL5 (social integration in the work organisation) with the R value 0.912 significant at 0.001 level ($f=590.846$, for 3 and 357df). The strength of the interaction between the three independent variables put together, to the dependent variable is 91.2per cent. The value of R^2 0.832 predicts the variance accounted for by QWL3, QWL1, and QWL5 together, to the total QWL to be 83.2per cent.

The proportion of contribution to the dependent variable by the three independent variables are shown by the value of b. That is, for every unit change in QWL3, QWL1 and QWL5 respectively there will be 2.077, 1.291 and 1.642 unit change in the Quality of Work Life total.

The equation at this point will be:

$$\text{QWL TOTAL}=44.591+2.077(\text{QWL3}) +1.291(\text{QWL1}) +1.642(\text{QWL5})$$

The fourth significant variable in the analysis is QWL 4 (opportunities for continued growth and security) with the value 0.948, significant at 0.001 level ($f=788.037$, for 4 and 356df). The strength of the interaction between the four independent variables put together to the dependent variable is 94.8per cent. The value of R^2 0.899 predicts the variance accounted for by QWL3, QWL1, QWL5, and QWL4 together, to the total Quality of Work Life to be 89.9 per cent.

The proportion of contribution to the dependent variable by these independent variables is shown by the value of b. That is, for every unit change in QWL3, QWL1, QWL5 and QWL4 respectively, there will be 1.440, 1.085, 1.429, and1.280 unit changes in the total QWL.

The equation at this point will be:

$$\text{QWLTOTAL} = 35.397 + 1.440(\text{QWL3}) + 1.085(\text{QWL1}) + 1.429(\text{QWL5}) + 1.280(\text{QWL4})$$

The fifth significant variable in the analysis is QWL2 (safe and healthy working conditions) with the R value 0.973, significant at 0.001 level ($f=1.244$, for 5 and 355df). The strength of the interaction between the five independent variables put together to the dependent variable is 97.3per cent. The value of R^2 0.946 predicts the variance accounted for by QWL3, QWL1, QWL5, QWL4, and QWL2 together, to the total QWL to be 94.6per cent.

The proportion of contribution to the dependent variable by these independent variables is shown by the value of b. That is, for every unit change in QWL3, QWL1, QWL5, QWL4, and QWL1 respectively, there will be 1.220, 0.926, 1.291, 1.181 and 1.164 unit changes in the total Quality of Work Life.

The equation at this point will be:

$$\text{QWLTOTAL} = 25.919 + 1.220(\text{QWL3}) + 0.926(\text{QWL1}) + 1.291(\text{QWL5}) + 1.181(\text{QWL4}) + 1.164(\text{QWL2})$$

The sixth significant variable entered in the analysis is QWL 7(social relevance of working life) with the R value 0.978, significant at 0.001 level ($f=2.205E3$, for 6 and 354 df). The strength of the interaction between the six independent variables put together, to the dependent variable is 97.8 per cent. The value of R^2 0.974 predicts the variance accounted for by QWL3, QWL1, QWL5, QWL4, QWL2, and QWL7 together, to the total Quality of Work Life to be 97.4 per cent.

The proportion of contribution to the dependent variable by this independent variable is shown by the value of b. That is, for every unit change in QWL3, QWL1, QWL5, QWL4, QWL2, and QWL7

respectively, there will be 1.139, 0.975, 1.262, 1.122, 1.071, and 1.323 unit changes in the total Quality of Work Life.

The equation at this point will be:

$$QWLTOTAL=8.153+1.139(QWL3)+0.975(QWL1)+1.262(QWL5)+1.22(QWL4)+1.071(QWL2)+1.323(QWL7)$$

The seventh significant variable entered in the analysis is QWL6 (Work and total life space) with the R value 0.993, significant at 0.001 level ($f=3.463E3$, for 7 and 353df). The strength of the interaction between the seven independent variables put together, to the dependent variable is 99.3per cent, the value of R^2 0.986 predicts the variance accounted for by QWL3,QWL1, QWL5, QWL4, QWL2, QWL7, and QWL 6 together, to the total QWL to be 99.3 per cent.

The proportion of contribution to the dependent variable by the independent variable is shown by the value of b. That is, for every unit change in QWL3, QWL1, QWL5, QWL4, QWL2, and QWL7 respectively, there will be 1.052, 0.929, 0.981, 1.149, 0.952, 1.286, and 0.793unit changes in the total Quality of Work Life.

The equation at this point will be:

$$QWLTOTAL=9.015+1.052(QWL3)+0.929(QWL1)+0.981(QWL5)+1.149(QWL4)+1.071(QWL2)+1.286(QWL7)+0.793(QWL6)$$

The eighth significant variable entered in the analysis is QWL8 (The social relevance of the work life) with the R value 1.000, significant at 0.001 level ($f=0$, for 8 and 352 df). The strength of the interaction between the eight independent variables put together, to the dependent variable is 98.7per cent. The value of R^2 0.974 predicts the variance accounted for by QWL3,QWL1, QWL5, QWL4,

QWL2, and QWL7 together, to total the Quality of Work Life to be 97.4 per cent.

The proportion of contribution to the dependent variable by these independent variables is shown by the value of b. That is, for every unit change in QWL3, QWL1, QWL5, QWL4, QWL2, and QWL7 respectively, there will be 1.00, 1.00, 1.00, 1.00, 1.00, and 1.00 unit changes in the total QWL.

The equation at this point will be:

$$\text{QWLTOTAL} = 3.964E + 1.00(\text{QWL3}) + 1.00(\text{QWL1}) + 1.00(\text{QWL5}) + 1.00(\text{QWL4}) + 1.00(\text{QWL2}) + 1.00(\text{QWL7}) + 1.00(\text{QWL8})$$

4.5. Predictors of Job Attitude of the Library Professionals

It has been revealed in the correlation analysis that the Quality of Work Life of the library professionals shows significant positive correlation with Job Attitude. A regression analysis was conducted to identify the predictor variables of Quality of Work Life which contribute to the prediction of the Job Attitude of the library professionals.

Table 15
Multiple Regression Analysis (step-wise): Job Attitude (JA) as Dependent Variable

Independent variables	Multiple Regression	f-value for R	R²	SE for R	Partial Regression Coefficient B	Constant	β
QWL3(Immediate opportunities to use and develop human capacities)	0.361	53.737*** (1.359)	0.551	15.231	1.476 (QWL3)	112.070	0.361
QWL7 (Social relevance of working life)	0.416	37.559*** (2.358)	0.730	14.869	1.314 (QWL3) 1.346 (QWL7)	92.215	0.321 0.212
QWL4 (Opportunities for continued growth and security)	0.437	28.091*** (3.357)	.832	14.731	0.972 (QWL3) 1.281 (QWL7) 0.523 (QWL4)	86.922	0.238 0.201 0.158
QWL6 (Constitutionalism in the work organisation)	0.448	22.377*** (4.356)	.899	14.661	0.783 (QWL3) 1.239 (QWL7) 0.488 (QWL4) 0.519 (QWL6)	84.034	0.191 0.195 0.148 0.113

*** Significant at 0.001 levels.

The first significant variable entered in the analysis is QWL3 (Immediate opportunities to use and develop human capacities) with the R value 0.361, significant at 0.001 level ($f=53.737$, for 1 and 359 df). The strength of the interaction between the dependent variable and independent variable is 36.1 per cent, the value of R^2 0.551 predicts the variance accounted for by QWL3 to Job Attitude to be 36.1 per cent.

The proportion of contribution to the dependent variable by the independent variable is shown by the value of b. That is, for every unit change in QWL3 there will be 1.476 changes in the Job Attitude.

The equation at this point will be:

$$JA = 112.070 + 1.476(QWL3)$$

The second significant variable entered in the analysis is QWL7 (Social relevance of working life) with the R value 0.416, significant at 0.001 level ($f=37.559$, for 2 and 358 df). The strength of the interaction between the two independent variables put together to the dependent variable is 41.6 per cent. The value of R^2 is 0.730, and predicts the variance accounted for by QWL3 and QWL7 to the Job Attitude to be 41.6 per cent.

The proportion of contribution to the dependent variable by these independent variables is shown by the value of b. That is, for every unit change in QWL3, there will be changes of 1.314, and for QWL7 there will be 1.346 changes in the Job Attitude.

The equation at this point will be:

$$JA = 92.215 + 1.314(QWL3) + 1.346(QWL7)$$

The third significant variable entered in the analysis is QWL4 (Opportunities for continued growth and security) with the R value 0.437, significant at 0.001 level ($f=28.091$, for 3 and 357 df). The strength of the interaction between the three independent variables put together to the dependent variable is 43.7 per cent. The value of R^2 0.832 predicts the variance accounted for by QWL 4 to Job Attitude to be 43.7 per cent.

The proportion of contribution to the dependent variable by this independent variable is shown by the value of b. That is, for every unit change in QWL 3 there will be 0.972 changes, for QWL7 there will be 1.281 changes and for QWL 4 there will be 0.523 changes in the Job Attitude.

The equation at this point will be:

$$JA = 86.922 + 0.972(QWL3) + 1.281(QWL7) + 0.523(QWL4)$$

The fourth significant variable entered in the analysis is QWL6 (Constitutionalism in the work organisation) with the R value 0.448, significant at 0.001 level ($f=22.377$, for 2 and 356 df). The strength of the interaction between the two independent variables put together, to the dependent variable is 44.8 per cent. The value of R^2 is 0.899, and predicts the variance accounted for by QWL6 to the Job Attitude to be 44.8 per cent.

The proportion of contribution to the dependent variable by these independent variables is shown by the value of b. That is, for every unit change in QWL3, QWL7, QWL4, and QWL6 respectively, there will be 0.783, 1.239, 0.488, 0.519 changes in the Job Attitude.

The equation at this point will be:

$$JA = 84.034 + 0.783(QWL3) + 1.239(QWL7) + 1.488(QWL4) + 0.519(QWL6)$$

The results of the regression analysis show that the sub variables of Quality of Work Life such as immediate opportunities to use and develop human capacities, opportunities for continued growth and security, social relevance of working life, and constitutionalism in the work organisations can predict the Job Attitude of the library professionals.

4.6. Job Attitude of the Library Professionals based on their Quality of Work Life

The relationship between Quality of Work Life and Job Attitude are revealed in the above analyses. Previous studies also support the relationship. Reena and Jayan (2012) carried out an investigation on the role of Quality of Work Life and Job attitude and personnel effectiveness among the teachers of engineering colleges. It was found on correlation analysis that the Quality of Work Life is correlated to the job attitude and personnel effectiveness. In another study, Sharma and Jyothi (2013) inquired the relationship between the Quality of Work Life and job related attitudes such as job satisfaction, organisational commitment, productivity, and intention to leave, among teachers of higher educational institutions in North India. Structural equation modelling was used to study the relationship among the variables. It was revealed that the Quality of Work Life was positively related to job satisfaction and organisational commitment, and was found inversely related to the intention to leave. Ali and Zilli (2013) found that the Quality of Work Life and Job Attitude had an influence on the affective commitment of managers in public undertakings. Therefore, the relationship between Quality of Work Life and Job Attitude has been recognized as a topic of interest to organisational researchers.

One way ANOVA was carried out to determine whether there is any significant difference in the job attitude, job satisfaction, and job involvement and in organisational commitment of the library professionals based on the Quality of Work Life. Quality of Work Life of the library professionals were categorised into three groups: low (0-155), medium (156-195) and high level (196 and above). The difference mean score of job attitude, job satisfaction, organisational commitment and job involvement of the three groups were compared.

Table 16
Job Attitude of the Library Professionals based on Quality of Work Life

Variables	Sum of Squares		Mean Squares		F- value
	Between groups	Within groups	Between groups	Within groups	
Job Attitude	12631.18	83122.45	6315.59	232.19	27.201***
Job satisfaction	8004.476	29712.24	4002.24	83	48.223***
Organisational Commitment	439.674	22062.702	219.84	61.63	3.567*
Job Involvement	187.166	10448.83	93.58	29.187	3.206*

Significant at .05 levels, ** significant at .01 levels, * significant at .001 levels*

Table 16 depicts that there is a significant difference in the Job Attitude of the library professionals having low, medium and high levels of Quality of Work Life ($F=27.201$, $p<.001$). Scheffe's test has revealed that each pair differs significantly at .05 levels.

The relationship between Quality of Work Life and the sub-variables of Job Attitude were also analysed. The groups were compared with their level of job satisfaction and it was revealed that library professionals having low, medium, and high level Quality of Work

Life differed significantly in their job satisfaction ($F=48.223$, $p<.001$). Post-hoc analysis using Scheffe's method indicates that there is a significant difference between each pair of groups at .05 levels.

The influence of the Quality of Work Life on organisational commitment and on job involvement were also analysed. The F value for organisational commitment is 3.567 significant at .05 levels. Further analysis using Scheffe's method indicates that the medium level group differs significantly from high level group at .05 levels. The F value for job involvement was 3.206 significant at .05 levels.

The mean values depicted in table 17 show that library professionals with high mean score on Quality of Work Life have high mean score on Job Attitude ($M=161.30$). The result has been supported by the findings of Jayan (2012), Kang and Kochar (2013), and Sharma and Jyoti (2013).

Likewise, the library professionals having high mean score on Quality of Work Life have high mean score on Job Satisfaction ($M=64.80$). The result have been supported by the findings of Lee, Singhapakdi and Sirgy (2007), Koonmee et al. (2010), Sharma and Jyoti (2013), and Hassan (2013).

The results shown in Table 17 show that the library professionals having high Quality of Work Life have high mean score on Organisational Commitment ($M=60.80$). Similar finding has been revealed by Chan and Wyatt (2007).

It is noted that library professionals with high Quality of Work Life also have high Job Involvement (35.70). The findings of the study of Perumarupan, Al-Mamun and Saufi (2013) have revealed the same results.

Table 17
Mean and Standard Deviations of Job Attitude Variables Based on Quality of Work Life

Variables	Group1 (Low) N=53		Group2 (Medium) N=264		Group3 (High) N=44	
	Means	SD	Means	SD	Means	SD
Job Attitude	138.70	14.456	146.71	15.231	161.30	16.171
Job Satisfaction	46.62	8.685	55.82	8.510	64.80	12.523
Organisational Commitment	58.32	7.827	57.41	7.951	60.80	7.232
Job Involvement	33.75	5.076	33.48	5.507	35.70	5.133

The results of the analysis indicate that the level of Job Attitude is significantly high among the library professionals having high Quality of Work Life. The level of Job Satisfaction, Organisational Commitment and Job Involvement are significantly high among the library professionals having high Quality of Work Life. The results support the argument that Quality of Work Life of the Library professionals and their Job Attitude are related.

