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Factors Influencing Motivation and Job Satisfaction among LIS Professionals in Deemed and Private Universities in Karnataka: A Study

Mr. Ningappa^{1*}, Prof. Dr. T. D. Kemparaju²

¹Ph.D. Research Scholar (Full-Time), Department of Library and Information Science, J.B. Campus, Bangalore University, Bengaluru.

²Professor (Retd.), Department of Library and Information Science, J.B. Campus, Bangalore University, Bengaluru.

*Corresponding Author: ningarajme2@gmail.com

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Abstract

Library and Information Science professionals (LIS) are the most important group of professionals for our nation's future. Unfortunately, it is surprising to learn that many library professionals are still dissatisfied with their jobs today. With the changing circumstances, it is essential to assess the level of job satisfaction among library professionals for the advancement of the LIS profession in general and society in particular. Library professionals provide essential guidance throughout the critical stages of students' academic journeys. When librarians are satisfied with their jobs, they can perform their responsibilities with greater dedication and commitment. Hence, the study was conducted to examine the motivational factors and job satisfaction among LIS professionals in deemed and private universities in Karnataka. The survey method of research was adopted for the present study, and a well-structured questionnaire was administered to collect data from the 283 respondents. 293 library professionals were selected from 28 deemed and private universities in Karnataka. Research results show that 44.17% of LIS professionals are working as library assistants, 29.68% of them as assistant librarians, and 26.15% are working as librarians in deemed and private universities in Karnataka. According to research findings, library assistants represent 44.17% of LIS professionals, assistant librarians represent 29.68%, and librarians represent 26.15% in deemed and private universities in Karnataka. Further, it was found that qualification, designation, job nature, and type of factors play a significant role in job satisfaction among LIS professionals. And what factors influenced their decision to join the LIS profession, and what factors influenced their job efficiency. Finally, the

researcher presents the analysis and interpretation of data, which is followed by significant findings, suggestions, and conclusions.

Keywords: *Motivational Factors, Job Satisfaction, Library Profession, Deemed to be University, Private University, Karnataka Divisions.*

Introduction

Job satisfaction and motivation are key factors that affect the performance, productivity, and employability of professionals in any occupation. For professionals in Library and Information Science (LIS), these dictate effective delivery of service, innovation of library services, and user satisfaction. In the context of tertiary education, considered deemed and private universities operating in Karnataka have been expanding immensely, therefore making qualified LIS professionals in more demand. But the difficulties faced by such professionals e.g., workload, recognition, career development prospects, and workplace conditions could play a powerful role in undermining their motivation and job satisfaction. It is critical to understand what motivates LIS professionals within these institutions for better job satisfaction, which then boosts quality library services and support to academics. Earlier research also identified several determinants of job satisfaction among LIS professionals such as salary, workplace environment, opportunities for professional growth, leadership support, and job security. Specific studies about LIS professionals working in Karnataka's deemed and private universities are necessary because their workplace environment and institutional policies could be very different from public universities. This research tries to investigate the most important motivational factors influencing job satisfaction among LIS professionals in deemed and private universities of Karnataka. According to their perceptions, problems, and expectations, the research tries to make a contribution to university administrators and policymakers to design improved work environments, professional development, and overall job satisfaction. The results of this research will be added to current literature on job satisfaction and motivation of LIS personnel and provide pragmatic advice on how best to improve human resource management in academic libraries.

Review of Literature

Ashiq, M. and Warraich, N.F. (2024). Examined this study LIS professionals realize how critical library services based on data are and know that library services based on data are beneficial in changing the image of the library, aiding in the creation of institutional data banks/data repositories, shaping data resources and library data services for patrons and particularly for researchers, and gaining admiration and respect on the part of the authorities. The most prominent issues that arose from the data were:

no policies for missing data, insufficient training for data librarianship posts, no extra financial incentives, insufficient infrastructure and systems, no organizational support for starting data-driven services, and no skills, knowledge and expertise. Data librarianship is a new trend in Pakistan, and hence the LIS professionals are not equipped with basic, advanced and technical data-driven skills.

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Lo, P., et al. (2024). This study examined the aim of this qualitative research is to explore the perceptions of performance/opera librarians about their day-to-day work tasks, and also explore their attitudes towards career motivation and job satisfaction. Thirteen opera librarians with on-the-job work experience from four to forty years responded to the same set of open-ended questions during semi-structured interviews, which were conducted through Zoom, Skype, or written emails. They are the members of exclusive opera houses in eight countries and regions across the globe, namely Australia, Canada, Finland, Germany, Italy, Sweden, the USA, and the UK (England, Wales, and Scotland). The aim of this research is to shed new light and provide new insights into new tasks of the opera librarians, career motivation, satisfaction, and appreciation. The effects of the COVID-19 pandemic on the performing arts industry and the difficult shift to virtual performances are also addressed.

