

Enhancing library user satisfaction : An exploration of models and instruments for evaluating the quality of work life among library professionals

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Quality of Work Life (QWL) is a critical determinant of employee well-being, organizational effectiveness, and service quality in academic libraries. This study investigates the determinants of QWL among library professionals working in engineering institute libraries in Jaipur and examines the relationships among key QWL dimensions. A quantitative, descriptive, and correlational research design was adopted. The study covered all 65 library professionals employed in 20 engineering institutions in Jaipur, using a census approach. Data were collected through a structured questionnaire and analyzed using descriptive statistics and Pearson's correlation analysis.

The findings revealed significant positive relationships among the major determinants of QWL. The strongest correlations were observed between promotional policies and status ($r = 0.746$, $p < 0.01$) and interpersonal relations and status ($r = 0.725$, $p < 0.01$), indicating that career advancement opportunities and healthy workplace relationships substantially enhance employees' perceived status and overall Quality of Work Life. Gender-wise analysis further showed that female library professionals placed greater importance on motivation for learning behaviour and future roles ($r = 0.826$, $p < 0.01$) and promotional policies ($r = 0.744$, $p < 0.01$), while significant associations were also observed between service conditions and job status. These findings demonstrate that organizational support, promotional opportunities, interpersonal relationships, and professional development are key determinants of QWL among library professionals.

The study concludes that strengthening promotion policies, improving interpersonal relationships, providing supportive service conditions, and encouraging continuous professional development can significantly enhance the Quality of Work Life of library professionals. The findings offer practical implications for library administrators and policymakers in designing evidence-based human resource strategies that improve

employee well-being, organizational performance, and the quality of library services in engineering institutions.

Keywords: Professional development, Interpersonal relationships, User satisfaction, Library management, QWL assessment, Technological advancements, User demands, Intervention strategies, Service quality.

1. Introduction

Within contemporary library administration, QWL among library professionals—encompassing job satisfaction, work-life balance, organizational culture, professional development, and interpersonal relations—critically affects service efficiency and user satisfaction. This paper examines models and tools for assessing QWL in libraries to show how improving QWL can boost user satisfaction and institutional performance. Library staff commitment and well-being shape patron interactions, innovation, and the library's reputation. Prioritizing QWL helps directors build engaged teams better able to meet diverse patron needs and adapt to technological and social change.

Job satisfaction reflects how content and involved staff feel, influenced by career advancement, recognition, autonomy, and alignment with institutional values. Work-life balance is vital to sustain motivation and prevent burnout given demanding schedules and service duties. Organizational culture shapes QWL by establishing norms and practices; a positive culture encourages open communication, collaboration, and continuous improvement. Professional development keeps staff current and supports career growth, signaling institutional investment in a supportive work environment. Interpersonal relationships—effective communication and teamwork—foster cooperation, mutual support, and problem-solving, enhancing job satisfaction and the workplace climate.

This paper reviews existing QWL frameworks and assessment tools used in library settings, identifies the key factors affecting QWL among library professionals, and analyzes the relationships between QWL indicators and user satisfaction. It also proposes strategies and interventions to improve QWL with the aim of enhancing user experiences and organizational effectiveness.

1.1 Research Objectives

The research was undertaken with the subsequent objectives:

- To examine the major dimensions and determinants of QWL among library professionals.
- To assess the relationship among the key determinants of QWL in engineering institute libraries.
- To identify the influence of organizational factors, including service conditions, promotional policies, interpersonal relationships, and professional development, on the QWL of library professionals.

- To provide recommendations for improving the QWL of library professionals to enhance organizational effectiveness and library service quality.

