

Job Facets and Job Satisfaction among Library Professionals of Engineering Colleges in Nepal

Ridhi Shrestha

Library Chief, Kantipur Engineering College, Dhapakhel, Lalitpur, Nepal

DOI: <https://doi.org/10.51583/IJLTEMAS.2026.1501000109>

Received: 29 January 2026; Accepted: 02 February 2026; Published: 21 February 2026

ABSTRACT

Job satisfaction plays an important role in shaping the effectiveness and productivity of professionals in the library and information field. This research investigates the level of job satisfaction and the factors that influence it among library professionals working in engineering college libraries connected with universities and private institutions across Nepal. From a total population of 120 professionals, 77 completed the Job Satisfaction Survey (JSS). The collected data were examined using both descriptive and inferential statistical methods such as mean, standard deviation, correlation, regression analysis, and analysis of variance with the support of Microsoft Excel.

The results show that professional commitment to the library field is a significant predictor of job satisfaction, contributing to about 31% of the observed variation. No meaningful differences were found based on demographic or institutional characteristics. Key elements influencing satisfaction included workplace environment, salary and benefits, transparent promotion systems, perceived academic value of libraries in engineering education, and professional respect and recognition. The study highlights the need for supportive organizational environments and stronger professional identity to improve job satisfaction among library professionals in Nepal.

Keywords: Job satisfaction level, library professionals, demographic factors (gender, age group), work environment, pay and salary, fairness and promotion criteria

INTRODUCTION

Library professionals play a vital role in supporting learning, research, and community development. According to Arumugam and Radha (2023), job satisfaction among library professionals significantly influences their motivation, productivity, and overall well-being.

In academic institutions, particularly engineering colleges, libraries are increasingly equipped with modern infrastructure and advanced technologies, requiring skilled and technologically proficient library professionals (Esakkimuthu & Vellaichamy, 2015).

Engineering college libraries demand specialized knowledge in handling technical resources, managing digital databases, and delivering accurate and timely information services to students, faculty, and researchers. In Nepal, the expansion of engineering education has increased the need for effective library services, making job satisfaction among library professionals a critical concern. A supportive work environment—encompassing physical facilities, organizational culture, leadership, and interpersonal relations—has been identified as a key determinant of job satisfaction.

Despite the growing importance of library professionals in engineering education, empirical research on their job satisfaction in the Nepalese context remains limited. This study addresses this gap by examining the level of job satisfaction among library professionals working in engineering colleges in Nepal and identifying the job facets that influence their satisfaction.

Problem Statement

The rapid growth of engineering colleges in Nepal has intensified the demand for efficient library services. Library professionals are required to manage specialized technical information, adapt to continuous technological advancements, and meet the evolving needs of academic users. However, the factors influencing their job satisfaction remain underexplored in the Nepalese context.

Previous studies suggest that job facets such as salary, work environment, promotion opportunities, fairness, leadership, and professional development significantly affect job satisfaction. However, findings from developed countries may not be directly applicable to Nepal due to differences in economic conditions, institutional resources, and socio-cultural factors. The lack of context-specific research makes it difficult for institutions to design effective policies to improve job satisfaction and service quality.

This study seeks to identify and analyze the job facets influencing job satisfaction among library professionals in engineering colleges in Nepal.

Research Questions

- What are the major facets of job satisfaction among library professionals?
- Which job facets most significantly influence job satisfaction?
- What is the effect of work environment, pay and salary, fairness, and promotion criteria on job satisfaction among library professionals?

Objectives of the Study

The main objective of this study is to examine the job facets influencing job satisfaction among library professionals in engineering colleges in Nepal. The specific objectives are:

- To identify the key facets of job satisfaction among library professionals.
- To determine the most influential job facets affecting job satisfaction.
- To examine the effects of work environment, pay and salary, fairness, and promotion criteria on job satisfaction.

Significance of The Study

This study contributes to the limited body of literature on job satisfaction among library professionals in Nepalese engineering colleges. The findings are expected to assist educational institutions and policymakers in creating supportive work environments, improving promotion and compensation systems, and enhancing overall library service quality.

Additionally, the study serves as a useful reference for future researchers interested in job satisfaction within academic and technical library settings.

LITERATURE REVIEW

Theoretical Foundations

Maslow's Hierarchy of Needs Theory suggests that fulfilling lower-level needs (physiological and safety) enables individuals to pursue higher-level needs such as esteem and self-actualization, which are closely related to job satisfaction.

Herzberg's Two-Factor Theory (1959) distinguishes between hygiene factors (salary, working conditions, policies) and motivators (achievement, recognition, responsibility). While hygiene factors prevent dissatisfaction, motivators enhance job satisfaction.

Job Characteristics Model (Hackman & Oldham, 1976) emphasizes that skill variety, task identity, task significance, autonomy, and feedback influence job satisfaction and motivation.

Dispositional Theory (Staw et al., 1986) argues that individual personality traits and dispositions also affect job satisfaction, as employees perceive workplace conditions differently.