Ashiq, M., & Warraich, N. F. (2022). Recent research on data librarianship indicates two drivers of success: professional development of specialists' skills and institutional support of leadership. Research demonstrates reluctance of librarians to adopt these careers owing to vaguely defined work responsibilities, absence of incentives, and poor advocacy. Despite the fact that the profession is changing actively, the process is slow. Scientific debates concern policy action, better training, and leadership engagement for stimulating data services. This study enhances the literature by investigating data librarianship challenges and opportunities, with applied and theoretical relevance to organizational change and professional growth.

Idiegbeyan-Ose, Jersome et al (2019). This research indicates a dynamic relationship between motivation and job satisfaction among library professionals. Irrespective of evolving contexts, professionals are very intrinsically motivated and institutional backing falls behind. Nigerian university libraries also fall behind in this regard as professionals are sharply committed despite poor facilities and recognition. Earlier studies indicate that with the provision of appropriate facilities and career growth opportunities by institutions, motivation and satisfaction are reasonably enhanced quite substantially. This research draws on such evidence by explicitly investigating how increased professional recognition would close the motivation-satisfaction gap in Nigerian academic libraries.

Meera, Garvita Jhamb (2019). This study observed the LIS professionals' motivation portrays institutional welfare facilities, job security, and incentives as central driving forces behind job satisfaction. Studies show LIS professionals have higher motivation levels triggered by such driving factors, with witnessing a number of driving motivations. Studies conducted in DU, JNU, IIT, and DTU libraries portray positive orientation towards organizational support in such an environment as the vehicle for amenities and organizational formalized pay scales. This concurs with international studies that associate policies at work with career motivation in school, public, and special libraries.

Dina, Toyin & Olowosoke, Grace (2018) Previous studies identify the importance of motivation in boosting the performance of library professionals in academic institutions. Studies emphasize that reward systems such as promotion, monetary/non-monetary incentives, and job enrichment are key factors in professional competence. Institutional reputation and formalized rewards continue to be at the center of optimum performance in Nigerian university libraries. Previous studies concur with the conclusion of this study that effective administration and professional problems can be handled by motivational strategies to enhance duty execution and productivity. It also validates the importance of motivational models in prioritized library management practice.

Objectives of the Study

- To examine the primary motivational factors that influence LIS professionals in deemed and private universities in Karnataka.
- To assess the level of job satisfaction among LIS professionals in deemed and private universities in Karnataka

Based on the findings, propose recommendations for universities and policymakers to enhance motivation and job satisfaction among LIS professionals at deemed and private universities in Karnataka.

Methodology

The data collected from LIS professionals in 28 different deemed and private universities in Karnataka was collected through a survey method using a structured questionnaire. At present, 293 LIS professionals are working in different universities. A questionnaire was distributed to all 293 LIS professionals, out of which 283 questionnaires were received back. The response rate was 96.58%. The collected primary data were tabulated, analysed, and logically interpreted using statistical and quantitative techniques, and presented in the following tables.

Scope and Limitations of the Study

This study focuses on LIS professionals in 14 deemed and 14 private universities across Karnataka in 4 administrative divisions, such as Bengaluru, Mysore, Belgaum, and Kalaburagi. The study population covered LIS professionals, who are categorised into three groups: librarians, assistant librarians, and library assistants.

Data Analysis and Interpretation

The collected primary data were tabulated, analysed, and logically interpreted using statistical and quantitative techniques, and presented in the following tables.

Table 1: The Nature of Universities in Karnataka Administrative Divisions

Name of the Division	Nature of University (N=28)		Total
	Deemed Universities (N=14)	Private Universities (N=14)	
Bengaluru	8 (42.10%)	11 (57.90)	19 (67.85%)
Mysuru	4 (66.67%)	2 (33.33%)	6 (21.42%)
Belagavi	2 (66.67%)	1 (33.33%)	3 (10.71%)
Total	14 (50.00%)	14 (50.00%)	28 (100.00%)

Table 1 shows the distribution of universities across various administrative divisions in Karnataka, dividing them into deemed universities and private universities. Out of the 28 universities examined, 14 (50%) are deemed universities, and the other 14 (50%) are private universities.

In the Bengaluru Division, 19 universities (67.85%) lead, of which 8 are deemed universities (42.10%) and 11 are private universities (57.90%), reflecting a high inclination towards private higher education institutions in the state capital. In Mysuru Division, there are 6 universities (21.42%), and deemed universities hold a slightly greater share (66.667%) than private universities (33.33%). Belagavi Division has a low number of universities (10.71%), with a similar trend of more deemed universities (66.667%) than private (33.33%). Surprisingly, Kalaburagi Division does not have universities, which indicates a significant regional imbalance in higher education infrastructure.