4.7. Influence of Independent Variables on Quality of Work Life and Job Attitude of the Library Professionals

Quality of Work Life is associated with many work related variables and non-work related variables. Some of the important demographic and socio-economic variables included in the study are gender, marital status, age, qualifications, designations, income, and experience. Influence of these variables on the Quality of Work Life and Job Attitude was studied. Statistical techniques of T-test and ANOVA were used for the analysis.

4.7.1. Quality of Work Life of the Library Professionals based on Institution

It is evident from previous studies that the Quality of Work Life has been influenced by the working environment of the organisation. In a study of the Quality of Work Life of the faculty members of private and public universities in Punjab, Kaur and Sharma (2016) found that the Quality of Work differed among the faculty members of the two types of institutions. It was also found that private university teachers had more growth opportunities. This indicated that the institution had a role to determine the perception of the Quality of Work Life of the employees. Rao and Verma (2019) mentioned that there were many factors in the work environment which affected the Quality of Work Life such as interpersonal relationship, status, service conditions, policies of promotion and motivation.

The Quality of Work Life in libraries have a broader dimension, comprising of the human relation factors, physical environment factors, development factors, and economic factors. Earlier efforts to improve the Quality of Work Life of the library professionals were mainly focused on the work system design which emphasized the redesign of the organisational structure and work roles (Martell, 2006). Organisational psychology emphasises the human factor in organisations as the key determinant for organisational effectiveness and quality of services. Therefore, efforts to create a working environment that would enhance the level of satisfaction at work became a major attraction in organisations. This stream of thought has been embraced by service organisations like libraries.

The academic libraries being part of the universities adhere to the standards followed in the higher education system in India. The status of library professionals has improved through the years. Libraries are essential components in academic institutions, and

quality assurance has become a major concern for the institutions. However, assessment of the Quality of Work Life of the library professionals has not received enough attention. Studies on the components of Quality of Work Life are abundant but comprehensive studies on the level of Quality of Work Life are limited. The investigator has made an attempt to analyse the Quality of Work Life of the library professionals based on the type of institution they are employed.

The Quality of Work Life was studied using the eight-dimensional scale as discussed in the previous chapter. The dimensions included adequate and fair compensation, safe and healthy working environment, immediate opportunities to use and develop human capacities, opportunities for continued growth and security, social integration in the organisation, constitutionalism, social relevance of working life, and work and total life space.

The work environments of the libraries of colleges and of the universities are different. The university library system includes a central library and department libraries, whereas college libraries are single units of the institution. It has been hypothesized that there is no significant difference in the Quality of Work Life of the library professionals of universities and colleges. T-test was conducted to test the hypothesis. The results are indicated in Table 18.

Table 18
Quality of Work Life of the Library Professionals based on Institution

Variables	Group 1 (library professionals of universities) (n=194)		Group2 (library professionals of colleges) (n=176)		t-value
	Mean	SDs	Mean	SDs	
Adequate fair compensation	20.24	5.51	22.16	6.67	2.94**
Safe and healthy working condition	21.17	4.01	22.53	4.17	3.15**
Immediate opportunities to use and develop human capacity	23.79	3.78	23.96	4.22	.41
Opportunities for continued growth and security	28.04	4.92	27.80	4.94	.45
Social integration in the work organisation	32.41	4.20	33.56	5.30	2.26*
Constitutionalism in the work organisation	16.64	3.31	18.62	3.57	5.43**
Social relevance of working life	18.30	2.42	16.83	2.50	5.65**
Work and total life space	13.71	1.82	11.46	2.98	8.48**
Quality of Work Life	147.31	18.94	176.93	20.56	1.25

Significant at 0.01 levelSignificant at 0.01 level*

Table 18 denotes the t-values obtained for the Quality of Work Life of the library professionals. The scores for the sub variables of Quality of Work Life are also presented.

4.7.1.1. Adequate and Fair Compensation

Earning is one of the prime motives for work. According to the criteria for the Quality of Work Life proposed by Walton (1975), adequate and fair compensation is the primary factor contributing to

the Quality of Work Life. The perceptions of the library professionals on the adequacy and fairness of their compensation was measured. Scores were calculated based on the responses of the eight-item scale on adequate and fair compensation. The level of satisfaction on the adequacy of the salary to fulfil their personal and professional needs was sought. The aspects covered included: satisfaction on the pay scale with respect to their qualifications, work, compared to other types of libraries, with similar categories, and the incentives received. Adequacy and fairness of the salary to meet the cost of living and their attitude towards continuing the job regardless of the pay received were measured.

In adequate and fair compensation, the mean value of group 2 (library professionals of colleges) is 22.16, which is higher than the score of group1 (library professionals of the universities) (M=20.14) and the t- value is 2.94 significant at 0.01 level. This means that the library professionals of college libraries are more satisfied with adequate and fair compensation.

4.7.1.2. Safe and Healthy Working Conditions

As far as libraries are concerned, safe and healthy working conditions refers to the physical environment in libraries. It is an important factor affecting the Quality of Work Life of the library professionals. Emmanuel and Henry (2018) pointed out that the physical environment in libraries includes the spatial layout, functionality, ambient conditions, signs, symbols and artefacts. The physical environment includes the working area, sections of the library, staff room, equipment, furniture, materials, building, and the general ambience of the library. The dimension covered perceptions on seating, lighting, ventilation and air circulation, drinking water facilities, sanitary facilities, dust and noise free environment and health issues associated with the work. Physical environment

becomes unsafe due to poor work space, lack of ventilation, excessive noise, unsuitable furniture which may affect the health of employees and lead to stress, ergonomic disorders and suffocation (Edem, Akpan and Pepple, 2017).

Comparison between the mean values of the score of safe and healthy working condition of group 2 (M=22.53) and group 1 (M=21.17), shows that t- value is 3.15 significant at 0.01 level, which indicates that the library professionals of colleges have a better safe and healthy working environment compared to the library professionals of university library system.

4.7.1.3. Immediate Opportunities to Use and Develop Human Capacities

Gratification of human needs is an essential requisite for satisfactory work life. The support from the authorities and co-workers are required for this. They should be provided with opportunities to use and develop their capacity. The items of the scale measured the level of satisfaction on the interference from the superior at work, opportunities to use one's abilities, acquisition of new skills, feedback of work, communication inside the organisation and participation in decision making.

The mean values of the scores of immediate opportunities to use and develop human capacities of the library professionals of universities (M= 23.79) and colleges (M=23.96) shows no significant difference. The result implies that the opportunities provided to use and develop human capacities for the library professionals may be similar in universities and colleges.

4.7.1.4. Opportunities for Continued Growth and Security

The dimensions included the level of satisfaction on the training facilities, self-improvement opportunities, facilities to improve

professional qualifications, opportunities for creative work, opportunities for self-learning, opportunities for application of knowledge and expertise, and promotion and job security. The mean values obtained for opportunities for continued growth and security for library professionals of universities (M=28.04) show no significant difference with the mean scores of the library professionals of colleges (M=27.80), and it can be inferred that the library professionals of colleges and universities perceive the sub-variable in a similar way.

4.7.1.5. Social Integration in the Work Organisation

Social integration is the fifth dimension of the Quality of Work Life. The components studied under this dimension consisted of belongingness to the library community, sense of professional identity based on skills, communication between the superior and the subordinate, team work, relationship with colleagues and the subordinates, concern for grievances, and staff meetings. Perceptions of the library professionals were studied.

Social integration in the work organisation was analysed for significance in the mean difference between the library professionals of colleges and universities. The mean value is 32.41 for library professionals of the universities, and for the colleges it is 33.56, significant at 0.05 levels. The results indicate that the perception of social integration in the work organisation is higher for library professionals of the colleges.

4.7.1.6. Constitutionalism in the Work Organisation

Equity and justice in libraries were studied under this dimension. Satisfaction of the library professionals on the grievance handling procedures, work arrangements, transfer and promotions, assurance

of individual privacy, discrimination based on caste, gender and politics were measured.

There is a significant mean difference observed in the constitutionalism in the work organisation between the library professionals of the universities and colleges. The mean value of group 1 is 16.64, and for group 2 it is 18.62 with a significance of 0.01 levels. As the high mean value is for group 2, it implies that the library professionals of college libraries have a higher perception on constitutionalism in their work organisation.

4.7.1.7. Social Relevance of Working Life

The perceptions of the social relevance of working life were studied and analysed. The level of satisfaction on the social responsibility of the library, services to the users, user relationship, work life and social life, were examined.

In social relevance of working life, the mean value for group 1 is 18.30 and for group 2 it is 16.83. The t-value is 5.65 and the difference is significant at 0.01 levels. The results indicate that the perception of social relevance of working life is higher for the library professionals of universities compared to that of the library professionals in colleges. Library professionals of universities have to serve a wider user community than by the library professionals of colleges. In addition, the working environment is vast and more opportunities are available for social interaction in libraries of universities. Therefore, the mean score on social relevance is high for the library professionals of universities.

4.7.1.8. Work and Total Life Space

Work should not become tedious. It should be appropriate to the worker. The work and total life space covered the aspects such as the

ability to combine work and family roles, concern for social and personal needs, and the ability to keep a peaceful state of mind.

For the sub-variable work and total life space, the mean value is 13.71 for group 1 and 11.46 for group 2 with significance of 0.01 levels. It is to be noted that the library professionals of universities and colleges differ in their perceptions on work and total life space. Library professionals of universities have a high mean score on this sub-variable of Quality of Work Life compared to library professionals of colleges. It is concluded that library professionals of the universities are able to balance their work and family better compared to library professionals of colleges.

4.7.1.9. Quality of Work Life

Table 18 shows that there is no significant difference revealed in the total score on the Quality of Work Life between the library professionals of universities and colleges. Therefore the hypothesis, there is no significant difference in the Quality of Work Life of library professionals based on the type of institution is accepted. The findings have been supported by the study conducted by Reena (2009) on the Quality of Work Life and Occupational stress among the library professionals in Kerala. The study revealed that there is no significant difference in the Quality of Work Life of the library professionals based on the type of institution they are employed.

4.8. Job Attitude of the Library Professionals Based on Institution

T-test has been carried out to test the hypothesis that there is no significant difference in the Job Attitude of the library professionals of universities and colleges. The results are tabulated in Table 19.

Table 19
Job Attitude of the Library Professionals Based on Institution

Variables	Group 1 (library professionals of Universities) (n=194)		Group2 (library professionals of Colleges) (n=176)		t- value
	Mean	SD	Mean	SD	
Job satisfaction	53.94	10.24	57.45	9.94	3.30**
Organisational Commitment	58.64	6.88	57.17	8.92	1.74
Job Involvement	33.75	4.55	33.84	6.32	.15
Total of Job Attitude variables	146.33	15.39	148.46	17.29	1.23

Significant at 0.05 levelSignificant at 0.01 level*

The t-value for job satisfaction is significant at 0.01 levels. In organisational commitment and in job involvement the two groups do not show any significant difference. Similarly, the total score of Job Attitude of both groups are identical as there is no significant difference observed. So the hypothesis that there is no significant difference in the Job Attitude of the library professionals between the library professionals of universities and colleges.

4.9. Quality of Work Life of the Library Professionals Based on Gender

Gender is an important demographic variable in social science researches. The role of gender in Quality of Work Life has both positive and negative consequences. A study on the demographic determinants of Quality of Work Life of librarians in Nigeria (Anyaku, 2016) reported that gender had a significant relationship with the Quality of Work Life. Similar findings were reported by

Bolhari et al. (2011). Sarlaksha and Ganesh (2014) observed that gender was a significant predictor of the Quality of Work Life. Contradictory to this, Kara et al. (2018) found that gender does not influence the Quality of Work Life, but when it interacted with leadership styles, it showed a statistically significant moderating effect between transformational leadership and the Quality of Work Life.

An investigation among the IT professionals on the Quality of Work Life and demographic variables revealed that there is no gender difference in the Quality of Work Life (Bolhari et al., 2011). Archana and Siddiq (2017) argued that the Quality of Work Life is independent of gender. The study by Mebarki, Foutih and Mokdad (2019) also supports these findings.

Previous researches indicate that gender influences the Quality of Work Life in some studies, and has no significant role in some studies. Therefore, the investigator tried to identify the role of gender in determining the Quality of Work Life of the library professionals. The sample has been subjected to t-test to test the hypothesis that there is no significant difference in the Quality of Work Life of the library professionals based on gender.

Table 20
Quality of Work Life of the Library Professionals Based on Gender

Variables	Group 1 (Male) (n=174)		Group2 (Female) (n=187)		t- value
	Mean	SDs	Mean	SDs	
Adequate and fair compensation	21.03	6.51	21.21	5.79	0.28
Safe and healthy working condition	22.47	3.75	21.18	4.39	3.02**
Immediate opportunities to use and develop human capacity	24.30	3.80	23.47	4.12	1.99*
Opportunities for continued growth and security	28.67	4.54	27.24	5.18	2.79**
Social Integration in the work organisation	33.54	4.45	32.39	5.00	2.31*
Constitutionalism in the work organisation	17.79	3.46	17.34	3.65	1.203
Social relevance of working life	17.44	2.50	17.79	2.62	1.30
Work and total life space	12.40	2.66	12.92	2.67	1.84
Total of QWL variables	177.65	17.98	173.55	21.07	2.00

Significant at 0.05 levelSignificant at 0.01 level*

Table 20 depicts that the male and female library professionals differ significantly in their working conditions and in the opportunities available for continued growth and security ($p < .01$ levels). They differ in their opportunities to use and develop human capacity, and in social integration in the work organisation ($p < .05$ levels). There is no significant difference found in the other sub-variables and in the total Quality of Work Life between male and female groups. Therefore, the hypothesis that there is no significant difference in the

Quality of Work Life of library professionals based on gender is accepted.

4.10. Gender wise Difference in the Job Attitude of the Library Professionals

The Job Attitude of men and women may vary. Singh, Finn and Goulet (2004) conducted a study on gender and Job Attitude. The study unveiled that men and women have similar attitude when work related and other variables are controlled. Wikramasinghe (2016) has investigated the effect of gender on the work related attitudes. The study revealed that perceptions of women on organisational support, job satisfaction, affective commitment and job involvement are high compared to men. In another study on effect of gender on work attitude conducted by Fujimoto (1995) observed that gender is not a determinant of work attitude. The author added that if workplaces are structured differently for the gender groups, differences in attitudes may be resulted.

Therefore, an analysis was carried out to test the hypothesis that there is no significant difference in the Job Attitude of the library professionals based on their gender. The results of the t-test are depicted in Table 21.