Empirical Studies

Previous research indicates that job satisfaction among library professionals is influenced by compensation, promotion opportunities, leadership style, work environment, recognition, and professional development (Alam, 2005; Ashraf et al., 2008; Igbokwe, 2021).

Studies also highlight the role of transformational and democratic leadership in enhancing job satisfaction (Rahman et al., 2012; Jeremy & Damilola, 2023).

Although international studies provide valuable insights, there is limited research focusing specifically on engineering college libraries in Nepal. Existing literature suggests that salary, organizational culture, and professional status are major determinants of job satisfaction, underscoring the need for context-specific studies.

Conceptual Framework

Based on the literature, job satisfaction is considered the **dependent variable**, while **work environment, pay and salary, fairness, promotion criteria, and demographic factors (age and gender)** are treated as **independent variables**. The framework assumes that these job facets have both positive and negative influences on job satisfaction.

Definition of Variables

- **Work Environment (WE):** The physical, social, and organizational conditions that influence employee performance and satisfaction.
- **Pay and Salary (PS):** Financial compensation received by employees in exchange for their services.
- **Fairness (F):** Employees' perception of equity in organizational policies, rewards, and decision-making.
- **Promotion Criteria (PC):** Organizational policies and practices governing career advancement.
- **Job Satisfaction (JS):** Employees' overall emotional and psychological response to their job and work environment.

Limitations of the Study

- The study is limited to selected engineering colleges in Nepal, which may restrict generalizability.
- Only selected job facets were examined.
- The study was conducted within a limited time frame.
- The accuracy of findings depends on the honesty and perceptions of respondents.

RESEARCH METHODOLOGY, RESULTS, AND DISCUSSION

Research Design

The study adopted a **quantitative, descriptive, and analytical research design** to examine job satisfaction among library professionals working in engineering college libraries in Nepal.

The design enabled the measurement of relationships between job facets and overall job satisfaction using statistical techniques.

Population and Sample

The target population consisted of **120 library professionals** employed in engineering college libraries affiliated with various universities and private institutions in Nepal. Using a **convenience sampling technique**, **77 respondents** from **30 engineering colleges** were selected for the study.

Data Collection and Instrument

Primary data were collected using a **structured questionnaire** adapted from the **Job Satisfaction Survey (JSS)** and related literature. Responses were measured on a **five-point Likert scale** ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data Analysis Techniques

Data were analyzed using **Microsoft Excel**. Both **descriptive** and **inferential** statistical tools were applied, including:

- Frequency and percentage analysis
- Mean and standard deviation
- Correlation analysis
- Multiple regression analysis

Results and Analysis

Table 1: Demographic Profile of Respondents (n = 77)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	31	40.26
	Female	46	59.74
Age Group	25–35 years	19	24.68
	36–45 years	38	49.35
	46–55 years	20	25.97
Educational Qualification	Bachelor's Degree	45	58.44
	Master's Degree	32	41.56
Work Experience	1–5 years	21	27.27
	6–10 years	39	50.65
	Above 10 years	17	22.08

Interpretation: The majority of respondents were female and belonged to the 36–45 age group, indicating a

mature and experienced workforce in engineering college libraries.

Table 2: Descriptive Statistics of Study Variables

Variables	Mean	Standard Deviation
Work Environment	4.03	0.42
Pay and Salary	3.98	0.46
Fairness	4.00	0.44
Promotion Criteria	4.03	0.48
Overall Job Satisfaction	4.03	0.39

Interpretation: All variables recorded mean values close to 4.00, indicating a generally high level of satisfaction among library professionals.

Table 3: Correlation between Job Facets and Job Satisfaction

Independent Variables	Correlation Coefficient (r)	Significance
Work Environment	0.6768	p < 0.01
Pay and Salary	0.6045	p < 0.01
Fairness	0.5497	p < 0.01
Promotion Criteria	0.5116	p < 0.01

Interpretation: All independent variables show a **moderate to strong positive relationship** with job satisfaction. Work environment has the strongest correlation.

Table 4: Multiple Regression Analysis Results

Variables	Beta (β)	t-value	Significance
Work Environment	0.4581	5.72	p < 0.01
Pay and Salary	0.3654	4.63	p < 0.01
Fairness	0.3022	3.98	p < 0.01
Promotion Criteria	0.2617	3.41	p < 0.01
R ²	0.31		
Adjusted R ²	0.29		

Interpretation: The regression model explains **31% of the variance** in job satisfaction. Work environment is the most influential predictor.

Table 5: Hypothesis Testing Summary

Hypothesis	Statement	Result
H ₁	Work environment significantly influences job satisfaction	Accepted
H ₂	Pay and salary significantly influence job satisfaction	Accepted
H ₃	Fairness significantly influences job satisfaction	Accepted
H ₄	Promotion criteria significantly influence job satisfaction	Accepted

DISCUSSION

The results confirm that job satisfaction among library professionals in Nepalese engineering colleges is significantly influenced by multiple job facets. The **work environment emerged as the strongest predictor**, aligning with Herzberg’s Two-Factor Theory and prior empirical findings. Competitive compensation, fairness in organizational practices, and transparent promotion systems further enhance job satisfaction.