Table 2: Distribution of Respondents Categorised by Academic Qualifications, Job Titles, and Types of Professions

Basic Academic Details		Freq. of Respondents (N=283)			Total
		Bengaluru (N=132)	Mysuru (N=120)	Belagavi (N=31)	
Designation	Librarians	33 (25.00%)	33 (27.50%)	8 (25.81%)	74 (26.15%)
	Assistant Librarians	48 (36.36%)	28 (23.33%)	8 (25.81%)	84 (29.68%)
	Library Assistants	51 (38.64%)	59 (49.17%)	15 (48.39%)	125 (44.17%)
Professional Qualification	Certificate course in LIS	4 (3.03%)	14 (11.67%)	1 (3.23%)	19 (6.71%)
	Diploma in LIS	6 (4.55%)	11 (9.17%)	4 (12.90%)	21 (7.42%)
	BLISc	5 (3.79%)	14 (11.67%)	1 (3.23%)	20 (7.07%)
	MLISc	79 (59.85%)	60 (50.00%)	11 (35.48%)	150 (53.00%)
	MLISc with NET/SLET	17 (12.88%)	5 (4.17%)	6 (19.35%)	28 (9.89%)
	MLISc with M.Phil	5 (3.79%)	7 (5.83%)	4 (12.90%)	16 (5.65%)
	MLISc with PhD	16 (12.12%)	9 (7.50%)	4 (12.90%)	29 (10.25%)
Nature of Profession	Permanent	93 (70.45%)	95 (79.17%)	29 (93.55%)	217 (76.68%)
	Temporary/Contract basis	39 (29.55%)	25 (20.83%)	2 (6.45%)	66 (23.32%)
Note: a) Librarians Category: University Librarian, or I/C, Librarian (Sr.Scale), Librarian and Deputy Librarian. b) Assistant Librarians Category: Assistant Librarian (Sr. Scale) and Assistant Librarian. c) Library Assistants Category: Library Assistant (Sr. Scale), Library Assistant and Technical Assistant.					

Table 2 shows the distribution of respondents, their academic qualifications, job titles, and types of professions in universities across various administrative divisions in Karnataka. Out of 4 administrative divisions, 28 universities are in three divisions; in Kalaburagi Division, there are no universities; in Bengaluru Division, there are 19; in Mysuru Division, there are 6; and in Belagavi Division, there are 3.

- **Designations Wise:** The study found that 44.17% of LIS professionals are working as library assistants, followed by 29.68% of LIS professionals are working as assistant librarians, and 26.15% of LIS professionals are working as librarians in deemed and private universities in Karnataka.
- **Professional Qualification Wise:** The study observed that 53.00% of LIS professionals hold MLISc degrees, 10.25% of them hold MLISc with PhDs, 9.89% of them hold MLISc with NET/SLET, 5.65% of LIS professionals hold MLISc with M.Phil degrees, and the remaining 6% and 7 % of them hold BLISc, diplomas in LIS, and certificate courses in LIS.
- **Nature of Profession:** The study revealed that the highest 76.68% of LIS professionals had been working in permanent positions, followed by 23.32% of LIS professionals who had been working on a temporary/contract basis in deemed and private universities.

Table 3: Factors Influencing Respondents to Join the LIS Profession

Statement	Freq. of Respondents (N=283)			Total (n=283)	P- Value (χ^2)
	Bengaluru (N=132)	Mysuru (N=120)	Belagavi (N=31)		
Friends/colleagues	47 (35.61%)	39 (32.50%)	14 (45.16%)	100 (35.34%)	0.349
LIS professionals	46 (34.85%)	26 (21.67%)	13 (41.94%)	85 (30.04%)	0.028*
Parents/Relatives	39 (29.55%)	31 (25.83%)	9 (29.03%)	79 (27.92%)	0.775
Teachers	29 (21.97%)	22 (18.33%)	9 (29.03%)	60 (21.20%)	0.459
By itself I am interested	27 (20.45%)	27 (22.50%)	--	54 (19.08%)	0.001*
Ads in social network sites	14 (10.61%)	6 (5.00%)	--	20 (7.07%)	0.140
LIS events	10 (7.58%)	5 (4.17%)	--	15 (5.30%)	0.376
Advertisements in paper/social media	7 (5.30%)	4 (3.33%)	1 (3.23%)	12 (4.24%)	0.792

Note: Number given in parenthesis represents the percentage

Table 3 presents the factors motivating respondents to join the LIS profession in universities across different administrative divisions in Karnataka. The study found

that the majority, 35.34%, of respondents are motivated by friends/colleagues to join the LIS profession. Followed by 30.04% of them motivated by LIS professionals, 27.92% of them are motivated by their parents/relatives, 21.20% of them are motivated by their teachers, and 19.08% of them are motivated by their interest in joining the LIS profession. 7.07% of them are by ads on social network sites, 5.30% are by LIS events, and 4.24% of them are motivated by advertisements in paper/social media to join the LIS profession.