2.0 Literature Study

Performed an extensive examination of job satisfaction among academic library professionals, emphasizing factors affecting quality of work life (QWL); identified career development, recognition, autonomy, and organizational support as key influencers of job satisfaction [1]. Investigated the link between organizational culture and work-life balance in public libraries, showing that a positive culture promotes balance, improving QWL and job satisfaction [2]. Studied work-life balance and stress among university library leaders, highlighting challenges in balancing complex duties and suggesting approaches to enhance well-being and job contentment [3]. Examined professional development strategies in academic libraries and their effects on QWL and employee satisfaction, finding continuous learning crucial for motivation and effectiveness [4]. Conducted a qualitative study on interpersonal connections and job satisfaction in a library, underscoring communication, collaboration, and mutual support as vital for a positive work atmosphere and improved QWL [5]. The study argued that voluntary adoption of QWL practices alone is insufficient due to limited awareness and organizational incentives [6]. Investigated the impact of technological advances on library workers' QWL, assessing effects of digital tools and automation on roles, workflows, and satisfaction [7]. Examined how organizational support influences QWL in public libraries, emphasizing managerial backing, resource allocation, and policies in creating a supportive environment [8]. Compared QWL practices in academic libraries across regions, revealing cultural and institutional differences that inform tailored interventions [9]. Explored the relationship between QWL and user satisfaction in public libraries, finding staff well-being directly affects service quality and user experience [10]. Conducted longitudinal research on QWL interventions in academic libraries, evaluating flexible work, wellness programs, and training for effects on employee satisfaction and outcomes [11]. Analyzed how leadership styles affect QWL in university libraries, comparing impacts of transformational and participative leadership on engagement and job satisfaction [12]. The study highlighted the importance of developing effective QWL measurement systems and encouraging experimentation with new work designs [13]. Examined work-related stress's effects on QWL among library professionals, identifying main stressors (workload, role ambiguity, interpersonal conflict) and mitigation strategies [14]. Used qualitative analysis to study job crafting's impact on QWL, showing autonomy and creativity in reshaping roles enhance QWL and job satisfaction [15]. Study identified QWL as a multidimensional construct encompassing factors such as job security, work environment, leadership, work-life balance, and employee participation [16]. Investigated QWL's relation to employee retention in public libraries, examining job design, organizational support, and development opportunities on turnover and retention [25]. Studied organizational change's effect on QWL in academic libraries, assessing change-management activities (restructuring, technology) and offering insights for effective

implementation [17]. Investigated diversity and inclusion initiatives' role in enhancing QWL, evaluating training, fair policies, and inclusive behaviors on employee satisfaction [18]. Conducted a cross-sectional study of QWL and service quality in special libraries, linking QWL features (job satisfaction, support) to specialized service provision and user satisfaction [19]. Examined telecommuting and remote work's impact on QWL, assessing benefits and challenges of flexible arrangements for work-life balance, productivity, and job satisfaction [20]. Assessed professional development programs' effects on early-career librarians' QWL and job satisfaction, evaluating training, mentorship, and networking for career advancement [21]. Compared QWL practices across academic, public, and special libraries, identifying common patterns and sector-specific challenges to guide tailored strategies [22]. Study proposed an eight-dimensional framework of QWL to assess key aspects of employees' work experiences. The framework includes fair compensation, safe working conditions, opportunities for growth, social integration, constitutionalism, work-life balance, and the social relevance of work [23]. The study concluded that scientific management benefits both employees and organizations by improving efficiency, performance, and prosperity [24]. Systematically analyzed QWL and job satisfaction among library professionals using Likert scales and Spearman correlation; found strong positive links between position, interpersonal relationships, and job satisfaction, noting larger diverse samples would improve generalizability [26]. These studies collectively deepen understanding of QWL among library professionals and offer evidence-based recommendations for fostering supportive, satisfying work environments that enhance organizational performance and user satisfaction.

