ASSESSING JOB INVOLVEMENT OF SELECTED UNIVERSITY LIBRARY PROFESSIONALS IN BANGLADESH

DOCTOR OF PHILOSOPHY

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Thesis Submitted to the University of Dhaka for the Degree of Doctor of Philosophy in Information Science and Library Management

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University of Dhaka, Bangladesh

October, 2021

Dedicated To

My Husband, Dr. Md. Nazim Uddin

&

My Twin Daughters,

Tamzeed Rifa Raina and Tashdeed Rifa Raisa

CERTIFICATE

This is to certify that the thesis entitled "Assessing Job Involvement of Selected University Library Professionals in Bangladesh", submitted by Farzana Sultana for the degree of Doctor of Philosophy (PhD) in Information Science and Library Management of University of Dhaka is an authenticate work under our monitoring and guidance and is worthy of examination.

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DECLARATION

I hereby declare that the Thesis entitled "**Assessing Job Involvement of Selected University Library Professionals in Bangladesh**" is my original work. It has not been submitted for any other degree or diploma at any other institution of higher learning. To the best of my knowledge, all references have been correctly reported. I have submitted the thesis to the University of Dhaka for the degree of Doctor of Philosophy (PhD) in Information Science and Library Management.

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Farzana Sultana

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16PF	-	16 Personality Factor Questionnaires
AIC	-	Akaike's Information Criterion
AIF	-	Academic Innovation Fund
AOR	-	Adjusted Odd Ratios
AUW	-	Asian University for Women
AUEWSF	-	Asian University for Women Support Foundation
BAU	-	Bangladesh Agricultural University
BFI	-	Big Five Inventory
BMM	-	Big Five Mini-Markers
BSMMU	-	Bangabundhu Sheikh Mujib Medical University
BSMRAU	-	Bangabandhu Sheikh Mujibur Rahman Agricultural University
BU	-	BRAC University
BUET	-	Bangladesh University of Engineering & Technology
CD	-	Critical Difference
CFI	-	Comparative Fit Index
CPI	-	California Psychological Inventory
CSIC	-	Consejo Superior de Investigaciones Científicas
df	-	Degrees of Freedom
DU	-	University of Dhaka
EWU	-	East West University
FFM	-	Five-Factor Model
HEQEP	-	Higher Education Quality Enhancement Project
HPI	-	Hogan Personality Inventory IPIP-International Personality Item Pool
IPIP-FFM	-	International Personality Item Pool-Five Factor Model
IUB	-	Independent University of Bangladesh
IUT	-	Islamic University of Technology
JDI	-	Job Descriptive Index
JIG	-	Job in General Scale
JIS	-	Job Involvement Scale
JKKNIU	-	Jatiya Kabi Kazi Nazrul Islam University

JSS	-	Job Satisfaction Survey
JU	-	Jahangirnagar University
KU	-	Khulna University
MJS	-	Measure of Job Satisfaction
MMSS	-	McCloskey/Mueller Satisfaction Scale
MSQ	-	Minnesota Satisfaction Questionnaire
N	-	Number
NEO-FFI	-	Neuroticism, Extraversion, Openness- Five-Factor Inventory
NEO-PI-R	-	Neuroticism, Extraversion, Openness-Personality Inventory-Revised
NSU	-	North South University
RMSEA	-	Root Mean Square Error of Approximation
RU	-	University of Rajshahi
SDM	-	Sub-Divisional Magistrate
SU	-	Southeast University
SUST	-	Shahjalal University of Science & Technology
TLI	-	Tucker-Lewis Index
UGC	-	University Grants Commission

ABSTRACT

Job related issues of library professionals of Bangladesh have gained attention in recent times. A university striving for excellence and growth must have a world class library meeting all the academic needs of its students and teachers. In this context, universities would like to achieve positive feedback from their library professionals and would like to see their library professionals proactively contributing more to the growth of a library. It is, therefore, important that the universities give emphasis on three areas of job for smooth functioning of their libraries: enhancing the job involvement; increasing the level of job satisfaction and mediating personality traits. This present research has attempted to investigate the level of job involvement and its relationship with two other variables namely personality traits and job satisfaction of university library professionals of Bangladesh. The term of job involvement is basically analyzed in the area of psychology, sociology or business. From the review of literature, it has been observed that no research was done on job involvement in libraries of Bangladesh.

The main aim of this research is to investigate the level of job involvement of library professionals who are working in select university libraries in Bangladesh. The specific objectives of the study are:(1) to determine whether there is a significant relationship between background variables and job involvement; (2) to determine whether there is a significant relationship between job involvement and personality traits of library professionals; (3)to assess whether there is a significant relationship between job involvement and job satisfaction of library professionals; (4) to investigate the most critical impact among all variables (Personality traits and Job satisfaction) towards job involvement of library professionals; and (5)to suggest the remedial measures that should be taken to involve in the job of library professionals in Bangladesh. Based on these objectives, the study focused on answering four research questions.

The research areas of this study are 15 universities of Bangladesh. Universities of Bangladesh were categorized into public and private universities. The population and sample of this study were covered by all library professionals who are working at the central libraries of public universities and those who are working at private university libraries in Bangladesh. The simple purposive sampling method was chosen for the study. Data was collected by a structured questionnaire that consisted of 79 items. There were four parts of the survey questionnaire asked to library professionals concerning job involvement, personality traits, job satisfaction and background information of respondents. In total, 151 completed questionnaires were received out of 260 questionnaires distributed. The one factor confirmatory factor analysis model was performed to come with a single scaled score of all statements. Afterwards, the multiple logistic regression model was used to determine the relationship between job involvement and personality traits, job involvement and job satisfaction and relationship between job involvement, personality traits and job satisfaction of library professionals. The bivariate statistical analysis, chi-square test was used to determine the significant relationship between job involvement and demographic variables.

The data for this research is analyzed using the statistical software for data science (STATA) and other appropriate statistical methods.

The result revealed that low job involvement is independently associated with low personality traits and low job involvement is independently associated with low job satisfaction. The results showed that high job involvement is linked with high job satisfaction. It is observed that professionals almost agreed with nearly every of the factors of job involvement, excluding job longing, job concern, and time-consciousness. The result demonstrated that most of the professionals are moderately extrovert, conscientious and intellect or conclusive imaginable. It is also exposed that professionals are retained with agreeable traits in their personality. Most likely they are sympathetic, supportive and overall they are competent for their job. The study also identified that the majority of the respondents are more or less satisfied with all the job facets of job satisfaction. On the other hand, the type of university and years of experiences of professionals are significantly associated with job involvement. The results found that professionals working in public universities have higher job involvement than private universities. Additionally, years of experiences are found significant with the job involvement.

The findings have several implications for universities attempting to strengthen professionals' operational capabilities through increased job involvement. Universities need to give more importance to personality traits and job satisfaction of library professionals to better understand their job involvement.

The limitations of this study include a relatively small sample size for conducting this type of research. Additionally, the study provides suggestions for further research in this area. This finding provides managerial information for university authority in terms of how to improve the level of jobs involvement of their library professionals. Consequently, it provides constructive suggestions to university authorities to introduce a standard performance appraisal system for library job that can be structured together with personality traits and job satisfaction to get better job involvement of university library professionals in Bangladesh.

CHAPTER-I

INTRODUCTION

CHAPTER I

INTRODUCTION

1.0 Background

Job involvement is the internalization of values regarding the good attributes of work or the significance of work to a certain individual (Lodahl & Kejner, 1965). The concept of job involvement has already got importance to improve the productivity and the standard of working condition for employees. Numerous researchers have concluded that job involvement enhances an individual's satisfaction along with increasing productivity for an organization (Lawler & Hall, 1970; Walton, 1972; Dewhirst, 1973). Job needs high degree of involvement that ensures the employee satisfaction particularly in the trend of competence (White, 1978), achievement (McClelland et al., 1953) and self-actualization (Maslow, 1954). Job involvement simply means a psychological attachment or identification with the job. According to Lodahl & Kejner (1965), job involvement constitutes the most important part of an individual's life. They conceptualized the term as "the degree to which a person's identifies himself psychologically with his work or the importance of work in his total self-image" (Lodahl & Kejner, 1965). Similarly, Robins (as cited in Al-Kahtani & Alam, 2014) suggested that job involvement is peoples' attitude that navigates the psychological aspects of a job, and considers the job as the most important component in his/her life.

Therefore, job related attitudes namely job involvement, job satisfaction and personality traits become a vital issue for an organization. Job involvement depends highly on the personality and behaviors of employees. Organizations can predict how an employee would be involved on the basis of his personality (Mahajan, 2015). On the other hand, job satisfaction can positively influence the attitude and behaviour of an employee towards the functioning of the organization (Balzer et al., 1997; Spector, 1997).

Recently, organizations have turned their attention towards employees' characteristics and job-related issues. In an organization, employees who are dedicated to their jobs are more likely to consider the industrial association more positively resulting in developing trust towards the company (Freeman et al., 2000). Apart from that Hung (2008), Govender & Parumasur (2010) and Ishfaq & Talat (2011) found several issues which are arbitrating the job involvement such as motivation, performance, self-esteem, life interest, attitude, job satisfaction etc. Judge et al. (2001) concluded that the relationship between job satisfaction and job involvement is vaguely established, leaving room for other explanatory factors. However, Yeh (2013) claimed a significant relationship between job involvement and job satisfaction. Besides, behaviors or attitudes coming from an individual's characteristics or personality traits can help to figure out why one is relatively involved at the job. Ruh et al. (1975), Sandler (1974), Schein (1983) also pointed that job involvement is a construct which develops through interactions between individual disparity of sensitivity about the work environment and personality attributes.

The idea of job involvement was first introduced in 1893. A well-known sociologist Durkhein, 1933 (as cited in Al-Kahtani & Alam, 2014) in his research explored the necessity of job involvement in a business set up. But the concept came into the light thanks to the research of Lodhal & Kejner (1965). He has given a significant scientific shape of this topic. In 70s job involvement has received much empirical and academic attention in the research field. (Weisenbrg & Guenfeld, 1968; Lawler & Hal, 1970; Cumings & Bigelow, 1976; Huszczo, 1981). They exclusively addressed the job involvement in their research work. From an employee's aspect, job involvement is considered as a key function of personal growth and satisfaction within the work place as well as goal-directed behavior. (Kahn, 1990). Some researchers also found a few negative sides of job involvement (Sekaran & Mowday, 1981; Schwartz, 1982; Blau, 1985; Naughton, 1987). They mentioned that the high level of job involvement may breed some negative effects on an employee's life. A highly involved person may spend more time at the work which makes an individual workaholic. Employees, who shared deep levels of job involvement, were more content with their jobs, but also they also reported higher levels of work-family clash and struggle (Parkes & Langford, 2008) and endured more stress (Das, 2011). In trying to determine an acceptable level of work-life balance, employees have started to increasingly assess

their work, nature of occupation, the posting of employment, career advancement, and their personal lives (Beham & Drobnic, 2010; Scroggins, 2008). This reevaluation led to an attitude shift towards work (Scroggins, 2008) and job involvement (Beham & Drobnic, 2010).

Research on job involvement is largely theoretical. A number of researchers have explained job involvements and identified several related factors. Robinowitz & Hall (1977) specified three perspectives of job involvement: i.e.

- Job involvement as an individual difference element.
- Job involvement as a feature of situation.
- Job involvement as an individual-situation interaction.

According to this perception, job involvement is associated with three specific categories: personal characteristics, situational characteristics and work outcomes. Some researchers also agreed on these three perspectives as antecedents of job involvement (Lance, 1991; Smith & Brannick, 1990 and Hackman & Oldman, 1980). Based on the above, this research has taken under consideration two variables from the above. Personality traits are considered in place of individual differences as people are differentiated with their own personality traits. Another is job satisfaction in place of function of situations as job satisfaction comes from the people's perception influenced by the situation.

1.1 Operational Definition

From the above discussion of job involvement, it is quite evident that experts explicated various aspects and variables of job involvement since it is a powerful driving force of employees' work motivation and goal directed behaviors (Diefendorff et al., 2002). Therefore, job involvement is influenced by the behavior of the library professionals as well as motivating factor to interact with individuals and its communities in a variety of ways over time. The study explored the behavioral issues through five important personality traits and considered the motivating factor as job satisfaction. Thus, for the purpose of this study, the following characteristics are considered for the library professionals:

- Job involvement
- Job satisfaction
- Big Five Personality Traits (including extroversion, neuroticism, openness, agreeableness, conscientiousness)

1.1.1 Job Involvement

Job involvement comes from the sustained understanding between an employer and an employee involvement. Employers and employees are involved in planning, executing, supervising in any work place. Job involvement has been defined in different ways by a number of studies and has been considered as one of the most important aspects one's life. The job involvement of an individual is of great importance as job satisfaction can lead to positive organizational outcome. There are a number of different ways to define job involvement as evident from the literature over the past few decades. Numerous terms are employed; for example, work role involvement, morale, attitude or psychological involvement, performance, central life, interests, intrinsic motivation and job satisfaction etc. have been evaluated to define the terms of job involvement. Some of the definitions are provided here:

Dubin (1956, 1968) conceptualized job involvement as such that the total job environment becomes a "central life interest," i.e., the extent to which it is considered to be a main source for the contentment of vital needs. This definition is similar to that of Lodhal & Kejner (1965), they defined Job involvement *as something to which an individual can* associate himself or herself *psychologically with the work or the importance of work with regards to the self-image.* Others have recognized job involved and called it by other names with the similar concept. In Allport (1947), psychological participation and ego involvement were defined as the situation in which the person engages the status seeking motive in his work. Saleh & Hosek (1976) summarized the terms: *a person is involved (1) when work is a central life interest to him; (2) when he or she proactively gets involved in thejob; (3) when he or she treats performance to portray self-esteem; (4) when he or she considers performance as tantamount to his or her self-concept.* The connection of job involvement between the job attitude and work environment seems to be widely studied both theoretically and empirically. Kanungo (1982) has proposed a

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motivational framework with the concept of job involvement as a generalized cognitive state of psychological identification which is perceived to have the potentially to satisfy one's silent needs and expectations. He exposed new thoughts like job satisfaction and motivation. Whereas Gorn & Kanungo (1980) addressed the terms of job involvement as a set of work-related behaviors comprising both affective and behavioral components that can be guided by the characteristics of the individual as well as the characteristics of the work environment. Newstrom & Davis (1997) strongly believe that the definition of job involvement is not only the degree to which employees engage themselves in their job, but also to the extent to which employees treat work as a focal point of their lives; whereas, Paullay, Alliger & Stone-Romeo (1994) defined job involvement as *the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job.* Recently, Diefendorff, Brown, Kamin & Lord (2002) defined job involvement as the notion that if an employee remains deeply involved in his or her work, it will bring great rewards for an organization as the employee will remain engrossed with his or her work. This will result in great turnover and significantly minimize an employee's absence from the work.

Since the job involvement of library professionals can be treated in same manner, for the purpose of this study, *the job involvement is viewed entirely from the perspective of an individual's personal/physical/and psychological attachment with the job.*

1.1.2 Job Satisfaction

Job satisfaction is also an important issue that influences an individual's mental condition silently. Job satisfaction is the emotional attachment and emotional response of an employee towards his job and job environment rather than well thought out response. Emotional response might have close connection to his pay, work, promotion opportunities, attitude of fellow workers and supervisors. (Mezbah, 2003), this emotional response fosters job involvement widely and influences work behaviour significantly. Job satisfaction is a function of elements within the workplace as well as the attitudes and behaviors that are guided by personality characteristics (Manojlovich & Laschinger, 2002).

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Job satisfaction is a widely studied subject. One of the earliest researches on job satisfaction was carried out by Happock in 1935. He published his classic work "Job Satisfaction" as a book. He assessed job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job" (Happock, 1935). Vroom, (1964) defined job satisfaction as "the reaction of the workers against the role they play in their work". Gilmer (1966) says that job satisfaction is a "pleasurable emotional state resulting from the appraisal of one's job and achieving or facilitating the achievement of one's job values." Locke (1976) defines job satisfaction "a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience." Spector's (1997) refers to job satisfaction as "a cluster of evaluative feelings about the job and identifies of nine factors of job satisfaction that pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work, communication"

Therefore, for the purpose of this study, *job satisfaction is a psychological state of an individual in relation to his/her job. When the return of labour is up to the expectations, it can be said there is job satisfaction. The expectations include pay, promotion, working environment, social status obtained due to job, job security, opportunities for improvement of status, justice by the superiors, relation with the co-workers, age, gender, level of education, etc. Job satisfaction can only be gained if all the above discussed elements prevail harmoniously.*

1.1.3 Big Five Personality Traits (Openness, Conscientiousness, Extroversion, Agreeableness, Neuroticism)

As the job involvement is a physical and psychological attachment of any individual, understanding job involvement by an employing organization is essential to manage employees of an organization because this is an important criterion to evaluate the work behavior of employees (Manojlovich, & Laschinger, 2002; Soong, 2000). Therefore, personality traits act in a particular situation as it is required to understand the nature of personality traits of an employee. Cronbach and Gleser (1965) proposed that the application of psychological testing might be quite a productive and cost-effective way to select employees. Holland (1973) clarified that people who resemble

coworkers are likely to fair better, be content, and focus on the job. Any organization can apply personality measures to select employees.

Personality trait is one of the most researched issues as it is of critical importance to human psychology. Many profound psychologists have tried to determine various personality traits or dimension over the years. One of the prominent psychologists, Allport (1937) defined that some of the traits vary from person to person and dictate the behavioural pattern of every individual. In 1943, he also defined personality as the dynamic feature of an individual who is determined to make unique adjustment to the environment. He also added that traits are a sustainable and stable response of the individual in response to various actors of the environment. Based on this definition, traits and personalities move reciprocally. Personality is defined as a sustainable trait, or set of traits, of people who show their behavior in different situation (Semeijin et al, 2005). In everyday situations, people respond in different ways. Many of these differences are stable and enduring in a person to an extent that they reflect the way one thinks, feels and acts week after week, year after year. These characteristics are defined as personality (Edwards, 1998). Cattell defined personality as "that which predicts behavior, given the situation" (Cattell, 1946). In the 1920s and 1930s, personality factors began to develop based on the organization of language. This research continued to develop through the 1960s when Norman (1963) came up with a five factor taxonomy which was eventually called as Norman's Big Five. Since that time, there has been over forty years of systemic trait research which has produced five broad constructs that have become the "Big Five" as they are presently known (Extraversion, Emotional Stability, Agreeableness, Conscientiousness, and Openness to Experiences). More recently Barrick and Mount's (1991) meta-analysis confirmed the five aspects which most researchers are using today, later on Costa & McCrae (1992) developed the Five-Factor Model (FFM) of personality traits as part of their development of the NEO-PI. The FFM consists of traits:

1. *Openness-* appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity and variety of experience.
2. *Conscientiousness-* a tendency to show self-discipline, aim for achievement, planed rather than spontaneous behavior.
3. *Extraversion-* energy, positive emotions, urgency, and the company of others.
4. *Agreeableness-* a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards
5. *Neuroticism-* emotional instability others

For the purpose of the research, the Five-Factor Model (FFM) of personality traits are tested.

1.2 Job Involvement and Job Satisfaction

Most of the organizations believed that satisfied employees have high level of job involvement. Job satisfaction is very much fragile or variable or situation-based to an extent that it can be highly manipulated. Beeler et al, (1997) differentiated job involvement and job satisfaction and claimed that job satisfaction exists as long as employees keep enjoying working at their jobs, whereas job involvement highlights the degree of psychological commitment employee's hold towards their job. Enhanced job satisfaction and dedicated job involvement are thought to be expected outcomes for both employees and organizations. The concept of job satisfaction received attention in business research. Locke (1969) defined job satisfaction as "Complex emotional reactions to the job". Job satisfaction also is an attitudinal variable (Porter et al, 1974). Job involvement and job satisfaction are closely connected with work motivation. The phenomenon of job involvement emerged from a factor of an analytic study of job satisfaction (Ishwara, 2010). The relationship between job involvement and job satisfaction is a vital issue for any organization. Bhatt (1997), Joshi (1998), Soong (2000), Khan & Nemati (2011) identified the relationship between job involvement and job satisfaction. A contended employee approaches his or her work with more enthusiasm and this is the point of job involvement. It is considered that job involvement is deeply connected with psychological and mental aspects of an employee. It is the computation of individual's perception. It is also believed that when an employee has positive attitude towards something (e.g. the organization where she/he works), she/he will show behaviors that sustain the target of having high job involvement (Andotra & Harleen, 2012).

1.3 Job Involvement and Personality Traits

People are different from each other from the point of their personality traits, behavior and belief (Mirheidari, 2011). Employees spend a big chunk of their day in their respective work places. Their personality changes have deep impacts on their personal or job-related issues. If they are not emotionally, mentally or physically well, this lack of stability can affect their personality dimensions, and could influence their

job involvement. Therefore, positive personality can ensure better output and higher productivity for an organization. Positive work experience and positive emotional responses have shown to influence individual well-being as well. (Cotton & Hart, 1993).

The behavior of an employee is influenced by personality traits. Thus, it is essential to examine and identify the type of personality employees are possessed with. Cattle (1946) defined personality as a cognitive and behavioral pattern ensures stability over time and across situations. He added traits can be seen as symptoms or measurable attributes. Whereas in 1937, Gordon All port defined traits as "neural disposition of complex order, (which) may be expected to show motivational, inhibitory and selective effects on specific course of conduct" (Cohler, 1993). Organizations also can be attentive to find out the types of personality that would be the best fit to a specific job. A number of researchers have identified that many factors are contributing to the employees' job involvement, where the most general factors are job satisfaction and personality traits, job characteristics, employees' well-being, needs, values, etc. (Bozionelos, 2004; Mount et al., 2006; Li et al, 2007; Liao & Lee, 2009; Patrick, 2010; Mirheidari , 2011; Awadh & Wan Ismail, 2012; Abidin & Daud, 2012).

1.4 Importance of Job Involvement, Job Satisfaction and Personality Traits

Therefore, an employee's attitude towards job involvement and satisfaction with the job and commitment to the organization are crucial to industrial psychologists due to their impact on behavior at work (Robbins, 1993). A job plays a significant role in employees' lives. It requires more time than any other single activity of their life. Job provides the monetary supports for their livelihood. A person satisfied with the working environment and job tends have a positive view of individual's Job involvement. The importance of job satisfaction is also a vital in different fields such as human resources management and organizational psychology. Lawler & Hall (1970) tried to differentiate the state of involvement from intrinsic motivation and job satisfaction. On the other hand, Morrow & McElroy (1986) concluded that job involvement is more often seen as a function of job satisfaction. While it is widely believed that there is a close connection between job satisfaction and job involvement,

it may also be the fact that job satisfaction and job involvement are two vital elements in increasing working performance, effectiveness and productivity, of any organization. Kanungo (1982) pointed out that job involvement relies on an employee's thought process towards the job's potential ability to satisfy their extrinsic and intrinsic necessities. Satisfied employees become more devoted to the job that shows their high level of job involvement. Job satisfaction is defined as an emotional state resulting from perceived work environment (Locke, 1969). As Job satisfaction and job involvement indicate to the individual's response to specific aspects of the job; the difference between the two constructs is that satisfaction is related with an individual's emotional reaction to the job whereas job involvement is considered as a cognitive belief state high lighting the extent of psychological association with the job.

Considering this scenario, there are the three variables of this research which aims to explore the influence of employees' personality traits and job satisfaction on job involvement. Besides, some demographic variables will also be measured in the study. The context of the study is to identify the level of job involvement of university library professionals in Bangladesh.

1.5 Job Involvement, Job Satisfaction and Personality Traits in Libraries

Meanwhile, job involvement of employees in service-oriented organization is positively related to reputation building effort of an organization. Employees in service industry have a pivotal role to play in building the image of an organization because mostly they are the lone interface between the organization and clients (Dutton et al. 1994). Enhancing the job involvement, increasing the level of job satisfaction and mediating the personality traits may ensure the satisfaction of clients of any organization. A service-oriented organization deals with their clients frequently A satisfied service depends on those professionals who are involved in rendering the service. If they are deeply involved and satisfied with what they are doing, it will surely stimulate them to show more optimistic behavior.

Job related issues of library professionals have already gained attention. It is worth mentioning that quality of work life enhances when the librarians are happy with their level of work variables and non-work variables (Abdul Aziz, 2011). The point is that the library professionals believe and define themselves as a human being at work. Surace (1969) investigated the human side of libraries and concluded that traditionally managers assessed their employees on the basis of personality traits and attitude, appearance, leadership judgment, loyalty, etc. He also pointed that whether it is library or computer department, we should look to management theory to assess us in solving our personnel problems. Personnel or professionals are the vital inputs for a library. It is the computation total of knowledge, skill and abilities. The success of a university library or any other library depends upon the effective functioning of the personnel. (Devi & Singh, 2006). Professional library personnel, who are rendering services to their users by using cognitive, physical, emotional and behavioral components which are affected by various job-related issues, should be recognized. Ballout (2008) concluded that work related variables like job involvement, job stressors and job social support may dictate how an employee reacts towards family conflicts and success in career. (Singh, 1997; Abdul Aziz, 2011; Kennedy & Brancolini, 2012).

Therefore, library professionals feel high job involvement when they feel satisfied with their job. Job satisfaction of a librarian naturally depends on the economic, social and cultural conditions in a given country (Ebru, 1995). Several studies were carried out on job satisfaction of library professionals (St. Lifer, 1994; Philips, 1994; Horenstein, 1993; Nkereuwen, 1990; Parmer & East, 1993). They found a significant correlation with the level of job satisfaction of library professionals. Recently various researchers found the positive relationship between job satisfaction and library professionals. (Mezbah-Ul-Islam, 2003; Togia, 2004; Mallaiah, 2008; Abdul Karim, 2008; Leysen & Boydston, 2009; ; Bernstei, 2011; Shomvir, 2012 ; Sultana & Begum, 2012; Olusegun, 2013).

Hence, job satisfaction is contributing to provide mental peace at the work place. Besides, personality traits also are an important issue, which affects the personal or work life of a library professional. An ideal librarian or library professionals may be defined as someone who has desirable personality traits such as alert mind, initiative,

imagination, productivity, interest in people and in reading, a pleasing personality resulting in effective relation with people and an emotional stability that can withstand the strain of high-grade library service which calls for the constant out-giving at vitality (Howe, 1936).

The library service is influenced by the behavior and response of library professionals. Different librarianship specialties can be differentiated by personality traits (Loy, 2008). Their behaviors play a significant role in library effectiveness. The effect of personality traits is being studied in all discipline. Douglass (1957) examined the personality traits of librarians. Williamson (2008) found distinct personality traits associated with the different types of librarians and he also noted that distinguishing traits are associated with person oriented and technique-oriented specialties. Goulding et al. (2000) identified personality traits of the student of library science and found variation in their personality traits.

Researchers over the decades also have explored that the effect of personality traits of library professionals and considered different perspectives (Clayton, 1968; Fisher, 1988; Afolabi, 1996; Agada, 1998; Sabatier & Oppenheim 2001; Scherdin, 1994, Paulhus & William, 2002; Scherdin, 2002). Most of the researchers found the positive effects of personality traits to library professionals and towards their job. They identified variation in personality traits as per the position or variety of library and its external environment. Recently, Rana & Naga (2013) identified some traits like; suspicious, shrewd, conscientious, apprehensive, experimenting and controlled, which are balancing the personality of information professionals. Personality traits have also influenced the job-related issues of library professionals. Williamson et al., (2005) found correlation between personality traits and job satisfaction of information professionals.

The context of this research is to investigate the level of job involvement with specific focus on related issues i.e. the personality traits and the job satisfaction of library professionals who are working in different university libraries in Bangladesh. The selection of this focus comes from the fact that a university library is considered as the heart of the university. The quality of library services mainly comes from the performance of the professionals. The quality of services depends on the view of

professionals when they feel job is important to them accordingly when they feel their job as central in their life and they are the important part of the library, in other word, when they possess high level of job involvement in the library. They try to provide the best possible service using their competence. The quality of their services will be the up to the mark if Job involvement stimulates the library professionals to carry out their jobs voluntarily.

After the above discussion on this topic, it is undoubtedly accepted that the job satisfaction generates the high level of job involvement. Most of the time job satisfaction keeps an employee psychologically sound. As job satisfaction influences professionals work, personality traits also influence their behavior either in social or in library work. It is a fact that there are many factors contributing to professionals' job involvement but several researchers identified that job satisfaction and personality traits are hidden factors that influence the job involvement of library professionals.

In the era of information technology, libraries are growing fast and their services have been diverted in various dimensions. Consequently, there is more pressure on library professionals. To adapt to these changes, library professionals should stay psychologically sound and should carry positive behaviors at work places. Since professionals' job involvement influence their work; hence, the main focus of this current study is to have a better understanding on the level of job involvement along with the impacts of job satisfaction and personality traits of professionals who are working in various university libraries of Bangladesh.