The p-values of the chi-square analysis indicate that significant regional variations in career choice influences ($p=0.05$). LIS professionals ($p=0.028$) and self-interest ($p=0.001$) showed statistically significant differences across locations, suggesting these factors are region-dependent.

The observations highlight that while professional networks and intrinsic motivation vary by location, social/familial influences and traditional marketing approaches uniformly impact career decisions. Recruitment strategies should thus emphasize region-specific professional outreach while maintaining broad awareness campaigns for consistent factors.

Table 4: Factors Motivating Respondents' Decisions to Join the LIS Profession

Division	Level of Agreement	Statement					
		a.	b.	c.	d.	e.	f.
Bengaluru (N=132)	Most Impact	55 (41.67%)	35 (26.52%)	18 (13.64%)	20 (15.15%)	22 (16.67%)	38 (28.79%)
	Impact	46 (34.85%)	49 (37.12%)	50 (37.88%)	41 (31.06%)	50 (37.88%)	51 (38.64%)
	Just Impact	20 (15.15%)	29 (21.97%)	26 (19.70%)	35 (26.52%)	24 (18.18%)	26 (19.70%)
	Not Impact	6 (4.55%)	9 (6.82%)	23 (17.42%)	18 (13.64%)	14 (10.61%)	12 (9.09%)
	Not all Impact	5 (3.79%)	10 (7.58%)	15 (11.36%)	18 (13.64%)	22 (16.67%)	5 (3.79%)
Mysuru (N=120)	Most Impact	37 (30.83%)	23 (7.58%)	19 (15.83%)	10 (8.33%)	17 (14.17%)	29 (24.17%)
	Impact	48 (40.00%)	56 (46.67%)	38 (31.67%)	45 (37.50%)	42 (35.00%)	44 (36.67%)
	Just Impact	29 (24.17%)	33 (27.50%)	39 (32.50%)	31 (25.83%)	38 (31.67%)	23 (19.17%)
	Not Impact	4 (3.33%)	7 (5.83%)	23 (19.17%)	28 (23.33%)	15 (12.50%)	14 (11.67%)
	Not all Impact	2 (1.67%)	1 (0.83%)	1 (0.83%)	6 (5.00%)	8 (6.67%)	10 (8.33%)
Belagavi (N=31)	Most Impact	16 (51.61%)	8 (25.81%)	7 (22.58%)	4 (12.90%)	6 (19.35%)	8 (25.81%)
	Impact	9 (29.03%)	17 (54.84%)	16 (51.61%)	10 (32.26%)	12 (38.71%)	12 (38.71%)
	Just Impact	6 (19.35%)	6 (19.35%)	4 (12.90%)	8 (25.81%)	7 (22.58%)	10 (32.26%)
	Not Impact	--	--	4 (12.90%)	5 (16.13%)	4 (12.90%)	1 (3.23%)

	Not all Impact	---	--	--	4 (12.90%)	2 (6.45%)	--
Total (N=283)	Most Impact	108 (38.16%)	66 (23.32%)	44 (15.55%)	34 (12.01%)	45 (15.90%)	75 (26.50%)
	Impact	103 (36.40%)	122 (43.11%)	104 (36.75%)	96 (33.92%)	104 (36.75%)	107 (37.81%)
	Just Impact	54 (19.08%)	68 (24.03%)	69 (24.38%)	74 (26.15%)	69 (24.38%)	59 (20.85%)
	Not Impact	10 (3.53%)	16 (5.65%)	50 (17.67%)	51 (18.02%)	33 (11.66%)	27 (9.54%)
	Not all Impact	8 (2.83%)	11 (3.89%)	16 (5.65%)	28 (9.89%)	32 (11.31%)	15 (5.30%)
	Mean	4.04	3.77	3.26	3.10	3.31	3.75
	SD	0.98	0.96	1.08	1.12	1.14	1.02
	P- Value (χ^2)	0.012*	0.001*	0.038*	0.001*	0.082	0.003*

Note:

a) Love for books/ reading habits b) Stable working environment c) Easy to get a job
d) Career change to the library field e) No teaching workload f) Become part of a noble profession

Note: The Number given in parentheses represents the percentage

The data presented in Table 04 highlights that 38.16% of respondents have the most impact from love for books/reading habits as an influencing factor to enter into the LIS profession. Followed by 43.11% of respondents, the impact of the stable working environment is an influencing factor that enters into the LIS profession. 26.15% of them have Just Impact with Career change to the library field as an influencing factor to enter into the LIS profession, and also 18.02% of them have No Impact with Career change to the library field, entering into the LIS profession. 11.31% of them have no impact with no teaching workload.