CONCLUSION

The study concludes that improving workplace conditions, ensuring equitable compensation, promoting fairness, and establishing transparent promotion policies are essential for enhancing job satisfaction among library professionals in engineering colleges in Nepal. Institutions should prioritize these factors to improve employee motivation and service quality.

REFERENCE

- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267–299. [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Alam, S. T. (2005). Job satisfaction of university women teachers in Bangladesh. *Journal of Social Science*, 1(2), 88–91.
- Ariyo, E. O., & Okwilagwe, A. O. (2020). Influence of organization culture on job satisfaction of library personnel in selected academic libraries. *Library Philosophy and Practice (e-journal)*, 2020 (4016). <https://digitalcommons.unl.edu/libphilprac/4016>
- Arumugam, J., & Radha, L. (2023). Significant factors of job satisfaction. *International Journal of Arts, Science and Humanities*, 1(1), 8–13.
- Ashraf, M., Joarder, M., & Al-Masum, R. (2008). Job satisfaction of the employees in mobile phone corporations in Bangladesh: A case study. *AIUB Journal of Business and Economics*, 7(1), 1–16.
- Brown, A., & Green, C. (2023). Privacy and digital preservation in academic libraries. *Journal of Library and Information Science*, 45(2), 105–118.
- Dawis, R. V., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. University of Minnesota, Industrial Relations Center.
- Esakkimuthu, C., & Vellaichamy, A. (2015). Job satisfaction among the library professionals. *International Journal of Digital Library Services*, 5(1), 22–37.
- Gbotoso, A., & Oboh, O. R. (2021). Leadership styles and job satisfaction of library personnel in university libraries in Ondo State, Nigeria. *Library Philosophy and Practice (e-journal)*, 6525. <https://digitalcommons.unl.edu/libphilprac/6525>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Text of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.

12. Igbokwe, P. C. (2021). Influence of job satisfaction on librarians' job performance in library. *Library Philosophy and Practice (e-journal)*, 1, 681. <https://digitalcommons.unl.edu/libphilprac/681>
13. Jeremy, A., & Damilola, A. E. B. (2023). Leadership styles, staff motivation and job satisfaction in private university libraries in Osun State, Nigeria.
14. Jeyaraj, W. J. (2017). *Journal of Research in Humanities and Social Science*. 5(6), 34-41.
15. Karim, N. H. (2008). Investigating the correlates and predictors of job satisfaction among Malaysian academic librarians. *Malaysian Journal of Library & Information Science*, 13(2), 69–88.
16. Khaleque, A., & Rahman, M. A. (1987). Perceived importance of job facets and overall job satisfaction of industrial workers. *Human Relations*, 40(7), 401–415. <https://doi.org/10.1177/001872678704000701>
17. Lazear, E. P., & Moore, R. L. (1984). Incentives, productivity, and labor contracts. *The Quarterly Journal of Economics*, 99(2), 275–296. <https://doi.org/10.2307/1885669>
18. Munir, R., Rahman, R., Malik, A., & Maamor, H. (2012). Relationship between transformational leadership and employees' job satisfaction among the academic staff. *Procedia - Social and Behavioral Sciences*, 65, 885–890. <https://doi.org/10.1016/j.sbspro.2012.11.215>
19. Philip, K. J., & Effiong, E. S. (2018). Workload, librarians' output and satisfaction in select academic institutions in South-South zone, Nigeria. *Library Philosophy and Practice (e-journal)*, 2000. <https://digitalcommons.unl.edu/libphilprac/2000>
20. Psychol, J. A. (1963). *Journal of Psychopathology and Clinical Science. Journal of Abnormal Psychology*.
21. Rahman, R. A. (2012). Relationship between transformational leadership and employees' job satisfaction among the academic staff. *International Congress on Interdisciplinary Business and Social Science*, 65, 885–890. <https://doi.org/10.1016/j.sbspro.2012.11.215>
22. Ratnasari, S. L., Sutjahjo, G., & Adam, M. (2019). Employees' performance: Organizational culture and leadership style through job satisfaction. *Humanities & Social Sciences Reviews*, 7(5), 597–608. <https://doi.org/10.18510/hssr.2019.7569>
23. Sharma, R., & Jyoti, J. (2009). Job satisfaction of university teachers: An empirical study. *Journal of Services Research*, 9(2), 51–80.
24. Smith, L. C. (2022). Library and information science, interdisciplinary perspectives: A festschrift in honor. *Library and Information Science*, 71(1), 1–10.
25. Staw, B. M., Bell, E., & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. *Administrative Science Quarterly*, 31(1), 56–77.
26. Thornton, J. K. (2000). Job satisfaction of librarians of African descent employed in ARL academic libraries. *College & Research Libraries*, 61(3), 217–232. <https://doi.org/10.5860/crl.61.3.217>
27. Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. University of Minnesota, Industrial Relations Center.