1.6 The Context of the Library Professionals

There has been an enormous change in all fields of knowledge. A library also needs to keep pace with change. Today libraries are provided with special consideration because they are the heart of academic institutions in providing library services to their parent bodies that include teaching, learning, research and cultural development. For decades, library professionals have been creatively managing the information and research resources of their institutions on behalf of attorneys and clients (Ahmad & Yaseen, 2009). The relationship between libraries and library professionals has been strongly established with passage of the time. Now libraries have become a more

dynamic force with the amalgamation of information to research and education that is making a mutual interaction with professionals and users of the library. As the usage of libraries is growing fast, the library professionals need to introduce and develop various effective services for the user's benefit. For this reason, there is an added pressure to find out the new and innovative method for the effectiveness of interaction between users and libraries. It is also important that human resources of a library and their services can be determined through the personality of a human being reflected in creation, mediation and use of information including complex communicative human relationship (Steinerova, 2001). Therefore, job content and job commitment, which are related with the job involvement, can be influenced by personality traits of employees. Changes in the services and the library work will have direct impacts on job and professionals. In the other words, library administrators are faced with three truths at their work places. Firstly, it is about their operation or involvement at the job. Secondly, it is their attitude or personality traits and the last one is the mental silences in terms of satisfaction level towards job.

Despite the amount of research on job involvement in various fields, previous researches on job involvement in the field of library have measured the extent of job involvement and has focused on several related issues on this topic. The main focus of this study is to try to examine the level of job involvement of library professionals and to seek a better understanding how personality traits and job satisfaction influence the job involvement of library professionals who are working in university libraries of Bangladesh. It is hoped that the study could help the university authority to manage their library professionals more successfully and effectively.

1.7 Statement of the Problem

1.7.1 The Status of University Libraries in Bangladesh

It has been observed that enormous progress is being made in the academic world. Advance knowledge and power of information have made it faster. Academic library and information center are playing a key role behind this transformation from the very beginning. The fundamental role of an academic library or information center is educational. It functions to achieve the academic goals of any academic institutions. It

can be a school, college or university oriented. An academic library provides essential reading materials and documents for research (Chowdhury, 2001). The present condition of academic libraries or information centers in Bangladesh is not up to the mark. They are facing declining budgets and rising cost. A survey on the government-sponsored academic libraries in Bangladesh in 1994 identified major problems in academic libraries:

1. Library directors are not professional at all (professors-in-charge) and mostly work in temporary capacity;
2. Extremely insufficient budgets contribute to outdated library materials and poor infrastructure facilities, including lack of space for library materials, patrons, and staff, an absence of temperature controls, and inadequate lighting;
3. There is a dearth of opportunity for professional librarians and staff to develop their professional skills;
4. A near complete absence of automation/computerization drastically hampers the progress and growth of academic libraries;
5. A national network of resource sharing is not possible due to the absence of a union catalog
6. Academic librarians deserve rank and remuneration on par with the academic staff (Foote, 1995).

Although the survey was published many years back, academic libraries and information centers are still facing trouble to provide better services to their patrons for the lack of budgets, skilled professionals and many more. The professionals are serving the best to their users despite all the constraints. Information professionals have to deliver information, information products and information services to special situations in which users seek for information. They should also help determine information need of users (Steinerova, 2001).

1.8 Job Involvement, Job Satisfaction and Personality Traits of University Library Professionals in Bangladesh

University libraries are structured to carry out the functions of rendering knowledge and services to the academic patrons. The development has to be even more rapid and dynamic in the various areas of library services, which support scientific and scholarly research in academic sector. In this context, the proposed study will be in-depth explorations that will certainly help the authority of the academic institutions

suggesting how to strengthen professionals' operational capabilities and how to build up efficient and skilled professionals for greater benefit of their institutions. The primary aim of the proposed study is to assess the level of job involvement and to investigate the influence of two related variables; job satisfaction and personality traits of university library professionals in Bangladesh. This effort will construct professionals' job more structured than before in the context of their attitude. It can lead to the academic development in the country.

The role and contribution of professionals in library or information services is a subject that has not got adequate attention in the country. Above everything, the professionals of these libraries and information centers suffer from a lack of legal underpinning. In other words, their function is impeded by some problematic areas, which in turn have a negative impact on their job unless an organization takes good care of its human resources. The human resource is also generally considered as the most important issue and particularly within a service-oriented organization like a library. It is essential to drive into the field of human recourse management to understand and operate for the adaptation and adjustment with the work environment. Work environment includes a number of factors: nature of organization, working condition, personality traits, nature of job, co-workers, rewarding system, internal rules, and polices, etc. Incorporation or amendment of the individual in the work environment of the library is much more than just being able to do the technical and other professionals' jobs. The individual needs adjustment into the organization set up and it is quite significant and worth investigation.

Therefore, the specific sample of population of professionals working in university libraries in Bangladesh and administration of standardized measuring instrument (scale), the present study will be approached as a suitable piece of research and the same can be useful in the field of university library management. In addition, the study would provide better understanding of job involvement, personality traits and job satisfaction of library professionals in different organizational setup. The answers to the specific research questions of the study could be helpful in discovering relevant factors to mitigate the unpleasant feeling prevalent among the library professionals.

Thus, it is concluded that job involvement of university library professionals cannot be studied by studying one or other variable of the library professionals. Job involvement has to be understood as something which is interconnected and interrelated multifaceted variables. Job involvement includes two items: personal characteristics or personality traits and situational characteristics or job satisfaction. Therefore, this study has tried to understand job involvement as a multifaceted element with personality traits and job satisfaction. The main variable deliberated for the purpose of this study is job involvement of university library professionals.

In the next Chapter, an attempt has been made to present an overview of the literature pertaining to job involvement, personality traits and job satisfaction.

CHAPTER-II

LITERARURE REVIEW

CHAPTER II

LITERARURE REVIEW

2.0 Introduction

To acquire and understand a research project, a literature review is an extremely vital tool. It helps to explore the main theories of a selected topic and to know how the previous work was applied and developed. Besides, it includes the criticisms made in specific areas. Literature review guides to work on new areas of knowledge. It also facilitates theory development, closes areas where a plenty of research works exist, and uncovers areas where research is needed (Webster & Watson, 2002). However, literature review is made to review various research works which were published in different forms; books, journals, magazines, web pages, websites, or others.

To achieve the research objective, therefore, this Chapter reviews the current and previous literature on job involvement and identifies the factors which directly influence the job involvement of library professionals who are working in selected university libraries of Bangladesh. Consequently, this Chapter is divided into two sections. The first section (Section-I) is developed focusing on conceptualization of job involvement and other variables, i.e. personality traits and job satisfaction.

The second section (Section-II) explores the various research articles related to the main stream of this study, job involvement, and predominantly in the field of library and library professionals of Bangladesh.

SECTION-I

2.1 Conceptual Framework of Job Involvement

Job involvement of employees contributes to the development of an organization and leads to organizational effectiveness. It is to be noted that any attempt to develop organizational efficiency needs a great degree of job involvement in an organization

(Elankumara, 2004). Job involvement is a computation of work-related factors. It becomes an imperative issue of international interest. It is connected extensively with business management research over the past few decades due to its effect on work performance, attention and productivity at work. More involved individuals feel more competent and successful at work. Firstly, the job involvement is a necessary condition if a person accepts fully his or her responsibility at the work place entrusted upon him by the respective organization. Secondly, job involvement is fundamentally linked with the level of objective. Thirdly, the job involvement is a variable in the relationship between satisfaction and performance. More satisfied employees feel more involvement at the job and usually, their performance level will be higher than dissatisfied one. Job involvement is also an attitude people have towards their jobs and exists to an extent in which it would fit between the employees and organization. job involvement can also be defined as the enthusiasm of a person towards his or her job (Pollock, 1997).

The concept of job Involvement has been traced by a prominent sociologist Durkheim (1893) as he is credited for pioneering the concept of job involvement in research literature and underscored the importance of job involvement in industrial environment (as cited in Al-Kahtani & Alam, 2014). All port (1943) traced out job involvement as an active participation in the job. He explored that active participation in the job is to facilitate the fulfillment of needs such as prestige, self-respect, autonomy and self-regard. In 1962, Vroom, V. agreed and confessed that job involvement is a psychological involvement of an individual though several studies discovered job involvement from various other perspectives with the passage of time, i.e. self- expression and actualization (Wickert, 1951; Gurin, Veroff & Feld, 1960), central life of interest (Dubin, 1956), values of personality characteristics (Iverson & Reuder, 1956), extreme importance in life (Guion, 1958), central to the self-concept (Slater,1959), self-consistency (Aronson & Carlsmith, 1962 ; Kaufmann, 1962), ego-involved (Vroom, 1962). But the concept of job involvement got popular and drew the attention of many researchers after the work of Lodhal & Kejner (1965). They defined job involvement as "the degree to which a person is identified psychologically with his/her work or the importance of work in his/her total self-image (as cited in Al-Kahtani & Alam, 2014). Lodahl & Kejner (1965) identified job involvement, when a person feels his or her job as:

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- Important psychological part.
- Importance in total self- image.
- Work performance affects self-esteem.

Saleh & Hosek (1976) viewed job involvement as multi-dimensional approaches and compiled different conceptualizations into four separate categories that are constructed as job involvement for an individual:

- Work is an inner life interest.
- Dynamic input in the job.
- Performance as vital to self-esteem.
- Performance dependable with self-concept.

Whereas Blau (1985) and Blau & Boal (1987) viewed job involvement as one dimension and Robbins (1996) agreed with them and concluded that a job involved person takes the job as an important part of his or her psychological life. Similarly, Paullay & Colleagues (1994) accepted multi-dimensional approaches of job involvement and they conceptualized job involvement as two components:

- Involvement in specific tasks.
- Perceiving the task as engaging.

In the same way, Yoshimura (1996) presented a multidimensional model of job involvement. He states that job involvement consists of three dimensions:

- Emotional job involvement.
- Cognitive job involvement.
- Behavioral job involvement.

Recently, Ishfaq & Talat (2011) identified several characteristics of job involvement in light of observations made by Lodahl & Kejner (1965) and Saleh & Hosek (1976). They categorized job involvement into four ways:

- Actively contributing to the job.
- Work as the central life of interest.
- Performance compatibility with the self-concepts.
- Performance as central to self-esteem.

According to previous conceptualizations of job involvement by various authors, Lodahl & Kejner's (1965) concept is adopted for this study though each of these approaches focused on various aspects of job involvement. Also, the concept has covered almost all the aspects of employees towards their job involvement.

2.1.1 Theoretical Model of Job Involvement

Job involvement depends upon multiple variables that would affect the personal and psychological part of an individual. For determining the relationship between job involvement and its related variables, there are several relevant models which are quite useful for better understanding i.e. expectancy theory model (Vroom, 1964), integrated theory model (Rabinowitz & Hall, 1977), motivational approach model (Kanungo, 1982), causality theory model(Brown, 1996), multi-dimensional model (Yoshimura, 1996), theoretical model from Lodahl & Kejner (1965). However, in order to draw out a better theoretical model and select the related variables for the research, integrated theory model (Rabinowitz & Hall, 1977) has been considered in this study.

Integrated Theory Model

Rabinowitz & Hall (1977) have incorporated related previous research to develop the integrated theory model. Their model is based on three probable determinants, which incorporate individual background and socialization, job features and an association of job and personal factors (e.g., Rabinowitz et al., 1977). In other words, job involvement is connected with three functioning variables: dispositional, situational and interaction between dispositional and situational. A number of researchers agreed with the view of Rabinowitz and Hall and accepted that job involvement is influenced by the these factors, (Bashaw & Grant, 1994; Blau, 1986; Blau, & Boal, 1987; Chughtai, 2008; Hackett, Lapierre, & Hausdorf, 2001; Lodahl & Kejner, 1965; Mcelroy, Morrow, Crum, & Dooley, 1995; Rowold, 2008). Figure 2.1 below shows the model of job involvement's dimensions created by Rabinowitz & Hall (1977).

Figure 2.1: Rabinowitz & Hall's (1977) the Job Involvement Theory Model
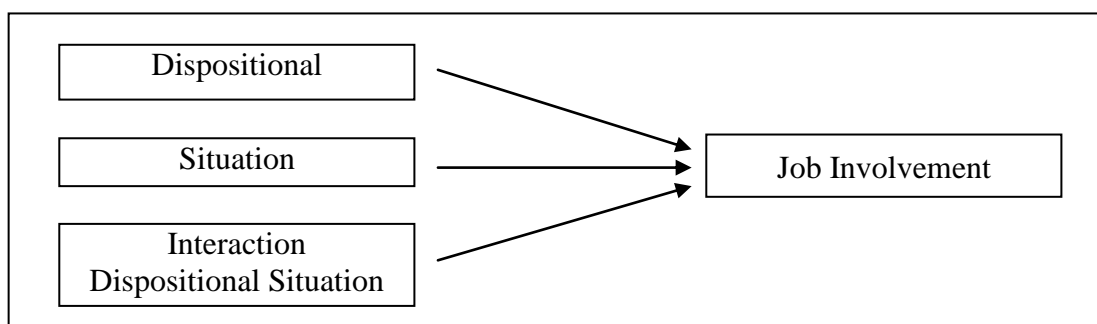
Adapted from: Akhtar, Z., & Udham, S. (2010, July 14). Job Involvement: a theoretical interpretation in different work settings. Indian MBA.com.

Job involvement is treated as something which is dependent on an individual's personalities and traits, according to dispositional approach. Mckelvey & Sekaran (1977) also found that personal factors highly contribute to employees' job involvement. Latter Liao & Lee (2009) confessed that personal attributes or personalities are more relevant to predict job involvement. Barrick & Mount's meta-analysis includes five factors that many researchers use to highlight influential personal opinions across measurements, which are neuroticism (emotional stability), extroversion, openness, agreeableness, and conscientiousness (as cited in Liao & Lee, 2009). These five factors are called as Big Five Model. The Big Five Model of personality was used by researchers to determine individual's personality. There are several studies which (Digman, 1990; Goldberg,1993; McCrae &Costa,1996; O'Connor,2002) have significantly confirmed the validity of human personality by using the Big Five Model (as cited in Nikos, 2003).

In the situational approach of integrate theory model, Rabinowitz, Hall & Goodale (1977) explained that job involvement is a personal characteristic, which is work related situational variables, such as job satisfaction. Job satisfaction is evidently an emotional response that consists of both extrinsic and intrinsic need satisfaction. "An individual's behavior and attitudes exhibited both on and off the job a function of the saliency of the need states within that individual. The need saliency within the individual depends on prior socialization and on the perceived potential of the environment. An individual's belief that he or she is job involved or alienated with the job depends on whether the work is perceived to have the potential for satisfying his or her salient needs" (Kanungo, 1979). Further, Kanungo (1982) separated the salient intrinsic need satisfaction from the salient extrinsic need satisfaction and found the relationship between job involvement and intrinsic and extrinsic need of satisfaction. Whereas, Saal (1981) recommended that job satisfaction is an outcome, while Rabinowitz & Hall (1981) reported it as the antecedent of involvement. There are twenty specific dimensions of job satisfaction which are usually referred to as: activity, independence, variety, social status, supervision-human relations, supervision-technical, moral values, security, social services, authority, ability, utilization, policies and practices, compensation, advancement, responsibility, creativity, working condition, co-workers, recognition, achievement (Azad 1978; D'Elia ,1979; Bajpai, 1999; Mezbah-Ul- Islam, 2003; Sultana &Begum, 2012).

Finally, interaction between disposition and situation approaches is distinct from the dispositional situation. In this approach personalities and situational variables, namely job satisfaction, are interacted and are used to explain individual's behavior through personality traits towards job involvement. When the personal and situational factors are equally met, the individual will hold high level of job involvement.

2.2 Conceptual Framework of Personality Traits (Big Five Personality Traits)

The nature of the daily work of most of the employees shows their own thoughts by liking or not liking their works. Most of them struggle with their views in their work places quite often thanks to a set of personality traits. If they possess positive personality traits, they perform well in their respective work places and bring great results for their employers. On the other hand, negative personality traits result in low productivity, high absenteeism, labor conflict, organizational conflict and high labor turnover which at the end hinder the organizational aims and goals defectively. Personal characteristics usually influence their behavior and belief. The personality dimensions provide insight as to why an employee shows more or less involvement at work.

Job involvement influences attitude and values of an individual's life and shows the determination and commitment of employees to their organization. Human priorities for various patterns of time utilization are likely to have significant consequences for workplace behavior (Bluedorn, Kaufman, & Lane, 1992). Sekaran & Mowday (1981) reported that job involvement is greatly influenced by human psychological factors. According to Lodahl & Kejner (1965), the value orientation of individual to work holds a pivotal role to show employees' job involvement level. Similarly, Lawler & Hall (1970) stated that work involvement points out attitudes and values towards a specific aspect of life and hence, it must connect to personality traits, as earlier. Every individual is different and is guided by their own personality. Their perception, thoughts, attitude and their values are directed by their own personality. Any changes in individual's possession of certain values or personal characteristics will drive their

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level of job involvement to vary (Ho, 2006). As per this statement, the higher an individual's internalized work ethics is, the higher possibility of an individual to be involved in his or her job, regardless of his or her job contents (Sharon & Elwood, 2002).

Gellatly (1995) noted that the behavior of a job holder is a consequence of work-related behaviours. Blau (1986), Blau& Boal (1989), Mathieu & Kohler (1990), came to a conclusion that the work-related perceptions such as job involvement and organizational commitment have a positive connection with employees work behaviors. Similarly, a number or researchers found the relationship between job involvement and personality traits (Azeem, 2010; Liao & Lee, 2009; Li et al. Mount & Barrick, 1991, 1998). Besides, Liao & Lee (2009) reported that a number of other personal attributes are more relevant to predict job involvement. They also confessed that scrutinizing and explaining the connections between job involvement and other important variables, the psychological identification dimension might be the most important part of job involvement.

In recent time, researchers studying personality traits have drawn a unanimous conclusion that the five super-ordinate factors-the Five-Factor Model (FFM) is extremely important for the understanding of personality facets. The FFM had its origins from a cluster analytic study of Cattell's 16PF (Davis & Million, 1999). Eventually, Costa & McCrae (1992) worked and shaped the Five-Factor Model (FFM) of personality traits as part of their development of the Neuroticism, Extraversion, Openness-Personality Inventory-Revised (NEO-PI-R). The FFM consists of traits that are mentioned below.

1. Neuroticism,

2. Extraversion,

3. Openness to experience,

4. Conscientiousness and

5. Agreeableness. (Awadh & Wan Ismail, 2012)

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Figure 2.2: Five-Factor Model (FFM) of Personality Traits

Ex = Extroversion
Ne = Neuroticism
Op = Openness
Ag = Agreeableness
Co = Conscientiousness
JI = Job Involvement
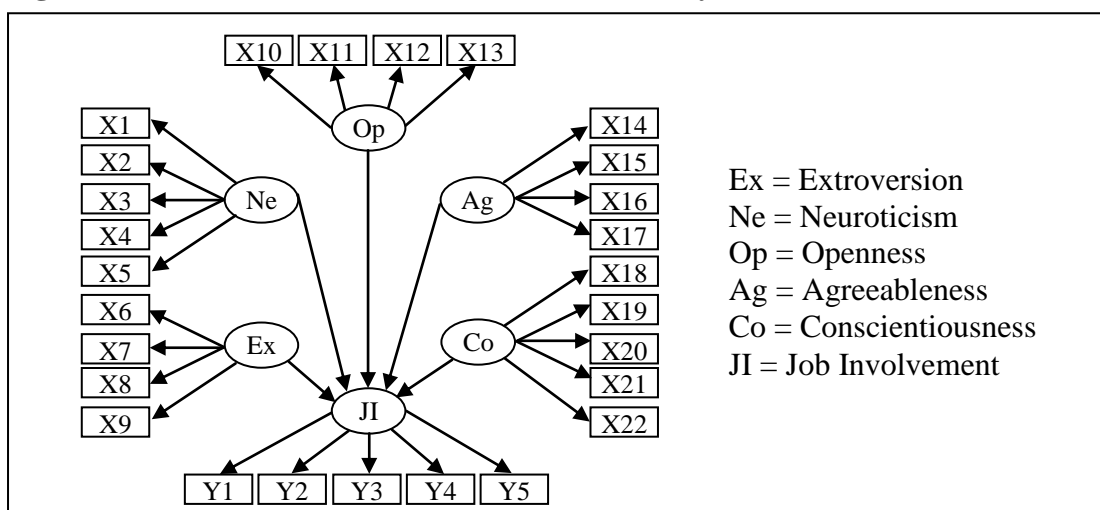
Adapted from: Liao, C. S., & Lee, C. W. (2009). An Empirical Study of Employee Job Involvement and Personality Traits: The Case of Taiwan. International Journal of Economics and Management, 3(1), 22-36.

2.2.1 Neuroticism

Neuroticism is one of the important personality traits. (Costa & McCare, 1987). It is related with emotional stability (Goldberg, 1990; Tellegan, 1985). Emotional stability leads to greater job efficiency across occupations (Clarke & Robertson, 2005). Neuroticism also refers to negative emotion (Penley &Tomaka, 2002). It is related to self-esteem (Judge et al., 1997). Locke (1976) reported that people with low self-esteem is very closely related to neuroticism. People with high neuroticism are self-pitying, wary, vulnerable, susceptible, frustrated, and nervous. They also lack positive psychological adjustment and feeling helpless and vulnerable. (Costa & McCare, 1988; McCare & John, 1992). Neuroticism is also very close to affectivity (Watson & Tellegan, 1985). Some cases and neuroticism are almost equal. (Erez & Judge, 2001). Neuroticism manipulates individual's personality and work life negatively. High neuroticism creates lack of confidence and optimism which results in less enthusiasm at work. It also hinders the positive attitude of an individual. Consequently, individuals are less likely to get involved in job with enthusiasm and are more likely to be derailed easily especially when they receive negative feedback as they consider feedback as a threat to their job (Smither, London & Richmond, 2005) (as cited in Liao & Lee, 2009). It is also be explored that neuroticism as dispositional source of job stress (DeNeve & Cooper, 1998; Penley & Tomaka, 2002). Similarly, Gallagher (1990) stated that neuroticism was positively related with stress events.

Job involvement needs confidence, self-esteem, enthusiasm, performance capability, self-concepts, active participation with positive attitude; however, all these attributes are absent in neuroticism. Therefore, many researchers are inclined to believe that neuroticism is directly in contrast to job involvement.

2.2.2 Extraversion

Extraversion, a widely researched characteristic, is from the Big Five taxonomy (Salgado, 1997). Cooper (2003) described extraversion as welcoming, interactive, aggressive, energetic, enthusiastic, assertive and optimistic behaviour of an employee. Ambition and social ability are the two basic aspects that characterize extraversion. (Hogan, 1983). However, extraversion strives for excitement (Costa & McCare, 1992; Goldberg, 1990) leads to active and impulsive behavior (Watson &Clark, 1997) and individuals driven by it have a high desire for social recognition, praise, status, exhibition and power (Costa & McCare, 1998; Hogan & Hogan 1992). It is also closely related with positive affectivity (Costa & McCare, 1980), and extroverts who focus on materialistic gains are willing to give their best for greater rewards (Stewart, 1996). They treat their job as an opportunity to reach their ambition. However, they like to take challenge for drawing attention through high level of performance. Studies show that extraversion leads to higher performance in job that entails greater social interaction (Barrick & Mount, 1991). Varca (2004) reported that when a person is highly extrovert, he or she usually provides services ahead of time. Because such people often use their working environment to represent a key facet of their lines that enables them to meet their opportunity and exhibit their talents (Hurley, 1998). In other word, extroverts fit better in any challenging situation to prove themselves as self-confident and self-image oriented.

Another evidence showed that extroverts tend to have more friends as they prefer to spend time and enjoy in interpersonal interactions with the surrounding people (Watson & Clark, 1997). This means extroverts take their job as the central life interest which is a key component of job involvement. Berg & Feij (2003) found the relationship between job involvement and extroversion. They confessed that employees make better use of their competencies than other employees with low extroversion, which enables them to increase their self-efficiency, and this in turn

leads to better work proficiency. From this perspective and analyzing the past studies, extroversion should be taken as one of the important dimensions in Big Five Model of personality to identifying the level of job involvement of employees.

2.2.3 Openness to Experience

Openness is the least studied personality of the Big Five Model of personality traits. Individual, who is intellectually curious to introduce new ideas and variety of experience, might be characterized as possessing high openness personality. According to Clarke & Robertson (2005), openness includes the ability to be imaginative, unconventional, curious, broadminded and cultural. Openness is also suggested as an attraction to new ideas, concepts, actions and feelings (Niehoff, 2006). An individual with high openness has a tendency to be innovative, to discover new things, to be adventurous or having concepts of accomplishment. They also like to take risk. Therefore, openness is correlated with technical and innovativeness, deviating approach and political moderation (Judge et al., 2002; McCare, 1996; Feist, 1998). However, this kind of individual has a very optimistic approach to training and learning experiences (Barrick & Mount, 1991).

People having high openness are likely to reach to the peak of competence at work. They mostly like to avail the opportunity to learn any new method. Furthermore, an employee with openness should be task loving, constantly searching for new methods to complete his or her work (Stewart & Nandkeolyar, 2006). Hence, they must be reported as high involved in their job. Lounsbury et al. (2003) stated that positive connection between scores on openness and scores on work facilitate a construct which to an extent overlaps with job involvement (Lounsbury & Gibson, 1998). In addition, Judge & Ilies (2002) concluded that openness has a positive impact on the accomplishment of self-set work goals. However, people with openness may take the job as the pivotal part of their lives. Based on the previous studies, it would be a deal to identify the relationship between personality of openness determined by the Big Five Model and job involvement of the employees.

2.2.4 Conscientiousness

Conscientiousness includes potentiality, systematization; responsibility, goal orientation, self-control, and deliberation. Although conscientiousness is task based

like the personality of openness, it is also associated with some characteristics like; efficiency, organization, reliability, planfulness, sense of responsibility, achievement orientation and productivity (Goldberg, 1990; McCare & Costa,1989; McCare & John, 1992). Conscientiousness has two major facets: achievement and dependability (Mount& Barrick, 1995). Now, people with high conscientiousness are dependable, risk-averse. They have the need for achievement and they can delay gratification (McCare & John, 1992; Goldberg, 1990). Several studies found the employees' relationship with conscientiousness and their work life. Barrick & Mount (1991) stated that conscientiousness is the ability of an individual to work hard with motivation to accomplish his goal. Conscientious people are dutiful and responsible and they like to engage themselves in their respective jobs to reach the goal that further leads to job involvement. Consequently, they appear to have high level of job involvement as they perform their task in more creative way. While low conscientiousness on the other hand suggests the employee to try to meet only immediate demands. Low conscientious people do not care about prospective results, lack a sense of goals, and mistakenly rules (Arthur & Doverspike, 2001). These employees are quite likely to assume that the work they do has significant meaning and thus, they face greater psychological connection to their jobs (Li, Lin & Chen, 2007). The high conscientiousness constructs the potentiality among the employees to accomplish their work well and so they treat their job importantly. Thus conscientiousness should connect significantly with job involvement of employees.

2.2.5 Agreeableness

Agreeableness is a trait that is deeply connected with people to people relationship (De Raad, 2000). Agreeableness is defined as something which is flexible, forgiving, cooperative, supportive, credible, good natured, generous and altruistic (Costa & McCare, 1992; Goldberg, 1990; McCare & John, 1992). Since agreeableness is treated as a socially-based trait and people having this trait are described as friendly, cooperative, altruistic, helping and generous (Costa & Mccare, 1992). Highly agreeable persons like to keep constructive interpersonal relationship with others and they try to develop healthy working environment by providing cooperation and optimistic behavior. Because agreeable persons are more concerned with others welfare (Ashton & Lee, 2001). According to Pawlik-Kienlen (2007), people who are

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agreeable in nature are likely to be pleasant and welcoming, as they often incorporate the expectations of others and maintain good social relationship. Conversely, individuals with poor agreeableness can be leveled as manipulative, self-fish, suspicious and ruthless (Costa & McCare, 1992; Digman, 1990). Therefore, high agreeable persons having a positive view to work are likely to keep themselves more involved at the work. Agreeable employees take their jobs seriously and they treat their job as a platform to develop their self-respects, career achievements and self-images, which enhance job involvement. Therefore, they tend to give priority to personal values and try to achieve self-respect. In other words, they show more job involvement and they are supposed to have a positive connection between agreeableness and job involvement.

Accordingly, many researchers measured an individual's personality through this Big Five Model in the past few of years. Because of its validity and broad acceptance, the Big Five Model has been widely utilized in the field of applied research (Barrick and Mount, 1991; Hurtz & Donovan, 2000; Judge et al., 1999; Judge et al., 2002; Salgado, 1997). Therefore, it is imperative to find the connection between the Big Five traits and imperative job-related issue like job involvement. The goal of the present study is to examine the relationship between the big five personality traits and job involvement of the library professionals.