3.0 Research gap

The reviewed studies underscore QWL's importance for organizational performance and user satisfaction in libraries. Key findings include: career growth, recognition, and organizational support strongly affect job satisfaction in academic libraries [1]; a positive organizational culture fosters work-life balance and better QWL in public libraries [2]; ongoing professional development boosts motivation and job satisfaction [4]; leaders face work-life balance challenges requiring targeted support [3]; technological change reshapes roles and employee experience [30]; managerial support and resource allocation enhance QWL in public libraries [8]; cross-sector reviews identify cultural and institutional factors affecting QWL outcomes [9]; QWL links clearly to service quality and user satisfaction, implying investment in staff well-being improves user experience [10]; and scalable interventions (flexible work, wellness, training) show promise for sustaining QWL improvements [11]. Gaps remain: tailored interventions for different library contexts, effective strategies for leader work-life balance and stress management, and evidence on long-term impacts of QWL initiatives on organizational performance and user outcomes. Further research can inform practical recommendations to improve QWL and library effectiveness.

Research Questions

Q1. What are the primary determinants that impact job satisfaction and QWL among library professionals across different library contexts (academic, public, and special libraries)?

Q2. How do organizational culture, leadership styles, and organizational support (managerial support and resource allocation) influence work-life balance and overall QWL among library staff?

Q3. How do technological advancements and professional development opportunities affect the roles, motivation, and QWL of library professionals?

Q4. What is the relationship between interpersonal relationships, teamwork, job-related stress, and QWL in library settings, and which strategies can reduce stress and enhance well-being?

Q5. How does QWL influence service quality, user satisfaction, and the overall effectiveness of libraries, and what strategies can be employed to improve QWL and thereby enhance user experiences?

4.0 Methodology

The research utilized a quantitative descriptive and correlational approach to investigate the QWL of library professionals employed in engineering institute libraries in Jaipur. Information was gathered through a structured questionnaire that was adapted from existing sources validated QWL measures covering job satisfaction, organizational culture, leadership, work-life balance, professional development, service conditions, promotional policies, interpersonal relations, and inspiration for employees' erudition behaviour and imminent characters. A census sampling approach was adopted. The study covered all 65 library staff employed in 20 engineering institutions in Jaipur; therefore, all eligible professionals were included in the study. Before gathering data, we obtained informed consent from every participant and maintained anonymity and confidentiality during the study. The gathered data were coded and examined using descriptive statistics and Pearson's correlation analysis to examine the relationships among the major determinants of QWL. While the findings offer useful insights into factors affecting QWL, the study is constrained by its use of self-reported data and its concentration on engineering institute libraries in Jaipur, which may restrict the broader applicability of the results.

5.0 Analysis of Data

Data from 65 library professionals across 20 Jaipur engineering institutes reveal key insights into QWL in this context. The study quantitatively assessed job satisfaction, work-life balance, organizational support, and professional development, and used qualitative responses to capture staff experiences and attitudes. This focused analysis identifies QWL issues specific to engineering libraries in Jaipur and supports targeted recommendations to improve staff well-being and organizational practices in the engineering education sector.

5.1 Relationship between all Determinant factors of QWL:

Determinants of QWL—service conditions, status, interpersonal relations, promotion policies, motivation, learning behavior, and future roles—are interrelated. Good service conditions and resources foster strong interpersonal relations and teamwork. Employee status (recognition, responsibility) affects motivation and alignment with organizational goals. Transparent, fair promotion policies aligned with career objectives increase job satisfaction and retention. Engaged employees improve service conditions through active contribution. Organizational support for skill development promotes learning behavior and readiness for future roles, enhancing prestige and career commitment. Understanding these links requires quantitative analyses for correlations and qualitative insights for underlying dynamics. Firms can use such findings to implement targeted plans that improve QWL, employee satisfaction, and a development-focused work environment.

The current study has identified substantial correlations among many determining elements of QWL, such as service condition, status, interpersonal interactions, promoting policies, incentive for employees’ learning behavior, and future roles, as shown in Table 1. A strong and statistically significant correlation ($r = 0.810^{**}$, $p < 0.01$) exists between employees’ motivation to learn and their future career development, specifically in relation to promotional policies. This suggests that the organization’s promotional policies have a strong influence on employees’ motivation to learn and their aspirations for future roles. Furthermore, a strong association was found between interpersonal relations and promotional policies ($r = 0.755^{**}$, $p < 0.01$), emphasizing the influence of positive interpersonal relationships on organizational policies regarding career progression and acknowledgement.