Table 21
Gender Wise Difference in the Job Attitude of the Library Professionals

Variables	Group 1 (Male) (n=174)		Group2 (Female) (n=187)		t- value
	Mean	SD	Mean	SD	
Job satisfaction	57.08	10.04	54.16	10.24	2.74**
Organisational Commitment	57.67	7.94	58.23	7.89	.68
Job Involvement	33.52	5.72	34.04	5.16	.90
Total of Job attitude variables	148.27	17.51	146.42	15.10	1.07

Significant at 0.05 levelSignificant at 0.01 level*

Table 21 shows that male and female groups significantly differ in the job satisfaction ($p < .01$). There is no significant difference observed in organisational commitment, job involvement and in the job attitude. It is revealed from the analysis that there is no significant difference in the job attitude of the library professionals based on their gender. So the hypothesis is substantiated.

4.11. Quality of Work Life of the Library Professionals Based on Marital Status

The marital status of the respondents may influence their Quality of Work Life. The influence of marital status on the Quality of Work Life has been analysed using T- test. The results are indicated in Table 22.

Table 22
Quality of Work Life of the Library Professionals Based on Marital Status

Variables	Group 1 (Married) (n=325)		Group2 (Unmarried) (n=36)		t- value
	Mean	SDs	Mean	SDs	
Adequate fair compensation	21.08	6.17	21.52	5.94	.42
Safe and healthy working condition	21.83	4.17	21.50	3.91	.48
Immediate opportunities to use and develop human capacity	23.88	4.03	23.78	3.60	.16
Opportunities for continued growth and security	27.89	5.05	28.28	3.63	.58
Social Integration in the work organisation	32.90	4.70	33.36	5.45	.49
Constitutionalism in the work organisation	17.39	3.63	19.11	2.47	3.76**
Social relevance of working life	17.70	2.59	16.89	2.24	2.04
Work and total life space	12.82	2.61	11.28	2.89	3.07
Total of QWL variables	175.50	20.02	175.72	17.01	.07

**Significant at 0.05 level, **Significant at 0.01 level*

Results shown in Table 22 imply that there is no significant difference between the married and unmarried library professionals in their perceptions of the Quality of Work Life. The only difference observed is in constitutionalism in the work organisation. So it can be inferred that the marital status of the library professionals have no role in their Quality of Work Life. So the hypothesis that there is no significant difference in the Quality of Work Life of the library professionals based on their marital status is substantiated.

4.12. Job Attitude of the Library Professionals Based on Marital Status

A t-test analysis was conducted to find out whether there is a difference in job attitude between the married and unmarried groups of library professionals. The results are summarized in Table 23.

Table 23

Job Attitude of the Library Professionals Based on Marital Status

Variables	Group 1 (Married) (n=325)		Group2 (Unmarried) (n=36)		t- value
	Mean	SD	Mean	SD	
Job satisfaction	55.48	9.97	56.33	12.56	.40*
Organisational Commitment	58.13	8.05	56.39	6.39	1.51
Job Involvement	33.84	5.46	33.36	5.25	.51
Total of Job attitude variables	147.45	16.15	146.08	17.89	.44

**Significant at 0.05 level, **Significant at 0.01 level*

Table 23 shows that the only sub-variable of job attitude that indicated a significant difference was job satisfaction ($p < .01$). Hence, the marital status can influence job satisfaction of the library professionals.

However, there is no significant difference observed between the married and unmarried groups of library professionals in their perceptions on Job Attitude. Hence, the hypothesis that there is no significant difference in the job attitude of the library professionals based on the marital status is accepted.

4.13. Quality of Work Life of the Library Professionals Based on Designation

The perceptions on the Quality of Work Life may be influenced by designations of library professionals. It has been mentioned earlier that the designations of the library professionals in universities vary considerably. For the purpose of analysis, similar categories were clubbed together into three groups. Group 1 included the University Librarians, Deputy Librarians, Assistant Librarians, and College librarians. Group 2 included Technical Assistants, Professional Assistant Grade1, Reference Assistants and Junior Librarians. Group3 comprised of Library Assistants, Professional Assistant Grade 2, and Librarian Grade 4.

It was hypothesized that there is no significant difference in the Quality of Work Life of the library professionals based on their designations. To test the hypothesis one-way ANOVA was conducted. Table 25 depicts the results of the analysis. It is evident from the table that there is a significant difference in the Quality of Work Life of the library professionals based on their designation. A significant difference is observed in all the sub-variables of the Quality of Work Life.

Table 24
Quality of Work Life of the Library Professionals Based on Designation

Variables	Sum Squares		Mean Squares		F-value
	Between groups	Within groups	Between groups	Within groups	
Adequate and fair compensation	1245.2	12328.72	622.71	34.44	18.08***
Safe and healthy working conditions	238.52	5929.12	119.261	16.56	7.201***
Immediate opportunities to use and develop human capacity	268.96	5449.92	134.48	15.22	8.834***
Opportunities for continued growth and security	324.37	8413.76	162.19	23.50	6.901***
Social Integration in the work organisation	281.97	7912.92	140.98	22.103	6.378**
Constitutionalism in the work organisation	307.38	4271.59	153.69	11.93	12.881***
Social relevance of working life	43.42	2323.34	21.71	6.49	3.346*
Work and total life space	256.40	2315.37	128.20	6.47	3.421***
Total of QWL variables	10769.72	129234.33	5384.86	360.99	14.917***

Significant at 0.05 level, **Significant at 0.01 level, * significant at .001 levels*

For adequate and fair compensation, the F value is significant at .001 levels. Duncan's Multiple Range Test indicate that group1 (M=22.92) has a high score compared to group2 (M=19.96) and group 3(M=18.22). The three groups are found to differ significantly each other. The perception on Adequate and Fair compensation of group 1, which is Officer Category, is high compared to the other two groups of library professionals.

Results of ANOVA for safe and healthy working conditions denoted in Table 25 indicate that the F value ($f=7.201$) is significant at .001 levels. A significant mean difference is found between group 1 ($M=22.60$), group 2 ($M=21.21$), and group3 ($M=20.63$). So, here also group 1 has comparatively better perception on safe and healthy working conditions in universities and colleges. In other words, library professionals with higher designation have a higher score on safe and healthy working conditions.

Immediate opportunities to use and develop human capacities, the third sub-variable of the Quality of Work Life, also shows a significant mean difference ($F=8.834$) significant at .001 levels. Group 1 ($M=24.67$) has a high mean score compared to group 2 ($M=23.44$) and group 3 ($M=22.38$).

For opportunities for continued growth and security, the F value ($f=6.901$) is significant at .001 levels. Regarding the mean scores of the three groups, group 1 ($M=28.85$) has a high score compared to group 2 and group3. Therefore it can be concluded that library professionals in higher designations have higher perceptions on opportunities for continued growth and security.

Social integration in the work organisation is the next variable analysed. The mean difference is significant ($F=6.378$, $p<.01$). Duncan's Multiple Range Test shows that the group 1 ($M=33.84$) significantly differs from the other two groups. For group2, the mean is 32.15, and for group 3 it is 31.92. These values were found to significantly differ from group1. So, library professionals with higher designations have higher perceptions on social integration in the work organisation.

Constitutionalism in the work organisation is analysed based on the designations, and it was found that there is a significant difference between library professionals of the three groups. Here, the F value is 12.881 significant at 0.001 levels. A significant mean difference is observed between group 1 (M=18.47), group 2 (16.47), and group 3 (17.08). The observations are similar to that of previous sub-variables of Quality of Work Life. A high score on constitutionalism is found in group 1.

The F value for social relevance of working life was found to be 3.346 significant at .05 levels and the group difference is not distinct as per Duncan's Multiple Range Test.

Work and total life space, being the last sub-variable of the Quality of Work Life shows, a very significant F value ($f= 3.421$, $p < .001$). Here group 2 has a comparatively high mean value (M=13.82) compared to group 1 (M=11.96) and group 3 (M=12.42).

Finally, coming to the total score on the Quality of Work Life, a significant F value is found ($f=14.917$, $p < .001$). The three groups of designations are distinct from each other and their difference is highly significant. Group 1 (M=180.68), group 2 (M=172.46) and group 3 (M=166.50) differ significantly.

Table 25
Result of Duncan's Multiple Range Test for Quality of Work Life based on Designation

Variables	Group 1 N=178		Group 2 N=123		Group 3 N=60	
	Mean	SD	Mean	SD	Mean	SD
Adequate and fair compensation	22.92 ^c	6.58	19.96 ^b	5.32	18.22 ^a	4.55
Safe and healthy working conditions	22.60 ^b	3.84	21.21 ^a	4.26	20.63 ^a	4.33
Immediate opportunities to use and develop human capacity	24.67 ^b	3.60	22.44 ^a	4.04	22.38 ^a	4.44
Opportunities for continued growth and security	28.85 ^b	4.41	27.30 ^a	5.25	26.48 ^a	5.24
Social Integration in the work organisation	33.84 ^b	4.99	32.15 ^a	4.173	31.92 ^a	4.83
Constitutionalism in the work organisation	18.47 ^b	3.35	16.47 ^a	3.80	17.08 ^a	2.99
Social relevance of working life	17.38 ^a	2.69	18.11 ^a	2.50	17.37 ^a	2.19
Work and total life space	11.96 ^a	2.96	13.82 ^b	1.84	12.42 ^a	2.43
Total of QWL variables	180.68 ^c	18.72	172.46 ^b	18.74	166.50 ^a	20.32

Note: Alphabets a,b,c indicate homogenous groups identified by DMRT

Therefore, it can be inferred from the analysis that designations have a role in the Quality of Work Life. The hypothesis that there is no significant difference in the Quality of Work Life of the library professionals based on their designations is rejected. The new hypothesis formulated is that there is a significant difference in the Quality of Work Life of the library professionals based on their designations.

4.14. Job Attitude of the Library Professionals Based on Designation

The influence of designation on the Quality of Work Life was examined in the previous section. It was assumed that there is no significant difference in the Job Attitude of the library professionals based on their designations. So an ANOVA test was conducted. The results are indicated in Table 26.

Table 26

Job Attitude of the Library Professionals Based on Designation

Variables	Sum of Squares		Mean Squares		F-value
	Between groups	Within groups	Between groups	Within groups	
Job satisfaction	707.24	37009.48	353.62	103.38	3.421*
Organisational Commitment	554.13	21948.25	277.06	61.31	4.519**
Job Involvement	113.33	10522.67	56.66	29.40	1.928
Job Attitude	359.08	95394.55	179.54	266.47	0.674 ^{ns}

**Significant at .05 level, **Significant at 0.01 level, ns – non significant*

The table shows that a significant difference observed in organisational commitment ($F=4.519$, $p<0.01$). For Job Satisfaction, the difference is significant at .05 levels with F value 3.421.

Job Involvement shows no significant difference. There is no significant difference between the library professionals of the three designation groups in their Job Attitude.

Table 27
Results of Duncan's Multiple Range Test for Job Attitude Based on Designation

Variables	Group1 N=178		Group2 N=123		Group3 N=60	
	Mean	SD	Mean	SD	Mean	SD
Job Satisfaction	56.88 ^b	10.39	53.77 ^a	10.40	53.33 ^a	8.93
Organisational Commitment	56.70 ^a	8.86	59.19 ^b	6.44	59.17 ^b	7.15
Job Involvement	33.44	6.24	33.70	4.50	35.02	4.44
Job Attitude	147.02	17.83	146.66	15.64	149.52	12.53

Note: Alphabets a,b,c indicate homogenous groups identified by DMRT

Post-hoc analysis using DMRT as depicted in Table 27 shows that the group 1 significantly differed (M=56.70) from group 2 and group 3 in organisational commitment. In the case of Job Satisfaction, group 1 (M=56.88) differed from group 2(M=53.77) and group 3 (M=53.33).

It is clear from the tables 26 and 27 that there is no significant difference found in the Job Attitude of the library professionals based on their designations. Hence, the hypothesis that there is no significant difference in the Job Attitude of the library professionals based on their designations is accepted.

4.15. Quality of Work Life of the Library Professionals Based on Salary

Based on the salary scale, the library professionals were divided into eight groups, and their Quality of Work Life was compared. The groups are arranged in descending order of the salary scales from group 1 to group 8. The hypothesis derived at this stage was that the Quality of Work Life of the library professionals differ significantly

based on their salary scale. One-way ANOVA was carried out to test the hypothesis. The results are summarized in Table 28. The F value obtained for the Quality of Work Life and its sub variables are found to be significant, except for immediate opportunities to use and develop human capacity.

Table 28
Quality of Work Life of the Library Professionals Based on Salary

Variables	Sum Squares		Mean Squares		F-value
	Between groups	Within groups	Between groups	Within groups	
Adequate and fair compensation	1963.04	11611.10	280.43	32.89	8.53**
Safe and healthy working conditions	301.29	5866.35	43.04	16.62	2.59*
Immediate opportunities to use and develop human capacity	201.77	5517.11	28.82	15.63	1.84
Opportunities for continued growth and security	503.12	8235.01	71.88	23.33	3.081**
Social Integration in the work organisation	564.43	7630.47	80.63	21.62	3.73**
Constitutionalism in the work organisation	361.69	4217.29	51.67	11.95	4.33**
Social relevance of working life	351.82	2014.95	50.26	5.71	8.805**
Work and total life space	478.93	2092.84	68.42	5.93	11.54**
Total of QWL variables	15246.00	124758.05	2178.00	353.42	6.163**

*Significant at 0.05 level**Significant at 0.01 level

Table 29
Results of Duncan's Multiple Range Test for Quality of Work Life Variables for Groups Based on Salary

Variables	Group1 N=110		Group2 N=9		Group3 N=45		Group4 N=27		Group5 N=67		Group6 N=35		Group7 N=28		Group8 N=40	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Adequate fair compensation	24.20 ^c	6.37	20.11 ^{ab}	5.37	21.53 ^{bc}	5.40	20.30 ^{ab}	5.96	20.60 ^{ab}	5.61	19.37 ^{ab}	5.11	17.71 ^a	4.21	17.83 ^a	5.76
Safe and healthy working conditions	22.86 ^b	4.04	20.56 ^a	3.88	21.82 ^a	4.38	21.78 ^a	2.96	21.81 ^a	3.91	20.60 ^a	4.58	21.89 ^a	4.49	20.13 ^a	4.04
Immediate opportunities to use and develop human capacities	24.47	4.14	23.00	5.55	24.44	3.79	24.37	2.87	23.84	3.40	23.66	4.03	23.18	4.15	22.15	4.46
Opportunities for continued growth and security	28.99 ^b	4.61	27.56 ^{ab}	5.75	28.64 ^b	5.30	27.63 ^{ab}	3.94	27.78 ^{ab}	5.25	27.71 ^{ab}	4.81	27.86 ^b	4.74	24.98 ^a	4.55
Social integration in the work organisation	36.65 ^{ab}	4.75	32.22 ^{ab}	4.74	32.93 ^{ab}	5.47	31.15 ^{ab}	4.26	32.72 ^a	3.86	31.71 ^{ab}	4.17	32.50 ^{ab}	3.21	31.43 ^a	5.87
Constitutionalism in the work organisation	18.85 ^c	3.40	17.22 ^{abc}	3.93	16.96 ^{ab}	3.60	17.22 ^{abc}	2.52	16.76 ^{ab}	3.56	15.89 ^a	4.23	17.11 ^{abc}	2.30	18.13 ^{bc}	3.25
Social relevance of working life	17.16 ^b	2.27	18.56 ^{bc}	2.88	18.24 ^{bc}	2.30	18.70 ^c	2.67	18.19 ^b	2.14	17.91 ^{bc}	3.16	18.68 ^c	1.85	15.30 ^a	2.41
Work and total life space	11.43 ^a	2.85	14.22 ^b	2.73	13.09 ^b	2.69	14.22 ^b	1.42	13.55 ^b	1.83	13.74 ^b	2.19	13.64 ^b	2.06	11.13 ^a	2.69
Quality of Work Life	182.61 ^c	19.32	173.44 ^{bc}	23.7	177.67 ^{bc}	19.13	175.37 ^{bc}	13.88	175.24 ^{bc}	18.05	170.60 ^{ab}	18.02	172.57 ^{bc}	12.83	161.05 ^a	20.49

Means with similar letter as subscript are homogenous (a, b, c, ab, bc, and ac)

The results of the analysis represented in Tables 28 and 29 can be interpreted. The F value obtained for adequate and fair compensation is $F=8.53$ significant at .01 levels. The result implies that there is a significant difference in the perception of adequate and fair compensation among the library professionals of different groups based on their salary scale. Duncan's Multiple Range Test shows that group 1 differs significantly from group 7 and group 8, and that group 3 differs significantly from group 7 and group 8. It is evident that based on the salary scale, the perception of the library professionals differ significantly. Duncan's Multiple Range Test shows that group 1 have a high mean score ($M=24.20$) in adequate and fair compensation. This may be due to the reason that high salary group will have high perception on adequate and fair compensation.