2.3 Conceptual Framework of Job Satisfaction (Twenty Job Factors/Facets)

Job satisfaction is an important area to determine the perception of the employees towards their job. Job satisfaction perhaps is the most often studied topic in management particularly in human resource management and industrial psychology. The future of organization and the productivity of the employees mostly depend on the staff and their perception towards job. Employees are animated with their emotions, feelings, beliefs, opinions, perceptions, attitude etc. the combination of the positive support of these human factors and the adequacy of resources can assure to achieve the goal of organization. High level of job satisfaction stimulates employee's dedication to their organization. Various scholars have defined that job satisfaction is an important issue.

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Happock (1935) first explained the term job satisfaction as a combination of psychological, physical and environmental aspects that cause a person to say "I am satisfied with my job". Poor job satisfaction is a deadly sign for any organization. It can result in absenteeism and employee's turn over. It can easily lead to disappointment, anger, low productivity, disciplinary problems and other conflicts and clashes within organization. Job satisfaction is an attitude that people have about their jobs. It is also an individual's affective attitude or orientations for work (Bulm & Naylor, 1968, Muchinsky, 1990). It relies on the extent of intrinsic and extrinsic outcomes and how the job holder deals those results. The importance of these outcomes varies from people to people. For some, responsible and challenging work might have impartial or even negative value depending upon their education and prior experience with work providing intrinsic outcomes. For many other people, such work outcomes might likely to have positive values. Different people attach different degree of importance to job outcomes. These differences alone would explain different levels of job satisfaction for essentially the same job tasks (Chelladurai, 2006).

Employee satisfaction is a positive feeling about an individual's job, resulting from an evaluation of its characteristics (Hodson, 1991). Job satisfaction expresses the different feelings related to different aspects of the job. The most important features of a job that employees are required to describe regarding satisfaction towards different facets (MSQ, 1967). There are various researchers who have investigated the job satisfaction through these twenty facets (Sultana & Begum, 2012; Mezbah-Ul-Islam, 2003; Bajpai 1999; D'Elia ,1979 ; Azad ,1978) which are mentioned below.

1. **Activity:** Activity refers to being busy in the job. Staying busy and occupied will help them to find innovative ways to do the job.

2. **Independence:** It refers to opportunities of the staff to work independently without any intervention.

3. **Variety:** Is monotony of carrying out the same routine tasks taken care of? Is there a possibility to bring diversity in the job every day?

4. **Social status:** It leads to enjoying a certain degree of respect from the society. A job with social status connects a person with distinguished people and makes one feel important.

5. **Supervision-Human relations:** This element deals with inter-personnel relations with the boss. It covers the way a supervisor supports his or her men and deals with complaints lodged against his or her team.

6. **Supervision-Technical:** Is the supervisor equipped with technical knowledge? The manner in which he/she delegates power enables one to deal with difficult situation and trains his/her men.

7. **Moral values:** It refers to the ability of doing things being morally upright and it does not harm the religious feelings of an individual.

8. **Security:** Job satisfaction is directly connected with job security. Security and permanence in the job boosts the confidence of an employee and enhance job satisfaction.

9. **Social services**: Opportunities the job provides one to work for the betterment of others.

10. **Authority:** This deals with the scope and opportunity one gets to dictate terms in the work place and whether one has the power to supervise and direct.

11. **Ability Utilization:** This element focuses on the perfect utilization of human resources.

12. **Library Policy and practice:** This deals with how policies are formulated and put into practice and how they influence the professionals.

13. **Compensation:** It deals with remuneration and seeks whether it is comparable with other jobs similar in nature**.**

14. **Advancement:** Mostly deals with progress in the career and the scope of getting ahead.

15. **Responsibility:** Do the personnel have the opportunity to take their own decisions in library management and be responsible for them? Is there enough independence to rely on one's own judgment?

16. **Creativity:** This asks whether the library professionals have the ability to do things differently and creatively for the betterment of the library.

17. **Working condition:** Deals with the nature of the working conditions and seeks to find out whether the infrastructure facilities are good enough.

18. **Co-workers:** This variable relates to the relationship that exists among co-workers. .

19. **Recognition:** This variable relates to getting praise and receiving appreciation for carrying out the job and fulfilling the responsibilities with diligence**.**

20. **Achievement:** This element relates to the award one gets in recognition of his or her contribution to the organization.

Job satisfaction acts as attitudes to respond to the job and situations either positively or negatively. A person who has positive attitudes towards job is involved and is committed to the organization. A person who is dissatisfied with the job may become less involved in the work and is less committed to the employer. Job involvement is considered an important element of job satisfaction (Paille, 2010) others consider it as a proxy for intrinsic work motivation (Boardman, Bozeman, & Ponomariov, 2010). To achieve the goal of organization, managers should consider the job satisfaction which is connected with job involvement of the employees. Managers must realize the importance of job involvement since it has been associated with other important job attitudes including job satisfaction, organizational commitment, and reduced turnover intentions (Zagenczyk & Murrell, 2009). Managers might find it a little bit easier to enhance job satisfaction, productivity and organizational loyalty for employees with higher levels of job involvement (Shih et al., 2009).

Similarly, a number of researches have shown a positive connection between job satisfaction and job involvement (Gerpott, 1990; Patterson & O'Driscoll, 1990; Shore et al., 1990; Baba & Jamal, 1991; Elloy et al., 1991; Mathieu & Farr, 1991). Kanungo (1982) observed that job involvement banks on employees' extrinsic and intrinsic needs as well as employees' perception of the job's potential to satisfy those needs. Okaro et al.(2010) also suggested monitoring extrinsic and intrinsic sources of job satisfaction. Yoshimura (1996) concluded that individual personality and job satisfaction affect the job involvement.

After a comprehensive review of literature, Morrow (1993) concluded that job involvement is more often seen as an outcome of job satisfaction. Keeping this in mind, the study aims to measure satisfaction with the various components owing to the various features involved in construction of job satisfaction and attempt to identify the relationship with job involvement. The outcomes will eventually help to provide an explanation connecting job involvement and job satisfaction as a whole.

SECTION-II

2.4 Studies Related to Job Involvement

In this segment, an attempt has been taken to present on literature review pertaining to the job involvement of library professionals as well as other professionals, which are discussed in the following areas

2.4.1 Studies Related to Job involvement in Different Fields

In review of the present literature connected to job involvement, both empirical researches and other contradictory studies make it obvious that there is a significant relationship among job involvement and job satisfaction, personality traits, organizational climate, emotional psychological predictor, motivation, performance, organizational productivity, job characteristics, job attitude, career silence etc. Research result continues to support the significant role of job satisfaction and personality traits as elements determining an individual's level of job involvement. Kanungo (1982) stated that job involvement can be measured by how much the job can meet an employee's most important needs. In addition, job involvement refers to an employee's psychological attachment to the job he or she is doing. As well as, he identified those individuals who demonstrated high work involvement also considered their jobs a significant part of who they are. Joiner & Bakalis (2006) recommended that job involvement describes how interested, enmeshed, and engrossed the worker is in the goals, culture, and tasks of a given organization. In this point of view, it is observed that most of the previous studies have made attempts to explain an employee's job involvement as a function of the imperative phase of individual's life.

More recently Aderibigbe et al. (2014) explored four psychological predictors namely self-efficacy, meaning in life, education and age of job involvement among 214 person of civil servants in Nigeria. They found that all predictors have jointly predicted job involvement except education. They suggested to increase the level of efficacy, perception of life and job involvement by designing effective manpower training programme, making cordial and mutual social and work relations with staff and providing supports to low educated staff.

Al-Kahtani & Allam (2014) investigated the impacts of stress and pressure in the job, involvement and locus of control with job satisfaction among 274 banking employees. They found that employees with less pressure and stress were having more job satisfaction than their counterparts who get very little free time. They exposed that individuals having job involvement demonstrated higher degree of job satisfaction because of their physical, psychological and emotional attachment with the job. Job satisfaction differs significantly with internally and externally control groups personnel. In support of the relationship between the job involvement and organizational commitment and productivity or performance, Mazayed et al. (2014) identified that employees having high job involvement and commitments to the organization are performing well and they feel more satisfied with their organization.

Lubakaya (2014) explored some of the major factors that influenced job involvement of employees namely: personality, motivation, training and job characteristics. They found that all the factors significantly influenced the level of job involvement of an employee. Above all, they identified the relationship between job involvement and the Big Five Personality Traits. They also recommended giving prevalence on these factors for reducing turnover rate, removing low customer –service delivery and increasing the level of performance.

In terms of the job involvement and job satisfaction Takkar & Pandya (2013) treated both as a job attitude. They tried to identify the difference between job involvement and job satisfaction. Thus they found commonalities with each other in terms of their positive impact on work. Furthermore, they concluded that there are different levels for the same phenomenon of emotional attachment to the job.

Similarly, Raymond & Mjoli (2013) found a moderate positive correlations among job satisfaction, job involvement and organizational commitment. The results of their study also indicated that there is a statistically significant relationship between the two independent variables, job satisfaction and job involvement.

Aamir et al. (2012) concluded that job involvement and in-role job performance are positively related with each other and organizational commitment enhances their relationship through mediation effect.

Andotra & Harleen (2012) viewed job involvement as a predictor of employee's well-being and organizational life. They argued that job involvement and organizational commitment are best predicted by a combination of implicit and explicit job attitudes (namely satisfaction), and that a dissociation between implicit and explicit attitudes impacts organizational commitment.

On the other hand, Awadh & Ismail (2012) investigated the impact of personality traits (the big five model) and work-related attitudes such as job involvement and organizational commitment on employees' work performance, including their inter-relationships. The study hypothesized that personality traits and work-related attitudes have direct positive significant relationships with employees' work performance, with the moderating effect of organizational culture in the Saudi Arabian context. They also suggested that job should be structured in relation to personality traits of employees as it can lead to improving employees' performance, which will obviously contribute to organizational productivity and development.

Khabazan (2011) viewed the rate of job involvement in terms of gender. They did not find any significant difference between a male and a female towards job involvement. Ahmadi (2011) observed two types of factors that influenced job involvement namely; organizational justice and job characteristics. The study conceptualized organizational justice by three dimensions which are distributive, procedural, and interactional justice. He found that distributive and procedural justice in an organization and all dimensions of task attributes except task significant have positive impact on job involvement. Biswas (2011) examined the casual impact of psychological climate on job involvement and job satisfaction in India. Since Job Involvement is conceptualized to the extent of an individual's psychological identification with his/her job and psychological perception also improves individual's job satisfaction by augmenting their social satisfaction. He observed that the psychological climate is a statistically significant predictor of positive levels of job involvement and job satisfaction. However, researchers suggested mangers to be more caring towards framing subordinate's performance requirements and standards for heightened the level of job involvement.

In the same way, Khalid & Rehman (2011) viewed on job involvement in terms of psychological contract, communication and emotion when an individual changes his or her job. The study conceptualized that organizational change may result in the breaking of psychological contract between an employee and an employer and it also can lead to the reduction of employees' job involvement because the changing of organizational setting may break the bond between employees and workplace and can possibly decrease employees' job involvement. Furthermore, they found communication, emotions and psychological contract play which play the mediating roles between organizational change and job involvement.

Similarly, Pisheh (2011) investigated the relationship among the job involvement and psychological aspect in terms of locus control that is how strongly people believe they have control over the situations and experiences that affect their lives. In of the employee. Researchers found the direct correlation between locus of control and job involvement.

Kiyaniet al. (2011) examined the impact of career silence on job involvement and they found a positive relationship between the career salience and job involvement. They mentioned that career of knowledge plays a significant role on job involvement as career awareness enhanced the job involvement and job commitment of employees and improved the performance and stability of employers.

Uthayasuriyan & Jayasagar (2011) observed the effect of organizational climate on job involvement as a psychological need of an employee. They pointed out organizational climate can have a major influence on motivation, productivity and job satisfaction. The result of their study identified the relationship between organizational climate and job involvement of the employee. They advised to improve the organizational climate by modifying training and development methods.

Mehta (2011) focused on determining job involvement among working women in different profession. Researchers have seen the job involvement as the satisfaction of certain salient psychological needs.

Abd Razak et al. (2011) viewed the effects of workload and job involvement from two dimensions of work-family conflict (work interference with family and family interference with work). They found a positive relationship between workload and the two dimensions where job involvement has no significant impact on the two forms of work-family conflict. To reduce workload and family conflicts and also to increase job involvement, researchers suggested recruiting more employees.

Ishwara (2010) assessed the job satisfaction and job involvement among the university teachers. The study found that there was no significant difference in job involvement however, a positive association was found between job satisfaction and job involvement.

On the other hand, Azeem (2010) examined the influence or personality hardiness on job involvement, the study found the consequences as job burnout of personality hardiness and job involvement. It also identified personality hardiness as the predictors of burnout. However, Patrick (2010) found a significant relationship between Big Five personality traits and job satisfaction. The study stated that individuals with high emotional stability, anxiety, moodiness, irritability and sadness experience lower intrinsic, extrinsic and general job satisfaction.

Parumasur (2010) observed the relationship of job involvement with motivation. The study found significant inter-correlation among the majority of dimensions and sub-dimensions of motivation and job involvement.

2.4.2 Studies Related to Job Involvement in the Field of Libraries

There are so many researches that were conducted in the area of job involvement in various field of knowledge over the past few decades. However, there is still a paucity of studies about job involvement in the field of library. This literature review will cover relevant previous studies conducted on job involvement by different library professionals. Different authors had expressed their views in different ways regarding job involvement and discussed in the following areas:

Recently, Abdul Aziz et al. (2011) investigated the relationship between work and non-work variables and the quality of the work life of librarians working in government academic libraries in the Klang Valley, Malyasia. They examined four work variables:(1) Job Involvement (2) Work Role Conflict (3) Work Time and (4) Schedule Inflexibility as well as non-work variables i.e; (1) family involvement and (2) family conflict, which were previously evaluated by Parasuraman et al., (1996). They tried to find whether librarians are affected by the two variables towards the quality of work life in their career. The findings concluded that there was a significant relationship between all the dimensions of work variables with quality of work. The study also indicated that both work variables and non-work variables do matter in determining the quality of work life of librarians. They mentioned that quality of work life also includes the level of job satisfaction, safety and healthy environment. In terms of job involvement, they stated that individuals who are highly involved in their jobs or career might devote more time and effort to their work than to their family. In order to balance both domains, they need to minimize the potential conflict resulted from these interactions and improve the working climate to fulfill their goals.

Rao (2011) evaluated employees' involvement programs in a library. He tried to examine library employees' involvement in S.D.M. Institutions of Dharwad city of Karnataka State of India. He also attempted to find out the nature of relationships between the perceptions of involvement of library professionals and perceived levels of job satisfaction, job involvement and work stress through four attributes- power, information, reward and knowledge. The findings of the study revealed that library professionals experienced high-involvement work system in their respective organizations. Regarding the four key elements of the perceived library professionals' involvement reasonably higher degree of 'power and information-orientation', moderate degree of 'reward-orientation' in their respective organizations. The study also identified the high involvement work system and the perceptions of employee involvement practices that were positively correlated. The study found significant positive correlations with the perceived levels of job satisfaction, job involvement and organizational commitment, but negatively correlated with the perceived levels of work stress of library professionals.

Abdul Karim (2010) carried out a study to identify the correlation and prediction of organizational commitment and job satisfaction among Malaysian university librarians. The study examined the impact of five work related variables i.e.; job involvement, role conflict, role clarity, job autonomy and job performance feedback on both dimensions. The study found that only three variables namely job involvement, role clarity, job autonomy was significantly correlated as well as predicted in organizational commitment. On the other hand, only four were found to correlate significantly with job satisfaction. Particularly two of them: role conflict and role clarity have a statistically significant predictive relationship with job satisfaction. On the contrary, the study identified job involvement was not found to correlate with job satisfaction. Moreover, the study identified the impact of this set of work-related variables as greater on organizational commitment than on job satisfaction. The study also mentioned the reason why most of the university librarians in Malaysia have greater level of job involvement and why they continue to remain at the same organization as well as in the same profession that is an adaptation of successful employ management strategies.

Similarly, Bajpai (1999) measured job involvement of library professionals working in various university and college libraries in Delhi. He also tried to identify the relationship between job involvement and job satisfaction of library professionals through some sort of background variables of respondents. The study examined among the twelve facets of job involvement and twenty facets of job satisfaction of the library professionals. It was found that all background variables are significantly correlated with job involvement and job satisfaction. Moreover, study identified the significant correlation between the level of job involvement and job satisfaction of library professionals who are employed in different university and college libraries in Delhi.

Besides, Singh (1997) considered job involvement as a motivational factor. He tried to identify the relationship between job involvement and organizational climate found in professionals who are working in various social science libraries in India. In addition, the study also examined job involvement in relation with few variables like; age, pay; salary; duration of service, experience, personal effectiveness. The study identified the inverse or negative relationship between job involvement and

organizational climate and there were a great number of people who fall in the category of high job involvement. It was noticed that professionals perceived their organizational climate to be general. There was no significant correlation score that was found between demographic factors and job involvement but some other factors like the remuneration and duration of service which had been positively correlated with job involvement. However, the study reported some other factors contributing to positive job involvement like; job satisfaction, self-esteem, satisfactory performance, worth of a person, needs of achievement, self-actualization, personal growth, feeling a sense of pride.

Singh (1996) studied on job involvement, job satisfaction and organizational role stress among university library professionals. The study discovered higher job involvement in junior than senior professionals. Significant differences were found in the perception of overall job involvement, job satisfaction and organizational role stress. Furthermore, the study found that professionals who are working in agricultural university libraries are rated as higher in role stress and lower in job involvement.

Sharma (1993) compared job involvement in terms of organizational role stress and working environment of professionals who are working in different university and college libraries. There were higher and lower level of job involvement found in different libraries. No significant differences were found in terms of gender.

2.4.3 Studies Related to Job involvement of Library Professionals in Bangladesh

The overall studies revealed that the term of job involvement is basically analyzed in the area of psychology, sociology or business but still there is room for some more studies, especially, in the field of library science. An analysis of relevant research so far found that no studies have been conducted to determine job involvement among library professionals in Bangladesh. Specifically, none of them were done on professionals who are working in various university libraries in the country. A part of job involvement related issue like job satisfaction has been examined in the field of libraries of Bangladesh.

Recently, Sultana & Begum (2012) observed the level of job satisfaction among female library professionals who were working in different health libraries in Dhaka city. It was a cross sectional observational study. The study assessed twenty job facets of job satisfaction and found that eleven out of twenty job facets are highly significant and nine facets are quite insignificant for the job satisfaction. Furthermore, study shows that female professionals are less satisfied with their job than their male counterparts. In this consequence, further investigation was needed on dissatisfaction of female library professionals.

Similarly, Islam & Islam (2011) investigated the measure of job satisfaction library staff of two university libraries in Bangladesh have (Rajshahi University Library and University of Engineering and Technology Library) on the basis of working environment, remuneration, job promotion, supervision, nature of the job, training opportunities, library rules and regulations, and social status. The study found that the level of job satisfaction of library employees of both organizations is not highest. Moreover, many of the employees are dissatisfied with different aspects of their job. Besides, the study identified some of key factors that are contributing to the dissatisfaction like; lack of sufficient job facilities, dearth of financial reward, and not according the proper value to staff expertise. Finally, the study recommended providing emphasis on the eight dimensions of job satisfaction for improving the level of job satisfaction of library employees.

Subsequently, Mezbah-Ul-Islam (2003) measured library effectiveness on the basis of existing organizational climates, leadership style, job satisfaction and user satisfaction of the university libraries in Bangladesh. He investigated the twenty variables of job satisfaction in his study. In terms of the job satisfaction, the study showed that library professionals of private universities are more content with their job than public university library professionals. The reason behind this situation is that the library professionals of private universities are younger and highly qualified and libraries are well equipped than public university libraries. Additionally, it has also been reported that users of private universities are more satisfied than public university library users in terms of library service and collection. Furthermore, the study found significant differences between job satisfaction and background elements or factors namely age, qualifications, job positions, working tenure in current position, tenure in present

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organization, the number of promotions and the number of other organizations where they worked.

2.5 Summary

In view of literature related to job involvement, it is observed that the various concepts on this topic have been appeared into the line. Many researchers concluded that job involvement is a simply psychological identification with individual's work. Gorn & Kanungo (1980) concluded that job involvement is a set of work-related attitudes, which comprises of both effective and behavioral components that can be influenced by the characteristics of an individual as well as the characteristics of the work environment. Similarly, Lawler & Hall (1970) treated job involvement as an interaction between dispositional and situational variables. Later on Robinowitz & Hall (1977) coincided this view and mentioned that dispositional or personal factors are highly contributed to job involvement that was also supported by Mckelvey & Sekaran (1977).

According to their perception, job involvement has two different perspectives. One is personal factors or personality traits and another is situational factor or job satisfaction. Several researchers have characterized job satisfaction as a steady disposition that remains with the employees in every situation and also job satisfaction is based on organizational or situational predictors (Ahmadi et al., 2011; Ahmad et al., 2010; Oplatka & Mimon, 2008). Typically, personal factors or personalities are contained with sort of traits. Hence, a number of researchers used the Five-Factor Model (FFM) of personality traits for determining the relationship with job involvement. According to the result of the previous studies, personality traits are related with job involvement either directly or indirectly. Therefore, it is a very important tool for a successful organization to measure attitude, behavior or perception of their employees. Consequently, researchers also identified that when one is satisfied with a job, it encourages one to be more involved at work indicating job satisfaction is the preceding step of job involvement.

As stated by the current relevant literatures, there are many internal factors which influence employees' job involvement. Several researchers provided several concepts,

models or predictors of job involvement such as personality traits (Lubakaya, 2014; Awadh & Ismail, 2012; Patrick, 2010), Job satisfaction (Al-Kahtani & Allam ,2014; Takkar & Pandya, 2013; Raymond & Mjoli, 2013; Biswas, 2011; Ishwara., 2010), motivation (Parumasur, 2010), job performance (Aamir et al., 2012), job characteristics (Ahmadi,2011), career salience (Kiyani et al., 2011), job attitudes (Takkar & Pandya,2013), locus of control (Pisheh, 2011), emotional and psychological needs (Khalid & Rehman , 2011; Uthayasuriyan & Jayasagar, 2011; Mehta, 2011). Similarly, many researchers in the field of libraries also noticed some of predictors of job involvement such as job satisfaction (Rao, 2011; Abdul Karim, 2010; Bajpai, 1999; Singh, 1997). Besides, library researchers have found some other predictors like family conflict; quality of life; quality of work, organizational commitment, organizational climate, self-esteem, satisfactory performance, worth of a person, needs of achievement, self-actualization, personal growth, feeling a sense of pride, etc. as equally important to determine job involvement.

In Bangladesh, there was scarcity of study on job involvement to an extent that there was no substantial research work available on this topic in the field of libraries till to date. Apart from job involvement, another predictor like job satisfaction was studied in this filed. Some of the researchers measured the level of job satisfaction of library professionals in Bangladesh (Sultana & Begum, 2012; Islam & Islam, 2011; Mezbah-Ul-Islam, 2003).

As libraries are roots and fruits of any civilization, libraries cannot be accomplished without professionals. Professionals are generally considered as the most important part of a service-oriented organization like library. In order to introduce effective management in the library, it is needed to increase the accumulation of knowledge to find out what leads to job involvement and how job involvement of library professionals can bring positive results for libraries. However, the study is basically an attempt to measure the job involvement of library professionals who are working in different university libraries in Bangladesh. From the review of literature, it has been observed that no research was done on job involvement in libraries in the country. There is a prospect to do research in this field that will be immensely helpful to find out the actual scenario of job involvement of the library professionals in Bangladesh. So, it is significant to identify the level of job involvement among library

professionals in university libraries that will facilitate the management of university to adapt new policies for the development of library professionals. The present study is based on the Integrated Theory Model of Rabinowitz & Hall (1977). This model is an integrated approach of three basic components of the library professionals namely dispositional, situational and interaction of dispassion situational. In the light of above discussion, following variables are taken into consideration for the study of job involvement of library professionals.

(1) Personality Traits of Library Professionals (FFM of personality traits)

(2) Job Satisfaction of Library Professionals

The conceptual and theoretical representation of this study focus on enhancing job involvement as a systematic way and identifying the relationship among personality traits and job satisfaction. According to previous studies, many researchers stated that high-involved employees will put forth substantial effort towards achievement of organizational objectives and be less likely to leave the organization, (Pfeffer, 1994; Lawler, 1992). While employees who have lower levels of job involvement have displayed efforts at an adequate level (Price, 1997). Job involvement has been found to increase the level of work effort (Hall & Foster, 1977; Hall et al., 1978; Lawler & Hall, 1970; Wiener & Vardi, 1980).

Recently effective management is facing difficulties to take challenges from employees' perspective. The re-emergence of attention in job involvement would assist management to find a new hope. Several models of job involvement identified few factors that influenced employees' job involvement such as; motivation (Kanungo, 1982); job characteristics (Hackman & Oldman, 1976); situational and personal factors (Lawler & Hall, 1970; Lawler, 1973); dispositional and situational factors (Rabinowitz & Hall, 1977); psychological factors (Saal, 1978); personality traits and job satisfaction (Liao & Lee, 2009; Yoshimura, 1996; Elloy et al., 1991)

Therefore, based on the proposed conceptual model, dispositional and situational factors have been recognized in influencing the job involvement. Accordingly, the study is projected to observe job involvement from the given point of view. The major importance is put down in this study on the job involvement of library professionals

and identifying the relationship with two antecedents, personality traits and job satisfaction.

Thus, the following Chapter will explain the present status of background variables, job involvement, personality traits and job satisfaction of library professionals of various university libraries in Bangladesh by illustrating and interpreting the data collected from the actual survey.

The next Chapter has described the research methodology that is employed to analyze the data of the study.

CHAPTER-III

METHODOLOGY

CHAPTER III

METHODOLOGY

3.0 Introduction

Job involvement is a computation of work-related factors which are recognized in literature review. It is a precondition to accept full responsibility at jobs. It is also an attitude towards work. Complete satisfaction with job and optimistic personality are pre-requisite to accomplish the job effectively. Thus, job involvement is connected with a large part of business management research from the past few decades. However, this approach has been very limited in the field of library management. The lack of research in this area is a major concern and particularly personality traits and job satisfaction are needed to be addressed. It is expected that the present study will reduce the gap between past and current research in order to explore the status of library professionals' job involvement in Bangladesh. Furthermore, the literature review clearly indicates that there is a less emphasis in conducting research on job involvement for library professionals in Bangladesh. So far, not a single research has been conducted before on job involvement in connection with personality traits and job satisfaction of employees of university libraries in Bangladesh.

However, the purpose of this Chapter is to describe the methodology applied to carry out the present study. This study is designed to see the level of job involvement focusing on personality traits and job satisfaction of university library professionals in Bangladesh. This Chapter reviews the method used to accomplish the research objectives and research questions. In addition, this Chapter also includes research design, research structure, research site, population and sample, method of data collection, measuring instruments, techniques of data analysis and management.

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3.1 Research Objectives

3.1.1 General Objective

The study aims to investigate the level of job involvement of library professionals who are working in selected university libraries of Bangladesh.

3.1.2 Specific Objectives

i. To determine whether there is a significant relationship between background variables and job involvement.

ii. To determine whether there is a significant relationship between job involvement and personality traits of library professionals.

iii. To assess whether there is a significant relationship between job involvement and job satisfaction of library professionals.

iv. To investigate the most critical impacts among all variables (Personality traits and Job satisfaction) towards job involvement of library professionals.

v. To suggest the remedial measures which should be taken to involve in the job of library professionals in Bangladesh.

3.2 Research Questions

The following research questions are formulated to notify the research objective above:

RQ.1. What is the significant relationship between background variables and job involvement?

RQ.2. What is the significant relationship between job involvement and personality traits of library professionals?

RQ.3. What is the significant relationship between job involvement and job satisfaction of Library professionals?

RQ.4. What is the significant relationship among all variables (Personality traits and Job satisfaction) towards job involvement of library professionals?

3.3 Research Design

The focal point of this study is to measure the job involvement of university library professionals in Bangladesh. Besides, it aims to focus on the relationship of two antecedents, personality traits and job satisfaction with job involvement. This study is quantitative in nature. A questionnaire method was used to collect data from the library professionals. The data were analyzed using the statistical software for data science (STATA) and other appropriate statistical methods.