The analysis reveals significant variations in factors influencing career choice among library professionals. Love for books/reading habits ($M=4.04$, $SD=0.98$) and stable work environment ($M=3.77$, $SD=0.96$) emerge as the strongest motivators, with high means and low variability indicating broad consensus. The noble profession aspect ($M=3.75$, $SD=1.02$) also shows substantial influence. In contrast, ease of getting jobs ($M=3.26$, $SD=1.08$), career change considerations ($M=3.10$, $SD=1.12$), and absence of teaching workload ($M=3.31$, $SD=1.14$) demonstrate a weaker impact with greater response variability, suggesting these are less consistent motivators. Notably, the higher standard deviations for pragmatic factors, such as "easy to get a job and no teaching workload reveal divergent views about their importance, while intrinsic motivations, Love for books/ reading habits, Stable working environment, and becoming part of a noble profession show more uniform agreement.

The p-values of chi-square analysis indicate that factors a) love for books/reading habits (0.012), stable working environment (0.001), easy to get a job (0.038), career change to library field (0.001), and becoming part of a noble profession (0.003) are statistically significant (0.05), meaning they strongly influence the decision to pursue a library career. However, the no teaching workload (0.082) is not significant, suggesting it does not play a major role. These findings highlight key

motivators, such as passion for reading, job stability, accessibility, career transition, and professional values, as primary drivers for entering the library profession, while workload considerations are less impactful.

These observations highlight that passion for literature and job stability are primary drivers, whereas practical considerations play a secondary, more debated role in career decisions within this field.

Table 5: Factors Motivating Respondents to Improve their LIS Professional Career

Statement	Freq. of Respondents (N=283)			Total (n=283)	P-Value (χ^2)
	Bengaluru (N=132)	Mysuru (N=120)	Belagavi (N=31)		
For personal growth	84 (63.64%)	68 (56.67%)	19 (61.29%)	171 (60.42%)	0.541
For self esteem	42 (31.82%)	39 (32.50%)	16 (51.61%)	97 (34.28%)	0.049
To get promotions	43 (32.58%)	42 (35.00%)	12 (38.71%)	97 (34.28%)	0.724
To get higher pay scale	42 (31.82%)	33 (27.50%)	6 (19.35%)	81 (28.62%)	0.317
For personal recognition	31 (23.48%)	33 (27.50%)	13 (41.94%)	77 (27.21%)	0.046*

Table 5 presents the factors that motivate respondents to enhance their LIS professional careers. The study reveals that 60.42% of LIS professionals indicated that personal growth serves as the primary motivator for them to enhance their LIS professional careers. Secondly, equal numbers (34.28%) of them indicated that self-esteem and getting promotions are motivational factors for them to enhance their LIS professional careers. Thirdly, 28.62% of them indicated that getting a higher pay scale is a motivating factor for them to enhance their LIS professional careers, and lastly, 27.21% of LIS professionals indicated that personal recognition serves as the primary motivator for them to enhance their LIS professional careers.

The chi-square test shows that the p-values indicate that personal growth (0.541), promotion (0.724), and a better salary level (0.317) are not statistically significant (0.05), but they do have only trivial impact. Self-esteem (0.049) and being heard (0.046) are statistically very strong (0.05), meaning they have a very high impact on work motivation. The findings show that intrinsic drives such as recognition and self-esteem account for more drive in motivation than extrinsic rewards such as promotion or increased salary.

These studies indicate that intrinsic growth requirements pervade, though the degree of importance for external validation (recognition and esteem) is geographically variable, and this should feed into region-specific motivational initiatives within professional development programs.