In the case of safe and healthy working conditions there is a significant difference ($F=2.59$, $P<.05$) among different salary groups. Group 1 differs significantly from all other groups. The mean score ($M=22.86$) of the group 1 on safe and healthy working condition is the highest among the groups of library professionals classified based on their salary scale.

For the sub variable, immediate opportunities to use and develop human capacity there is no significant difference among the library professionals categorised based on their salary scale.

As far as opportunities for continued growth is concerned, the F value is 3.081 significant at .01 levels. The results of Duncan's Multiple Range Test show that group 8 significantly differs from group 1, 3, and 7. Similarly groups 2, 4, 5, and 6 also differ from group 8. Group 8 has the lowest mean score ($M=24.98$) for this sub variable. The result implies that library professionals belong to group

of lower salary scales have low perception towards the opportunities for continued growth and security in their organisation.

Regarding social integration in the work, the F value is 3.73 significant at .01 levels, and the groups 5 and 8 are found to be significantly differed from groups 1, 2,3,4,6, and 7.

Considering the constitutionalism in the work organisation, there is a significant difference between the groups ($F=4.33$, $P<.001$). Here group 1 differs significantly from groups 3, 5, and 6. Similarly groups 2, 4, and 7 significantly differ from groups 1 and 6.

The perceptions of the social relevance of working life also shows significant difference based on the salary scale. ($F=8.805$, $P<.001$). Group 8 significantly differs from groups 1 and 5, and from groups 4 and 7. Group 8 significantly differs from groups 2, 3, and 6.

With regard to work and total life space, the F value is significant at .001 levels, and the groups 1 ($M=11.43$) and 8 ($M=11.13$) differ significantly from groups 2, 3, 4, 5, 6, and 7.

In the case of the Quality of Work Life, the difference between groups is significant at .01 levels. Group 1 ($M=182.61$) significantly differs from group 8 ($M=161.05$). Group 8 significantly differs from group 6 ($m=170.60$). Group 1 differs significantly from groups 2, 3, 4, 5 and 7. The result implies that library professionals belong to high salary group have high Quality of Work Life. Therefore salary scale can be considered as a factor influencing the perceptions on Quality of Work Life of the library professionals.

Hence, the hypothesis that there is no significant difference in the Quality of Work Life of the library professionals based on their salary scale is rejected. The hypothesis is restated, that there is a

significant difference in the Quality of Work Life of the library professionals based on their salary scale.

4.16. Job Attitude of the Library Professionals Based on Salary

Job Attitude may be influenced by the scale of pay. It was hypothesized that the job attitude of library professionals differ significantly based on their salary scale. Analysis of Variance was conducted to test the hypothesis.

Table 30

Job Attitude of the Library Professionals Based on Salary

Variables	Sum of Squares		Mean Squares		F-value
	Between groups	Within groups	Between groups	Within groups	
Job satisfaction	2100.96	35615.76	300.14	100.90	2.98**
Organisational Commitment	539.04	21963.34	77.005	62.22	1.238
Job Involvement	306.20	10329.80	43.74	29.26	1.495
Job Attitude	852.09	94901.54	121.73	268.84	0.453 ^{ns}

** Significant at .01 levels, ns – non significant

Table 30 indicates that there is no significant difference between different salary groups in their organisational commitment, job involvement and job attitude. But in job satisfaction, there is a significant difference between the groups. So further post-hoc analysis was carried out using Duncan's Multiple Range Test and the results are showed in Table 31.

Table 31
Results of Duncan's Multiple Range test for Job Attitude Variables for Groups Based on Salary

Variables	Group1 N=110		Group2 N=9		Group3 N=45		Group4 N=27		Group5 N=67		Group6		Group7		Group8	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Job Satisfaction	58.87 ^b	11.73	52.00 ^a	8.43	53.91 ^{ab}	9.14	51.26 ^a	8.94	54.48 ^{ab}	9.69	55.63 ^{ab}	9.62	54.14 ^{ab}	7.95	54.80 ^{ab}	9.13
Organisational Commitment	56.23	9.56	59.78	9.27	58.78	8.28	58.44	5.76	59.21	6.58	58.09	5.41	57.86	6.66	58.93	7.82
Job Involvement	33.03	6.89	35.56	4.48	33.89	5.34	33.15	3.80	33.43	4.52	33.69	4.46	34.71	4.97	35.85	4.15
Job Attitude	148.13	20.32	147.33	18.07	146.58	15.51	142.85	12.98	147.12	15.45	147.40	13.72	146.71	12.80	149.58	12.11

Means with similar letter as subscript are homogenous (a,b,c.ab)

Post-hoc analysis by Duncan's Multiple Range Test illustrated in table 31 reveals that group 1 significantly differ from all other groups in Job Satisfaction. The result can be interpreted as the library professionals with high salary scale have high mean score (M=58.87) on Job Satisfaction. Their Job Attitude is not significantly high from the rest of the groups. It is implied that there is no significant difference in the Job Attitude of the library professionals based on their salary scale.

4.17. Interaction Effect of Independent Variables on Quality of Work Life and Job Attitude of the Library Professionals

A detailed discussion has been made in the previous sections on the influence of independent variables on the Quality of Work Life and Job Attitude. There may be variable interactions existing which can influence Quality of Work Life and Job attitude. A study has been made in this section about the interaction effect of two independent variables on Quality of Work Life and Job Attitude.

The data have been subjected to two-way ANOVA. The interaction of the type of institution (universities and colleges) with other independent variables such as gender, marital status, age groups, years of experience, qualifications, membership in professional associations were studied. The results are summarized under the following tables and discussed below.

4.17.1. Interaction of Institution and Gender on Quality of Work Life of the Library Professionals

A two-way ANOVA was conducted to compare the main effect of the type of institution and gender, and the interaction effect between the type of institution and gender on the Quality of Work Life. Type of Institutions included Universities and Colleges, and gender included male and female categories. The results are given in Table 32, and the corresponding mean scores and standard deviations are given in Table 33.

Table 32**Interaction Effect of Institution and Gender on Quality of Work Life of the Library Professionals**

Variable	Main Effects						Interaction		
	Type of Institution			Gender					
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Quality of Work Life	544.28	544.28	1.408 ^{ns}	1433.73	1433.73	3.71 ^{ns}	0.643	0.643	0.002 ^{ns}

ns – non significant.

Main Effect

The results presented in Table 32 shows that the F value for universities and colleges ($F=1.408$) is not significant, and implies that the type of institution has no impact on the Quality of Work Life. Library professionals of universities and colleges do not differ significantly in their perceptions of the Quality of Work Life.

While examining the main effect of gender on the Quality of Work Life, it can be seen that gender has no significant impact on the Quality of Work Life. Here the calculated F value ($F=3.71$) is not significant. It indicates that library professionals of colleges and universities do not differ in the Quality of Work Life with gender.

Interaction Effect:

From the results it is clear that there is no interaction effect existing between the institution and gender on the Quality of Work Life as the F value (0.002) is not significant at any levels.

Table 33

Mean and Standard Deviation of Quality of Work Life Based on Institution and Gender

Variables	Gender		Total
	Male	Female	
Universities	176.50 (18.72)	172.41 (19.02)	174.31 (18.94)
Colleges	178.88 (17.18)	174.96 (23.43)	176.93 (20.55)
Total	175.52 (19.72)	177.65 (17.96)	175.52 (19.72)

Table 33 shows that no significant difference in mean values in the Quality of Work Life are indicated. The results of the study revealed that, between institutions and gender there is no significant interaction effect on the Quality of Work Life of the library professionals. The results are in tune with the observations of Gupta and Hyde (2013), that there is no interaction effect between gender and institution on the Quality of Work Life among bank employees in nationalized banks. The findings of Thakur and Sharma (2019) also support this argument.

4.17.2. Interaction of Institution and Gender on Job Attitude of the Library Professionals

An inquiry into the interaction effect of universities and colleges, and gender on Job attitude is dealt with, in this part. A two-way analysis of variance has been conducted and the results obtained are given under Tables 34 and 35.

Table 34
Interaction Effect of Institution and Gender on Job Attitude of the Library Professionals

Variable	Universities and Colleges			Gender			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Job Attitude	390.775	390.775	1.469 ^{ns}	305.301	305.301	1.148 ^{ns}	107.168	107.168	0.403 ^{ns}

ns - non significant.

Main Effect

Results presented in Table 34 shows that there is no significant mean difference in the Job Attitude between the two groups of library professionals belonging to the universities and colleges ($F=0.1469$, $P>0.05$). There is no significant mean difference observed ($F=1.148$, $P>0.05$) between male and female groups also. It means that gender has no effect on Job Attitude.

Interaction Effect

The calculated F value is not showing any significant difference ($F=0.403$, $P>0.05$). It suggests that both universities and colleges and gender are not showing any significant interaction effect on Job Attitude.

Table 35
Mean and Standard Deviation of Job Attitude Based on Institution and Gender

Variables	Gender		Total
	Male	Female	
Universities	146.73 (15.75)	145.98 (15.15)	146.33 (15.39)
Colleges	149.92 (19.17)	146.98 (15.12)	148.46 (17.29)
Total	148.27 (17.51)	146.42 (15.10)	147.31 (16.31)

The mean scores on the Job Attitude presented in Table 35 shows that there is no significant mean difference between male and female library professionals of universities and colleges in the perception of the Job Attitude.

4.17.3. Interaction of Institution and Marital status on Quality of Work Life of the Library Professionals

A two-way ANOVA was conducted to study the interaction effect of universities and colleges, and the marital status on the Quality of Work Life. The independent variable, marital status, has been categorized into married and unmarried groups. The results of the analysis have been summarized in Table 36 and Table 37.

Table 36**Interaction Effect of Institution and Marital status on Quality of Work Life of the Library Professionals**

Variable	Universities and Colleges			Marital Status			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Quality of Work Life	132.00	132.00	17.10 ^{ns}	3.04	3.04	0.39 ^{ns}	7.72	7.72	0.20 ^{ns}

ns – non significant.

Main Effect

The results given in Table 37 shows that the F value (F=17.10, P>0.05) for universities and colleges on Quality of Work Life is not significant. The results indicate that there is no significant difference between the mean scores of Job Attitude of the married and unmarried library professionals belonging to universities and colleges.

Likewise, the F value (F=0.39,P>0.05) for marital status is also found not to be significant, and it implies that the library professionals grouped according to their marital status with respect to universities and colleges do not show any significant difference in their mean scores of the Quality of Work Life.

Interaction Effect

The F-value for interaction effect (F=0.20, P>0.05) shows no significant difference. Therefore it is concluded that there is no interaction effect occurring between the institution and marital status on the Quality of Work Life of the library professionals.

Table 37
Mean and Standard Deviation of Quality of Work Life Based on Institution and Marital Status

Variables	Marital Status		Total
	Married	Single	
Universities	174.30 (19.23)	174..50 (13.24)	174.31 (18.94)
Colleges	177.07 (20.98)	176.19 (18.47)	176.93 (20.55)
Total	175.50 (20.02)	175.72 (17.00)	175.52 (19.72)

In Table 37, the mean values of the Quality of Work Life show no significant difference and therefore, it can be said that no interaction effect exists. So it is implied that marital status does not influence the Quality of Work Life of the library professionals, and there is no interaction with the institution to produce any significant interaction effect on the Quality of Work Life of the library professionals.

4.17.4. Interaction of Institution and Marital Status on Job Attitude of the Library Professionals

Marital status is considered as a factor which influences the attitude and behaviour of individuals. It is one of the much researched variables in Organisational Behaviour along with gender and age. Marital status has been found to be an influencing factor of Job Attitude.

The interaction effect of the institution and marital status on Job Attitude of the library professionals is studied using two-way ANOVA and the results are provided under Table 38 and Table 39.

Table 38
Interaction of Institution and Marital Status on Job Attitude of the Library Professionals

Variable	University and College			Marital Status			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Job Attitude	404.744	404.744	1.159 ^{ns}	205.780	205.78	0.722 ^{ns}	93.99	93.99	0.353 ^{ns}

ns – non significant.

Main Effect

Results presented in Table 38 shows that there is no significant mean difference in Job Attitude between the library professionals belonging to universities and colleges ($F=1.519$, $P>0.05$). Among the groups of married and unmarried, there is no significant mean difference observed ($F=0.772$, $P>0.05$) in the Job Attitude of the library professionals of universities and colleges. It means that marital status has no effect on Job Attitude.

Interaction Effect

The calculated F value for interaction effect is not showing any significant difference ($F=0.353$, $P>0.05$). It suggests that, the type of institution and marital status are not showing any significant interaction effect on Job Attitude of the library professionals.