3.4 Research Structure

The research is carried out according to the following steps:

- The literatures were reviewed in relating to job involvements, personality traits and job satisfaction including the selection of measuring instrument.
- The research was designed based on objectives, research questions and literature reviewed.
- Ethical approval was obtained from the University of Dhaka.
- The surveys were conducted in the central library of private and public universities in Bangladesh.
- The instruments of the surveys were distributed to the selected university libraries and composed of the following measures:
  - Aggrawala's job involvement scale (JIS) 1976 used to measure the job involvement of participant.
  - Mini-IPIP (International Personality Item Pool) Scale derived from Goldberg's International Personality Item Pool (IPIP) employed to measures the Five-Factor Model (FFM) of personality traits of participants.
  - The short form of Minnesota Satisfaction Questionnaire (MSQ 1967) included measuring the level of job satisfaction of the participants.
- Data analysis
- Data interpretation, summaries the findings, make out the conclusion and discover the specific implications

3.5 Research Areas

The research areas of this study are 15 universities of Bangladesh. For this purpose of the study, all these institutions are grouped into public and private universities. The

public universities in Bangladesh enjoy the autonomous status and are funded by the Government of Bangladesh whereas private universities are not funded by the government and more or less self-reliant thanks to the tuition fees they get from their students. Some of these private universities are also funded by non-governmental organizations. However, private universities are approved by University Grants Commission (UGC) of Bangladesh. There are 43 public universities, 95 private universities and 02 international universities in Bangladesh (UGC, 2017). The research area (universities) of this study is described below in Table 3.1.

Table 3.1:Research Areas (universities in Bangladesh)

Sl. N0.	Name of University	Type of University	Year of Establishment
1	Bangladesh Agricultural University (BAU)	Public	1961
2	Bangladesh University of Engineering & Technology (BUET)	Public	1962
3	Jahangirnagar University (JU)	Public	1970
4	Shahjalal University of Science & Technology (SUST)	Public	1987
5	University of Dhaka (DU)	Public	1921
6	University of Rajshahi (RU)	Public	1953
7	Khulna University (KU)	Public	1990
8	Bangabandhu Sheikh Mujibur Rahman Agricultural University (BSMRAU)	Public	1998
9	Bangabundhu Sheikh Mujib Medical University (BSMMU)	Public	1998
10	East-West University (EWU)	Private	1996
11	Independent University, Bangladesh (IUB)	Private	1993
12	North-South University (NSU)	Private	1992
13	BRAC University (BRACU)	Private	2001
14	JatiyaKabiKazi Nazrul Islam University (JKKN I U)	Public	2005
15	South-East University (SEU)	Private	2002

Source: 44th *Annual Report of University Grants Commission of Bangladesh.*

For this study, the selection category of universities of Bangladesh is prepared by the University Grants Commission (UGC)of Bangladesh based on the group of members of teachers holding PhD degree in different public and private universities of Bangladesh and web ranking of universities of Bangladesh available at Cybermetrics

Lab, a research group belonging to the Consejo Superior de Investgacions Cientificas (CSIC), the largest public research body in Spain, located in Spain. According to the UGC, the following fifteen university libraries which are categorized in three groups (group A, B, and C) were chosen for the purpose of this study.

Table 3.2: Categorization of Universities in Bangladesh

Sl. No	Name of University	Type Of University in BD	No. of teachers holding PhD according to UGC* of BD	Groups developed by UGC* of BD	Web ranking of Universities of BD in BD rank developed by Cybermetrics Lab$	Web ranking of Universities of BD in world rank developed by Cybermetrics Lab$
1	BAU	Public			12	4353
2	BUET	Public			1	2012
3	JU	Public			6	3372
4	SUST	Public	≥80	Group A	8	4001
5	DU	Public			2	2510
6	RU	Public			4	3134
7	KU	Public			15	5070
8	BSMRAU	Public			21	7300
9	BSMMU	Public			27	8301
10	EWU	Private	40-79	Group B	18	6993
11	IUB	Private			9	4103
12	NSU	Private			13	4458
13	BRACU	Private			3	3053
14	JKKN I U	Public	<40	Group C	57	14922
15	SEU	Private			26	7912

*Sources: **University Grants Commission of Bangladesh. Higher Education Quality Enhancement Project (HEQEP), Academic Innovation Fund (AIF), AIFOM 3rd Ed: Group List of Universities. Page 71-72.*
$ The "Webometrics Ranking of World Universities" is an initiative of the Cybermetrics Lab, a research group belonging to the Consejo Superior de investgacions Cientificas (CSIC), the largest public research body in Spain. http://www.webometrics.info/en/Asia/Bangladesh%20 accessed on 02 March 2016 at 08:00 pm.

Note: BD=Bangladesh, BAU=Bangladesh Agricultural University, BUET=Bangladesh University of Engineering & Technology JU=Jahangirnagar University, SUST= Shahjalal University of Science & Technology, DU=University of Dhaka, RU=University of Rajshahi, KU= Khulna University, BSMRAU= Bangabandhu Sheikh Mujibur Rahman Agricultural University, BSMMU= Bangabundhu Sheikh Mujib Medical University, EWU= East West University, IUB=Independent University of Bangladesh, NSU= North South University, BU= BRAC University, JKKNIU= Jatiya Kabi Kazi Nazrul Islam University, SU=Southeast University

3.5.1 Public Universities in Bangladesh

The University Grants Commission of Bangladesh (UGC) regulates the public (government funded) and private universities in Bangladesh. The University of Dhaka, the oldest university of Bangladesh, started its activities and educational programme in 1921.Later and even after the independence of Bangladesh up to 1985, the total number of universities in Bangladesh is only six. Afterward, Islamic University in 1985, Shahjalal University of Science and Technology (SUST) in 1986 and Khulna University in 1991 began their educational activities. After that in 1992, two more public universities were established in Bangladesh. One is National University, Bangladesh, which was set up to provide higher education to graduate and post-graduate level students through its affiliated colleges and professional institutions across the country. Another one is the Bangladesh Open University or BOU with its objective to use distance education as a method of delivery. In 1998, Bangabandhu Shaikh Mujib Medical University was established in offering the courses like MD, PhD, MS, MPhil, MDS and Diploma. There is no undergraduate medical or dental course.

In order to expand and spread the science and technology education in Bangladesh, establishment of University Acts from 34 to 46 of 2001 for the establishment of science and technology universities in 12 oldest and largest districts of Bangladesh (for each university and where is no university) were passed in the national parliament of Bangladesh. Similarly, from 2003 to 2015, a good number of science and technology universities were established in Bangladesh. Similarly, by December 2017, 43 public universities were established in Bangladesh. However, out of these 43 universities, only 37 universities are able to start their educational activities. Among these 37 universities, this study has selected 10 public universities of Bangladesh, i.e. Bangladesh Agricultural University (BAU), Bangladesh University of Engineering & Technology (BUET), Jahangirnagar University (JU), Shahjalal University of Science & Technology (SUST),University of Dhaka (DU), University of Rajshahi (RU),Khulna University (KU), Bangabandhu Sheikh Mujibur Rahman Agricultural University (BSMRAU), Bangabundhu Sheikh Mujib Medical University (BSMMU), JatiyaKabiKazi Nazrul Islam University (JKKNIU), (UGC, 2017).

3.5.2 Private Universities in Bangladesh

There is a growing demand of higher education in Bangladesh. In fact, it is observed over the last decade that there is a tremendous pressure to enroll students in public universities of Bangladesh. In the same way, over the last ten to 15 years, more and more young Bangladeshi students are moving abroad and getting enrolled in foreign universities. Therefore, considering the enrolment growth of students and the number of public universities, it is found there is a gap of demand and supply.

In that context, the Government of Bangladesh approved the Private University Act of 1992 passed in the Parliament and paved the way for developing of private universities in Bangladesh. As a result, 79 private universities were established by 2012. Afterward, from 2013 to 2016, a good number of private universities have been approved by the Government of Bangladesh. Subsequently by 2017, 95 private universities were established. Out of 95 private universities, 90 universities already started its academic programme. Among these 90 universities, the oldest five private universities were taken into consideration for the purpose of this study, i.e. East West University (EWU), Independent University of Bangladesh (IUB), North South University (NSU), BRAC University (BU), Southeast University (SU). (UGC, 2017).

3.5.3 International Universities in Bangladesh

Besides, Bangladesh has only two international universities. The government asserts very little control on these two universities as these are managed and governed by a private governing body, like private universities. One is Islamic University of Technology (IUT) and it was founded in 1986 by the Organization of Islamic Cooperation and is located in Gazipur, Dhaka division. The other one is Asian University for Women (AUW), which was established in 2008 in Chittagong division. AUW is patronized by the Asian University for Women Support Foundation (AUWSF), which is a United States–based non-profit corporation.

All these public and private universities, taken into consideration for this study, are supposed to be providing better and modern higher education. Fees structure of private universities is very high in comparison with public universities. The collections of libraries of these universities are need based. The library professionals are qualified and providing need based modern library services to the patrons.

3.6 Population and Sample

The population and sample of this study are covered by all library professionals who are working at the central libraries of public universities and those who are working at private university libraries in Bangladesh.

Table 3.3: The Present Status of Research Areas (Universities in Bangladesh)

Name of University	Year of Estd.	Number of Teachers	Number of Students	Number of Dept.	Number of Institutions	Number of Faculties	Number of Employee		Total Library Collection	Library Collection During 2017	Number of Respondents (*Library Professionals)
							Officer	Staff			
BAU	1961	599	7244	43	4	6	359	1587	194304	2870	13
BUET	1962	751	8856	18	6	5	342	944	136344	811	17
JU	1970	784	17006	34	3	6	288	1601	100922	878	10
SUST	1986	500	10113	27	2	7	236	497	68240	891	09
DU	1921	2268	33360	84	12	13	1043	3040	685756	4388	33
RU	1953	1202	37256	57	6	10	735	1896	318256	4388	05
KU	1987	410	7269	28	2	6	254	484	40440	2463	04
BSMRAU	1998	194	1545	35	-	5	90	231	21734	347	05
BSMMU	1998	519	3867	51	-	7	2111	1514	26907	79	04
EWU	1996	401	11935	15	-	3	135	109	28850	752	08
IUB	1993	466	6935	19	-	6	104	184	28007	663	07
NSU	1992	1291	20025	16	6	4	247	297	52769	1822	14
BRACU	2001	577	8303	10	3	6	323	164	41996	1832	10
JKKN I U	2006	167	6517	19	1	4	95	193	34124	299	06
SEU	2002	483	10279	12	-	3	140	103	21866	1074	06

*Source: 44th Annual Report of University Grants Commission of Bangladesh. *Data taken from the Library professionals who are working in the central libraries of above universities.*

The simple purposive sampling method is chosen for the study. This study includes the library professionals working in libraries of fifteen universities in Bangladesh. Almost all library professionals of these libraries are included in the study. It incorporates professionals who have minimum qualification of Bachelor degree with honors' in Information Science and Library Management and semi- professionals who have minimum qualification of certificate course in Library and Information Science. The following table shows the present status of 15 universities in Bangladesh.

3.7 Data Collection Methods

Data were collected through a structured questionnaire that consisted of 79 items. All components of questionnaire were incorporated into a single questionnaire. There were four parts of survey questionnaire which was asked to library professionals concerning job involvement, personality traits, job satisfaction and background information of respondents.

Table 3.4: Summaries of Respondents

Public University	Respondents	Private University	Respondents	Questionnaire distributed	Total respondents
BAU	13	EWU	08		
BUET	17	IUB	07		
JU	10	NSU	14		
SUST	09	BRACU	10		
DU	33	SEU	06		
RU	05				
KU	04			260	151
BSMRAU	05				
BSMMU	04				
JKKNIU	06				

A total of 260 questionnaires were distributed among library professionals who work in central libraries of selected universities in Bangladesh. The drop-off and pick-up method for distributing questionnaires was used to collect the data for this study. The questionnaires were distributed to the heads of university libraries. Participants were asked to complete the questionnaire and requested to return after completing the same in a sealed envelope to the heads of libraries. Library professionals were informed that participation is entirely anonymous and voluntary and also ensured them on confidentiality and anonymity for this study. In total, 151 completed questionnaires (58%) were received out of 260 questionnaires distributed. The data collection lasted

for two weeks. The researcher personally collected completed questionnaires from the head of libraries of the respective university library.

3.8 Measuring Instrument

The questionnaire booklet consists of four sections, i.e. A, B, C and D. Questionnaire booklet-A (Appendix-I) contained Job Involvement Scale (JIS) developed by Agarwala (1978) to measure job involvement. Questionnaire booklet-B (Appendix-II) included 20-items set of Mini-IPIP scale developed by Donnellan & Colleagues (2006) for assessing personality traits of library professionals and questionnaire booklet-C (Appendix-III) consisted of the short form of Minnesota Satisfaction questionnaire (1967) for measuring the level of job satisfaction of library professionals of fifteen university libraries into two categories and questionnaire booklet-D (Appendix-IV) was prepared to see and understand the socio-economic status of library professionals through background variables. The illustrations for each section are mentioned below.

Table 3.5: Measuring Instrument Employed in the Study

Sections	Measures	Items	Scales
A	Job Involvement Scale (JIS)	32	5-Point Likert Type
B	Mini-International Personality Item Pool scale (Mini-IPIP)	20	5-Point Likert Type
C	Minnesota Satisfaction Questionnaire (MSQ)	20	5-Point Likert Type
D	Background variables	07	-

3.8.1 Job Involvement Scale (Questionnaire booklet-A)

Three main scales (Lodahl & Kejnner, 1965; Patchen, 1970; Pelz & Andrews, 1966) have been used to index job involvement. Of these, the Lodahl-Kejner scale has been used extensively in the U.S.A. (Agarwala, 1978). Several researchers identified some of the drawbacks of this scale. It was only tasted into two occupations: nursing and engineering (Lodahl & Kejnner, 1965; Rabinowitz, Hall & Goodale, 1977; Saleh & Hosek, 1976). However, Rosemary Ramse et al. (1995) assessed three versions of Lodahl & Kejner (1965) scale in sales occupation and found a number of shortcomings in this version. They declared many items did not appreciably connect with each other and are dimensionally unstable. They also noted Lodahl & Kejner scales have varied from application to application among the various occupational groups. Afterward, they encouraged in conducting a classic scale development project.

Table 3.6: Twelve Factors of Job Involvement

Factor	Factor Name	Items
I	Job Longing	1. I am not willing to devote my free time to my job 2. I feel relieved when it is time to go home 3. I wait impatiently for holidays
II.	Work underload	1. I feel miserable when I have less work to do 2. Less of workload irritate me 3. I get depressed when I am not working
III.	Emotional Involvement	1. I love everything about my job 2. I give myself "100 per cent" to the job 3. For me the best form of relaxation is doing my job work 4. I enjoy my job activities more than my leisure activities.
IV.	Persistence	1. If a job-connected problem is not solved by the time I go home, I keep on think about it 2. I come early or stay late when I have more work to do 3. At times the job task stimulates my mind so much that I just can't go to sleep at a reasonable hour 4. I complete the work I am doing even if I have to stay after the working hour.
V.	Energy expenditure	1. I willingly accept all the assignments given to me 2. I do not mind overexerting myself on the job 3. Quite often I cut short my lunch hour to complete the job.
VI.	Planfulness	1. I plan for tomorrow's work at the end of today's working hour 2. I like to prepare at home so that I may perform my job well. 3. I prefer spending my free time in activities which are relevant for my job
VII.	Task-completion sensitivity	1. It annoys me to have to leave work un-finished. 2. Irrespective of what happens, I always attend to my job work first. 3. Not able to complete my job work worries me a lot.
VIII.	Responsiveness to extra work	1. I often do extra work in my job which is not really required of me. 2. I almost do anything to discharge my duty.
IX.	Job devotion	1. While at work, I seldom think of anything other than my job work.
X.	Job saliency	1. For the sake of my job work I can give up what I consider important.
XI.	Job concern	1. While away on leave, I keep on worrying that work is suffering. 2. On holidays I feel "job-sick" 3. I am so much engrossed in my work that I have no time for myfavorite pastimes. 4. I am so much interested in my job that I have little time for my friends.
XII.	Time-consciousness	1. While on the job, I check and recheck my watch wondering when the day will end.

Source: Adapted partially from Agarwala (1978). Measuring job involvement in India. Indian Journal of Industrial Relations, vol. 14(2). .p. 223-224

Therefore, in the subcontinent employees' attitude, job values or culture is quite different than the west. In this point of view, Agarwala (1978) developed a 32-item scale for measuring job involvement in Asian culture. He added new five factors in Lodahl and Kejnner (1965) job involvement scale, namely; i. Job longing: presenting an intense desire or passion to be at job. ii. Work underload: emotional connection with less work. iii. Persistence: trend to keep on thinking about unsolved problems even after the working hours. iv. Task completion sensitivity: not feeling good if unable to accomplish the task at hand. v. Job saliency: willingness to sacrifice what one believes fundamental for the sake of job work. This 32-item scale was seventy-three percent correlated with the Lodahl & Kejner (1965) scale. The reason behind of the remaining rest of twenty-seven percent, Agarwala (1978) pointed out the differences in respondents, cultures, reward system and broader scope of his 32-item scale. This scale covered convergent and discriminating validity using the multitrait-multimethod matrix analysis techniques (Campbell & Fiske, 1959). The other strengthen of 32-item scale is 0.85 correlated with the Lodahl & Kejner (1965) scale. This commonality in the two scales implies similarity of the job involvement measures across the two cultures (Agarwala, 1978).

In this viewpoint, the study has accepted the Agarwala's Job Involvement Scale (JIS) as the study was conducted in similar culture in the same region. The JIS consists of 32 items based on twelve factors. It approached Likert type scale ranging from 1 to 5 to represent the respondents view point on each category namely; strongly agree, agree, slightly agree, disagree and strongly disagree. The total job involvement score ranges from 32 to 160. Item number 29 to 32 directed the reverse of high job involvement. The total score of JIS was gained by calculating scores on all the items. The validity and reliability of this scale was established by several researchers (Bajpai, 1994; Nayar, 2002; Mehta, 2011).

3.8.2 Mini-International Personality Item Pool Scale (Questionnaire booklet-B)

There are enormous numbers of popular commercial personality inventories available; i.e. the NEO-PI-R (Costa & McCare, 1992), 16 Personality Factor Questionnaire (16PF: Conn & Rieke, 1994), California Psychological Inventory (CPI: Gough

&Bradley, 1996), International Personality Item Pool (IPIP: Goldberg, 1992), the Hogan Personality Inventory (HPI: Hogan & Hogan, 1992). Among them the IPIP covers the Five-Factor Model (FFM) of personality traits proportionately namely; extraversion, neuroticism, agreeableness, conscientiousness and openness to experience. This item is also available for measuring the concept of interest in personality and individual differences of research (Cooper et al., 2010).

However, there has been a growing interest using short versions of questionnaires in recent years for measuring personality (Baldasaroet et al., 2013; McCare & Costa, 2007; Thalmayer et al., 2011). Because the advantage of shortened version of questionnaire includes low cost and little time to complete the questionnaire (Herzberg & Brahler, 2006). Application of short form of questionnaire is also a good solution for the respondents who may have difficulties in reading (McCare & Costa, 2007). Moreover, shortened version has also reduced the threat of errors. There are several relatively short Big Five Personality traits which measure with good psychometric characteristics including the 60-item NEO Five-Factor Inventory (NEO-FFI; Costa & McCare, 1992), the 50-item International Personality Item Pool-Five Factor Model (IPIP-FFM; Goldberg, 1999), the 20-item Mini International Personality Item Pool (Mini-IPIP; Donnellan & Colegues, 2006), 44-item Big Five Inventory (BFI; John & Srivastava, 1999) and the 40-item Big Five Mini-Markers (Saucier, 1994). Among all these IPIP-BMM-50 is available at free of cost from the public domain at www.ipip.ori.org (Goldberg et al., 1992).

There are two types; one is 50 and other one is 100-item version of IPIP scale. The 100-item correlates with the 50-item version and it has cross-cultural concurrent validation (Zheng et al., 2008). Therefore, Donnellan and Colleagues (2006) developed the 20-item Mini-IPIP based on the 50-item IPIP-FFM measures. They evaluated the Mini-IPIP across a series of studies, showing it had acceptable reliability and similar patterns of relationships with the longer IPIP-FFM when it is correlating the measures with facets of the FFM and other relevant personality measures (Cooper et al., 2010).

Table 3.7: Five-Factors of Personality Traits

20 – Item Mini – IPIP			
Item	**Factor**	**Text**	**Original Item Number**
1	E	Am the life of the party.	1
2	A	Sympathize with others' feelings.	17
3	C	Get chores done right away.	23
4	N	Have frequent mood swings.	39
5	I	Have a vivid imagination.	15
6	E	Don't talk a lot. (R)	6
7	A	Am not interested in other people's problems. (R)	22
8	C	Often forget to put things back in their proper place. (R)	28
9	N	Am relaxed most of the time. (R)	9
10	I	Am not interested in abstract ideas. (R)	20
11	E	Talk to a lot of different people at parties.	31
12	A	Fell others' emotions.	42
13	C	Like order.	33
14	N	Get upset easily.	29
15	I	Have difficulty understanding abstract ideas. (R)	10
16	E	Keep in the background. (R)	16
17	A	Am not really interested in others. (R)	32
18	C	Make a mess of things. (R)	18
19	N	Seldom feel blue. (R)	19
20	I	Do not have a good imagination. (R)	30

Note: E=Extraversion; A=Agreeableness; C= Conscientiousness; N= Neuroticism; I=Intellect/Imagination; (R)=Reverse Scored Item. Original 50-item IPIP-FFM available at http://ipip.ori.org/newQform50b5.htm.

Source: Adapted from Donnellan etal.(2006). The Mini-IPIP Scales: Tiny-Yet-Effective Measures of the Big Five Factors of Personality. Psychological Assessment. 2006,18(2), 192–203

However, the Mini-IPIP is a significant functional measure for the researchers and for the short assessment of the Big Five Personality traits. It is comparatively as good as 50-item IPIP-FFM in terms of reliability and validity. Moreover, the Mini-IPIP scales showed a comparable pattern of convergent, discriminatory, and criterion-related validity with other Big Five measures (Donnellan et al., 2006).

Above all these, for the purpose of this study, 20-item Mini-IPIP is used for measuring the Big Five Personality traits of the respondents. The Mini-IPIP scales consists of 20 items and uses Likert type scale ranging from 1 to 5 to represent the personality of the respondents into five categories; very inaccurate, moderately inaccurate, neither inaccurate nor accurate, moderately accurate, very accurate. The

total score ranges from 20 to 100. The item number 6 to 10 and 15 to 20 are reverse score. There are many researchers who have established its validity and reliability for measuring the personality traits or individual differences (Topolewska et al.,2014; Cooper et al., 2010; Donnellan et al., 2006).

3.8.3 Minnesota Satisfaction Questionnaire (Questionnaire Booklet-C)

Job satisfaction measures are of two different types: single-questions versus multiple-item measures. Single-questions means typical questions such as: 'on the whole, would you say you are satisfied or dissatisfied with your job?' (Quinn, Staines & McCullough, 1974). On the contrary, a multidimensional measure of job satisfaction is that the items may connect differently to other variables of interest related with job. There are various multi-dimensional measures which are available namely; the Job in General Scale (JIG), the Job Descriptive Index (JDI), Minnesota Satisfaction Questionnaire (MSQ), the Andrew & Withey Job Satisfaction Questionnaire, the Job Satisfaction Survey (JSS), the McCloskey/Mueller Satisfaction Scale (MMSS), the Measure of Job Satisfaction (MJS) etc. Among of them the Minnesota Satisfaction Questionnaire (MSQ) is more popular in research work.

MSQ is designed and developed by Weiss et al. (1967). There are mainly two forms of MSQ available. One is long form, which is subsequently categorized by two forms, i.e. 1967 version and 1977 version and other form is short form. The MSQ long form consists of 100 questions that contained 20 subscales assessing job satisfaction. Twenty of those items used frequently for measuring general job satisfaction which subsequently referred to as short-version of the MSQ (Fields, 2002). The MSQ "Short Form" includes only 20 of the 100 original items, namely the ones that better represented each of the 20 original subscales (Ahmadi & Alireza, 2007; Weiss et al., 1967) specified the test items of MSQ in the three scales, i.e. intrinsic job satisfaction, extrinsic job satisfaction, and general job satisfaction. Intrinsic job satisfaction covers item no. from 1 to 4, from 7 to 11, and 15, 16, & 20. Another scale is extrinsic job satisfaction that associates with the feeling of situational job aspect which belongs to item nos. 5 & 6, from 12 to 14 and 20. Finally, general job satisfaction measured item no. started from 1 to 20. Each of items explores specific job facet.

The short form version of the MSQ has similar type of reliability and validity as like as the 100-question long form. Moreover, the MSQ short form has a high reliability co-efficiency ranging from .87 to .92. The short form also indicates that the general satisfaction scores yielded co-efficiency of .89 in test-retest correlation over a one-week period and over .70 over a one-year period (Weiss et al., 1967). Furthermore, the mediator reliability coefficient for intrinsic satisfaction is .86, for extrinsic satisfaction is .80 and for general satisfaction is .90 (Hirschfeld, 2000). Beforehand Guion (1978) also noted that the MSQ gives reasonable reliable, valid, well-norm indications of general satisfaction at work. The validity of short form of MSQ has remained stable over last several years. The short form of MSQ based on three scales contains 20 items. It consists of 5-point Likert format that marked from 1 to 5 with the level of satisfaction on 20 job facets/factors (Extremely satisfied=5, very satisfied=4, satisfied=3, less satisfied=2, not satisfied=1). Responses to the individual questions fluctuate from a high of 5 to low of 1. Mean scores and standard deviations are compiled.

Table 3.8: Twenty Factors/Facets of Job Satisfaction

Item No	Item	Job Facets/Factors
1	Being able to keep busy all the time	Activity
2	The scope to work lonely	Independence
3	The scope to do things differently	Variety
4	The opportunity to be "somebody" in the community	Social status
5	The way may boss handles his/her workers	Supervision-human relations
6	The skill of my supervisor indecision making	Supervision-Technical
7	Being able to do things that don't go against my conscience	Moral values
8	The way my job provides for steady employment	Security
9	The chance to do things for other people	Social services
10	The chance to tell people what to do	Authority
11	The chance to do something that makes use of my abilities	Ability Utilization
12	The way company policies are put into practice	Institutional Policy and practice
13	My pay and the amount of work I do	Compensation
14	The chances for advancement on this job	Advancement
15	The freedom to use my own judgment	Responsibility
16	The chance to try my own methods of doing the job	Creativity
17	The working conditions	Working condition
18	The way my co-workers get along with each other	Co-workers
19	The praise I get for doing a good job	Recognition
20	The feeling of accomplishment I get from the job.	Achievement

Source: Adapted from Weiss et al. (1967). Mannual for the Minnesota Satisfaction Questionnaire. Minnesota studies in vocational rehabilatation:xxii, pg 1-2.

The short form was determined to be the most suitable for this study because it maintains more standard format including various job facets. It takes approximately 5 minutes to administer (Weiss et al., 1967), hence, it could assure increased rate of response. The MSQ has been used in several studies to identify the level of satisfaction in terms of individual's job (Sultana & Begum, 2012; Karsh & Iskender, 2009; Mezbah-Ul- Islam, 2003; Bajpai, 1999; Brown, 1998; Edem, 1997; Alao, 1997; D'Elia, 1979; Azad, 1978).

3.8.4 Background Variables (Questionnaire Booklet-D)

In order to find out the relationship of job satisfaction and personality traits with Job involvements of library professionals through the socio-economic variables which contain seven questions targeting the library professionals. These are: name of organization, designation, gender, age, marital status, professional qualifications and year of experience.

Table 3.9: Background variables

Item no.	Item
1	Name of the organization
2	Present Official Designation
3	Gender
4	Present Age Group
5	Marital Status
6	Professional qualifications
7	Total years of experience in Library Profession

3.9 Techniques of Data Analysis

3.9.1 Data Management

The data were entered into database software using STATA. The data were labeled to easy understanding of the variables. The consistency, logical errors and recording errors of the data were checked and corrected, as and when required. On validation of dataset, the analysis was done from the raw data.

3.9.2 Data Analysis

Since most of the items in the questionnaire were Likert-type scales, the median for each of the item were reported separately to have good understanding on the response pattern.

3.9.2.1 Job Involvement

There were in total 32 different individual items of questions which were asked to the participants of this study to capture the data of job involvement. Each question was recorded into 5-point Likert scale. To come up with a single scaled score from 32 items, the survey has been conducted by confirmatory factor analysis. The one factor confirmatory factor model allows identifying contribution of each of the individual item towards final scale and also whether there is any correlation between item present or not. To assess the relationship of job involvement with other variable of interest, the data has been converted by the newly constructed scale into a standardized scale between 0 and 1 by min-max normalization. This scale also then converted into binary variable to see the frequency of job involvement. The binary variable has been constructed as: Low job involvement = Yes, if the scaled score is less than 0.5; and High job involvement = No, if scaled score is more than 0.5.