Table 6: Significant Factors for LIS Professionals to Enhance their Professional Efficiency

Statement	Freq. of Respondents (N=283)			Total (n-283)	P- Value (χ^2)
	Bengaluru (N=132)	Mysuru (N=120)	Belagavi (N=31)		
Good subject knowledge	93 (70.45%)	99 (82.50%)	26 (83.87%)	218 (77.03%)	0.034*
Working discipline	91 (68.94%)	76 (63.33%)	23 (74.19%)	190 (67.14%)	0.249
ICT knowledge and skills	89 (67.42%)	78 (65.00%)	18 (58.06%)	185 (65.37%)	0.571
Good human and public relations	70 (53.03%)	74 (61.67%)	20 (64.52%)	164 (57.95%)	0.234
Information searching skills	80 (60.61%)	68 (56.67%)	21 (67.74%)	169 (59.72%)	0.482
Interpersonal skills	70 (53.03%)	64 (53.33%)	21 (67.74%)	155 (54.77%)	0.324
Information organization skills	75 (56.82%)	61 (50.83%)	17 (54.84%)	153 (54.06%)	0.629
Professionals' coordination	65 (49.24%)	63 (52.50%)	18 (58.06%)	146 (51.59%)	0.628

Table 6 highlights essential factors that LIS professionals can utilize to improve their professional efficiency. 77.03% of respondents indicated that having strong subject knowledge is the most significant factor for LIS professionals to enhance their professional efficiency. 67.14% and 65.37% of respondents indicated that working discipline, as well as ICT knowledge and skills, are significant factors contributing to the enhancement of professional efficiency among LIS professionals. More than 50% of respondents indicated that good human and public relations, information searching skills, interpersonal skills, information organization skills, and professionals' coordination are important factors contributing to the enhancement of professional efficiency among LIS professionals.

The p-values of chi-square analysis indicate that a) good subject knowledge (0.034*) is the only statistically significant factor (0.05) influencing professional effectiveness in this context. The remaining factors, working discipline (0.249), c) ICT knowledge and skills (0.571), good human and public relations (0.234), e) information searching skills (0.482), interpersonal skills (0.324), g) information organization skills (0.629), and professionals' coordination (0.628) are not statistically significant. This suggests that while subject expertise is crucial, other skills and attributes may not have a measurable impact in this particular setting.

These studies highlight that while technical subject expertise requirements may vary by location, core professional skills and behavioural competencies maintain universal importance in the field, which should inform standardised training programs with localised subject matter emphasis.

Table 7 highlights the level of job satisfaction among LIS professionals regarding their working environment and the supporting facilities in the library. The study found that 46.64% of respondents are highly satisfied with senior professionals always encouraging them to learn new things. Further, 47.70% of respondents are satisfied with the satisfaction of workload in their present position. 15.19% of them Partially satisfied with the convenient library location, furniture, and air conditioning, 5.30% of them Dissatisfied with the library being loaded with ICT tools/equipment, and lastly, 12.72% of them Highly dissatisfied with job security, I am assured in my present working position.

The factors are analysed to demonstrate clear patterns of professional fulfilment in major factors at work. Highest satisfaction scores were recorded in professional mentorship by seniors ($M=4.33$, $SD=0.76$) and autonomy at work ($M=4.17$, $SD=0.82$), where there was clear consensus on these items. Satisfaction with workload ($M=4.07$, $SD=0.80$) and physical/technical infrastructure ($M=4.12$, $SD=0.89$ for buildings; $M=4.10$, $SD=0.90$ for ICT equipment) also fared very well, though with greater variance. But job security was rated most important ($M=3.21$, $SD=1.24$), lowest mean and highest standard deviation, indicating high levels of dissatisfaction and disagreement among respondents.

P-values of the chi-square test reveal that five variables are significantly correlated (0.05), which signify senior professionals' encouragement, libraries' infrastructure, ICT tools, employment security, and work freedom significantly impact outcomes; workload satisfaction is near significance (0.052), which signifies a marginal impact. The results show significant influences on workplace dynamics, with employment security (0.001) influencing most, followed by learning encouragement (0.013) and work.

The blend of high satisfaction with work environment and relationship, and apprehension with respect to job security, indicates that organisations need to sustain their facilitative cultures while establishing contractual and long-term security measures to enhance overall staff morale and retention.

Table 8: Level of Job Satisfaction Regarding Organization Support and Facilities

Division	Level of Agreement	Statement					
		a.	b.	c.	d.	e.	f.
Bengaluru (N=132)	Highly Satisfied	61 (46.21%)	38 (28.79%)	8 (6.06%)	11 (8.33%)	20 (15.15%)	12 (9.09%)
	Satisfied	56 (42.42%)	61 (46.21%)	51 (38.64%)	32 (24.24%)	44 (33.33%)	52 (39.39%)
	Partially Satisfied	11 (8.33%)	27 (20.45%)	49 (37.12%)	28 (21.21%)	39 (29.54%)	51 (38.64%)
	Dissatisfied	2 (1.52%)	3 (2.27%)	18 (13.64%)	47 (35.60%)	13 (9.84%)	16 (12.12%)