Table 39
Mean and Standard Deviation of Job Attitude Based on
Institution and Marital Status

Variables	Marital Status		Total
	Married	Single	
Universities	146.57 (14.89)	141.90 (23.47)	146.33 (15.39)
Colleges	148.60 (17.65)	147.69 (15.49)	148 (17.28)
Total	147.45 (16.15)	146.08 (17.89)	147.31 (16.31)

Table 39 depicts that the mean score of Job Attitude of the library professionals based on their marital status and type of institution do show no significant difference.

4.17.5. Interaction of Institution and Age on Quality of Work Life of the Library Professionals

Analysis has been carried out to explore the interaction effect of the institution and age on Quality of Work Life of the library professionals. The sample was split into four age groups as group 1 (below 30), group 2 (30-40), group 3 (41-50), and group 4 (51-60). The results of two-way analysis are given in Table 39.

Table 40
Interaction of the Institution and Age on Quality of Work Life of the Library Professionals

Variables	University and College			Age groups			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Quality of Work Life	1278.12	1278.12	3.533 ^{ns}	7369.53	2456.51	6.790 ^{***}	5501.04	1833.68	5.069 ^{**}

***Significant at 0.01 levels, ***Significant at 0.001 levels, ns – non significant.*

Main Effect

The results show that there is no significant mean difference in the Quality of Work Life of library professionals of Colleges and Universities ($F=3.533$, $P>0.05$). But among the different age groups there is a significant mean difference observed in the Quality of Work Life ($F=6.790$, $P<0.001$).

Interaction Effect

From Table 40 it is clear that there is an interaction effect between age groups with type of institution ($F=5.069$, $P<0.01$) on the Quality of Work Life. The results imply that age group on interaction with the institution gives significant mean differences in the Quality of Work Life.

Table 41

Mean and Standard Deviation of Quality of Work Life Based on Institution and Age

Variables	Age Groups				Total
	Group 1	Group 2	Group 3	Group 4	
Universities	163.92 (22.84)	173.67 (16.70)	173.45 (20.28)	183.62 (16.41)	174.31 (18.94)
Colleges	180.50 (9.54)	168.32 (23.34)	183.64 (16.28)	181.18 (18.42)	176.93 (20.56)
Total	172.21 (19.10)	171.24 (20.10)	177.43 (19.40)	183.32 (17.56)	175.52 (19.72)

It is clear from Table 41 that age-group 3 ($M=183.64$) of the colleges has the highest Quality of Work Life. The lowest Quality of Work Life has been observed among the age-group 1 ($M=163.92$) of the universities. The results indicate that library professionals belong to the age group 41-50 of the colleges have high Quality of Work Life compared to other age groups of library professionals. Likewise,

library professionals of the age group below 30 have the lowest Quality of Work Life compared to the rest of the age groups of the library professionals.

4.17.6. Interaction of Institution and Age on Job Attitude of the Library Professionals

Age has been identified as a key factor which influences the job satisfaction of the employees (Buietendach and Rothman, 2009). Analysis has been carried out to identify the interaction effect of universities and colleges, and age on the Job Attitude of library professionals. The sample was split into four age groups as group 1 (below 30), group 2 (30-40), group 3 (41-50), and group 4 (51-60). The results of two-way Analysis are given in Table 41 and Table 42.

Table 42
Interaction of Institution and Age on Job Attitude of the Library Professionals

Variables	University and College			Age groups			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Job Attitude	277.807	277.807	1.048 ^{ns}	918.218	306.073	1.154 ^{ns}	892.467	297.489	1.122 ^{ns}

ns - non significant.

Main Effect

The results show that there is no significant mean difference in Job Attitude scores between the library professionals of colleges and universities ($F=1.048$, $P>0.05$). Similarly, among the different age groups there is no significant mean difference in the Job Attitude scores ($F=1.154$, $P>0.05$).

Interaction Effect

From Table 42 it is clear that there is no interaction effect between age groups, and type of institution, on the Job Attitude ($F=1.122$, $P>0.05$) of the library professionals. The results imply that universities and colleges, and the age group of the library professionals have no interaction effect on the Job Attitude.

Table 43
Mean and Standard Deviation of Job Attitude Based on
Institution and Age

Variables	Age Groups				Total
	Group 1	Group 2	Group 3	Group 4	
Universities	144.58 (8.56)	146.60 (13.39)	146.19 (1.76)	146.73 (16.99)	146.33 (15.39)
Colleges	145.33 (10.51)	144.97 (16.06)	151.30 (19.95)	151.95 (16.57)	148.46 (17.29)
Total	144.96 (9.38)	145.86 (14.63)	148.19 (18.65)	149.62 (16.77)	147.31 (16.30)

Table 43 show that there is no significant mean difference in the Job Attitude of the library professionals on interaction with the type of institution and age group of the library professionals.

4.17.7. Interaction of Institution and Experience on Quality of Work Life of the Library Professionals

Two-way Analysis of Variance was conducted to study the interaction effect of universities and colleges, and the years of experience on the Quality of Work Life of the library professionals. The sample has been divided into six groups based on years of service as group 1 (below five years), group 2 (6-10 years), group 3 (11-15 years), group 4 (16-20 years), group 5 (21-25 years), and group 6 (26 and above). The Quality of Work Life library professionals based on the years of experience in the institution was measured. The results are summarized in Table 44 and Table 45.

Table 44
Interaction of Institution and Experience on Quality of Work Life of the Library Professionals

Variable	University and College			Experience			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Quality of Work Life	132.83	132.83	0.362 ^{ns}	8203.36	1640.67	4.469 ^{***}	2826.51	565.30	1.540 ^{ns}

**** - significant at 0.001 levels. ns – non significant.*

Main Effect

Table 44 indicates that there is no significant mean difference in the Quality of Work Life score between the library professionals of universities and colleges ($F=0.362$, $P >0.05$). A highly significant mean difference is observed in the Quality of Work Life among different experience-groups ($F=4.469$, $P<0.001$). The result indicates that the years of experience can influence the perceptions of the Quality of Work Life of the library professionals.

Interaction Effect

The F value of interaction effect shows that there is no significant interaction effect existing between universities and colleges, and different experience groups ($F=1.540$, $P>0.05$) on the Quality of Work Life.

Table 45
Mean and Standard Deviation of Quality of Work Based on Institution and Experience

Variables	Experience						Total
	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	
Universities	174.90 (18.41)	169.4 (16.48)	175.44 (20.13)	177.12 (21.79)	176.88 (19.11)	181 (15.20)	174.3 (18.94)
Colleges	162.18 (27.74)	172.26 (20.34)	176.06 (17.37)	180.50 (23.49)	182.34 (13.66)	189.58 (13.79)	176.93 (20.56)
Total	170.30 (22.79)	170.60 (18.15)	175.79 (18.47)	178.35 (22.30)	179.76 (16.54)	186.82 (14.55)	175.52 (19.72)

Table 45 illustrates that highly experienced library professionals with long period of experience employed in colleges have the highest Quality of Work Life ($M=189.58$) and the least experienced group has the lowest Quality of Work Life ($M=162.18$). Likewise, the most experienced group of library professionals of universities have high Quality of Work Life ($M=181$) compared to the least experienced

group (M=174.90) of library professionals in universities. It can be concluded from the analysis that years of experience have a positive impact on the Quality of Work Life of the library professionals. As the experience of the library professionals increases the Quality of Work Life also increases.

4.17.8. Interaction of Institution and Experience on Job Attitude of the Library Professionals

The interaction effect of universities and colleges, and years of experience on the Job Attitude of the library professionals was analysed by Two- way Analysis of Variance. The sample has been divided into six groups based on years of service in the library as group1(below five years), group2 (6-10 years),group3 (11-15 years),group 4(16-20 years), group 5 (21-25 years), andgroup5(26 and above) as done in the previous analysis. The Job Attitude of the library professionals from universities and colleges, and years of experience in the institution were compared to find out the variance. The results are summarized in Table 46 and Table 47.

Table 46
Interaction of Institution and Experience on Job Attitude of the Library Professionals

Variable	Universities and Colleges			Experience			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Job Attitude	149.813	149.813	0.575 ^{ns}	2991.225	598.245	2.298*	1385.872	277.174	1.065 ^{ns}

* significant at 0.05 levels, ns – non significant.

Main Effect

Table 46 indicates that there is no significant difference in the Job Attitude of library professionals of universities and colleges ($F=0.575$, $P >0.05$). A significant mean difference is observed among different experience-groups on their Job Attitude ($F=0.298$, $P<0.05$).

Interaction Effect

The F value of interaction effect shows that there no significant interaction effect existing between the type of institution, and years of experience ($F=0.106$, $P>0.05$).

Table 47
Mean and Standard Deviation of Job Attitude Based on Institution and Experience

Variables	Experience						Total
	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	
Universities	149.03 (13.04)	143.39 (10.84)	147.00 (17.06)	145.95 (20.32)	147.04 (15.65)	151.44 (17.36)	146.33 (15.39)
Colleges	142.18 (18.46)	143.14 (14.75)	152.20 (16.18)	151.16 (20.20)	148.17 (17.98)	155.84 (15.00)	148.46 (17.29)
Total	146.55 (15.39)	143.56 (12.56)	149.94 (16.63)	147.95 (20.30)	147.64 (16.77)	154.43 (15.61)	147.31 (16.31)

Table 47 denotes the mean score on the Quality of Work Life of the library professionals belonging to various years of experience employed in universities and colleges. It was also revealed on analysis that there is no interaction between the years of experience and the institution. It is noted that the Job Attitude of the library professionals having long years of experience and employed in colleges ($M=155.84$) is high. The lowest level of Job Attitude was perceived among the library professionals working in colleges and

having lowest years of experience ($M=142.18$). Thus years of experience can be considered as a demographic factor which impacts Job Attitude.

4.17.9. Interaction of Institution and Qualification on Quality of Work Life of the Library Professionals

There is a skilled manpower in the academic libraries. The library professionals in universities are professionally qualified. They improve their qualifications not only for getting promotion but also for the sake of acquiring knowledge. Their salary may not match their qualifications in most cases. There may be a dissatisfaction arising out of such inconsistencies. However, a deep inquiry is needed to know whether they are being affected by such dissatisfactions in their work-life.

An analysis on the interaction effect of universities and colleges and qualifications of library professionals on the Quality of Work Life has been conducted. A two-way analysis of variance has been carried out for the purpose. The results of the analysis are provided in Tables 48 and 49.

Table 48
Interaction of Institution and Qualification on Quality of Work Life of the Library Professionals

Variable	Universities and Colleges			Qualifications			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Quality of Work Life	247.30	247.30	0.640 ^{ns}	1931.662	643.887	1.667 ^{ns}	1173.530	391.177	1.013 ^{ns}

ns – non significant.

Main Effect

The results given in Table 48 shows that there is no significant mean difference observed between the library professionals of universities and colleges on their Quality of Work Life(F=0.640, P>0.05).

There is no significant mean difference between library professionals of different qualifications on their Quality of Work Life (F= 1.667, P>0.05).

Interaction Effect

The results also show no significant interaction between universities and colleges and qualifications on Quality of Work Life (F=0.013, P>0.05) of the library professionals.

The study has revealed that there is no interaction between qualifications and the type of institution on Quality of Work Life of the library professionals.

Table 49
Mean and Standard Deviation of Quality of Work Life Based on Institution and Qualification

Variables	Qualifications				Total
	Group 1	Group 2	Group 3	Group 4	
Universities	175.50 (23.44)	173.20 (17.70)	174.37 (19.22)	175.80 (12.47)	174.31 (18.94)
Colleges	186.71 (13.98)	170.50 (14.26)	176.54 (22.68)	174.64 (13.48)	176.93 (20.56)
Total	181.54 (19.51)	172.30 (16.56)	175.39 (20.90)	175.12 (12.80)	175.52 (19.52)

Table 49 indicates that there is no significant mean difference in the Quality of Work Life of the library professionals based on the institution and their qualifications. The results indicate that qualifications do not interact with the institution to influence the quality of work life of the library professionals.

4.17.10. Interaction of Institution and Qualification on the Job Attitude of the Library Professionals

Qualification has been identified to be a demographic variable in organisational studies affecting the job attitudes of the employees. To study the interaction effect of qualification on Job Attitude, library professionals were divided into three groups based on their qualifications. Two-way ANOVA was carried out.

Table 50
Interaction of Institution and Qualification on the Job Attitude of the Library Professionals

Variables	University and College			Qualification			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Job Attitude	224.12	294.12	0.602 ^{ns}	2438.76	812.92	0.516 ^{ns}	2561.365	853.788	0.020*

* Significant at 0.05 levels, ns – non significant.

Main Effect

The results given in Table 50 shows that there is no significant mean difference between library professionals of universities and colleges on their Job Attitude ($F=0.602$, $P>0.05$).

There is no significant mean difference ($F= 0.516$, $P>0.05$) in the Job Attitude of the library professionals based on their qualifications.

Interaction Effect

The results show a significant interaction between qualifications, and type of institution on the Job Attitude ($F=0.020$, $P. 0<05$) of the library professionals.

Table 51
Mean and Standard Deviation of Job Attitude Based on Institution and Qualification

Variables	Qualifications				Total
	Group 1	Group 2	Group 3	Group 4	
Universities	151.44 (18.14)	148.37 (13.90)	145.12 (15.14)	144.20 (18.54)	146.33 (15.39)
Colleges	154.76 (22.79)	138.60 (13.75)	147.98 (16.36)	156.86 (12.78)	148.46 (17.29)
Total	153.23 (20.58)	145.12 (14.50)	146.4 (15.76)	151.58 (16.35)	147.31 (16.31)

Table 51 indicates that there is a significant mean difference in the Job Attitude of the library professionals on interaction with qualifications and type of institution, they are employed. The Job Attitude of the highly qualified library professionals of the colleges ($M=156.86$) is the highest.

4.17.11. Interaction of Institution and Membership in Professional Associations on the Quality of Work Life of the Library Professionals

The primary role of professional associations is human resource development. They act as a platform for professional communication, sharing of experience and expertise. They are expected to work for the benefit of the library professionals by ensuring better salaries, grade, service benefits and status of the library professionals. Professional associations in the library field are formed at the state, national and international levels. Most of the library professionals of the sample (72 per cent) are members in one of the professional associations. Professional affinity is indicated by the association with professional bodies. By taking membership, benefits such as recognition, identity, representation, professional development, opportunities to share and other academic and professional achievements is expected.

The interaction effect between the type of institution and membership in professional associations has been studied in this section. Two-way Analysis of Variance has been conducted to study the interaction effect on the Quality of Work Life. The results have been summarized in Tables 52 and 53.