3.9.2.2 Personality Traits

Similarly, total 20 questions were asked to the study participants to capture the data of their personality traits. To come up with a single scaled score, the similar formula has been applied like job involvement i.e. one factor confirmatory factor analysis model, which enables to see if there is any inter relationship existing between items. The raw score then is converted into a scale which exists between 0 and 1 by min-max normalization. After doing min-max normalization, it has then created a binary variable that indicates personality type of study participants. That scale is also then converted into binary variable to see the frequency of personality traits. The binary variable has been constructed as: Low personality trait = Yes, if the scaled score is less than 0.5; and High personality trait = No, if scaled score is more than 0.5.

3.9.2.3 Job Satisfaction

Job satisfaction scale is accepted from Minnesota job satisfaction items. To construct the composite score, confirmatory factor analysis has been done with single factor

analytic model. The raw factor score is then converted into scaled score between 0 and 1 by min-max normalization process. This scale is also converted into binary variable to see the frequency of job satisfaction. The binary variable has been constructed as: Low job satisfaction = Yes, if the scaled score is less than 0.5; and High job satisfaction = No, if scaled score is more than 0.5.

3.9.2.4 Background Variables

The demographic/background information of the respondents was reported to understand the background of study participants. The descriptive statistics such as mean and/or median for continuous variables and frequency along with percentages for categorical variables were reported. Chi-square and fisher exact test were used to see the relationship between Job Involvement and background characteristics.

Finally, to assess the impact of the indicators (job satisfaction and personality traits) on job involvement, the logistic regression models were used.

The background variables of library professionals are discussed in the next Chapter.

CHAPTER - IV

BACKGROUND VARIABLES OF

LIBRARY PROFESSIONALS

CHAPTER IV

BACKGROUND VARIABLES OF LIBRARY PROFESSIONALS

4.0 Introduction

The method of the research design was determined in the previous chapter. This Chapter contains the data derived from the respondents. Finally, a summary is included at the end of this Chapter. The term of background information is concerned with the background of an individual. It focuses on the person's age, gender, professional qualifications etc. Background information may indicate what happened in the past that helps to understand the present situation of the individuals. The background information of university library professionals provides sufficient information so that the purpose of the experiment, the design and interpretation of the results can be understood.

Several studies discovered that background variables are important areas which influence job involvement. Among the significant variables in job involvement, employees' needs, expectations, perception and value as well as gender, age, and profession may be cited. While these variables may in themselves be sufficient to ensure job involvement, a combination of such factors may also result in either job involvement or not. It is a fact that perceptions and judgments that depend on the age, gender, experience and other personal qualities atypical to the individual will influence his/her job. In this point of view this study considered six types of background variables to see if they had any significant effect on job involvement. These are age, gender, marital status, type of university (public/private), professional qualification and year of experiences of university library professionals in Bangladesh.

In this Chapter, background information is gathered from the research sample (*n*=151) and depicted in graphical format. The descriptive and inferential statistics are presented thereafter. A total of 151 library professionals who work in central libraries of selected universities in Bangladesh participated in this study. Questionnaires were personally delivered to all the professionals and the rates of response were 58 percent. The background pattern of the respondents was as follows.

4.1 Age of Library Professionals

Figure 4.1: Distribution of Respondents by Age (*n*=151)
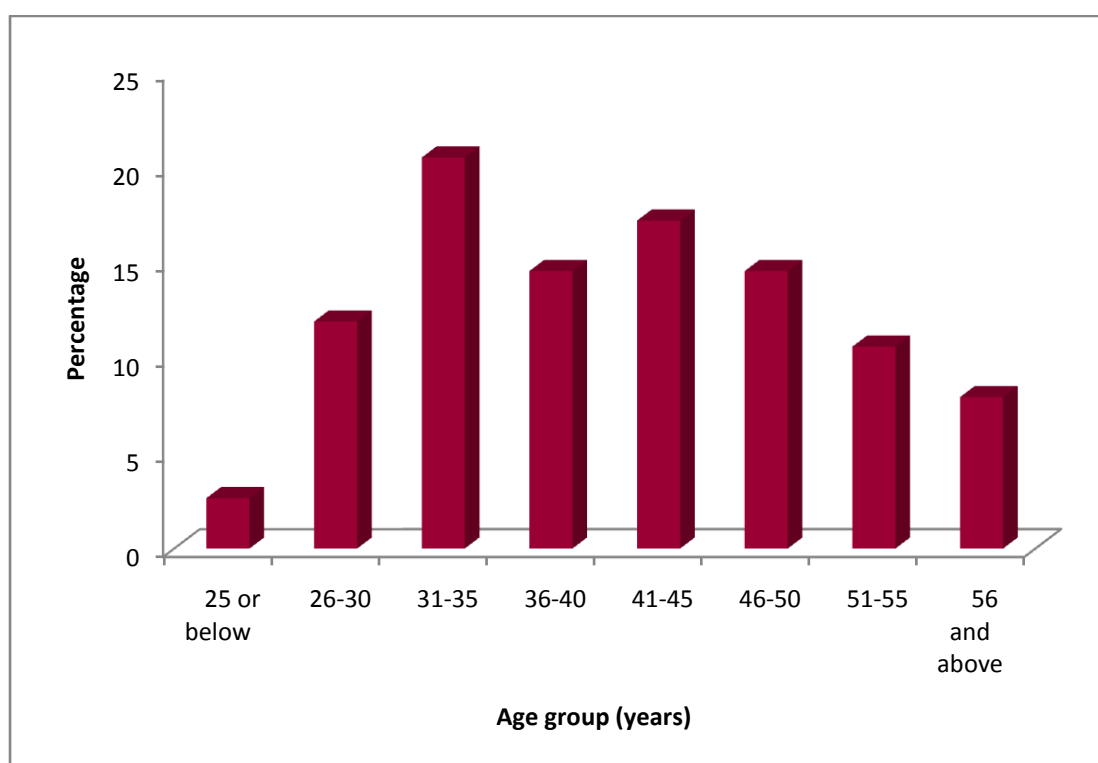
Figure 4.1 presents the age distribution of the respondents. The majority of the respondents 31 (20.52%) fall in the age category 31-35 years. This is followed by 28 (18.54%) of the respondents who are in the age category of 51 and above years. The age category of 30 or below, 36 to 40 and 46 to 50 years old group belong to the same percentages (14.56%). There are 26 (17.21%) respondents in the age category from 41 to 45 years old. From the ensuing result it can be concluded that most of the respondents remain relatively between the age group of 31 to 50 years.

4.2 Gender of Library Professionals

Figure 4.2: Distribution of Respondents by Gender (*n=151*)
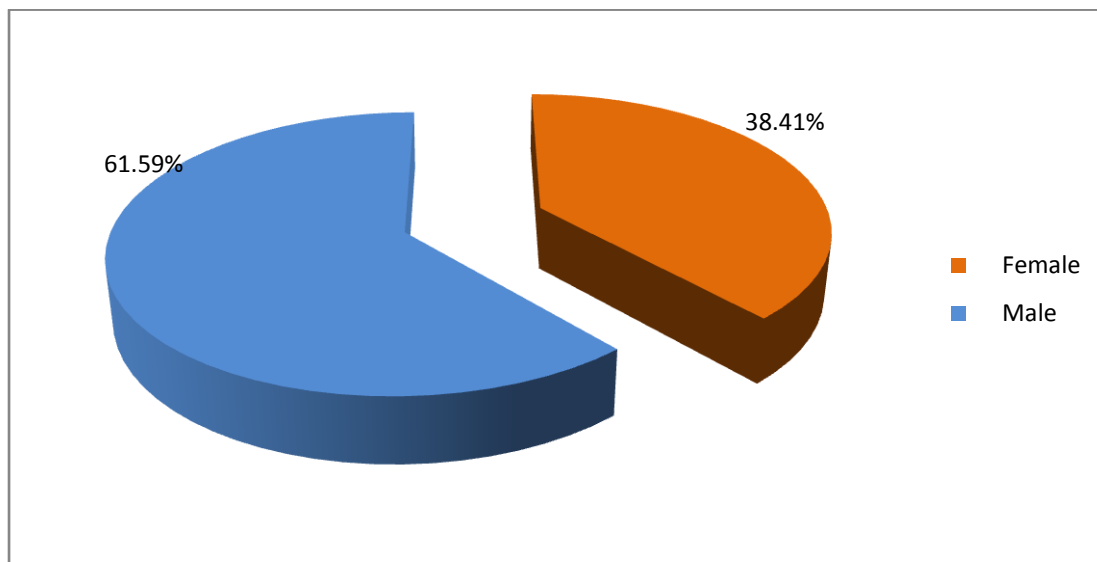
Figure 4.2 shows that 93 (61.58%) respondents are male and 58 (38.41%) are female. The result indicates that male respondents are more willing to volunteer in completing the survey. However, result also reveals that males are dominating the library profession in several universities in Bangladesh.

4.3 Marital Status of Library Professionals

Figure 4.3: Distribution of Respondents by Marital Status (*n=151*)
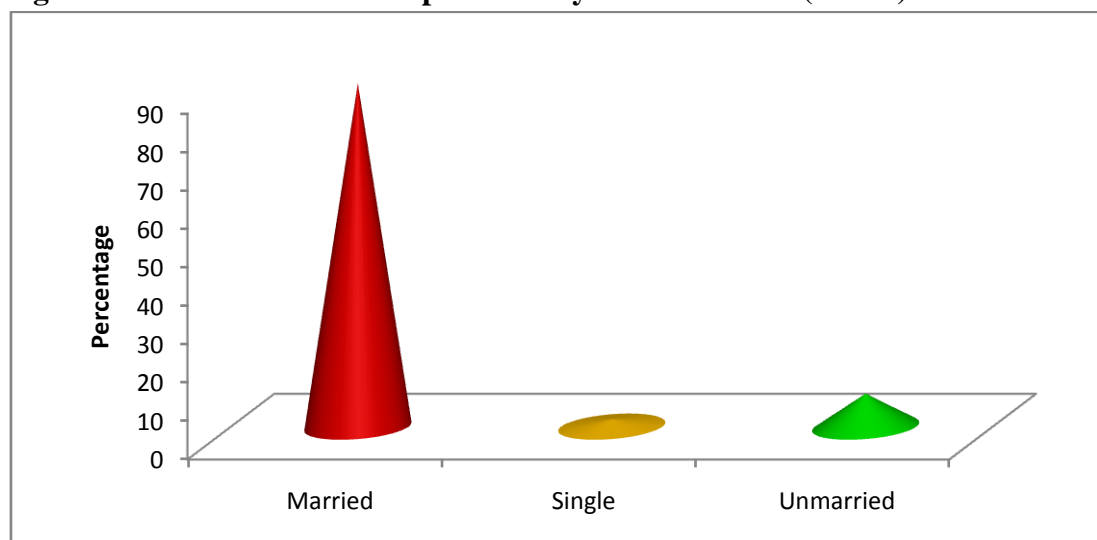
The distribution of respondents according to marital status is shown in Figure 4.3. The best part of respondents which is 89.40% is married. Subsequently, 8.60% is unmarried, where as 2% is single. Number of divorced is not found in the survey.

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4.4 Type of University of Library Professionals

Figure 4.4: Distribution of Respondents by Type of University (*n*=151)
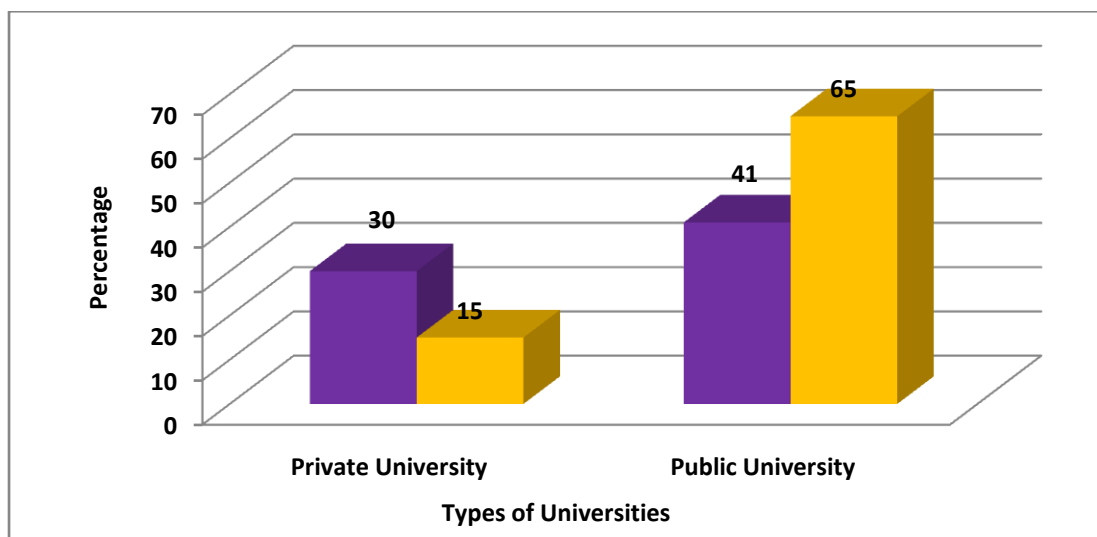
Figure 4.4 shows the type of university from which the respondents are recruited. The highest numbers of respondents which is 70.19% are working in various public universities. 29.80% of respondents are working in private universities. Therefore, it can be concluded that the majority of respondents are working in various public universities of Bangladesh.

4.5 Professional Qualification of Library Professionals

Figure 4.5: Distribution of Respondents by Professional Qualification (*n*=151)
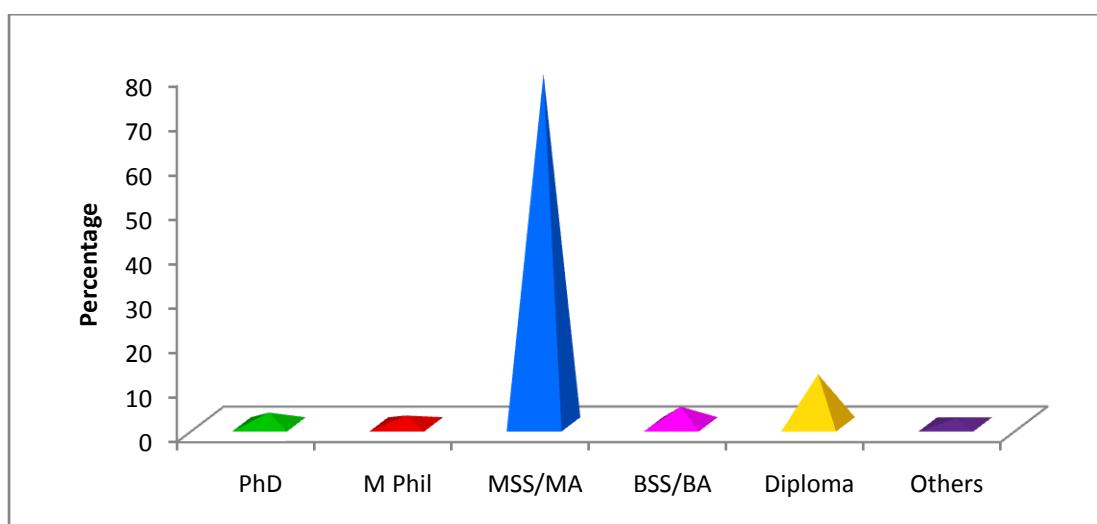
The respondents are categorized in six groups on the basis of educational qualification. i.e. PhD, MPhil, MSS/MA, BSS/BA, Diploma and others in Library

Science. The graph depicts that the majority of the respondents about 78.80% possess MSS/MA in Library Science. There are 11.25% respondents are holding diploma in respective field. Apart from that, there are 4% respondents having BSS/BA in Library Science followed by 2.64% respondents with PhD degree and 2% having MPhil degree. The rest of respondents around 1.32% possess other academic degree such as Masters in Computer Science, MBA, etc.

Thus, it can be concluded that most of the library professionals working in various university libraries are professionally sound.

4.6 Year of Experience of Library Professionals

Figure 4.6: Distribution of Respondents by Year of Experience (*n*=151)
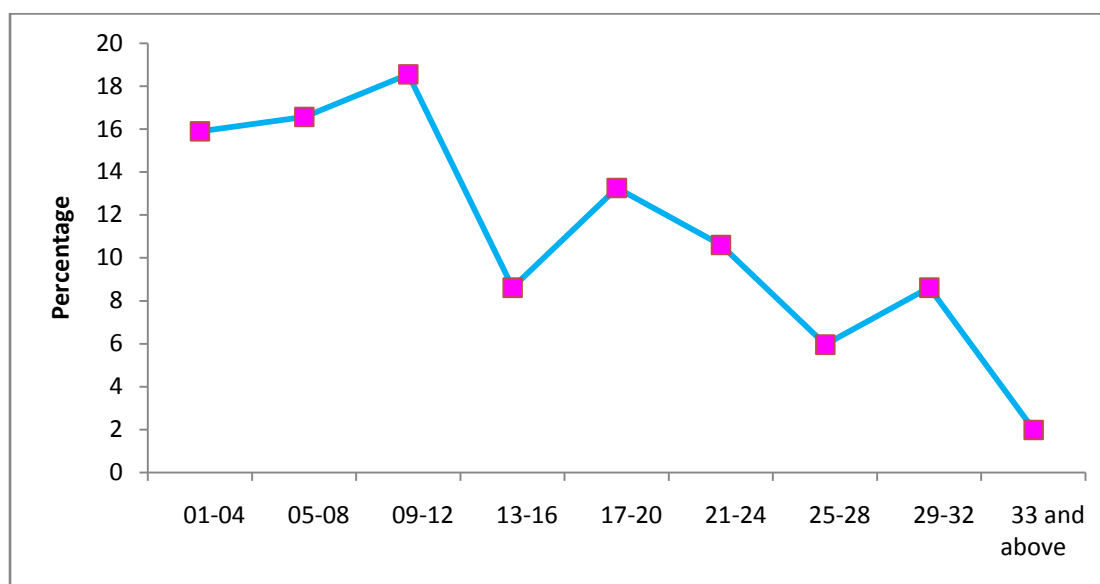
It can be viewed from Figure 4.6 that the majority of respondents (18.54%) fall in the 9-12 years group. The ratios of respondents (16.55%) are equal between the service group of 05-08 years and above 25 years respectively. Subsequently, there are 15.89% respondents who had served for 1-4 years in the field of library followed by 13.24% respondents having 17-20 years of work experience. 10.59% of respondents fall in the 21-24 years group. In terms of working experience, a small number of respondents are having higher level of experience. The smallest number of respondents (8.60%) adds to the 13-16 years group. Therefore, it can be concluded that most of the library professionals do have at least 9-12 years of working experience in the profession.

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4.7 Summary

From the above findings of this study, it can be implied that the descriptive statistical techniques are used for describing the status of background variables of respondents. A total of 151 library professionals had participated in the study. The most common age group of respondents is 31 to 35 and most of the respondents are males (61.58%) than females (38.41%). Majority of the respondents are married (89.40%). The highest number of respondents (70.10%) is derived from various public universities of Bangladesh and the greater part of the respondents (78.80%) is holding MSS/MA in Library Science. However, professionals having several years of experiences in the library profession

Personality traits and job satisfaction of library professionals may have some significance in relation to job involvement that will be investigated later in the next Chapter. Afterwards the research questions of this study will be examined.

In Chapter V, job involvement, personality traits, job satisfaction and background variables of university library professionals will be scrutinized.

CHAPTER- V

JOB INVOLVMENT, PERSONALITY TRAITS, JOB SATISFACTION AND BACKGROUND VARIABLES OF LIBRARY PROFESSIONALS

CHAPTER 5

JOB INVOLVMENT, PERSONALITY TRAITS, JOB SATISFACTION AND BACKGROUND VARIABLES OF LIBRARY PROFESSIONALS

5.0 Introduction

This Chapter includes findings as per the data collected from the survey questionnaire from 151 library professionals of selected university libraries in Bangladesh, in which study is conducted. The main purpose of this study is to investigate the level of job involvement of library professionals who are working in those university libraries. The study aims to achieve the research objectives with the answers of the research questions emphasized in this Chapter. There are two sections in this Chapter. The first section represents the descriptive result on research objectives. The second section tests the research questions of the study. Finally based on the analysis of the result, a summary is made at the end of this Chapter.

SECTION-I

The Descriptive Result on Research Objectives

5.1 Job Involvement of Library Professionals

This section presents the level of job involvement of the respondents. In order to analyze the data, there are 12 factors under 32 statements tabulated in Table 5.1. Job involvement is measured by using Agarwal's Job Involvement Scale (JIS). JIS consists 32 statements based on 12 factors and approached Likert type Scale ranging from 1 to 5 to represent the respondents view namely; strongly agree, agree, slightly

agree, disagree and strongly disagree. The 12 factors of Job Involvement Scale are mentioned below.

1. **Job Longing** (Statement 30, 31 and 32)

2. **Work under load** (Statement 1, 2 and 3)

3. **Emotional Involvement** (Statement 4, 5, 6 and 7)

4. **Persistence** (Statement 8, 9, 10 and 11)

5. **Energy expenditure** (Statement 12, 13 and 14)

6. **Planfulness** (Statement 15, 16 and 17)

7. **Task-completion sensitivity** (Statement 18, 19 and 20)

8. **Responsiveness to extra work** (Statement 21 and 22)

9. **Job devotion** (Statement 23)

10. **Job saliency** (Statement 24)

11. **Job concern** (Statement 25, 26, 27 and 28)

12. **Time-consciousness** (Statement 29)

Table 5.1 shows the survey of respondents of job involvement. There are 32 statements based on 12 factors. It is noted that statements from 1 to 28 are positive whereas 29 to 32 statements are negative in terms of job involvement. A concise result on job involvement of the respondents is described below:

Table 5.1: Job Involvement of Respondents (*n*=151)

Factor	Factor Name	Items
I	Job Longing	1. I am not willing to devote my free time to my job 2. I feel relieved when it is time to go home 3. I wait impatiently for holidays
II.	Work under load	1. I feel miserable when I have less work to do 2. Less of workload irritate me 3. I get depressed when I am not working
III.	Emotional Involvement	1. I love everything about my job 2. I give myself "100 per cent" to the job 3. For me the best form of relaxation is doing my job work 4. I enjoy my job activities more than my leisure activities.
IV.	Persistence	1. If a job-connected problem is not solved by the time I go home, I keep on think about it 2. I come early or stay late when I have more work to do 3. At times the job task stimulates my mind so much that I just can't go to sleep at a reasonable hour 4. I complete the work I am doing even if I have to stay after the working hour.
V.	Energy expenditure	1. I willingly accept all the assignments given to me 2. I do not mind overexerting myself on the job 3. Quite often I cut short my lunch hour to complete the job.
VI.	Planfulness	1. I plan for tomorrow's work at the end of today's working hour 2. I like to prepare at home so that I may perform my job well. 3. I prefer spending my free time in activities which are relevant for my job
VII.	Task-completion sensitivity	1. It annoys me to have to leave work un-finished. 2. Irrespective of what happens, I always attend to my job work first. 3. Not able to complete my job work worries me a lot.
VIII.	Responsiveness to extra work	1. I often do extra work in my job which is not really required of me. 2. I almost do anything to discharge my duty.
IX.	Job devotion	1. While at work, I seldom think of anything other than my job work.
X.	Job saliency	1. For the sake of my job work I can give up what I consider important.
XI.	Job concern	1. While away on leave, I keep on worrying that work is suffering. 2. On holidays I feel "job-sick" 3. I am so much engrossed in my work that I have no time for my favorite pastimes. 4. I am so much interested in my job that I have little time for my friends.
XII.	Time-consciousness	1. While on the job, I check and recheck my watch wondering when the day will end.

Source: Adapted partially from Agarwala (1978). Measuring job involvement in India. Indian Journal of Industrial Relations, vol. 14(2). .p. 223-224

5.1.1 Job longing

Job longing indicates that it takes time to complete a job perfectly and successfully. It should not be felt time consuming. Statement no. 30, 31 and 32 illustrate the factor of job longing. In statement 30 "I am not willing to devote my free time to my job" it is found that 33.77% respondents agreed, on the other hand 27.15% respondents disagreed and 22.52% feel undecided. For the statement no.31, majority of respondents 47.02% were agreed, while 33.11% were opposed to the statement 32. Since the majority of respondents were in opposition to the factor of job longingness, the job involvement should be improved on this aspect.

5.1.2 Work under load

Statements 1 to 3 demonstrated working under load. The result shows that 46.36% and 47.68% were agreed with the statements 1 and 2 respectively. Similarly, 41.72% respondents were agreed on statement 3 when they were asked regarding the statement "I get depressed when I am not working". To ascertain correctly, whether they work under load or work overload in general, most of the respondents were positive with this attitude that indicates professionals like to have more work pressure that leads to high job involvement.

5.1.3 Emotional involvement

Emotional attachment to job helps in a long way to achieve skill and expertise in the job sector. At this point, the statements 4 to 7 are related to emotional involvement. Hence this factor has been examined and the result reveals that on the statement number 4, 38.41% and 33.33% respondents were engaged between the scale of agree and strongly agree. Besides, the majority of respondents showed their positive views on the statement number 5, 6 and 7. As most of the respondents acknowledged this factor undoubtedly; therefore, it is concluded that professionals are emotionally involved in their job.

5.1.4 Persistence

Persistence is a feeling of how far one forcefully seeks to achieve success in his job. It is one kind of stamina that refers to the statements from 8 to 11. The analysis indicates that most of the respondents were agreed with these statements. Moreover, a

great number of respondents (49.67%) agreed on the statement 11 when they were asked "I complete the work, I am doing even if I have to stay after working hours". Therefore, it is demonstrated that respondents are more convincing to the persistence.

5.1.5 Energy expenditure

The satisfactory involvement on the job can be gained by expanding pleasing energy on the job. The analysis of this study has illustrated that 51.66% of the respondents agreed to this kind of feelings on statements 12 and 14. On the other hand, 35.76% agreed on the statement 13 which is "I do not mind overexerting myself on the job". However, it can be explored that most of the respondents are dedicating their energy and effort to job that stimulates job involvement.

5.1.6 Planfulness

Every employee should pre-plan on their work which helps to complete the work in time but if they do not give importance on preparation for work, it may decrease their productivity. In terms of the statement 17, the same number of respondents (31.13%) falls on the scale 'undecided and agree'. Excluding that the majority of respondents showed positive views to the statements 15 and 16 regarding whether they plan early or ahead for their work in general. However, as the maximum respondents feel importance of job preparation and homework, that ultimately increases their job involvement.

5.1.7 Task-completion sensitivity

Feeling of task-completion sensitivity plays an important role in job involvement. In this study, statements from 18 to 20 demonstrated the task-completion sensitivity. This factor also relates to the issue of time management. It is found that majority of respondents (54.97% and 53.64 %) agreed that they try to complete their task sincerely in time that encourages the job involvement.

5.1.8 Responsiveness to extra work

Healthy working environment and suitable working culture may motivate for extra work. Statements 21 and 22 revealed the feeling of respondents to extra work in a work place. The majority of respondents in the statement 22 fall in between the scale

of 'undecided and agree' in showing their feeling on the extra work. Thus, it can be concluded that respondents are reasonably sensible to extra work. Sustainable job culture needs to be developed, so that respondents shall become willing to undertake extra work.

5.1.9 Job devotion

Looking to the statement 23 that specified about the Job devotion is a prerequisite to bring out the perfection in job involvement. 37.09% of respondents agreed with the feeling about the job devotion and 29.08% were reluctant to disclose their understandable feeling on this factor. Overall, the result demonstrated that respondents are apparently concerned on job devotion.

5.1.10 Job saliency

Statement 24 consists of job saliency that is reasonably good among the respondents. In aspect of job saliency, 48.34% agreed and 18.54% rejected the fact. There were 17.88% respondents who declined to comment.

5.1.11 Job concern

Professionals should feel on the issue of job concern, if not, it may take the profession downward that is exposed through the statements from 25 to 28. Surprisingly almost the similar portions of respondents fall in the scale of disagreement 43.05% and 35.01% on the statements 26 and 27 respectively. Here also a good number of respondents were undecided on the feeling of job concern. In terms of the statements 25 and 28, majority of respondents fall in the scale agreed. This feeling may indicate that job concern is unreasonable lapse to the respondents.

5.1.12 Time-consciousness

Statement 29 is based on the factor of time-consciousness. A good professional should not be time-consciousness because a more time conscious employee cannot generate much output at the work. Surprisingly, the study also found that almost the equal part of respondents falls in the scale of disagree 27.15% and 27.81% agree under this job factor of job involvement. The similar result is found on the statement of 27 and 28 under the factor of job concern. The result also shows that 21.85% of

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respondents did not report their clear view. On the basis of this analysis, it can be explored that the job involvement should be encouraged under this factor.

5.2 One Factor Structure of Job Involvement Scale

There was a total of 32 different individual item questions which were asked to the study participants to capture their job involvement. Each question was recorded into 5-point Likert scale. To come up with a single scaled score from 32 items, have conducted confirmatory factor analysis.