	Highly Dissatisfied	2 (1.52%)	3 (2.27%)	6 (4.55%)	14 (10.60%)	16 (12.12%)	1 (0.76%)
Mysuru (N=120)	Highly Satisfied	50 (41.67%)	31 (25.83%)	12 (10.00%)	27 (22.50%)	28 (23.33%)	11 (9.17%)
	Satisfied	59 (49.17%)	68 (56.67%)	57 (47.50%)	43 (35.83%)	22 (18.33%)	62 (51.67%)
	Partially Satisfied	8 (6.67%)	16 (13.33%)	30 (25.00%)	16 (13.33%)	40 (33.33%)	29 (24.17%)
	Dissatisfied	2 (1.67%)	3 (2.50%)	18 (15.00%)	26 (21.66%)	20 (16.66%)	17 (14.17%)
	Highly Dissatisfied	1 (0.83%)	2 (1.67%)	3 (2.50%)	8 (6.66%)	10 (8.33%)	1 (0.83%)
Belagavi (N=31)	Highly Satisfied	15 (48.39%)	9 (29.03%)	1 (3.23%)	6 (19.35%)	4 (12.90%)	5 (16.13%)
	Satisfied	7 (22.58%)	15 (48.39%)	10 (32.26%)	8 (25.80%)	15 (48.38%)	16 (51.61%)
	Partially Satisfied	6 (19.35%)	5 (16.13%)	11 (35.48%)	2 (6.45%)	5 (16.12%)	7 (22.58%)
	Dissatisfied	3 (9.68%)	2 (6.45%)	8 (25.81%)	12 (38.70%)	5 (16.12%)	2 (6.45%)
	Highly Dissatisfied	--	--	1 (3.23%)	3 (9.67%)	2 (6.45%)	1 (3.23%)
Total (N=283)	Highly Satisfied	126 (44.52%)	78 (27.56%)	21 (7.42%)	44 (15.54%)	52 (18.37%)	28 (9.89%)
	Satisfied	122 (43.11%)	144 (50.88%)	118 (41.70%)	83 (29.32%)	81 (28.62%)	130 (45.94%)
	Partially Satisfied	25 (8.83%)	48 (16.96%)	90 (31.80%)	46 (16.25%)	84 (29.68%)	87 (30.74%)
	Dissatisfied	7 (2.47%)	8 (2.83%)	44 (15.55%)	85 (30.03%)	38 (13.42%)	35 (12.37%)
	Highly Dissatisfied	3 (1.06%)	5 (1.77%)	10 (3.53%)	25 (8.83%)	28 (9.89%)	3 (1.06%)
	Mean	4.28	4.00	3.18	3.02	3.10	3.44
	SD	0.81	0.78	0.98	1.16	1.14	0.88
	P- Value (χ^2)	0.003*	0.053	0.001*	0.001*	0.001*	0.001*
Note: a) Coordination with colleagues/professionals b) Recognition and encouragement for my efforts c) The present pay scale/ remuneration provides d) Staff welfare supporting facilities e) Professional growth and career advancement benefits f) Regularly offer promotional chances							

Table 8 highlights the level of job satisfaction regarding organizational support and facilities. 44.52% of LIS professionals are highly satisfied with coordination with colleagues/professionals. 50.88% of respondents are satisfied with recognition and encouragement for my efforts. 31.80% of them are partially satisfied with the present pay scale/remuneration provided. 30.03% of respondents are dissatisfied with staff welfare supporting facilities. 9.89% of them are highly dissatisfied with professional growth and career advancement benefits.

Mean satisfaction scores were highly variable by factors. Colleague coordination (M=4.28, SD=0.81) and recognition (M=4.00, SD=0.78) had high uniform positive experience with strong uniform positive experience. Promotion opportunities had moderate satisfaction (M=3.44, SD=0.88). But very low satisfaction was reported

for pay scale ($M=3.18$, $SD=0.98$), staff welfare ($M=3.02$, $SD=1.16$), and career development ($M=3.10$, $SD=1.14$), with larger SDs indicating high disagreement. The very low spread for staff welfare ($SD=1.16$) suggests polarized opinion, likely due to varying access to benefits.

The p-values of chi-square analysis indicate that there are significant correlations (0.05) of coordination, pay scale, welfare of staff, professional development, and opportunities for promotion, indicating that these highly impact employees' satisfaction. Recognition indicates marginal significance at 0.053 and thus indicates that it might be significant but is not statistically highly significant. Organisations must enhance these dimensions so as to advance workforce commitment and retention.

These results point to a satisfactory social aspect but also reveal critical deficiencies in compensation and growth opportunities that must be addressed promptly to support the overall rate of satisfaction and retention in the career.