Table 52
Interaction of Institution and Membership in Professional Associations on Quality of Work Life of the Library Professionals

Variable	University and College			Membership			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Quality of Work Life	972.94	972.94	19.138 ^{ns}	1096.31	1096.31	2.863 ^{ns}	2139.92	2139.92	5.888 ^{**}

***Significant at .01 levels, ns - non significant.*

The Main Effect

The library professionals were grouped into two: those having membership in Professional Associations and those without a membership. The F value ($F=19.138$, $P>0.05$) in Table 52 shows that there is no significant difference in the Quality of Work of the library professionals based on the type of institution.

The F value ($F=2.863$, $P>0.05$) indicates that there is no significant difference in the Quality of Work Life of the library professionals with membership in professional associations, and those without membership working in universities and colleges.

Interaction Effect

The results of interaction effect denotes a significant mean difference in the Quality of Work Life of library professionals ($F= 5.588$, $P<0.05$) which is caused by the interaction between the institution and the membership in professional association. The mean score on the Quality of Work Life are illustrated in Table 53.

Table 53

Mean and Standard Deviation of Quality of Work Life Based on Institution and Membership in Professional Associations

Variables	Membership		Total
	Yes	No	
Universities	1.74(19.34)	1.75(18.20)	1.74 (18.94)
Colleges	1.79 (20.72)	1.69 (18.18)	1.76 (20.56)
Total	1.76 (20.18)	1.73 (18.34)	1.75 (19.72)

The mean values depicted in Table 53 shows that library professionals who are employed in colleges and are members of any of the professional associations ($M=1.79$, $SD=20.72$) in the library

field have a high perception on the Quality of Work Life. This implies that membership in professional associations and institution together can influence the perceptions on the Quality of Work Life of the library professionals. Whereas, those without membership and are working in colleges have the lowest Quality of Work Life.

4.17.12. Interaction of Institution and Membership in Professional Associations on the Job Attitude of the Library Professionals

Professional associations are vested with the mission of development of professional identity, unity and standards. A few studies have emphasized the role of professional associations in shaping the job attitude of the library professionals. Fischer (1997) analysed the contributions and expectations from the professional associations on research and professional development. Ossai-Ugbah (2013) says that by being a member in a professional association, one can improve their work, broaden their employment opportunities and can revitalize their professional attitude.

An analysis was carried out to identify if is there any interaction effect between the institutions and membership in professional associations on the Job Attitude of the library professionals.

Table 54
Interaction of Institution and Membership in Professional Associations on Job Attitude of the Library Professionals

Variable	University and College			Membership			Interaction		
	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F	Sum of Squares	Mean Squares	F
Job Attitude	113.84	113.84	0.427 ^{ns}	116.217	116.217	0.436 ^{ns}	128.342	128.342	0.482 ^{ns}

ns – non significant

The Main Effect

The F value ($F=0.427$, $P>0.05$) in Table 53 shows that the mean values of the Job Attitude of the library professionals of universities and colleges have no significant difference.

The F value ($F=2.863$, $P>0.05$) indicates that there is no significant difference in the Job Attitude of the library professionals with membership, and those without membership in professional associations working in universities and in colleges.

Interaction Effect

The results indicates that there is no interaction effect ($F= 0.482$, $P=>.05$) between the type of Institution and membership in professional associations on the Job Attitude of the library professionals.

Table 55
Mean and Standard Deviation of Job Attitude Based on
Institution and Membership in Professional Associations

Variables	Membership		Total
	Yes	No	
Universities	1.463 (14.37)	1.46 (15.39)	1.46 (15.39)
Colleges	1.49 (17.87)	1.46 (14.81)	1.48 (17.29)
Total	1.47 (16.26)	1.46 (16.48)	1.47 (16.31)

Table 55 also indicates that the mean values do not show any significant difference. The previous analysis of interaction effect of type of institution and membership in professional organisation on the Quality of Work Life revealed that there is an interaction effect. But the observations with Job Attitude are found to be not significant. The reason may be the contributions of the professional

associations may not be strong enough to affect the job attitude of the library professionals. In other words, the expectations of the library professionals may not be satisfied by the professional associations.

4. 18. Conclusion

The tools and techniques followed for the statistical analysis has been explained in the chapter. Parametric techniques were followed for the analysis. The main objective of the study directed the selection of statistical methods for the investigation. The relationship between Quality of Work Life and Job Attitude were studied using correlation and regression analyses. T-test was used to find out the significant difference in Quality of Work Life and Job Attitude of the library professionals based on independent variables selected for the study. One way ANOVA was used to analyse the influence of categories of an independent variable on Quality of Work Life and Job Attitude of the library professionals. The interaction effect between two independent variables on Quality of Work Life and Job Attitude of the library professionals were studied by Two-way ANOVA. Nine hypotheses were tested. Analysis has revealed the findings which helped the researcher to reach interpretations and conclusions of the study.

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Chapter V

FINDINGS AND CONCLUSIONS

5.1 Introduction

The investigation has focused on answering the research question of what factors to contribute to the Quality of Work Life of the library professionals, and how they are linked with their Job Attitude. The research question was raised out of the problem of enhancing the quality of service in the academic libraries of universities. Quality of Work Life of the human resource in libraries has been identified as an important factor affecting the quality of service. The investigation was directed by the assumptions regarding the Quality of Work Life prevailing in the libraries of the universities in Kerala. Data was collected from the library professionals and was subjected to objective analysis. Various statistical techniques were employed for rigorous analysis to test the hypotheses. This section deals with the major findings of the study, testing of hypotheses, suggestions and the conclusions derived. The chapter ends up with some directions on the areas requiring further research in this topic.

5.2. Major Findings of the Study

Based on the results of statistical analysis, the investigator has reached some inferences and they are summarized under six major headings.

5.2.1 Relationship between Quality of Work Life and Job Attitude of the Library Professionals

1. The Quality of Work Life of the library professionals is positively correlated with their Job Attitude.

2. Most of the sub-variables of the Quality of Work Life show significant positive correlation with Job Attitude.
3. The highest correlation was found between immediate opportunities to use and develop human capacities (sub-variable of Quality of Work Life) and Job Attitude.
4. Adequate and fair compensation, and Work and Total Life space do not show any correlation with Job Attitude.
5. Organisational commitment has the highest positive correlation with Job Attitude
6. Job satisfaction and Job Involvement show positive correlation with Job Attitude.

5.2.2. Predictors of Quality of Work Life and Job Attitude of the Library Professionals

7. The best predictor of the Quality of Work Life of the library professionals is, immediate opportunities to use and develop human capacities. The variable can predict 55 per cent of the variance in Quality of Work Life.
8. Quality of Work Life can be predicted by the variables (in the order of predictive strength) immediate opportunities to use and develop human capacities and adequate and fair compensation. 73 per cent of the variance is accounted by the two variables.
9. Quality of Work Life can be predicted by the variables (in the order of predictive strength) immediate opportunities to use and develop human capacities, adequate and fair compensation, and social integration in the work organisation. 83 per cent variance is accounted by the three variables.

10. Quality of Work Life can be predicted by the variables (in the order of predictive strength) immediate opportunities to use and develop human capacities, adequate and fair compensation, social integration in the work organisation, and opportunities for continued growth and security. 89.9 per cent of variance in Quality of Work Life is accounted by the four variables.
11. Quality of Work Life can be predicted by the variables (in the order of predictive strength) immediate opportunities to use and develop human capacities, adequate and fair compensation, social integration in the work organisation, opportunities for continued growth and security, and safe and healthy working condition. 94.6 per cent of variance in Quality of Work Life is accounted by the five variables.
12. Quality of Work Life can be predicted by the variables (in the order of predictive strength) immediate opportunities to use and develop human capacities, adequate and fair compensation, social integration in the work organisation, opportunities for continued growth and security, safe and healthy working condition, and social relevance of working life. All the six predictors together predict 97.4 per cent of variance in the overall Quality of Work Life.
13. Quality of Work Life can be predicted by the variables (in the order of predictive strength) immediate opportunities to use and develop human capacities, adequate and fair compensation, social integration in the work organisation, opportunities for continued growth and security, safe and healthy working condition, social relevance of working life and constitutionalism in the work organisation. All the seven variables together

predict 98.6 per cent of variance in the overall Quality of Work Life.

14. Job Attitude can be predicted by immediate opportunities to use and develop human capacity. The variable contributes 36 per cent of the variance in Job Attitude.
15. Job Attitude can be predicted by the variables (In the order of predictive strength) immediate opportunities to use and develop human capacity and social relevance of working life. 41.6 per cent of the variance in Job Attitude can be accounted by the two variables.
16. Job Attitude can be predicted by the variables (In the order of predictive strength) immediate opportunities to use and develop human capacity, social relevance of working life, and opportunities for continued growth and security. 43.7 per cent of the variance in Job Attitude can be accounted by the three variables.
17. Job Attitude can be predicted by the variables (In the order of predictive strength) immediate opportunities to use and develop human capacity, social relevance of working life, opportunities for continued growth and security, and constitutionalism in the work organisation. 44.8 per cent of the variance in Job Attitude can be accounted by the four variables.

5.2.3. Job Attitude of the Library Professionals based on their Quality of Work Life

18. There is a significant difference in the Job Attitude of the library professionals having low, medium and high levels of Quality of Work Life.

19. The level of Job Attitude is significantly high among the library professionals having high Quality of Work Life.
20. The level of Job Satisfaction is significantly high among the library professionals having high Quality of Work Life.
21. The level of Organisational Commitment is significantly high among the library professionals having high Quality of Work Life.
22. The level of Job Involvement is significantly high among the library professionals having high Quality of Work Life.

5.2.4. Role of Independent Variables on Quality of Work Life and Job Attitude of the Library Professionals

23. The library professionals of the universities and colleges do not differ significantly in their Quality of Work Life.
24. There is a significant difference in the variable adequate and fair compensation between the library professionals of universities and colleges. The library professionals of colleges have a high mean score on adequate and fair compensation compared to the library professionals of universities.
25. There is a significant difference in the variable safe and healthy working condition between the library professionals of universities and colleges. The library professionals of colleges have a high mean score on safe and healthy working condition compared to the library professionals of the universities.
26. The library professionals of the universities and colleges do not differ in two sub-variables of Quality of Work Life. They are: immediate opportunities to use and develop human capacities, and opportunities for continued growth and security.

27. There is a significant difference in the variable social integration in the work organisation between the library professionals of universities and colleges. The perception of social integration in the work organisation is high for the library professionals of colleges.
28. There is a significant difference in constitutionalism in the work organisation between the library professionals of universities and colleges. The library professionals of colleges have a high mean score for constitutionalism in the work organisation compared to the library professionals of colleges.
29. There is a significant difference in social relevance of working life between the library professionals of universities and colleges. The library professionals of universities have a high mean score on this variable compared to the library professionals of colleges.
30. There is a significant difference in the variable work and total life space between the library professionals of universities and colleges. The mean score of the variable is higher for the library professionals of universities than the library professionals of colleges.
31. The library professionals of the universities and colleges do not differ in their Job Attitude.
32. There is no significant difference in organisational commitment between the library professionals of universities and colleges.
33. There is no significant difference in Job Involvement between the library professionals of universities and colleges.

34. There is no significant gender difference in the Quality of Work Life of the library professionals.
35. There is a significant gender difference in four sub-variables of Quality of Work Life. They are: Safe and healthy working condition, Opportunities for continued growth and security, immediate opportunities to use and develop human capacities, and social integration in the work organisation.
36. There is no significant gender difference in the Job Attitude of the library professionals.
37. There is a significant gender difference in the Job Satisfaction of the library professionals.
38. There is no gender difference in the Organisational Commitment and Job Involvement of the library professionals.
39. There is no difference in the Quality of Work Life between married and unmarried group of the library professionals.
40. There is no difference in the Job Attitude between married and unmarried group of the library professionals.
41. There is a significant difference in the Job Satisfaction of the library professionals grouped based on their marital status.
42. There is no difference in the Organisational Commitment and Job Involvement between married and unmarried group of the library professionals.
43. Library professionals differ in their Quality of Work Life and all its sub variables based on their designations.
44. Library professionals do not differ in Job Attitude based on their designations.

45. Library professionals do not differ in Job Satisfaction and Job Involvement based on their designations.
46. Library professionals differ in Organisational Commitment based on their designations.
47. Library professionals differ in their Quality of Work Life and all its sub-variables based on their salary scale.
48. Library professionals do not differ in Job Attitude based on their salary scale
49. Library professionals do not differ in Organisational Commitment and Job Involvement based on their salary scale.
50. Library professionals differ in their Job Satisfaction based on their salary scale.

5.2.5. Interaction effect of Independent Variables on Quality of Work Life and Job Attitude of the Library Professionals

51. There is no interaction effect between the type of institution and gender, on the Quality of Work Life of the library professionals.
52. There is no interaction effect between the type of institution and gender, on Job Attitude of the library professionals.
53. There is no interaction effect between the type of institution and marital status, on the Quality of Work Life of the library professionals.
54. There is no interaction effect between the type of institution and marital status, on the Job Attitude of the library professionals.

55. There is an interaction effect between the type of institution and age-group, on the Quality of Work Life of the library professionals.
56. There is no interaction effect between the type of institution and age-group on the Job Attitude of the library professionals.
57. Library professionals of different experience groups differ in their Quality of Work Life. But there is no interaction effect between the type of institution and years of experience on their Quality of Work Life.
58. There is no interaction effect between the type of institution and years of experience on the Job Attitude of the library professionals.
59. There is no interaction effect between the type of institution and qualifications, on the Quality of Work Life of the library professionals.
60. Library professionals of different Qualifications do not differ in their Job Attitude. But there is an interaction effect between the type of institution and qualifications, on the Job Attitude of the library professionals.
61. There is no interaction effect between the type of institution and years of experience, on the Job Attitude of the library professionals.
62. There is no interaction effect between the type of institution and qualifications, on the Quality of Work Life of the library professionals.
63. Library professionals of different Qualifications do not differ in their Job Attitude. But there is an interaction effect between

the type of institution and qualifications, on the Job Attitude of the library professionals.

64. Library professionals with and without membership do not differ in their Quality of Work Life. But there is an interaction effect between the type of institution and membership in professional associations, on the Quality of Work Life of the library professionals.
65. There is no interaction effect between the type of institution and membership in professional associations, on the Job Attitude of the library professionals.

5.3. Tenability of Hypotheses

The tenability of the hypotheses which were framed based on the objectives of the study was examined in the light of the findings drawn out of the study.

Hypothesis – 1

The first hypothesis states that there is no significant relationship between the Quality of Work Life and Job Attitude of the library professionals.