Figure 5.1: One Factor Structure of Job Involvement Scale

Model 1. One factor structure of job involvement scale
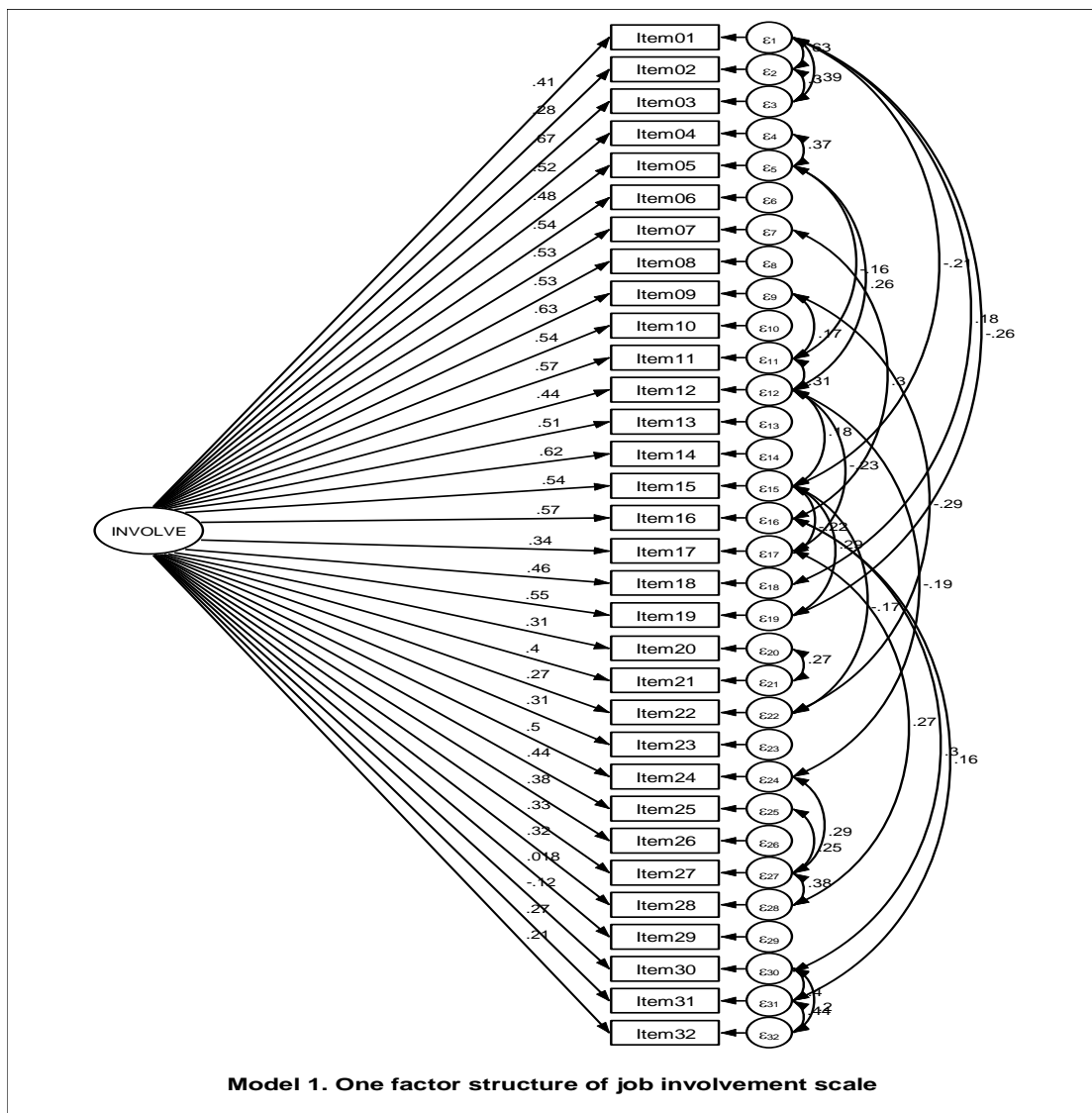
The one factor confirmatory factor model allows identifying the contribution of each of the individual items towards the final scale and also whether there is any

correlation between items present or not. The contribution of each item is given in the figure above along with the covariance between items. The result indicates that items 3 and 8 have large contributions towards job involvement scale construction. Item 29 contributed negatively due to reverse coding of the item question itself. Before reporting the one factor confirmatory factor analysis model, the model assessment has been done and the model describes the data quite well. Model assessment statistics has been reported in Table5.4. To assess the relationship of job involvement with other variables of interest, firstly, it converted the newly constructed scale into a standardized scale from 0 to 1 by min-max normalization. This scale is then converted into binary variables to see the frequency of job involvement. The binary variable has been constructed as below.

Low job involvement = Yes, if the scaled score is less than 0.5
High job involvement = No, if the scaled score is more than 0.5

5.3 Personality Traits of Library Professionals

The personality traits of library professionals are assessed through Mini-IPIP developed by Donnellan & Colleagues (2006) based on the 5-items of International Personality Item Pool-Five Factor Model (IPIP-FFM; Goldberg, 1999). The Mini-IPIP consists of 20 statements that were developed and based on Five-Factor Model (FFM) to assess personality traits effectively. The short assessment of personality traits includes the following five factors of traits of personality.

1. **Extraversion** (Statement 1, 6, 11 and 16)

2. **Agreeableness** (Statement 2, 7, 12 and17)

3. **Conscientiousness** (Statement 3, 8, 13 and18)

4. **Neuroticism** (Statement 4, 9, 14 and 19)

5. **Intellect/Imagination** (Statement 5, 10, 15 and 20)

A short description of each factor of personality traits measured in the study is given below in Table 5.2.

Table 5.2: Personality Traits of Respondents (*n*=151)

20 Statements under 5 Factors of Personality Traits	Very Inaccurate	Moderately Inaccurate	Neither Inaccurate Nor Accurate	Moderately Accurate	Very Accurate
1. Extraversion (E)					
1. Am the life of the party (E)	12 (7.95)	24 (15.89)	61 (40.4)	45 (29.8)	9 (5.96)
6. Don't talk a lot (E)	6 (3.97)	22 (14.57)	35 (23.18)	53 (35.1)	35 (23.18)
11. Talk to a lot of different people at parties (E)	17 (11.26)	24 (15.89)	54 (35.76)	44 (29.14)	12 (7.95)
16 Keep in the background (E)	11 (7.28)	19 (12.58)	64 (42.38)	46 (30.46)	11 (7.28)
2. Agreeableness (A)					
2. Sympathize with others' feelings (A)	0 (0)	8 (5.3)	16 (10.6)	65 (43.05)	62 (41.06)
7. Am not interested in other people's problems (A)	53 (35.1)	38 (25.17)	26 (17.22)	23 (15.23)	11 (7.28)
12. Feel others' emotions (A)	5 (3.31)	10 (6.62)	20 (13.25)	62 (41.06)	54 (35.76)
17. Am not really interested in others (A)	41 (27.15)	43 (28.48)	35 (23.18)	21 (13.91)	11 (7.28)
3. Conscientiousness (C)					
3. Get chores done right away (C)	2 (1.32)	11 (7.28)	52 (34.44)	61 (40.04)	25 (16.56)
8. Often forget to put things back in their proper place (C)	24 (15.89)	56 (37.09)	29 (19.21)	34 (22.52)	8 (5.3)
13. Like order (C)	13 (8.61)	26 (17.22)	61 (40.04)	34 (22.52)	17 (11.26)
18. Make a mess of things (C)	51 (33.77)	38 (25.17)	44 (29.14)	17 (11.26)	1 (0.66)
4. Neuroticism (N)					
4. Have frequent mood swings (N)	7 (4.64)	30 (19.87)	55 (36.42)	46 (30.46)	13 (8.61)
9. Am relaxed most of the time (N)	39 (25.83)	39 (25.83)	37 (24.5)	30 (19.87)	6 (3.97)
14. Get upset easily (N)	19 (12.58)	27 (17.88)	47 (31.13)	44 (29.14)	14 (9.27)
19. Seldom feel blue (N)	14 (9.27)	36 (23.84)	69 (45.7)	28 (18.54)	4 (2.65)
5. Intellect/Imagination (I)					
5. Have a vivid imagination (I)	5 (03.31)	16 (10.6)	53 (35.01)	52 (34.44)	25 (16.56)
10. Am not interested in abstract ideas (I)	41 (27.15)	48 (31.79)	24 (15.89)	31 (20.53)	7 (4.64)
15. Have difficulty understanding abstract ideas (I)	19 (12.58)	41 (27.15)	33 (21.85)	50 (33.11)	8 (5.3)
20. Do not have a good imagination (I)	47 (31.13)	46 (30.46)	29 (19.21)	22 (14.57)	7 (4.64)

Note: E=Extraversion, A=Agreeableness, C=Conscientiousness, N=Neuroticism, I=Intellect/Imagination

5.3.1 Extraversion

Extraversion indicates how outgoing and social a person is. The survey result of respondents showing that statement 1, 11 and 16 the majority of respondents fall in between the scale of neither inaccurate nor accurate and moderately accurate, feeling on this factor, on the statement 11 "Talk to a lot of different people at parties" where it is found a good number of respondents 35.76% were undecided on the statement. It is understood that most of the respondents are undetermined with the factor of extraversion, which is one of the factors of the Five-Factor Model (FFM).

5.3.2 Agreeableness

Agreeable peoples are willing to help and cooperate with others. They are sympathetic, cooperative, and accommodating. They also maintain unity in a work team. It is an extensive trait or characteristic for an employee that refers to the statements 2, 7, 12 and 17. Out of them 7 and 17 statements are diverse and directed. On the statement 7 "Am not interested in other people's problems" where the majority of respondents 35.1% showing their feeling through the scale Very Incorrect that implies that most of them obtained agreeable personality. At the same time respondents also expressed their positive views on other two statements 2 and 12. However, it is assumed that most of the respondents were friendly, kind, warm and delightful. They possess agreeableness in their personality.

5.3.3 Conscientiousness

Conscientiousness derives from efficient, organized, self-disciplined and thoughtful employees. They also feel a sense of duty to others. In Conscientiousness, people obey the rules and regulations of organization. In most of the places, they are loyal and dedicated to their own site. They prefer to follow standard policies or guidelines that are requisite for a job. Here the respondents presented the realistic feeling to all scales in terms of conscientiousness. It was asked on statement 8 and 18 that if they make a mess of thing or forget to put things back in their proper place. 37.09% of respondents fall in the scale of moderately incorrect and 29.14% were undecided. It can be concluded that respondents were well organized or disciplined. Besides, 40.4% of respondents reveal that they do their duty or assignment moderately right away or without delay. There were

40.04% of respondents with the scale of neither inaccurate nor accurate in relating to whether they like order or not. Moreover, it is found that respondents having moderate level to the trait of conscientiousness.

5.3.4 Neuroticism

Neuroticism is distinguished to tense, irritable, shy, moody, and irritable or vulnerable. Neurotic people are not self-confident, unstable emotionally or nervous. They are not often in a good mood and obsessed with being disturbed. People who score high on neuroticism tend to have anxiety resulting in high-stress at work, so that they are not able to manage substantial work pressure and new challenges at work. In the study it is observed that most of respondents 45.07% were unsettled with the statements 4, 14 and 19 which are related with upsetness or depression, as their score is high with the scale of neither inaccurate nor accurate. In other words, respondents were disconcerted and unstable to feel that they were in sad or tense. On the other hand, respondents reported the adverse feeling with statement 9. The score is higher with the scale of very incorrect (25.83%) and moderately incorrect (25.83%) when they were asked in reverse direction, if they relaxed most of the time. It is understood that the best part of respondents experienced anxiety, tension and unhappiness which are associated with neurotic traits of personality.

5.3.5 Intellect/Imagination

Intellect/Imagination is attributed as curious, unconventional, artistic and imaginative or innovative. People who are intellectually interested in innovation prefer to gather new experiences and learning. People high in intellect or imagination indicate that they are creative and esthetic and try to do something new at their work. The statement 10, 15 and 20 are negative scoring statements and respondents reported high scores between the scales of very inaccurate and moderately inaccurate. It is understood that the majority of respondents 31.79% were imaginable and did not have difficulty to understand abstract or intellectual ideas by those statements; 35.01% of the respondents also demonstrated that they were undecided on valid imagination capacity. The score of the statement 5 is moderate. Apparently, respondents had a moderate level of intellect or imagination trait in their personality.

5.4 One Factor Structure of Mini-IPIP (International Personality Item Pool) Scale

Figure 5.2: One Factor Structure of Mini-IPIP Scale

Model 2. One factor structure of mini-international personality item pool scale
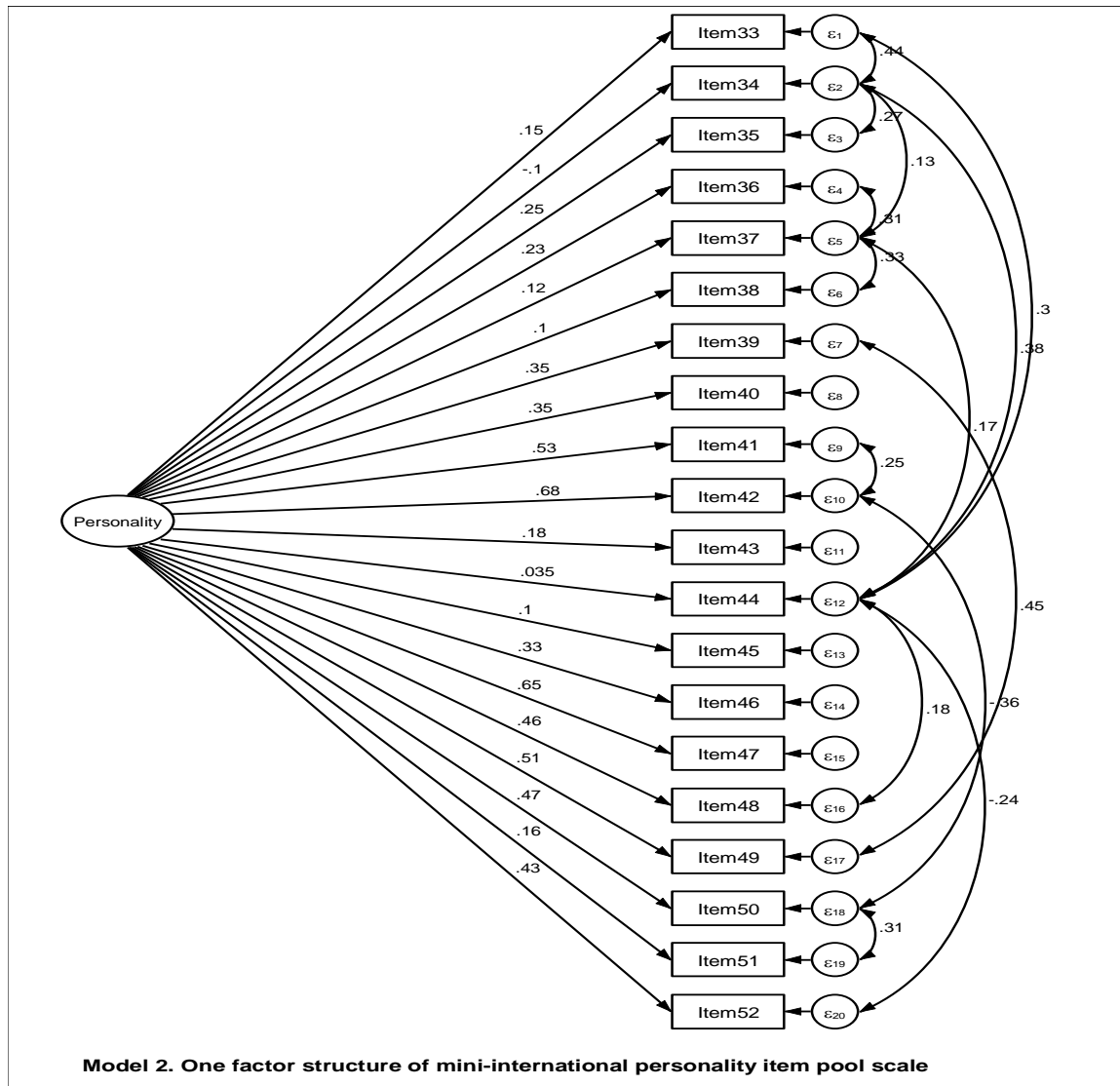
There were a total 20 questions which were asked to the study participants to capture their personality trait. To come up with a single scaled score, it has performed one factor confirmatory factor analysis model. The result shows that item 42 and item 47 have larger contributions towards the scale. The factor analysis model also enables to see if there is any inter relationship that exists between items. All results reported in the figure above. The raw score is then converted into a scale between 0 and 1 by min-max

normalization. After doing min-max normalization, it has created a binary variable that indicates personality type of study participants. The assessment of one factor model is reported in 5.4 and this indicates that the model described the data quite well. This scale is then converted into binary variables to see the frequency of personality traits. The binary variable has been constructed as below.

Low personality trait = Yes, if the scaled score is less than 0.5

High personality trait = No, if the scaled score is more than 0.5

5.5 Job Satisfaction of Library Professionals

Job satisfaction is a comprehensive feeling. It is supposed to feel toward job while it is also noted that as harmony with the job. In order to find out the level of job satisfaction of library professionals, Minnesota Satisfaction Questionnaire (MSQ, 1967) was used. MSQ has short form and long form. The short form of MSQ was used for this study. It consists of 20 statements distributed evenly on 20 factors of job satisfaction identified by MSQ. There are five alternative responses for each item. These are: dissatisfied, less satisfied, satisfied, very satisfied, and extremely satisfied. The 20 factors of job satisfaction are described below.

1. **Activity** (statement 1)
2. **Independence** (statement 2)
3. **Variety** (statement 3)
4. **Social status** (statement 4)
5. **Supervision-human relations** (statement 5)
6. **Supervision-technical**(statement 6)
7. **Moral values** (statement 7)
8. **Security** (statement 8)
9. **Social services** (statement 9)
10. **Authority** (statement 10)
11. **Ability utilization** (statement 11)
12. **Institutional Policy and practice** (statement 12)
13. **Compensation** (statement 13)
14. **Advancement** (statement 14)
15. **Responsibility** (statement 15)
16. **Creativity** (statement 16)
17. **Working condition** (statement 17)
18. **Co-workers** (statement 18)
19. **Recognition** (statement 19)
20. **Achievement** (statement 20)

A short description of each factor of job satisfaction measured in the study is given below in Table 5.3

Table 5.3: Job Satisfaction of Respondents (*n*=151)

20 Statements under 20 Factors of Job Satisfaction	Dissatisfied	Less Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
1. Activity					
Being able to keep busy all the time	11 (7.28)	12 (7.95)	80 (52.98)	36 (23.84)	12 (7.95)
2. Independence					
The chance to work alone on the job	15 (9.93)	28 (18.54)	65 (43.05)	31 (20.53)	12 (7.95)
3. Variety					
The chance to do different things from time to time	12 (7.95)	26 (17.22)	56 (37.09)	39 (25.83)	18 (11.92)
4. Social status					
The chance to be "somebody" in the community	26 (17.22)	31 (20.53)	56 (37.09)	28 (18.54)	10 (6.62)
5. Supervision-human relations					
The way may boss handles his/her workers	18 (11.92)	33 (21.85)	63 (41.72)	28 (18.54)	9 (5.96)
6. Supervision-Technical					
The competence of my supervisor in making decisions	13 (8.61)	23 (15.23)	60 (39.74)	39 (25.83)	16 (10.6)
7. Moral values					
Being able to do things that don't go against my conscience	16 (10.6)	22 (14.57)	77 (50.99)	29 (19.21)	7 (4.64)
8. Security					
The way my job provides for steady employment	9 (5.96)	13 (8.61)	79 (52.32)	31 (20.53)	19 (12.58)
9. Social services					
The chance to do things for other people	7 (4.64)	21 (13.91)	66 (43.71)	36 (23.84)	21 (13.91)
10. Authority					
The chance to tell people what to do	2 (1.32)	29 (19.21)	74 (49.01)	33 (21.85)	13 (8.61)
11. Ability Utilization					
The chance to do something that makes use of my abilities	8 (5.3)	27 (17.88)	62 (41.06)	30 (19.87)	24 (15.89)
12. Institutional Policy and practice					
The way company policies are put into practice	15 (9.93)	34 (22.52)	72 (47.68)	18 (11.92)	12 (7.95)

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20 Statements under 20 Factors of Job Satisfaction	Dissatisfied	Less Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
13. Compensation					
My pay and the amount of work I do	15 (9.93)	33 (21.85)	63 (41.72)	28 (18.54)	12 (7.95)
14. Advancement					
The chances for advancement on this job	16 (10.6)	37 (24.5)	50 (33.11)	32 (21.19)	16 (10.6)
15. Responsibility					
The freedom to use my own judgment	20 (13.25)	32 (21.19)	57 (37.75)	30 (19.87)	12 (7.95)
16. Creativity					
The chance to try my own methods of doing the job	22 (14.57)	28 (18.54)	59 (39.07)	26 (17.22)	16 (10.6)
17. Working condition					
The working conditions	14 (9.27)	22 (14.57)	64 (42.38)	35 (23.18)	16 (10.6)
18. Co-workers					
The way my co-workers get along with each other	7 (4.64)	30 (19.87)	63 (41.72)	35 (23.18)	16 (10.6)
19. Recognition					
The praise I get for doing a good job	16 (10.6)	29 (19.21)	45 (29.8)	43 (28.48)	18 (11.92)
20. Achievement					
The feeling of accomplishment I get from the job.	16 (10.6)	18 (11.92)	54 (35.76)	43 (28.48)	20 (13.25)

5.5.1 Activity

It is always better to be active with the job. Sitting idle does not provide satisfaction to an employee who wants to contribute. Activity adds value to the work. It is the way that employees can actively exceed their time at their job. This can ensure that employees are able to concentrate on doing what they do best at their work on maximizing the services effectively. In this study, the respondents were asked about their activities to their job and was found that most of the respondents (52.98%) were satisfied with the job factor of activity.

5.5.2 Independence

If the professionals get a free hand to perform the job, they feel more satisfied as compared to those who work under strict supervision on the job. Work with freely and independently stimulates the best performance and more productive to the job. Most

people work better when they are left alone to do their tasks with minimal supervision. The respondents were asked about their sense of freedom or independence. Their answers were marked as satisfied (43.05%) that means respondents got some sort of autonomy at their workplace.

5.5.3 Variety

Variety at work influences a range of outcomes, flexibility and quality of services. Variety demonstrates the advancement of work instead of traditional measures of task. Routine jobs sometimes make employees bored which can be cause of their reluctances. To keep pace with the rapid development of science and technology, library professionals should make them up-to-date by carry on the variety or multidisciplinary services of their fields. Variety in work brings satisfaction among employees. In this respect, respondents were asked about the variety of their job. The findings of this study indicated that respondents (37.09%) were satisfied with the statement.

5.5.4 Social Status

Man is a social being. In the society, he/she needs his/her suitable place or status. If the job of the individual treats one status properly, he/she feels satisfied. Social status has a great influence on the level of job satisfaction of the professionals. In this view, the respondents were asked about their position in the community or society. The respondents (37.09%) reported that they were satisfied with this job factor. It is understood that respondents receive indispensable professional value from the society and they are felt as somebody in the community or society.

5.5.5 Supervision-Human Relations

The supervisor delegates and provides ongoing guidance and support to the employees as they complete their action plans. In the rapidly changing field, it is the major challenge of the supervisor as he or she must be authentic and have a good interpersonal relationship with employees to enhance the employee's outcome at work. The interpersonal relationship with the supervisor is a great concern on job satisfaction in any organization. It is not only improving the institutional functioning, but also giving satisfaction to the

workers. The respondents were asked about their supervision in aspects of human relations. The majority of respondents of this study (41.72%) were satisfied with the supervision-human relationship.

5.5.6 Supervision-Technical

Supervisor must be technical and the approaches of the supervisor should be different in respect of power and control during interaction with employees. The technical knowledge of the supervisor helps to face hard problems and trains the professionals. It requires leadership skills and the ability to treat all employees fairly. The technical knowledge of supervisor is also an important issue for job satisfaction in all organizations. The respondents were asked about their supervisors in terms of the competence of their supervision. Greater number of respondents (39.74%) reported that they are satisfied with the competence of their supervisor.

5.5.7 Moral Values

Positive morale values motivated employees to provide the best contribution to their job. The integration of moral values and actions appear to logically lead to honesty and loyalty of the employees to their job. It does not permit going against any religious feelings. In this study, it has been found that the best parts of respondents (50.99%) were satisfied with this job factor.

5.5.8 Security

A feeling of insecurity adversely affects the amount of satisfaction among employees. Employees who stay in the job for a long period in the same organization are likely to gain their career goals and this will certainly concern their lives and monetary site. In view of this, the respondents were asked about their sense of job security. Majority of respondents (52. 32%) confessed that they feel secure with their job.

5.5.9 Social Services

As human beings, everybody likes to do something for the society. They feel proud to be a part of the society. In this study, the respondents were asked about the changes to do things for the society by providing their services. Here, it is observed that most of respondents (43.71%) were satisfied with the job factor of social services.

5.5.10 Authority

Authority deals with the emotions of the employees. Everybody likes to enjoy authority or power at the workplace. The delegation of authority affects the quality of services. Authority also leads to ego satisfaction. A certain degree of freedom at the workplace increases the level of feeling of ownership. The findings of the result exposed that respondents (49.01%) were almost satisfied with this factor.

5.5.11 Ability Utilization

The best utilization of the employee's ability to work is a great concern with the accomplishment of organizational goals and plans. Proper job assignment is important for morale as well as for efficiency. Ability utilization can ensure the outcomes of the services. It not only improves the organizational productivity but also improves the job satisfaction level. In the point of view, respondents (41.06%) of this study reported that they were relatively satisfied with the utilization of their ability.

5.5.12 Institutional Policies and Practices

Policies and practices are mechanisms for ensuring that individuals are treated fairly and equitably and those individuals' interests are managed for the greater good. An organization's policies can be a great source of frustration for employees, if the policies are unclear or unnecessary or if not everyone is required to follow them. In this respect, the respondents were asked about the organizational policies and practices. Here the study also identified that most of respondents (47.68%) were satisfied with the policies and practices of their respective organization.

5.5.13 Compensation

Employees are always looking to put themselves in the best desirable place monetarily. Appropriate compensation feels employees value as workers as well as human beings that ensure better output of work. Compensation derives from wages, salaries, bonuses and commission structures. It is also a motivational factor for an employee to determine the level of job satisfaction. In this study the respondents were asked about their satisfaction with their salary. Around a moderate part of the respondents (41.72%) disclosed that they were satisfied with their compensation.

5.5.14 Advancement

The advancement or promotion opportunities encourage the workers to work and they attain satisfaction with the job. It is also a motivational factor to increase the sense of value of employees. It is observed that the maximum respondents (33.11%) fall in the category of satisfied.

5.5.15 Responsibility

Responsibility or accountability is an important factor on the job satisfaction of the employees. The sense of shared responsibility is also likely to mean that they are a part of the organization. When employees participate in problem solving and decision-making, they have more of a sense of control and responsibility and consequently are more likely to be satisfied with their jobs and the organization. In this study, it was found that respondents (37.75%) were relatively satisfied with their accountability and having freedom to use their own judgment at the job.

5.5.16 Creativity

Innovation or creativity is the act of turning new and imaginative ideas into reality. Creativity is fostered in organizational cultures and it is also related to taking risks. In the study, the respondents were asked whether they get a chance to try their own methods of doing at job. The score was high on this factor creativity. It can be assumed that respondents (39.07%) were nearly satisfied with the job factor.

5.5.17 Working Condition

An employee gets upset and dissatisfied, if the proper working condition is missing. Destitute and shambolic working conditions decrease efficiency and stability of employees. On the other hand, healthy working conditions can have a lot of optimistic effects on employees' welfare. In the study, the majority of respondents (42.38%) admitted that they were satisfied with their existing working conditions.

5.5.18 Co-workers

The healthy relationship with co-workers may have resolved many job-related problems in any organization. Indeed, this impact is even greater than the influence of supervisors. Coworkers also influence an employee's judgment and manner which are strongly connected with high job satisfaction, job involvement and a strong obligation to organization. If the respondents feel comfortable with their co-workers, they feel satisfied with the job and devote more time and energy for the same. The respondents were asked how they get along with their co-workers and the relationship that they have with them. Most of the respondents (41.72) accepted this statement and it is understood that they were satisfied with this job factor.

5.5.19 Recognition

Recognition of good works and praise by the supervisor bring positive influence on job satisfaction. Every employee wants to be recognized and appreciated for the work they do to achieve reward of their endeavor. It is a motivational factor that increases the employees' happiness, engagement and trust to organization. The study found that most of the respondents (58.28%) fell in between the scale satisfied and very satisfied. It is assumed that respondents received proper acknowledgement from their own job.