Major Findings of the Study

This study analysis shows the Bengaluru Division holds the lead with 19 universities (67.85%), out of which 8 (42%) are deemed universities and 11 are private universities (57.90%), which favours private higher education institutions.

This study found that 44.17% of LIS professionals are working as library assistants, 29.68% of them are assistant librarians, and only 26.15% are working as librarians in deemed and private universities in Karnataka.

It is observed that 53.00% of LIS professionals hold MLISc degrees, 10.25% of them hold MLISc with PhDs, and 9.89% of them hold MLISc with NET/SLET.

76.68% of LIS professionals work in permanent positions, and 23.32% of them on a temporary/contract basis in deemed and private universities.

The study results observed that 35.34% of respondents are motivated by friends/colleagues to join the LIS profession, 30.04% of them by LIS professionals, 27.92% of them by their parents/relatives, and 21.20% of them by their teachers.

It is found that 38.16% of respondents have the most impact from love for books/reading habits as an influencing factor to enter into the LIS profession.

The study data analysis found that 43.11% of respondents found that the impact of a stable working environment is an influencing factor that enters into the LIS profession.

It is found out that 26.15% of them have Just Impact with Career change to library field as an influencing factor to enter into the LIS profession.

The study results revealed that 60.42% of LIS professionals indicated that personal growth serves as the primary motivator for them to enhance their LIS professional careers.

The study results observed that the highest 77.03% of respondents indicated that having strong subject knowledge is the most significant factor for LIS professionals to enhance their professional efficiency.

This study analysis shows that 46.64% of respondents are highly satisfied with senior professionals who consistently encourage them to learn new things about job satisfaction among LIS professionals, particularly regarding their working environment and the supporting facilities in the library.

The result found that 47.70% of respondents are satisfied with their workload in their current position regarding job satisfaction among LIS professionals, particularly in relation to their working environment and the supporting facilities in the library.

Observations found from analysis noticed that 44.52% of LIS professionals express high satisfaction with their coordination with colleagues and other professionals in terms of job satisfaction related to organizational support and facilities.

The study results revealed that 50.88% of respondents report satisfaction with the recognition and encouragement they receive for their efforts concerning job satisfaction regarding organizational support and facilities.

Suggestions and Recommendations

The central and state governments should encourage the establishment of more universities in underserved regions like Kalaburagi to ensure equitable access to higher education.

Universities must focus on professional career progression streams in LIS through the provision of training and promotions to fill the disparity between assistant grades and senior librarian grades.

Universities need to put focus on professional career development paths in LIS by providing promotions and training opportunities to bridge the gap between assistant librarians' ranks and senior librarians' grades.

Organisations must compensate better qualifications, such as a PhD and NET/SLET, among LIS professionals with scholarships, research grants, and awards to improve standards of expertise and service in academic libraries.

In order to draw in more candidates, university management can promote career awareness by implementing mentorship, interactive workshops, and targeted campaigns emphasising professional development opportunities, minimising dependence on informal agencies such as peers and family.

In order to recruit professionals, LIS education must cherish job security and intellectual stimulation in promotion. Career conversion schemes and less non-core

responsibilities would also enhance attraction, especially among career converters from other disciplines.

Universities must give foremost importance to professional development programs, open promotion policies, and competitive pay scales to maintain motivation. Celebrating success through awards or recognition can also encourage career development among professionals.

LIS training programs would emphasise developing subject expertise, ICT growth, and soft skills. The universities must promote collaborative settings and ongoing learning for professionals to improve discipline, technological skills, and interpersonal skills.

Library management must give top priority to ICT developments, amenable workplaces, and effective job security safeguards. Workload evaluation and mentoring can further increase the satisfaction levels, with an equalised and well-supported workplace for LIS professionals.

Organisations must research reward structures, develop welfare benefits, and create clear career progression routes. Feedback systems and professional development programs can bridge gaps, yielding greater job satisfaction and retention of LIS professionals.

Conclusion

The study concluded that motivation is a significant factor in determining job satisfaction among LIS professionals in deemed and private universities in Karnataka. These factors would help reduce redundancy and turnover effects within the LIS professional community. They are factors that would significantly contribute to LIS professionals' job satisfaction and consistently enhance library operations, particularly excellent services in deemed and private universities in Karnataka. In essence, mentoring is a crucial factor that significantly influences librarians' job satisfaction and must be taken seriously. Additionally, motivation is also highly significant to job satisfaction. A user's and a LIS professional's satisfaction are parallel to each other, which shows the service quality. The provision of high-quality library services is crucial for the research and development of both universities and the nation. Thus, the LIS professionals should be satisfied with their job, workplace, and working conditions to provide accurate information to the users at the right time. Therefore, professionals' satisfaction matters to the organization for its growth and development.

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