The correlation matrix depicted in Table 13 and Finding No.1 show that the Quality of Work Life is positively correlated with the Job Attitude of the library professionals. Finding No.2 indicates that most of the sub-variables of Quality of Work Life are correlated to Job Attitude. Finding No. 19 shows that the level of Job Attitude is significantly high among the library professionals having high Quality of Work Life

Hence, the null hypothesis has been rejected based on the above findings. It is restated as there is a significant relationship between the Quality of Work Life and Job Attitude of the library professionals.

Hypothesis – 2

There is no significant difference in the Quality of Work Life and Job Attitude of the library professionals between universities and colleges.

The results of the t-test of table 18 indicates that there is no significant difference ($t=1.25$, $p=n.s.$) in the Quality of Work Life of the library professionals between universities and colleges. The Finding No. 23 shows that Quality of Work Life of the library professionals in universities and colleges does not differ significantly in their Quality of Work Life.

Results of the t-test revealed as per table 19 and Finding No. 31 states that the library professionals of universities and colleges do not differ in their Job Attitude. Hence, the second hypothesis is accepted.

Hypothesis – 3

There is no significant gender difference in the Quality of Work Life and Job Attitude of the library professionals.

Finding No.34 supports that there is no significant gender difference in the Quality of Work Life of the library professionals. Results of the t-test depicted in table 20 reveal that there is no gender difference in the Job Attitude of the library professionals (Finding No.36).

In the light of the above findings, it is evident that there is no significant gender difference the Quality of Work Life and Job Attitude of the library professionals. Hence hypothesis 3 has been substantiated.

Hypothesis – 4

There is no significant difference in the Quality of Work Life of the library professionals based on their designation and salary.

Results of Analysis of Variance ($F=14.917$, $p=.001$) depicted in table 24 indicate that there is a significant difference (Finding No.43), in the Quality of Work Life of the library professionals of universities and colleges based on their designation.

Finding No. 47 and Table 28 ($F=6.163$, $p=.01$) indicate that there is a significant difference in the Quality of Work Life of the library professionals based on their salary.

Hence, the null hypothesis is rejected. It is restated as there is a significant difference in the Quality of Work Life of the library professionals based on their designation and salary.

Hypothesis – 5

There is no significant difference in the Job Attitude of the library professionals based on their designation and salary.

The result in the table 26 shows that there is no significant difference ($F=.674$, $p =n.s$) (Finding No.44) in the Job Attitude of the library professionals based on their designation. Finding No. 48 and table 30 ($F=0.453$, $p=n. s$) indicates that there is no significant difference in the Job Attitude of the library professionals based on their salary.

Therefore the hypothesis has been accepted.

Hypothesis-6

There is no significant interaction between institution and age on the Quality of Work Life of the library professionals.

The results of the Two-way ANOVA revealed in Table 40 indicate that there is an interaction effect ($F=5.069$, $p<.01$) between institution (universities and colleges) and age, on the Quality of Work Life of the library professionals (Finding No. 55).

Hence, the hypothesis has been rejected. The hypothesis is restated as there is an interaction effect between universities and colleges, and age on the Quality of Work Life of the library professionals.

Hypothesis- 7

There is no significant interaction between institution and age on the Job Attitude of the library professionals.

As per Table No.42 ($F=1.122$, $p=n.s.$) and Finding No. 56, it is revealed that there is no interaction between institution and age on the Job Attitude of the library professionals.

Hence, the hypothesis is substantiated.

Hypothesis- 8

There is no significant interaction between institution and experience on the Quality of Work Life of the library professionals.

The results of Two-way ANOVA revealed in Table 44 shows that there is no interaction effect ($F=1.540$, $p=n.s.$) between institution and experience on the Quality of Work Life of the library professionals (Finding No. 57).

Hence the hypothesis is accepted.

Hypothesis-9

There is no significant interaction between institution and experience on the Job Attitude of the library professionals.

Finding No. 58 shows that there is no interaction effect ($F=1.065$, $p=n.s.$) between institution and experience on the Job Attitude of the library professionals.

Hence, the hypothesis is accepted.

5.4. Suggestions of the Study

The analysis and findings of the study revealed the relationship between the quality of work life and job attitude of the library professionals of universities in Kerala. The following are some of the suggestions to improve the quality of work life of the library professionals.

1. One of the major problems faced by the library professionals is the disparity in their salary scale and designations. A unified salary pattern is required for the library professionals working in universities. The designations of the library professionals are also different in the universities. It is high time to implement a unified salary pattern and designations for the library professionals of universities in Kerala.
2. Lack of promotion opportunities is a serious issue which retard the quality of work life of the library professionals. The problems associated with promotions are to be considered seriously and need to be solved so that a better quality of work life can be provided for the library professionals.
3. Another area is regarding the status of the library professionals. As librarians are indispensable part of the academic system of higher education, assignment of academic status to the library professionals will definitely create a positive job attitude among the library professionals and will

help to develop high quality of work life among the library professionals.

4. The physical environments of the libraries demand much attention. Most of the libraries are very congested by huge collections. State-of-the-art library buildings with sufficient infrastructural facilities are essential for providing quality services. Library professionals are unable to do proper collection management due to congested stack areas, lack of adequate staff and support from the authorities. Majority of them are suffering from allergies of dust, fungus, mites and other pests by handling old books. They are spending their work time in poor quality of air. They are handling services based on print and digital documents. But the infrastructural facilities are inadequate to meet the health requirements of the library professionals. So the physical environment in libraries is to be modified by ensuring proper light, sufficient ventilation, air conditioning with dust free environment. Other facilities of refreshment, rest rooms and cafeteria can also be maintained.
5. Library professionals must be given respect, recognition, appreciation, and reward for their work. A positive approach of the supervisors will motivate them at work. The practice of reward for successful completion of automation, barcoding, introduction of an innovative library service, or library modernisation can be promoted by the higher authority. Thus a good work culture can be created with in the institution. Such organisational practices will help to nurture a proactive work environment in libraries.

6. Quality of work life can be enhanced through staff participation and communication within the organisation. This can be practised by conducting regular staff meetings, discussions, work roles, team work and by assigning duties and responsibilities. All the library professionals must get equal opportunities to participate in the activities of the institution. A free flow of communication is necessary within the institution. The system should be reoriented in universities for effective communication among the staff and authorities.
7. Proper training and development activities for library professionals should be facilitated so that they become motivated and more productive. An institutional approach is necessary to implement staff training programmes. The study found that most of the institutions promote staff training and development activities. They can move to a higher level by acting as nodal points for staff development programmes for library professionals of other institutions. This can be implemented by utilising the skilled manpower of the libraries.
8. Regular job rotation must be promoted in university libraries because it can ensure that the library professionals become more skilled in all areas of library work. Even though job rotation is not practical in a college library, the skills, knowledge and expertise of the library professionals can be utilised for developing or improving the library services.
9. An atmosphere of social integrity is to be created in libraries. Libraries can promote activities such as informal gatherings, tours, cultural programmes, and creativity among the library professionals. The feeling of belongings will make them more

committed. This will in turn help for developing a positive job attitude among the library professionals.

10. Organisations in the private sector are paying attention to the work-life balance of the employees. Programme of work-life balance may include job sharing, flexible work schedules, work at home, etc. In public sector organisations including libraries there is a scope for such initiatives to attract and retain quality work force in libraries.
11. Library extension activities must be promoted. By being involved in community development programmes and public relations practices, library professionals can emphasis their role in the society and thereby their quality of work life will be improved.
12. As most of the components of quality of work life are related to the organisation, the authorities can play a major role to improve the quality of work life of the library professionals. The chief librarian can take the role of a leader in quality development programmes.
13. Involvement of professional associations on the welfare of the library professionals is also necessary to improve the professional status and quality of work life of the library professionals.

5.5. Recommendations for Future Research

Quality of Work Life is a thrust area in organisational research. Libraries are going through a phase of transition in the digital environment. The potentialities of the work force in libraries are to be utilised effectively for the progress of the society. The situation demands more attention on Human Resource Development in

libraries. Even though, libraries are public sector organisations, they can adopt the strategies of Quality of Work Life followed in private sector organisations for quality improvement which is the key to the survival of an organisation. The investigator recommends some of the areas where further research can be done.

1. There are other measurement techniques available in this field which can be used for Quality of Work Life studies. Periodic assessment of Quality of Work Life of the library professionals is also demanded.
2. Investigation into the cause and effect relationship of other organisational variables with the Quality of Work Life can be carried out.
3. The Quality of Work Life of the library professionals in other types of libraries can also be studied.
4. Qualitative studies on Quality of Work Life are necessary which may reveal problems and their solutions in depth.
5. Investigate the planning and development of QWL policies for libraries.

5.6. Conclusions

The investigation was focused on the assessment of Quality of Work Life of the library professionals employed in universities in Kerala. The research question was to analyse whether the Quality of Work Life is related to the Job Attitude of the library professionals. The scope is extended to understand the influence of independent variables on the Quality of Work Life and Job Attitude of the library professionals. The research was carried out under the assumption that a positive Job Attitude can be created among the library

professionals through Quality of Work Life. As a consequence productivity and quality of services can be achieved.

A quantitative methodology was adopted for the study. The sample used for the investigation comprised of the library professionals of eight universities and the library professionals of the colleges under the four affiliating universities in Kerala. Quality of Work Life model developed by Walton (1975) was used to develop the questionnaire for data collection for the study. The model was initially developed to study the Quality of Work Life of employees in industries. Therefore, a modified version of the questionnaire was validated among the library professionals and used for the investigation.

The investigator tried to explore the factors which contribute to the Quality of Work Life of the library professionals. The eight dimensions of Quality of Work Life consisted of adequate and fair compensation, safe and healthy working environment, immediate opportunity to use and develop human capacities, opportunities for continued growth and security, social integration in the work organisation, constitutionalism in the work organisation, work and total life space, and social relevance of working life. Job Attitude was studied under three dimensions such as job satisfaction, organisational commitment and job involvement. The Job Attitude was measured by Minnesota Job Satisfaction Questionnaire, Organisational Commitment Questionnaire and Job Involvement Questionnaire.

Data analysis was carried out with SPSS. Correlation analysis revealed that there is a significant positive correlation between Quality of Work Life and Job Attitude. Most of the dimensions of Quality of Work Life also showed positive correlation with Job Attitude. It can be inferred that the dimensions of Quality of Work

Life is to be enhanced to get a positive outcome in Quality of Work Life as well as in Job Attitude of the library professionals. Immediate opportunity to use and develop human capacity indicated the highest correlation with Quality of Work Life. The result imply that the most contributing factors of the Quality of Work Life of the library professionals is the opportunities that they receive to use and develop their capacities. Therefore, the authorities must create enough opportunities to use and develop the skills and abilities of the library professionals. This factor is also identified as one of the best predictors of Quality of Work Life of the library professionals upon regression analysis. The findings unveiled that the Job Attitude of the library professionals can be predicted by the four dimensions of Quality of Work Life as immediate opportunities to use and develop human capacities, social relevance of working life, opportunities for continued growth and security and constitutionalism in the work organisation.

The Quality of Work Life and Job Attitude of the library professionals showed no significant difference based on the socio-demographic variables such as gender and marital status. Quality of Work Life and Job Attitude of the library professionals differed significantly based on other independent variables such as age, designations and salary. Interaction effect of independent variables were analysed and it was found that there is an interaction effect between qualification and the type of institution on the Job Attitude of the library professionals. An interaction effect was also revealed between the type of institution and the membership in professional association on the Quality of Work Life of the library professionals.

It is concluded from the study that the immediate opportunities to use and develop human capacities is the most important dimension that contribute to the Quality of Work Life of the library professionals

in universities. The Quality of Work Life of the Library professionals can be enhanced by focusing on this dimension of Quality of Work Life. Another finding is regarding the significant positive relationship between the Quality of Work Life and Job Attitude of the library professionals. It is identified that there are four variables of Quality of Work Life which can predict the Job Attitude of the library professionals. The four variables are: immediate opportunities to use and develop human capacities, social relevance of working life, opportunities for continued growth and security, and constitutionalism in the work organisation. The study found that there is no significant difference in the Quality of Work Life and Job Attitude of the library professionals of universities and colleges.

The study helped to identify what contributes to the Quality of Work Life of the library professionals in universities and colleges. The study explained the relationship between the Quality of Work Life and Job Attitude of the library professional of universities. The study pointed out the areas where the Quality of Work Life and Job Attitude of the library professionals of universities and colleges differ. Therefore, the study helped to shed a light into the factors which need attention to improve the Quality of Work Life and Job Attitude of the library professionals of the universities in Kerala.

Appendix A

(QUESTIONNAIRE FOR LIBRARY PROFESSIONALS OF THE UNIVERSITY AND DEPARTMENT LIBRARIES)

UNIVERSITY OF CALICUT DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

Dear Sir / Madam,

This questionnaire is intended to collect data / suggestions for my study entitled **Quality of Work Life (QWL) and Job Attitude of Library Professionals of the Universities in Kerala**, under the guidance of Dr. Mohamed Haneefa K., Associate Professor and Head, Dept. of Library and Information Science, University of Calicut. Kindly fill up the questionnaire attached. I seek your co-operation and help in obtaining necessary information. Your responses will be kept confidential and will be used for academic purpose only.

For a library professional, Quality of Work Life refers to the totality of their feelings and experiences of life at work in a library

Thanking you

Shyni K.G.
Research Scholar

GENERAL INFORMATION

(Please indicate your responses with a *tick* (√) mark wherever necessary)

- 1.1. Name of the University: University of Kerala / Cochin
University of Science & Technology / M.G. University /
University of Calicut / Kerala Agricultural University /
Kannur University / Sree Sankaracharya Sanskrit University
/ Kerala Veterinary and Animal Sciences University
- 1.2. Gender : Male / Female

- 1.3. Marital status : Married Single Widowed
Divorced
- 1.4. Age group : Below 30 / 31-40 / 41-50 / 51-60
- 1.5. Designation : University Librarian /
Deputy Librarian
Assistant Librarian Gr. I / Assistant Librarian Gr. II /
Reference Assistant Hr. Gr. Technical Assistant /
Professional Assistant Gr. I / Junior Librarian /
Reference Assistant / Library Assistant /
Professional Assistant Gr. II
- 1.6. Experience in years : Up to 5yrs/ 6-10 years/
11-15 years / 16-20 years / 21-25 yrs / 26 yrs and above
- 1.7. Professional Qualifications: PhD / MPhil / MLISc
/ B.LISc
- 1.9. Salary scale: UGC Scale / 29180-40640 / 22360-35320
/ 20740- 33680 / 18740-31360 / 16980-29180
/ 14620-2348
- Others (please specify).....
- 1.10. Are you a member of any Professional Association: Yes
No
- If yes, indicate the level of professional bodies that you have membership
- State National International Both 1&2
All the above

QUALITY OF WORK LIFE OF LIBRARY PROFESSIONALS

Each of the following statements is intended to assess the Quality of Work Life and Job Attitude of Library Professionals in Universities in Kerala. Please read each statement carefully and indicate your degree of agreement towards the statements using a tick mark in the corresponding column. Give only one response for each statement and respond to all statements. If by any reason you have to change any of your response, you may put a cross (X) on the wrongly marked one and tick the right choice. .