5.5.20 Achievement

An achievement is something an employee performs, like bringing out the goal of organization by applying their talent, effort and persistence. It is a psychological motivator that employees can improve their expertise and enhance their effort. The

respondents (35.76%) reported that they were satisfied with this job factor, when they were asked whether they feel accomplishment on their job.

With the above analysis of this study, it is identified that the majority of the respondents were more or less satisfied with the entire job facets of job satisfaction.

5.6 One Factor Structure of Minnesota Job Satisfaction Item Scale

Figure 5.3: One Factor Structure of Job Satisfaction Scale

Model 3. One factor structure of minnesota job satisfaction item scale
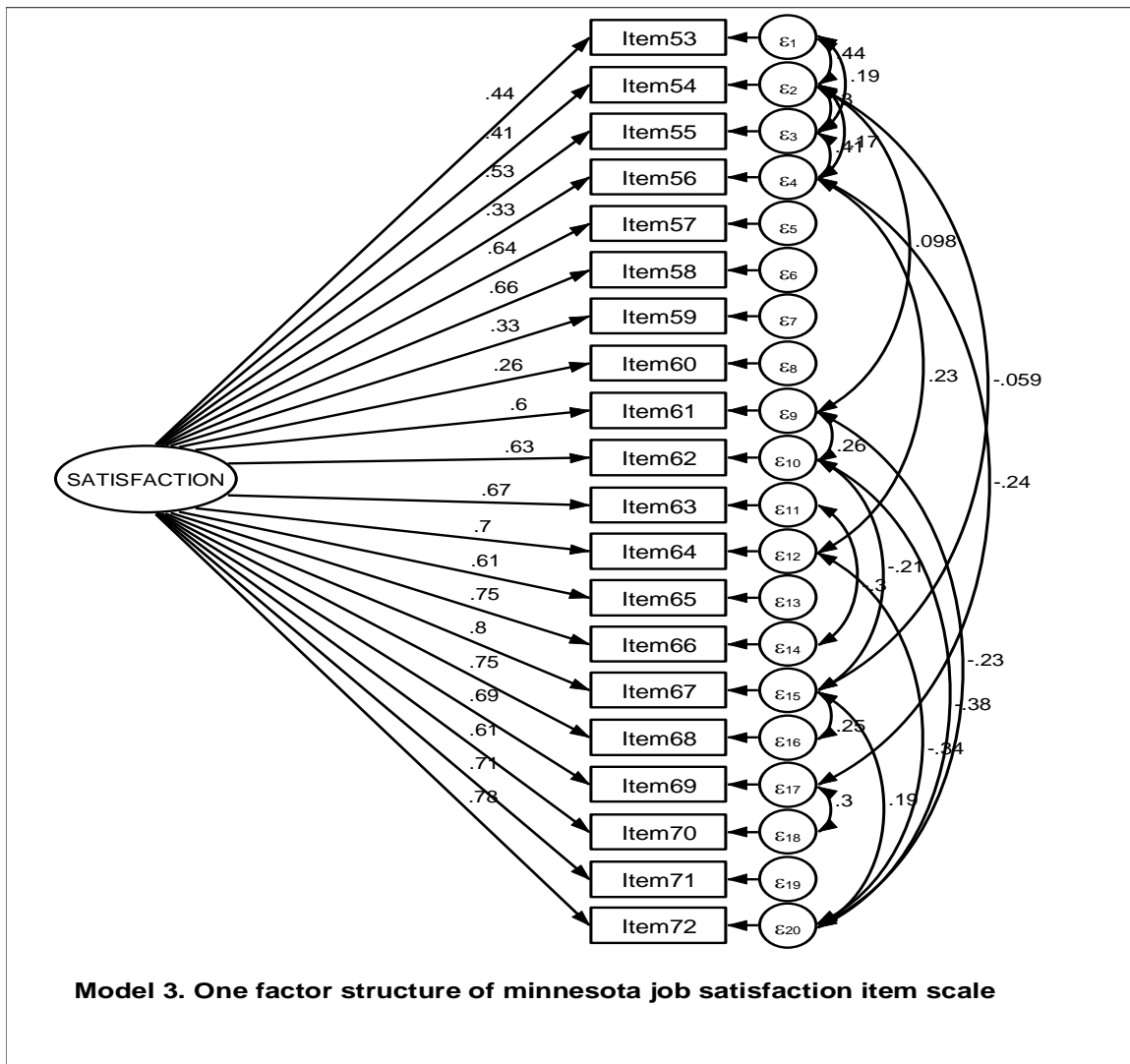
Job satisfaction scale is adapted from Minnesota Satisfaction Questionnaire (MSQ). To construct the composite score, confirmatory factor analysis has been done with a single factor analytic model. The contribution of individual items and inter relation between items has been reported into the figure mentioned above. Model assessment results reported into Table 5.4 indicating a good model. The raw factor score is then converted into a scaled score between 0 and 1 by min-max normalization process. To see if there is any relation existing between job satisfaction and other variables of interest, it has performed regression analysis in a later section. This scale is later converted into binary variables to see the frequency of job satisfaction. The binary variable has been constructed as below.

Low job satisfaction = Yes, if the scaled score is less than 0.5

High job satisfaction = No, if the scaled score is more than 0.5

5.7 Job Involvement, Personality Traits and Job satisfaction of Library Professionals

Table 5.4: Confirmatory Factor Analysis Fit Index of Job Involvement, Personality Traits and Job Satisfaction

	χ^2	df	CFI	TLI	AIC	RMSEA	CD
Model-1	796.97	435	0.775	0.744	12841.16	0.074	0.894
Model-2	319.12	152	0.887	0.859	7702.02	0.085	0.946
Model-3	300.88	156	0.752	0.698	8662.26	0.078	0.799
χ^2	df	CFI	TLI	AIC	RMSEA	CD	

Note: χ^{2}- Chi Square, df- Degrees of Freedom, CFI- Comparative Fit Index, TLI- Tucker-Lewis Index, AIC- Akaike's Information Criterion, RMSEA- Root Mean Square Error of Approximation, CD- Critical Difference.

The good-fit index for the model-1 indicated a factor with CFI = 0.775; TLI =0.744; RMSEA=0.074; CD=0.894. These results show a good fit index for the model-1. But the good-fit index for the model-2 indicated a factor with CFI = 0.887; TLI =0.859; RMSEA=0.085; CD=0.946. These results demonstrate a good fit index for the model-2. As well as the good-fit index for the model-3 indicated a factor with CFI = 0.752; TLI =0.698; RMSEA=0.078; CD=0.799. These results appear good fit index for the model-3.

5.8 Background Variables and Job involvement of Library professional

Descriptive and inferential statistical techniques are used to see the significance between job involvement and background variables. Background information of respondents is presented first by using frequencies and percentages. This is followed by chi-square tests are used to find out the level of significant difference between job involvement and background variables subcategories for age, gender, marital status, type of university, professional qualification, year of experience of respondents. These components of background variables were taken one by one. Each variable was tabulated by applying the chi-square test. The results are formulated whether the relationship between job involvement and background variables is significant or insignificant. Findings are interpreted which are relevant to the research objectives and research questions.

5.8.1 Age and Job Involvement of Library Professionals

Table 5.5: Age and Job Involvement (*n*=151)

Age Group (years)	Low Job Involvement	High Job Involvement	Total	p-value
30 or below	13 (59.09)	9 (40.90)	22	
31 to 35	16 (51.61)	15 (48.38)	31	
36 to 40	12 (54.54)	10 (45.45)	22	
41 to 45	10 ((38.46)	16 (61.53)	26	0.511
46 to 50	10 (45.45)	12 (54.54)	22	
51 and above	10 (35.71)	18 (64.28)	28	
Total	71 (47.01)	80 (52.98)	151	

Note: Low Job Involvement = if the scaled score is less than 0.5, High Job Involvement = if the scaled score is more than 0.5

Table 5.5 indicates that 52.98% respondents fall in the category of high job involvement. The table also shows that age has no significant effect in comparing the above-mentioned table of low job involvement and high job involvement. It is also observed that those in

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the age group 51 and above years have shown high in job involvement and second highest in job involvement in between age groups 41-45 years. On the basis of this, it can be inferred that older library professionals seem to be more involved in their job than younger groups of professionals.

5.8.2 Gender and Job Involvement of Library Professionals

Table 5.6: Gender and Job Involvement (*n*=151)

Gender	Low Job Involvement	High Job Involvement	Total	p-value
Male	40 (43.01)	53 (56.98)	93	
Female	31 (53.44)	27 (46.55)	58	0.211
Total	71 (47.1)	80 (52.98)	151	

Note: Low Job Involvement = if the scaled score is less than 0.5, High Job Involvement = if the scaled score is more than 0.5

Table 5.6 describes that 56.98% male respondents fall in the category of high job involvement. In the case of females, there are 53.44% respondents having low job involvement. The result revealed that males are more involved and having high level of job involvement than their female counterpart. It has also showed that there is no significant relationship between gender and job involvement.

5.8.3 Marital Status and Job Involvement of Library Professionals

Table 5.7: Marital Status and Job Involvement (*n*=151)

Marital Status	Low Job Involvement	High Job Involvement	Total	p-value
Married	60(44.44)	75(55.55)	135	
Single	1(33.33)	2(66.66)	3	0.072
Unmarried	10(76.92)	3(23.07)	13	
Total	71(47)	80(53)	151	

Note: Low Job Involvement = if the scaled score is less than 0.5, High Job Involvement = if the scaled score is more than 0.5

While comparing the job involving score according to marital status, the result in Table 5.7 shows that marital status is marginally associated with the job involvement. The result also indicates that 55.55% married respondents reported high job involvement than

their unmarried counterparts, this may due to the fact that they have more responsibilities to family and married respondents may be availing emotional support from their spouse, so they keep themselves more involved to their job which is absent to unmarried or single respondents. The result identifies 66.66% of single respondents having high job involvement.

5.8.4 Type of University and Job Involvement of Library Professionals

Table 5.8: Type of University and Job Involvement (*n*=151)

Type of University	Low Job Involvement	High Job Involvement	Total	p-value
Private University	30 (66.66)	15 (33.33)	45	0.002
Public University	41 (38.67)	65 (61.32)	106	
Total	71 (47)	80 (52)	151	

Note: Low Job Involvement = if the scaled score is less than 0.5, High Job Involvement = if the scaled score is more than 0.5

In Table 5.8, it has been observed that professionals of public universities 61.32% having high job involvement in comparison with private universities (38.67%). From the facts stated above, there is a significant relationship found between type of universities and job involvement.

5.8.5 Professional Qualification and Job involvement of Library Professionals

Table 5.9: Professional Qualification and Job Involvement (*n*=151)

Professional Qualification	Low Job Involvement	High Job Involvement	Total	p-value
PhD	1(25)	3(75)	4(2.64)	
MPhil	3(100)	0	3(2)	
MSS/MA	57(47)	62(52)	119(78.80)	
BSS/BA	4(66)	2(33)	6(4)	0.203
Diploma	5(29)	12(71)	17(11.25)	
Others	1(50)	1(50)	2(1.32)	
Total	71(47)	80(53)	151	

Note: Low Job Involvement = if the scaled score is less than 0.5, High Job Involvement = if the scaled score is more than 0.5

In Table 5.9, it has been found that professional qualification is not playing any remarkable role for job involvement. There is no significant relationship noticed between professional qualification and overall job involvement. The table shows that professionals who have MSS/MA and Diploma in Library Science are more involved with the job. Besides, professionals with PhD having high job involvement. The surprising finding is professionals having MPhil degree are completely low involved with their job. Subsequently, professionals with BSS/BA found to be low involved with the job. Thus, it can be concluded that professional qualification is not statistically associated with job involvement.

5.8.6 Year of Experience and Job Involvement of Library Professionals

Table 5.10: Year of Experience and Job Involvement (*n*=151)

Year of Experience	Low Job Involvement	High Job Involvement	Total	p-value
01-04	15(62.5)	9(37.5)	24(15.89)	
05-08	12(48)	13(52)	25(16.55)	
09-12	17(60.71)	11(39.28)	28(18.54)	
13-16	6(46.15)	7(53.84)	13(8.60)	0.094
17-20	7(35)	13(65)	20(13.24)	
21-24	3(18.75)	13(81.25)	16(10.59)	
25 and above	11(44)	14(56)	25(16.55)	
Total	71(47)	80(53)	151	

Note: Low Job Involvement = if the scaled score is less than 0.5, High Job Involvement = if the scaled score is more than 0.5

By bivariate analysis with years of experience in, it has been observed that year of experience of library professionals is marginally significant with job involvement. The table also describes that most of the respondents have 9-12 years working experiences but they belong to low job involvement. There are low and high levels of job involvement found in various years of experiences of library professionals.

SECTION-II

The Tests of Research Questions

5.9 Research Question No. 1

What is the significant relationship between background variables and job involvement?

Table 5.11: Association between Job Involvement and Background Variables

Background Variables	Low job involvement n (%)	High job involvement n (%)	p-value
Type of University			
Private University	30 (66.67)	15 (33.33)	0.002
Public University	41 (38.68)	65 (61.32)	
Age group (years)			
30 or below	13 (59.09)	9 (40.91)	0.511
31 to 35	16 (51.61)	15 (48.39)	
36 to 40	12 (54.55)	10 (45.45)	
41 to 45	10 (38.46)	16 (61.54)	
46 to 50	10 (45.45)	12 (54.55)	
51 and above	10 (35.71)	18 (64.29)	
Gender			
Male	40 (43.01)	53 (56.99)	0.211
Female	31 (53.45)	27 (46.55)	
Marital Status			
Married	60 (44.44)	75 (55.56)	0.072
Single	1 (33.33)	2 (66.67)	
Unmarried	10 (76.92)	3 (23.08)	
Professional qualification			
PhD	1 (25)	3 (75)	0.203
M Phil	3 (100)	0 (0)	
MSS/MA	57 (47.9)	62 (52.1)	
BSS/BA	4 (66.67)	2 (33.33)	
Diploma	5 (29.41)	12 (70.59)	
Others	1 (50)	1 (50)	
Total years of experience			
01-04	15 (62.5)	9 (37.5)	0.094
05-08	12 (48)	13 (52)	
09-12	17 (60.71)	11 (39.29)	
13-16	6 (46.15)	7 (53.85)	
17-20	7 (35)	13 (65)	
21-24	3 (18.75)	13 (81.25)	
25 and above	11 (44)	14 (56)	

In bivariate analysis, it has found 66.67% library professionals are low job involvement among private universities and 38.68% professionals are low job involvement among public Universities which is statistically significant. Age is not that significantly associated with job involvement. Total 43.01% male and 53.45% female library professionals fall under low job involvement which is not significant. 44.44% married, 33.33% single and 76.92% unmarried professionals have low job involvement which is marginally significant. Professional qualification and job involvement are not significantly associated. Total years of experience are marginal significantly associated with job involvement.

5.10 Research Question No. 2

What is the significant relationship between job involvement and personality traits of library professionals?

Table 5.12: Association between Job Involvement and Personality Traits

Variables	AOR (95% CI)	p-value
Low personality traits	4.19 (1.71, 10.25)	0.002
University Libraries		
Private University	Ref	
Public University	0.33 (0.13, 0.81)	0.016
Marital Status		
Married	Ref	
Single	0.22 (0.02, 3.11)	0.263
Unmarried	3.26 (0.63, 16.89)	0.159
Years of experience		
01-04	Ref	
05-08	0.47 (0.13, 1.69)	0.247
09-12	1.70 (0.46, 6.24)	0.426
13-16	0.98 (0.21, 4.67)	0.982
17-20	0.77 (0.19, 3.19)	0.724
21-24	0.16 (0.03, 0.81)	0.027
25 and above	1.05 (0.28, 3.99)	0.943

AOR-adjusted odds ratio, CI- confidence interval

The multiple logistic regression model was used to determine relationship between job involvement and personality traits of library professionals. In multiple logistic regression model, low job involvement was independently associated with low personality traits (OR=4.19, 95% CI: 1.71 to 10.25), public university (OR=0.33, 95% CI: 0.13 to 0.81) and 21-24 years of experience group in library profession (OR=0.16, 95% CI: 0.03 to 0.81). In multiple logistic regression model, l library professionals who has low personality traits were about 4 times (OR=4.19, 95% CI: 1.71 to 10.25) more likely to involve low in job compared to those who has high personality traits, professionals of public university library were 67% (OR=0.33, 95% CI: 0.13 to 0.81) less likely to involve low in job compared to private university and 21-24 years of experience of library professionals were 84% (OR=0.16, 95% CI: 0.03 to 0.81) less to involve low in job. But marital status was not significantly associated with job involvement.

5.11 Research Question No. 3

What is the significant relationship between job involvement and job satisfaction of Library professionals?

Table 5.13: Association between Job Involvement and Job Satisfaction

Variables	AOR (95% CI)	p-value
Low job satisfaction	5.21 (2.30, 11.81)	<0.001
Kind of University		
Private University	Ref	
Public University	0.24 (0.09, 0.61)	0.003
Marital Status		
Married	Ref	
Single	0.63 (0.05, 8.63)	0.729
Unmarried	1.98 (0.39, 9.97)	0.409
Years of experience		
01-04	Ref	
05-08	0.34 (0.09, 1.32)	0.120
09-12	0.77 (0.20, 2.95)	0.707
13-16	0.72 (0.14, 3.59)	0.685
17-20	0.59 (0.14, 2.52)	0.473
21-24	0.18 (0.03, 0.94)	0.042
25 and above	0.87 (0.22, 3.38)	0.836

ARO-adjusted odds ratio, CI- confidence interval

The multiple logistic regression model was used to determine the relationship between job involvement and job satisfaction of library professionals. In multiple logistic regression model, low job involvement was independently associated with low job satisfaction (OR=5.21, 95% CI: 2.30 to 11.81), public university (OR=0.24, 95% CI: 0.09 to 0.61) and 21-24 years of experience group in library profession (OR=0.18, 95% CI: 0.03 to 0.94). In multiple logistic regression model, library professionals who have low satisfaction with their job were about 5 times (OR=5.21, 95% CI: 2.30 to 11.81) more likely to involve low in job compared to those who highly satisfy their job, Library professionals of public university were 76% (OR=0.24, 95% CI: 0.09 to 0.61) less likely to involve low in job compared to private university and 21-24 years of experience were 82% (OR=0.18, 95% CI: 0.03 to 0.94) less to involve low in job. But marital status was not significantly associated with job involvement.

5.12 Research Question No.4

What is the significant relationship among all variables Personality traits and Job satisfaction towards job involvement of library professionals?

Table 5.14: Association among Job Involvement, Personality Traits and Job Satisfaction

Variables	AOR (95% CI)	p-value
Low job satisfaction	4.74 (2.04, 11.00)	<0.001
Low personality traits	3.75 (1.43, 9.51)	0.007
University Libraries		
Private University	Ref	
Public University	0.26 (0.10, 0.67)	0.005
Marital Status		
Married	Ref	
Single	0.49 (0.03, 7.05)	0.599
Unmarried	2.91 (0.53, 16.11)	0.220
Years of experience		
01-04	Ref	
05-08	0.27 (0.07, 1.09)	0.066
09-12	0.82 (0.21, 3.28)	0.783
13-16	0.58 (0.11, 3.06)	0.521
17-20	0.65 (0.15, 2.83)	0.568
21-24	0.13 (0.02, 0.69)	0.017
25 and above	0.85 (0.21, 3.40)	0.814

ARO-adjusted odds ratio, CI- confidence interval

The multiple logistic regression model was used to determine relationships among job involvement, personality traits and job satisfaction of library professionals. In multiple logistic regression model, low job involvement was independently associated with low job satisfaction (OR=4.74, 95% CI: 2.04 to 11.00), low personality traits (OR=3.75, 95% CI: 1.43 to 9.51), public university (OR=0.26, 95% CI: 0.10 to 0.67) and 21-24 years of experience group in library profession (OR=0.13, 95% CI: 0.02 to 0.69). In multiple logistic regression model, library professionals who low satisfy their job were about 5 times (OR=4.74, 95% CI: 2.04 to 11.00) more likely to involve low in job compared to those who highly satisfy their job, professionals who low personality traits were about 4 times (OR=3.75, 95% CI: 1.43 to 9.51) more likely to involve low in job compared to those who high personality traits, professionals of public university library were 74% (OR=0.26, 95% CI: 0.10 to 0.67) less likely to involve low in job compared to private university and 21-24 years of experience were 87% (OR=0.13, 95% CI: 0.02 to 0.69) less to involve low in job. But marital status was not significantly associated with job involvement.

5.13 Summary

In terms of the stated research objectives and research questions, the following specific empirical findings are from the investigation.

To investigate the level of job involvement of library professionals who are working in selected university libraries of Bangladesh, study considered twelve factors of job involvement; job longing, work under load, emotional involvement, persistence, energy expenditure, planfulness, task-completion sensitivity, responsiveness to extra work, job devotion, job saliency, job concern, time-consciousness. The result of this study identified that professionals were almost agreed with nearly every of the factors of job involvement, excluding job longing, job concern, and time-consciousness. These attitudes may indicate that library professionals who are working in different university libraries of Bangladesh are moderately involved with their job.

In terms of personality traits, there were five-factors of personality traits tasted in the study which were extraversion, agreeableness, conscientiousness, neuroticism and intellect/imagination. In the result, it was observed that the majority of the library

professionals have moderate levels to the traits of agreeableness, conscientiousness and intellect/imagination. Here, the surprising result was that most of the library professionals experienced anxiety or tense, unwell and unhappy behavior which demonstrated that they possessed a neurotic trait of personality. On the trait of extraversion, where it was found a best part of the library professionals were undecided or undetermined on this trait of personality.

However, to investigate the job satisfaction of library professionals, there were twenty job factors of job satisfaction; independence, variety, social status, supervision-human relations, supervision-technical, moral values, security, social services, authority, ability utilization, institutional policy and practice, compensation, advancement, responsibility, creativity, working condition, co-workers, recognition and achievement tested in the study. With the detailed analysis of this study, it was identified that the majority of the respondents were more or less satisfied with all the job facets of job satisfaction.

The bivariate statistical analysis, chi-square test is used to determine the significant relationship between job involvement and background variables.

The summary statistics for the job involvement and its significant relationship with background variables is provided in Table 5.15.

Table 5.15: Summary of background variables and job involvement (*n*=151)

Background Variable	**Job Involvement**	
	p value	**Level of Significance**
Age	0.511	Insignificant
Gender	0.211	Insignificant
Marital Status	0.072	Marginal Significant
Type of University	0.002	Marginal Significant
Professional Qualification	0.203	Insignificant
Year of Experiences	0.094	Marginal Significant

Note: p value (< .05 significant) and p value (>.05 insignificant)

Table 5.15 indicates that background variables i.e. age, gender and professional qualifications were found to be insignificant with job involvement. However, other variables: marital status, type of university and years of experiences is significant with

job involvement. Most importantly it has been seen that type of university is highly significant to job involvement, Since, the varied result found, there may be the other factors that may influence the job involvement of library professionals in various universities of Bangladesh

Table 5.16: Summary of Research Questions

Research Question	Background Variable	Level of Significance
RQ.1: What is the significant relationship between background variables and job involvement?	Type of University	Marginal Significant
	Marital Status	
	Year of Experience	
	Age	Insignificant
	Gender	
	Professional qualification	
RQ. 2. What is the significant relationship between job involvement and personality traits of library professionals?	Significant	
RQ. 3. What is the significant relationship between job involvement and job satisfaction of Library professionals	Significant	
RQ. 4. What is the significant relationship among all variables (Personality traits and Job satisfaction) towards job involvement of library professionals?	Significant	

In the study, there were four research questions formulated on the basis of research objectives of the study. In the research question number one, it was observed that types of university, marital status, year of experiences have marginal significant relationship with job involvement whereas other background variables like age, gender, and professional qualification of library professionals are insignificant to job involvement. There were significant relationships found with job involvement against the research questions two and three. In terms of research question four, which was considered to be a relationship among all variables; personality traits and job satisfaction towards job involvement. There was a significant relationship found against that research question.

The Chapter VI is concluded with discussion and recommendations of findings of the study.

CHAPTER- VI

DISCUSSION AND RECOMMENDATIONS

CHAPTER VI

DISCUSSION AND RECOMMENDATIONS

6.0 Introduction

In this Chapter, the result of the study is further discussed and a summary of the research findings is provided based on the various related compositions which were done previously. However, this Chapter is intended to provide a general discussion of the findings presented by two sections:

SECTION I-Discussion
SECTION II- Recommendations

SECTION-I

6.1 Discussion

The major focus of this study was to investigate the job involvement of library professionals in selected university libraries of Bangladesh by examining the relationship of two variables (personality traits and job satisfaction). The specific objectives of the study were:

i.   To determine whether there is a significant relationship between background variables and job involvement.

ii.   To judge whether there is a notable relationship between job involvement and dispositional variable (personality traits) of library professionals.

iii. To assess whether there is a remarkable relationship between job involvement and situational variable (job satisfaction) of library professionals.

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iv.   To investigate the most critical impact among all variables (personality traits and job satisfaction) towards job involvement of library professionals.

v.   To suggest the remedial measures that should be taken in consideration to involve in the job of library professionals in Bangladesh.

Having measured the relationship of personality traits and job satisfaction with the job involvement, four research questions were assembled for the study

RQ. 1   What is the significant relationship between background variables and job involvement?

RQ. 2   What is the significant relationship between job involvement and personality traits of library professionals?

RQ. 3   What is the significant relationship between job involvement and job satisfaction of Library professionals?

RQ. 4   What is the significant relationship among all variables (personality traits and job satisfaction) towards job involvement of library professionals?

Then to understand the relationship of other variables with job involvement and variables background variables, personality traits and job satisfaction are discussed. Finally, the association of library professionals with all variables towards job involvement is explored.

6.1.1 Research Question No. 1

What is the significant relationship between background variables and job involvement?

In Bivariate analysis, university libraries which are significantly associated with job involvement, marital status and total years of experience in library profession are marginally associated with job involvement. But age, gender and professional qualifications are not significantly associated with job involvement. However, the study will explore the following results in each variable:

6.1.1.1 Type of University

In Bivariate analysis, the types of university are found which are significantly associated with job involvement. Two types of universities are considered in this study: one is public university and another is private university.

6.1.1.2 Age

Growing age can be claimed to be a factor for motivating strong involvement in a job. Various levels of job involvement are significantly noted among respondents of all age groups. It was questioned that there would be a significant relationship between age and job involvement. The study did not find any significant relationship between them. Several job investigators of various countries have attempted to relate the age and job involvement and similar results were found (Reddy & Kumar 1980; Orpen 1982; Pathak 1982; Brown's 1996). Recently, Yaser Saeed et al. (2015) investigated the relationship between job involvement and some demographic characteristics of hospital nurses and he found no significant difference between age and job involvement. Furthermore, Richard E. Ebeh, et al. (2017) also did not find significant relation between the two variables; age and job involvement. On the contrary, some of the evidence based on the relationship of age and job involvement was explored positively. Several studies showing no significant difference (Mannheim, 1975; Gurin et al., 1960; Schywart& Smith, 1972) found a positive relationship between age and job involvement, Anitha R &Muralidharan, K (20014); Mita H. Dhanesha (2013) found the significant association between two background variables; age and job involvement. Thus, it has been noted that, owing to the factor of age variation was admitted to have an influence on job involvement. As such, there is an important area to figure out the influence of age and job involvement rather than investigating age itself.

6.1.1.3 Gender

The result of the study explored that there is no significant association between gender and job involvement of university library professionals of Bangladesh. Certainly, gender plays a role in fixing highest job involvement but the ratio is negligible; yet it cannot be said that gender has to play a vital role for strong involvement in a job. The studies of

demographic variables were conducted by Sekaran & Mowday (1981), Orpen (11982), Graddick & Farr (1983), Gould & Werbel (1983), Markham et al. (1985), Al-Ahmadi (20020, Judeh (2011) and Khabazanet al. (2011) found that job involvement is not related to gender. On the contrary, Rabinnowitz & Hall (1977), Allem & Khandelwal (1988), Srivastava & Krishna (1994) and Cohen (1999) found significant relationship in between job involvement and gender. Several studies indicated that there are no gender differences in job involvement once wok-specific dimensions are controlled (Gould & Werbel, 1983; Markham et al., 1985; Sekaran & Mowdat, 1981).

6.1.1.4 Marital Status

While identifying the relationship between marital status and job involvement, the study found that marital status of library professionals is marginally significant with job involvement. The findings of the study also indicate married respondents reported high level of job involvement than their unmarried counterparts, this may due to the fact that they have more responsibilities to family and availing emotional support from their spouse, so they keep themselves more involved into their job which is absent to unmarried or single respondents. This is also due to the fact that unmarried or singles are junior and have less responsibility than their counterparts. Similarly, Lodhal & Kejner (1965) found the influence of marital status on job involvement. Furthermore, several researchers also found the significant relationship between marital status and job involvement (Gannon & Hendrickson, 1973; Kanungo & Dayal, 1975; Rabinowitz & Hall, 1977; Pathak, 1982; Sind & Rastogi, 1981; Knoop, 1980) Recently Sharma (2014); Saeed (2015) and Kalpana & Dharmaraj (2018) found significant association the job involvement and marital status. Furthermore, the study also discovered that married professionals are more devoted at the job than their counterparts unmarried and single. Similar findings were exposed by Allam & Habtemariam (2009). As expected, married persons are more involved with their job due to carry out the more responsibility and obligation to their family. Meanwhile, a few studies indicated that marital status does not have relationship with job involvement (Lodhal & Kejner, 1977; Saal,1978; Babu & Reddy, 1990; Al-Ahmadi, 2002; Cortis & Cassar, 2005; Uygur & Kilic, 2009 and Judeh, 2011).

6.1.1.5 Professional Qualification

The result of this study observed that professional qualification is not playing any remarkable role for job involvement of university library professionals of Bangladesh. There is no significant relationship found between professional qualification and overall job involvement. The similar conclusion was derived by Orpen (1982), Jagdish (1984), Happali & Malappa (1988), Babu & Reddy (1990), Yang et at. (2006), Uycur & Kilic (2009) where they were clearly stated that professional qualification does not corelated with job involvement. However, However, Rabinnowitz & Hall (1977), Pathek (1982), Cohen (1999), Judeh (2011) found co-relation between professional qualification and job involvement. Futhermore, Saal (1978), Anantharaman & Sarah (1983), Chanddha & Gill (1988) observed that professional qualification positively co-related with job involvement.

6.1.1.6 Year of Experience

The marginal significant association is found with the job involvement and year of experience of library professionals who are working in selected universities of Bangladesh. This result supports the previous research findings done by Rabinnowitz & Hall (1977), Cohen (1999), Reddy & Kumar (1980), Pathak (1982) and found tenure or year of experience are linked with job involvement. On the other hand, Babu & Reddy's (1990), Joshi (1999), Rezene (2009), Uygur & Kilic (2009) stated that more years spent in the same job do not add to the interest for job involvement.

6.1.2 Research Question No. 2

What is the significant relationship between job involvement and personality traits of library professionals?

To measure the personality traits and the relationship with the job involvement of library professionals who are working in different university libraries of Bangladesh, the study used the Mini-IPIP based on Five Factor Model i.e. extraversion, agreeableness, conscientiousness neuroticism, intellect/imagination. For the purpose of the study, each and every factor was explored. The result of this study demonstrated that most of the

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professionals are moderately extroverted, conscientious and intellect or conclusive imaginable. The result also exposed that, professionals are retained with agreeable traits in their personality. Most likely they are sympathetic, supportive and overall, they are competent for their job. In contrast to observing that the best parts of the professionals carry out neurotic personality which is the disappointing result of the study. It seems professionals tend to stay under anxiety and impulsiveness, which might be the result of work pressure or lack of social status in this profession. However, the study tried to explore the significant relationship between job involvement and personality traits. In this connection, the third question asked about the significant relationship between personality traits and job involvement. The result of this study identified the significant relationship exists in between personality traits and job involvement, while low job involvement was independently associated with low personality traits of university library professionals in Bangladesh.

Similar results found by various researchers (Azeem, 2010; Liao & Lee, 2009; Mount & Barrick, 1991, 1998). Besides, Liao & Lee (2009) reported that a number of other personal attributes are more relevant to predict job involvement. They also confessed that examining and explaining the relationships between job involvement and other key variables, the psychological identification dimension may hold the most interest. These findings are not surprising as Sekaran & Mowday (1981) reported that job involvement is greatly influenced by human psychological factors that come from individual traits and perception. In the study, Big Five personality traits of library professionals who are working in selected university libraries of Bangladesh are analyzed. The library services are influenced by the behavior and response of library professionals. Different librarianship specialties can be differentiated by personality traits (Loy, 2008). Several researchers explored the effect of personality traits of library professionals and approached it in different perspectives (Clayton, 1968; Fisher, 1988; Afolab, 1996; Agada, 1998; Sabatier & Oppenheim 2001; Scherdin, 1994, William, 2002; Scherdin, 2002). Most of the researchers found the positive effect of personality traits of library professionals towards their job. They also identified variation in personality traits as per the position or variety of library.

6.1.3 Research Question No. 3

What is the significant relationship between job involvement and job satisfaction of Library professionals?

The twenty variables of job satisfaction is covered by the job satisfaction scale. These variables include ability utilization, achievement, activity, advancement, authority, library-policies and practices, compensation, co-worker, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision–human relation, supervision-technical, variety and working conditions. In order to find out the relationship between job involvement and job satisfaction of library professionals, multiple logistic regressions were used to figure out the connection between them. The study found that there is a significant relationship obtained between job involvement and job satisfaction of university library professionals in Bangladesh. The most important features of a job that employees are required to describe regarding satisfaction towards the job. The study investigated job satisfaction by twenty job facets and observed that the majority of the professionals are relatively satisfied with all the job facets of job satisfaction. Furthermore, the study identified that low job involvement was independently associated with low job satisfaction. Job satisfaction is an emotional state and job involvement is a psychological identification towards a job. Eventually, low job satisfaction may lead to low job involvement. Professionals having a higher level of job satisfaction as their level of job involvement will be increased. Usually, professionals who have a positive attitude toward a job may assure they are more involved and more committed to their organization. On the other hand, those who are dissatisfied with the job may turn into less involved at the work and also less committed to the job.

Job satisfaction is viewed as a significant element of job involvement (Paille, 2010); others considered it as an alternative for intrinsic work motivation (Boardman, Bozeman, & Ponomariov, 2010). The association of job involvement with job satisfaction has been reported by various researchers (Gerpott, 1990; Patterson & O'Driscoll, 1990; Shore et al., 1990; Baba & Jamal, 1991; Elloy et al., 1991; Mathieu & Farr, 1991). They also found a significant relationship between job involvement and job satisfaction. Recently,

some studies also support the result of this study. Bhatt (1997), Joshi (1998), Soong (2000), Khan Nemati (2011) identified the relationship between job involvement and job satisfaction.

6.1.4 Research Question No. 4

What is the significant relationship among all variables Personality traits and Job satisfaction towards job involvement of library professionals?
First, the major issue is put down in this study on the job involvement of library professionals, and second, identifying the relationship with two antecedents, personality traits and job satisfaction. In view of the result it demonstrated that low job involvement is independently associated with low job satisfaction and low personality traits of university library professionals in Bangladesh. Job involvement is simply a psychological identification with an individual's work. Gorn & Kanungo (1980) considered job involvement as a set of work related to attitudes, comprising both effective and behavioral components that can be influenced by the characteristics of the individual as well as the characteristics of the work environment. Robinowitz & Hall (1977) supported this view and mentioned that dispositional or personal factors are highly contributed to job involvement. According to their perception, job involvement has two different perspectives: personal factor or personality traits and situational factor or job satisfaction.

Previously researchers identified many predictors of job involvement such as personality traits (Lubakaya, 2014; Awadh & Ismail, 2012; Patrick, 2010), and job satisfaction (Al-Kahtani & Allam, 2014; Takkar & Pandya, 2013; Raymond & Mjoli, 2013; Biswas, 2011; Ishwara., 2010), Finally relations between the approach of personality traits and job satisfaction are interacted and explained individual's behavior through personality traits towards job involvement. When the level of personality traits and job satisfaction of reached at equivalence, the library professionals will achieve the high level of job involvement. Behavioral stability influences the emotional perseverance improving the level of job involvement of professionals in all sectors particularly in the academic sector.

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SECTION-II

6.2 Recommendations

A library is the epicenter of knowledge and heart of academic excellence of each and every university. The place of a library for any institution striving for academic excellence is of paramount importance. As an indispensable part of the university, a library contributes to overall growth and development of any university. Consequently, library professionals have a great responsibility to meet the goal of a university by providing academic support to their users. Library professionals in Bangladesh encounter various challenges, particularly job-related challenges. In other words, they face several difficulties which in turn have an unfavorable effect on the job. However, the major purpose of this study is to investigate job involvement of library professionals who are working in selected universities in Bangladesh. In addition, the motive of this study is to analyze the factors which influence the overall job involvement such as background variables, personality traits and job satisfaction and to focus on the grounds which have to be improved for increasing job involvement of library professionals. This study administrates managerial information for university authority in terms of how to improve the level of job involvement of library professionals. The findings of this study reveal that type of university and years of experiences of professionals are significantly associated with job involvement of university library professionals in Bangladesh.

In terms of type of university, the study found that professionals working in public universities have higher job involvement than private universities. Why are the professionals of private universities falling back in terms of job involvement? More studies are needed as both are equally contributed in the academic sector in the country. In particular, private universities should conduct surveys on library professionals in terms of their feelings toward job, facets of job, job environment and various job-related issues arise in their libraries. Furthermore, private universities should introduce employee friendly policies, good administrations, residential facilities, incentives and equity in the library like all departments of university.

Another background variable, years of experiences are found significant with the job involvement and it does have a role in influencing job involvement of university library professionals. Working more years is more likely to be involved with the job than those who have fewer years of experiences in the library profession. Hence, in order to enhance the job involvement of young professionals, university authorities should create and maintain a healthy work environment. Consequently, university authorities may introduce a standard performance appraisal system. Performance-based pay plans should also be developed in the university libraries. Another way to improve job involvement is to introduce mentoring programmes between senior and junior professionals. Attaining continuous guidelines from seniors can be an effective tool for junior professionals to overcome challenges that may increase the level of job involvement of university library professionals.

However, another implication of this study is to give importance to personality traits in better understanding of job involvement. Library professionals are human beings and how personality traits affect their involvement in a job is a big question. Different people have different approaches and perceptions. This difference in perception is to identify people's personality that is generally known as Big Five Personality traits. The study tried to identify the influence of personality traits on job involvement of university library professionals. As the library services become more challenging and complex in the era of digitalization, it is important to consider the impact of the personality of a professional who is serving to its users. The study found personality traits as an effective predictor for job involvement of university library professionals in Bangladesh by examining five traits of personality. These traits are very significant to predict the working ability of employees. However, university authorities should introduce personality tests in their recruitment policy, particularly, in the library. This will help to match each professional, which position is suitable according to his or her abilities. For example, the front desk of the library requires a person who has the ability to multitask. So, a person is needed, who has openness and agreeableness, for this area. Similarly, a person with high neuroticism has a tendency for job dissatisfaction, which might create discriminatory environment where he/she is in a leadership position. On the other hand, an extroverted person can be

a successful leader as they motivate others. This effective appointment is very important to increase the level of job involvement in service-oriented jobs that takes place in the library. Furthermore, the university authority should recruit a clinical counselor for proper counseling to get rid of stress, anxiety and nervousness at the workplace. Working in the library requires more flexibility, dedication and involvement where personality traits have more potential in all universities whether in private or public. However, individual counseling is needed in the library. Identification of personality, placement of right person at the right position and proper counseling are done in many organizations throughout the world. This model may be applied for library professionals in Bangladesh. Besides, library jobs can be structured in relation to personality traits.

Here, another implication of this study is to identify the relationship between job involvement and job satisfaction. Job satisfaction of university library professionals is the subject which found significance with job involvement. The study found that high job involvement is linked with high job satisfaction; the possible reason for this result may be that job involvement is taken entirely from a personal, physical and psychological attachment with the job, whereas job satisfaction is a psychological state in relation to job. However, taking into account that understanding of factors are linked with job satisfaction is vital to improve the happiness of employees. These are factors like pay, working hours, working environment, promotion opportunities, appreciation of work, social status to be more taken care of. How these areas can be improved in university libraries, further study is needed. Thus, it is known that motivation has an important role in job involvement. Positive motivations may help and develop the efficiency of employees in any organization. Similarly, social recognition is an important issue for all professions although due honor is not given to library professionals in Bangladesh.

In terms of social aspect, job status of library professionals should be defined by the government or recognized body for the enhancement of job involvement of library professionals. The social status of this profession and the influence they have in shaping the mind of people is yet to be acknowledged. Here the media can play a great role to educate people. The society people should think about the role and responsibility of

library and library professionals in building the society. On behalf of the government, there is a limited scope to create library and library professional's image in Bangladesh. Library and library professionals have received very little attention although dynamic library professionals with proper education and higher academic degrees are available in this profession in Bangladesh. If the government considers standard pay scale, uniform position, designation, and other government facilities for library professionals, then the scenario would have changed drastically in this profession. Thus, social recognition of library professionals may be given more emphasis to ensure quality management. It is suggested that universities of Bangladesh should also take steps by redesigning job, introducing reward system, adapting feasible management policies for their library and library professionals.

6.3 Limitations of the Study

Job-related issues of library professionals of Bangladesh have already gained attention by this time due to effective management of any academic organization. A university striving for excellence and growth must have a world class library meeting all the academic needs of all its students and teachers. In this context, universities would like to achieve more feedback from their library professionals and would like to see their library professionals proactively contributing more to the growth of a library. However, solving all the major problems affecting university libraries is not the sole responsibility of library professionals; rather, the government and university administrations need to work together to address the existing problems associated with library management. In this perspective, universities should give emphasis on three areas of job for smooth functioning of their libraries. The first one is operational phase that is job involvement; the second one is personality traits and the last one is mental salience towards job satisfaction. Also enhancing the job involvement; increasing the level of job satisfaction and mediating personality traits, the present study has attempted to investigate the level of job involvement and its relationship with other two variables namely personality traits and job satisfaction of university library professionals of Bangladesh. Several limitations which are identified by the study are explained below:

6.3.1 Sampling Method

Each and every sampling method is rational, investigative or theoretical in nature to be applicable. To achieve the definite goal, the present study has chosen the simple purposive sampling method. Although this method is referred to as selective subjective or judgmental sampling but unlikely it has its own weakness; there is a huge range of inferential statistical measures, chances to manipulate the data, biasness of researchers, not suitable for a small population, no way to evaluate the reliability of the experts etc.

6.3.2 Research Areas

The research areas of the present study are 15 universities of Bangladesh categorized into two groups; public and private. Nine public universities and six private universities from across the country are included. A total of 151 respondents might not be enough to represent the whole population of the library professionals from across the country.

6.3.3 Research Location

The study is conducted in a few locations of Bangladesh including Dhaka, Sylhet, Mymensingh, Rajshahi, and Khulna. Only this does not represent the authentic scenario of all over the country. Therefore, only private universities situated in Dhaka, capital of Bangladesh, were included in the study. For this reason, the outcome and data attained have a threat to be not reliable enough.

6.3.4 Measuring Instrument

The major drawbacks of the measuring instruments of this study are:

6.3.4.1 Questionnaire on Job involvement

The study has accepted the Agarwala's Job Involvement Scale (JIS). Agarwala, Umesh N (1978) developed this scale based on the original scale of Lodhal & Kejner (1965). It contained 32-items under 12 job related factors. This scale correlated only 73% with the main scale. Although it has valid acceptability in socio-cultural perspective but the present study would use the main scale for better output.

6.3.4.2 Questionnaire on Personality traits

The purpose of the study, there were 20-item Mini IPIP (International Personality Item Pool) scale used for measuring Big Five Personality Traits of the respondents. Donnellan & colleagues (2006) developed the short version of this scale based on original 50-item IPIP-FFM (Five Factor Item Model) scale. This short version has included five broad traits; extraversion, agreeableness, conscientiousness, neuroticism, intellect/imagination. Opponents of the trait perception disputed that an individual does not act persistently from one circumstance; rather they are very influenced by forces of circumstances. Thus, the short version of personality traits may not provide the concrete situations of respondents they possess.

6.3.4.3 Questionnaire on Job Satisfaction

In order to investigate the level of job satisfaction of respondents, the study used the short form of MSQ, 1967(Minnesota Satisfaction Questionnaire). There are mainly two forms of MSQ; short and long. The short form consists of 20-items based on the 100-item of long form of MSQ and each item developed under twenty job facets. Therefore, measuring job satisfaction using long form may cover every part of job satisfaction of respondents.

6.3.5 Mode of Language of Measuring Instrument

Language used in the survey should incorporate the interest of all the major stakeholders of the research. To achieve the objectives of the present study, 79 questionnaire items were formulated for the survey. English was the mode of language of the questionnaire. While answering the questionnaires, respondents felt more comfortable with their mother tongue. It helps to better understand the core theme of the survey.

6.4 The Further Study

University libraries are designed and built to meet the academic needs of the students and teachers. In fact, a university library is meant to serve and advance scholarly research in different academic areas. Considering this, the proposed study will make an in-depth analysis of the status-quo and explore all relevant factors to find out plausible measures

which can be adopted to bring professionalism for the better management of institutions. The main goal of this research was to examine the level of job involvement and figure out the role of two relevant factors such as personality traits and job satisfaction of university library professionals in Bangladesh. This initiative is likely to bring some changes in the thought process of library professionals; therefore, it can pave the way to help create a great academic environment.

Therefore, further comprehensive investigations are suggested on the various areas of library professionals in Bangladesh. A constant research attempt not only enhances the career growth of library professionals but also it ensures development of universities in the country. The following measures are recommended taking into cognizance all the shortcomings of the present study.

- Further research is suggested to expand sample size in order to better represent the total population as more samples will contribute to a more reliable and accurate result of the study. It is recommended to cover the large survey areas because it is necessary to understand the perspective of the majority of library professionals in the country.

- The study observed that senior professionals seem to be more involved at their job than junior group of library professionals. The result also indicated that year of experience is highly significant on job involvement of respondents. A further study is needed to understand why senior professionals are more involved than juniors.

- To measure job involvement, the study was conducted between two types of universities; public and private. It has been observed that professionals of public universities are having high job involvement compared to their counterparts working in private universities and the standard of university significantly influences job involvement. Professionals of private universities and their job involvement could be the further areas and how public and private working environment contribute to job involvement of library professionals in Bangladesh should also be assessed.

- Each and every factors of job involvement; Job Longing, Work under load, Emotional Involvement, Persistence, Energy expenditure, Planfulness, Task-completion sensitivity, Responsiveness to extra work, Job devotion, Job saliency, Job concern, Time-consciousness separately may be investigated.

- Whether more responsibilities direct the job involvement could be the future research areas.

- Further study is recommended on three factors only: job longing, job concerned and time conciseness of job involvement of library professionals of Bangladesh.

- It was observed that most of the library professionals experience anxiety, tension, depression and frustration which demonstrated that they have neurotic trait of personality. It is recommended to find out the reasons behind the anxiety or unhappiness of the university library professionals.

- Each of the major trait Big Five Factors of personality traits: Neuroticism, Extraversion, Openness to experience, Conscientiousness and Agreeableness may individually be studied for library professionals of Bangladesh.

- Good stuff recruitment is necessary for effective library functioning. Whether personality traits are important areas for recruiting of library professionals in universities of Bangladesh could be studied further.

- Another attempt for future research shall investigate the role and impact of human resource management on library professionals of Bangladesh.

- The similar type of research may be taken up with other types of library professionals working in different libraries in different field in the country.

- It is recommended that future research may be conducted on rules and policies, proper guideline for professionals, recruitment, training opportunities, organizational climate etc.

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APPENDICES

(QUESTIONNAIRE)

QUESTIONNAIRE BOOKLET-A : Job Involvement Scale (JIS)

QUESTIONNAIRE BOOKLET-B : Mini- international Personality Item Pool scale (Mini-IPIP)

QUESTIONNAIRE BOOKLET-C : Minnesota Satisfaction Questionnaire (MSQ)

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APPENDIX

Department of Information Science and Library Management
University of Dhaka
Dhaka, BANGLADESH

To   Date:………….

Subject: Research Questionnaire.

Dear Sir/Madam,

I am a Ph.D. student in the Department of Information Science and Library management, University of Dhaka, Dhaka, Bangladesh and my research topic is "Assessing Job Involvement of Selected University Library Professionals in Bangladesh" The attached bibliographical questionnaire contains questions about yourself while the Job Involvement Scale (JIS) and Minnesota Satisfaction Questionnaire (MSQ) tap into feelings you may have about your present job. In addition, Mini-International Personality Item Pool scale (Mini-IPIP) illustrates your personality as you generally are now.

This research is likely to be of great value for the professionals who are working in various university libraries of Bangladesh. I need your cooperation in pursuing this research work. Please answer every item on your first reaction. The survey should take approximately 30 minutes to answer. A self-addressed stamped envelope is enclosed. All data will only be reported in aggregate form, so it will not be possible to identify individual respondents.

I would be grateful if you could spare some of your valuable time to fill in the questionnaire. I would collect it from you in a week's time. I assure that the information provided is for research purposes only and will remain strictly confidential. Further, I will ensure all respondents anonymity. Your contribution is extremely valuable and vital to enable me to complete my research work.

Thank you in advance for your time and cooperation.

 Yours Sincerely

 Farzana Sultana
 PhD Student
 Department of Information Science and
 Library Management
 University of Dhaka
 E-mail: fzana2001@yahoo.com

Questionnaire Booklet-A

Job Involvement Scale (JIS)

Instructions: Below are some statements describing how you might feel about your job. Please mark the box against each phrase, which best describes how you feel about the statement. Your responses will be kept in absolute confidence.

Scale = Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5)

SL	Statement		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1.	I feel miserable when I have less work to do	:	1	2	3	4	5
2.	Less of workload irritates me	:	1	2	3	4	5
3.	I get depressed when I am not working	:	1	2	3	4	5
4.	I love everything about my job	:	1	2	3	4	5
5.	I give myself 100% to the job	:	1	2	3	4	5
6.	For me, the best form of relaxation is doing my work	:	1	2	3	4	5
7.	I enjoy my job activities more than my leisure activities	:	1	2	3	4	5
8.	If a job-connected problem is not solved by the time I go home, I keep thinking about it	:	1	2	3	4	5
9.	I come early or stay late when I have more work to do	:	1	2	3	4	5
10.	At times, the job task stimulates my mind so much that I just cannot go to sleep at a reasonable hour	:	1	2	3	4	5
11.	I complete the work I am doing even if I have to stay after working hours	:	1	2	3	4	5
12.	I willingly accept all the assignments given to me	:	1	2	3	4	5
13.	I do not mind overexerting myself on the job	:	1	2	3	4	5
14.	Quite often I cut short my lunch hour to complete the job	:	1	2	3	4	5
15.	I plan for tomorrow's work at the end of today's working hours	:	1	2	3	4	5
16.	I like to prepare myself at home so that I may perform my job well	:	1	2	3	4	5

SL	Statement		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
17.	I prefer spending my free time in activities which are relevant to my job	:	1	2	3	4	5
18.	It annoys me to have to leave work unfinished	:	1	2	3	4	5
19.	Irrespective of what happens, I always attend to my work first	:	1	2	3	4	5
20.	Not able to complete my job worries me a lot	:	1	2	3	4	5
21.	I often do extra work in my job which is not really required of me	:	1	2	3	4	5
22.	I almost do anything to discharge my duty	:	1	2	3	4	5
23.	While at work, I seldom think of anything other than my work	:	1	2	3	4	5
24.	For the sake of my work, I can give up what I consider important	:	1	2	3	4	5
25.	While away on leave, I keep on worrying that my work may be suffering	:	1	2	3	4	5
26.	On holidays I feel job-sick'	:	1	2	3	4	5
27.	I am so much engrossed in my work that I have no time for my favorite pastimes	:	1	2	3	4	5
28.	I am so much interested in my job that I have little time for my friends	:	1	2	3	4	5
29.	While on the job, I check and recheck my watch wondering when the day will end	:	1	2	3	4	5
30.	I am not willing to devote my free time to my job	:	1	2	3	4	5
31.	I feel relieved when it is time to go home	:	1	2	3	4	5
32.	I wait impatiently for holidays	:	1	2	3	4	5

Questionnaire Booklet-B

Mini-International Personality Item Pool scale (Mini-IPIP)

Instructions: On the following, there are phrases describing people's behaviors. Please describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex and age as you are. Please mark the box against each phrase, which best describes how you feel about the statement. Your responses will be kept in absolute confidence.

Scale = Very Inaccurate (1), Moderately Inaccurate (2) Neither Inaccurate nor Accurate (3), Moderately Accurate (4), Very Accurate (5)

SL	Statement		Very Inaccurate	Moderately Inaccurate	Neither Inaccurate Nor Accurate	Moderately Accurate	Very Accurate
33.	Am the life of the party (E)	:	1	2	3	4	5
34.	Sympathize with others' feelings (A)	:	1	2	3	4	5
35.	Get chores done right away (C)	:	1	2	3	4	5
36.	Have frequent mood swings (N)	:	1	2	3	4	5
37.	Have a vivid imagination (I)	:	1	2	3	4	5
38.	Don't talk a lot (E)	:	1	2	3	4	5
39.	Am not interested in other people's problems (A)	:	1	2	3	4	5
40.	Often forget to put things back in their proper place (C)	:	1	2	3	4	5
41.	Am relaxed most of the time (N)	:	1	2	3	4	5
42.	Am not interested in abstract ideas (I)	:	1	2	3	4	5
43.	Talk to a lot of different people at parties (E)	:	1	2	3	4	5
44.	Feel others' emotions (A)	:	1	2	3	4	5
45.	Like order (C)	:	1	2	3	4	5
46.	Get upset easily (N)	:	1	2	3	4	5
47.	Have difficulty understanding abstract ideas (I)	:	1	2	3	4	5
48.	Keep in the background (E)	:	1	2	3	4	5
49.	Am not really interested in others (A)	:	1	2	3	4	5
50.	Make a mess of things (C)	:	1	2	3	4	5
51.	Seldom feel blue (N)	:	1	2	3	4	5
52.	Do not have a good imagination (I)	:	1	2	3	4	5

Questionnaire Booklet-C

Minnesota Satisfaction Questionnaire (MSQ)

Instructions: Below are some statements describing how you might feel about your job. Please mark the box against each phrase, which best describes how you feel about the statement. Your responses will be kept in absolute confidence.

Scale = Dissatisfied (1), Less Satisfied (2), Satisfied (3), Very Satisfied (4), Extremely Satisfied (5)

SL	On my present job, This is how I feel about……………………		Dissatisfied	Less Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
53.	Being able to keep busy all the time	:	1	2	3	4	5
54.	The chance to work alone on the job	:	1	2	3	4	5
55.	The chance to do different things from time to time	:	1	2	3	4	5
56.	The chance to be "somebody" in the community	:	1	2	3	4	5
57.	The way may boss handles his/her workers	:	1	2	3	4	5
58.	The competence of my supervisor in making decisions	:	1	2	3	4	5
59.	Being able to do things that don't go against my conscience	:	1	2	3	4	5
60.	The way my job provides for steady employment.	:	1	2	3	4	5
61.	The chance to do things for other people	:	1	2	3	4	5
62.	The chance to tell people what to do	:	1	2	3	4	5
63.	The chance to do something that makes use of my abilities	:	1	2	3	4	5
64.	The way company policies are put into practice	:	1	2	3	4	5
65.	My pay and the amount of work I do	:	1	2	3	4	5
66.	The chances for advancement on this job	:	1	2	3	4	5
67.	The freedom to use my own judgment	:	1	2	3	4	5
68.	The chance to try my own methods of doing the job	:	1	2	3	4	5
69.	The working conditions	:	1	2	3	4	5
70.	The way my co-workers get along with each other	:	1	2	3	4	5
71.	The praise I get for doing a good job	:	1	2	3	4	5
72.	The feeling of accomplishment I get from the job.	:	1	2	3	4	5

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Questionnaire Booklet-D

Background Variables

Instructions: Background Information (Personal Data). All responses will be pooled together so that individuals cannot be identified; therefore, you are encouraged to answer each question as honestly as possible.

Please write where space provided and put tick (√) mark in the appropriate box:

73. Name of the employee organization	:	
74. Present Official Designation	:	

75. Gender ☐ Male ☐ Female

76. Present Age Group ☐ 25 or below ☐ 26 – 30 ☐ 31 – 35 ☐ 36 – 40 ☐ 41 – 45 ☐ 46 – 50 ☐ 51 – 55 ☐ 56 and above

77. Marital Status ☐ Married ☐ Unmarried ☐ Single

78. Professional qualifications:	
i) PhD in Information Science & Library Management	☐
ii) M Phil. in Information Science & Library Management	☐
iii) M.A/MSS in Information Science & Library Management	☐
iv) B.A/BSS (Hons) in Information Science & Library Management	☐
v) Post Graduate Diploma in Information Science & Library Management	☐
vi) Certificate Course in Information Science & Library Management	☐

vii) Any others:	

79. Total years of experience in Library Management:
☐ 1 – 4 ☐ 5 – 8 ☐ 9 – 12 ☐ 13 - 16 ☐ 17 – 20 ☐ 21 – 24 ☐ 25 - 28 ☐ 29 – 32 ☐ 33 and above

Thank you for helping me in making this a meaningful study.

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