1. Adequate and Fair Compensation

Sl. No	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1.1	My salary is adequate when compared to the cost of living	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
1.2	I am satisfied with the pay scale with respect to my qualifications	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
1.3	I am satisfied with the present salary with respect to my work	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
1.4	I am satisfied with my pay scale in comparison with that of the library professionals of other types of libraries	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
1.5	I am satisfied with my pay scale in comparison with similar categories of jobs	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
1.6	Adequate incentives are provided for library professionals in my Institution	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
1.7	I will continue in the present job regardless of the pay received	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

6. Safe and Healthy Working Conditions

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
2.1	Seating arrangement in my work place is comfortable	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2.2	Ventilation and air circulation facilities are fine	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2.3	Drinking water facilities are good and are properly maintained	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2.4	Sanitary facilities are unsatisfactory	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2.5	There is no proper measure to keep the library dust free	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2.6	Work in my library does not cause any allergic problems for me	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2.7	The library is located away from external noises	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

7. Immediate Opportunities to Use and Develop Human Capacity

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
3.1	There is least interference from my superior while handling a given job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3.2	I am getting enough opportunities to use my abilities in this job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3.3	I am able to acquire new skills while working in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3.4	My work in the library is well recognized	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3.5	I am getting feedback on evaluation of my work	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3.6	There is proper communication between my superior and me in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3.7	My views are never taken into account in resolving problems at work	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

8. Opportunities for Continued Growth and Security

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
4.1	Adequate training facilities are provided to improve my knowledge level	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.2	My library doesn't facilitate self-improvement for library professionals	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.3	I am getting enough opportunities for professional development	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.4	Adequate facilities are provided to improve my professional qualifications	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.5	There are no facilities and opportunities for individual creative work in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.6	There are enough opportunities for self-learning in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.7	I am not able to use newly acquired knowledge for further work assignments	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.8	I am satisfied with the promotion chances in my Institution	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4.9	ICT never affect my job security	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

9. Social Integration in the Work Organisation

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
5.1	I have a sense of belonging to one community in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.2	I have a sense of professional identity on the basis of my skills	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.3	There is proper communication between my superior and other staff	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.4	I enjoy team work in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.5	I have good relationship with my superiors	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.6	I have good relationship with my subordinates	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.7	I have good relationship with my colleagues (peers)	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.8	Members of senior staff pay attention to the grievances of junior staff	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.9	Staff meetings are organised in my library regularly	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

6. Constitutionalism in the Work Organisation

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
6.1.	Rules are equally applicable to all in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6.2	I am satisfied with the grievance handling procedure in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6.3	I feel equitable treatment in all aspects of my work assignment, transfer and promotion	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6.4	Individual privacy is ensured in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6.5	There is no discrimination on the basis of caste, gender, or politics in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

7. Social Relevance of Working Life

Sl. No	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
7.1	My library functions as a socially responsible organisation	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7.2	My library meets the Information requirements of all categories of users	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7.3	My work life matches the social life that I lead	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7.4	My library can't contribute its best to the society	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7.5	I am unable to keep good user relationships in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

8. Work and Total Life Space

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
8.1	I am not able to combine my job and family roles	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8.2	My social and personal needs are neglected in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8.3	Shift work in library do not interfere with my family life	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8.5	Terms of my job demands periodic transfer	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8.6	I am able to keep a peaceful state of mind while working in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

JOB ATTITUDE OF LIBRARY PROFESSIONALS

9. Job Satisfaction

The following statements indicate some aspects of your job. Please indicate your degree of satisfaction to the statements.

Sl. No.	Statements	Not Satisfied (NS)	Somewhat Satisfied (SS)	Satisfied (S)	Very Satisfied (VS)	Extremely Satisfied (ES)
9.1	Being able to keep busy all the time	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.2	The chance to work alone on the job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>

Sl. No.	Statements	Not Satisfied (NS)	Somewhat Satisfied (SS)	Satisfied (S)	Very Satisfied (VS)	Extremely Satisfied (ES)
9.3	The chance to do different things from time to time	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.4	The chance to be somebody in the community	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.5	The way in which my superior handles his / her library professionals	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.6	The competence of my superior in making decisions	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.7	Being able to do things that don't go against my conscience	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.8	The way my job provides for steady employment	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.9	The chance to do things for other people	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.10	The chance to tell people what to do	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.11	The chance to do something	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>

Sl. No.	Statements	Not Satisfied (NS)	Somewhat Satisfied (SS)	Satisfied (S)	Very Satisfied (VS)	Extremely Satisfied (ES)
	that makes use of my abilities					
9.12	The way library policies are put into practice	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.13	My pay and the amount of work I do	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.14	The chances for advancement on this job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.15	The freedom to use my own judgment	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.16	The chance to try my own methods of doing the job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.17	The working conditions	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.18	The way my co-workers get along with each other	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.19	The praise I get for doing a good job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9.20	The feeling of accomplishment I get from the job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>

10. Organisational Commitment

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
10.1	I would be very happy to spend my career in this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.2	I really feel problems of this library are my own	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.3	I do not feel emotionally attached to this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.4	I do not feel like a part of the family in this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.5	This library has a great deal of personal meaning for me	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.6	I do not feel a strong sense of belonging to this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.7	It would be very hard for me to leave this library right now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.8	Too much of my life would be disrupted if I decided to leave this library right now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.9	Staying in this library is a matter of necessity as much as desire	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.10	I feel that I have too few options to consider leaving this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
10.11	If I leave this library there is no other good alternative	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.12	One of the major reasons I continue to work in this library is that leaving would require considerable personal sacrifice and another organisation may not match the overall benefit I have here	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.13	I do not feel any obligation to remain with my current employer	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.14	Even if it were to my advantage, I do not feel it would be right to leave my library now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.15	I would feel guilty if I left my library now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.16	The library deserves my loyalty	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.17	I would not leave my library right now because I have a sense of obligation to the people in it	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10.18	I owe a great deal to my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

11. Job Involvement

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
11.1	The most important things that happen to me involve my present job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.2	To me, my job is only a small part of who I am	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.3	I am very much involved personally in my job.	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.4	I live, eat, and breathe my job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.5	Most of my interests are centred around my job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.6	I have very strong ties with my present job that would be very difficult to break	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.7	Usually I feel detached from my job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.8	Most of my personal life goals are job-oriented	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.9	I consider my job to be very central to my existence	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11.10	I like to be absorbed in my job most of the time	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

Please give your suggestions to improve the Quality of Work Life of library professionals in universities in Kerala.

Thank You Very Much

Appendix B

QUESTIONNAIRE FOR THE LIBRARY PROFESSIONALS OF AFFILIATED COLLEGES

UNIVERSITY OF CALICUT DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

Dear Sir / Madam,

This questionnaire is intended to collect data / suggestions for my study entitled ***Quality of Work Life (QWL) and Job Attitude of Library Professionals in Universities in Kerala***, under the guidance of Dr. Mohamed Haneefa K., Associate Professor and Head, Dept. of Library and Information Science, University of Calicut. Kindly fill up the questionnaire attached. I seek your co-operation and help in obtaining necessary information. Your responses will be kept confidential and will be used for academic purpose only.

For a library professional, Quality of Work Life refers to the totality of their feelings and experiences of life at work in a library

Thanking you
Shyni K.G.
Research Scholar

1. GENERAL INFORMATION

(Please indicate your responses with a *tick* (✓) mark wherever necessary)

- Name of your College :
- Affiliated to : University of Kerala M.G. University
University of Calicut / Kannur University
- Designation :
- Gender : Male / Female
- Marital status : Married / Single / Widowed Divorced
- Age group : Below 30 / 31-40 / 41-50 / 51-60
- Experience in years : Up to 5yrs / 6-10 years / 11-15 years
16-20 years / 21-25 yrs / 26 yrs and above
- Qualifications : PhD / MPhil / MLISc / Other P.G / BLISc
- Any other (Please specify)..... Salary scale:
- Are you a member of any Professional Association : Yes / No
- If yes, Please indicate the type of professional bodies you have membership :
State / National / International

2. QUALITY OF WORK LIFE OF LIBRARY PROFESSIONALS

Each of the following statements is intended to assess the Quality of Work Life and Job Attitude of Library Professionals of Universities in Kerala. Please read each statement carefully and indicate your degree of agreement towards the statements using a tick mark in the corresponding column. Give only one response for each statement and respond to all statements. If by any reason you have to change any of your response, you may put a cross (X) on the wrongly marked one and tick the right choice.

2.1. Adequate Fair Compensation

Sl. No	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	My salary is adequate when compared to the cost of living	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	I am satisfied with the pay scale with respect to my qualifications	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	I am satisfied with the present salary with respect to my work	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	I am satisfied with my pay scale in comparison with that of the library professionals of other types of libraries	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	I am satisfied with my pay scale in comparison with similar categories of jobs	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6	Adequate incentives are provided for library professionals in my college	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7	I will continue in the present job regardless of the pay received	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.2. Safe and Healthy Working Conditions

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	Seating arrangement in my work place is comfortable	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	Ventilation and air circulation facilities are fine	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	Drinking water facilities are good and are properly maintained	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	Sanitary facilities are unsatisfactory	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	There is no proper measure to keep the library dust free	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6	Work in my library does not cause any allergic problems for me	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7	The library is located away from external noises	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.3. Immediate Opportunities to Use and Develop Human Capacity

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	There is least interference from my superior while handling a given job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	I am getting enough opportunities to use my abilities in this job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

3	I am able to acquire new skills while working in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	My work in the library is well recognised	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	I am getting feedback on evaluation of my work	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6.	There is proper communication between my superior and me in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7	My views are never taken into account in resolving problems at work	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.4. Opportunities for Continued Growth and Security

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	Adequate training facilities are provided to improve my knowledge level	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	My library doesn't facilitate self-improvement for library professionals	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	I am getting enough opportunities for professional development	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	Adequate facilities are provided to improve my professional qualifications	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	There are no facilities and opportunities for individual creative work in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6	There are enough opportunities for self-learning in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

7	I am not able to use newly acquired knowledge for further work assignments	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8	I am satisfied with the promotion chances of college librarians	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
9	ICT never affect my job security	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.5. Social Integration in the Work Organisation

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	I have a sense of belonging to one community in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	I have a sense of professional identity on the basis of my skills	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	There is proper communication between my superior and other staff	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	I enjoy team work in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	I have good relationship with my superiors	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6	I have good relationship with my subordinates	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7	I have good relationship with my colleagues (peers)	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8	Members of senior staff pay attention to the grievances of junior staff	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
9	Staff meetings are organised in my library regularly	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.6. Constitutionalism in the Work Organisation

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1.	Rules are equally applicable to all in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	I am satisfied with the grievance handling procedure in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	I feel equitable treatment in all aspects of my work assignment, transfer and promotion	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	Individual privacy is ensured in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5.	There is no discrimination on the basis of caste, gender, or politics in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.7. Social Relevance of Working Life

Sl. No	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	My library functions as a socially responsible organisation	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	My library meets the Information requirements of all categories of users	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	My work life matches the social life that I lead	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	My library can't contribute its best to the society	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	I am unable to keep good user relationships in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

2.8. Work and Total Life Space

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	I am not able to combine my job and family roles	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	My social and personal needs are neglected in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	Terms of my job demands periodic transfer	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	Shit work in library do not interfere with my family life	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	I am able to keep a peaceful state of mind while working in my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

3. JOB ATTITUDE OF LIBRARY PROFESSIONALS

3.1. Job Satisfaction

The following statements indicate some aspects of your job. Please indicate your degree of satisfaction to the statements.

Sl. No.	Statements	Not Satisfied (NS)	Somewhat Satisfied (SS)	Satisfied (S)	Very Satisfied (VS)	Extremely Satisfied (ES)
1	Being able to keep busy all the time	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
2	The chance to work alone on the job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
3	The chance to do different things from time to time	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
4	The chance to be somebody in the community	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
5	The way in which my superior handles his / her library professionals	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
6	The competence of my superior in making decisions	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
7	Being able to do things that don't go against my conscience	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
8	The way my job provides for steady employment	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
9	The chance to do things for other people	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
10	The chance to tell people what to do	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
11	The chance to do something that makes use of my abilities	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>

12	The way library policies are put into practice	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
13	My pay and the amount of work I do	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
14	The chances for advancement on this job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
15	The freedom to use my own judgment	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
16	The chance to try my own methods of doing the job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
17	The working conditions	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
18	The way my co-workers get along with each other	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
19	The praise I get for doing a good job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>
20	The feeling of accomplishment I get from the job	NS <input type="checkbox"/>	SS <input type="checkbox"/>	S <input type="checkbox"/>	VS <input type="checkbox"/>	ES <input type="checkbox"/>

3.2. Organisational Commitment

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	I would be very happy to spend my career in this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	I really feel problems of this library are my own	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	I do not feel emotionally attached to this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	I do not feel like a part of the family in this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	This library has a great deal of personal meaning for me	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6	I do not feel a strong sense of belonging to this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

7	It would be very hard for me to leave this library right now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8	Too much of my life would be disrupted if I decided to leave this library right now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
9	Staying in this library is a matter of necessity as much as desire	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10	I feel that I have too few options to consider leaving this library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
11	If I leave this library there is no other good alternative	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
12	One of the major reasons I continue to work in this library is that leaving would require considerable personal sacrifice and another organisation may not match the overall benefit I have here	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
13	I do not feel any obligation to remain with my current employer	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
14	Even if it were to my advantage, I do not feel it would be right to leave my library now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
15	I would feel guilty if I left my library now	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
16	The library deserves my loyalty	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
17	I would not leave my library right now because I have a sense of obligation to the people in it	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
18	I owe a great deal to my library	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

3.3. Job Involvement

Sl. No.	Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	The most important things that happen to me involve my present job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
2	To me, my job is only a small part of who I am	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
3	I am very much involved personally in my job.	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
4	I live, eat, and breathe my job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
5	Most of my interests are centred around my job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
6	I have very strong ties with my present job that would be very difficult to break	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
7	Usually I feel detached from my job	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
8	Most of my personal life goals are job-oriented	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
9	I consider my job to be very central to my existence	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>
10	I like to be absorbed in my job most of the time	SD <input type="checkbox"/>	D <input type="checkbox"/>	NAD <input type="checkbox"/>	A <input type="checkbox"/>	SA <input type="checkbox"/>

Please give your suggestions to improve the Quality of Work Life of library professionals in College Libraries in Kerala.

Thank You Very Much

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