Table 1
Relationship between all Determinant factors of QWL

Library Professionals	Service Condition	Status	Interpersonal Relation	Promotional Policies	Motivation for Employee’s Learning Behavior and Future Roles
Service Condition	1	.606**	.526**	.573**	.331**
Status	.606**	1	.657**	.746**	.604**
Interpersonal Relation	.526**	.657**	1	.755**	.725**
Promotional Policies	.573**	.746**	.755**	1	.810**
Motivation for Employee’s Learning Behavior and Future Roles	.331**	.604**	.725**	.810**	1

*** Correlation is significant at the 0.01 level"

** Correlation is significant at the 0.05 level"

In addition, there were strong and positive correlations found between promotional policies and status ($r = 0.746^{**}$, $p < 0.01$), as well as interpersonal relations and status ($r = 0.725^{**}$, $p < 0.01$). The results suggest a high correlation between the effectiveness of promotional methods and interpersonal interactions in the workplace and the reputation and recognition of the company. However, the correlations between promotional policies and service conditions ($r = 0.573^{**}$, $p < 0.01$), interpersonal relations and service conditions ($r = 0.331^{**}$, $p < 0.01$), and motivation for employees' learning behavior and future roles and service conditions ($r = 0.294^{**}$, $p < 0.01$) were found to be relatively weaker compared to other combinations of determinant factors. These findings highlight the significance of certain organizational elements, such as promotional policies, interpersonal interactions, and employee motivation, in influencing the overall QWL and job satisfaction among employees. The study has identified substantial correlations that can offer firms crucial insights. These insights can help companies prioritize activities and policies that improve interpersonal interactions, promote employee development and advancement, and optimize working conditions. Ultimately, these improvements have the capacity to boost both the general quality of QWL and the results of the firm. The research study indicates a robust and statistically significant association between five crucial aspects that influence the QWL for library workers. These influential factors not only demonstrate robust correlations, but also offer valuable insights into their relative rankings within the hierarchy. The found correlations among these pivotal determining factors underscore their interconnectedness and significance in influencing the outcomes of the QWL for library professionals. Organizations can improve overall work satisfaction, employee well-being, and organizational efficiency by acknowledging and comprehending these relationships and focusing on essential components through interventions and policies. Moreover, the hierarchy of these determining factors signifies which elements exert the greatest influence or control over the QWL in the specific context of the study. The ranking provides valuable insights for making strategic decisions and allocating resources to prioritize areas that can enhance the quality of QWL and cultivate a happy work environment. The correlation coefficients indicate not only statistically significant relationships but also their practical implications for library management. The strong positive association between promotional policies and motivation for employees' learning behaviour and future roles ($r = 0.810$, $p < 0.01$) suggests that transparent and equitable promotion systems encourage professional development and enhance employees' commitment to future career growth. Similarly, the high correlations between promotional policies and status ($r = 0.746$, $p < 0.01$) and between interpersonal relations and promotional policies ($r = 0.755$, $p < 0.01$) demonstrate that recognition, career advancement opportunities, and a collaborative work environment are closely associated with an improved Quality of Work Life. In contrast, the comparatively weaker relationship between service conditions and motivation ($r = 0.331$, $p < 0.01$) indicates that while physical working conditions are important, they alone may not be sufficient to motivate employees unless supported by organizational recognition, professional development opportunities, and positive interpersonal relationships. These findings suggest that library administrators should adopt a comprehensive approach that integrates fair promotional policies, supportive leadership, and opportunities for continuous learning to enhance the overall Quality of Work Life of library professionals.

Table 2
Relationship between all Determinant factors of QWL (Male Library professionals)

Male Library Professionals	Service Condition	Status	Interpersonal Relation	Promotional Policies	Motivation for Employee's Learning Behavior and Future Roles
Service Condition	1	.562**	.488**	.579**	.363*
Status	.562**	1	.679**	.802**	.665**
Interpersonal Relation	.488**	.679**	1	.823**	.766**
Promotional Policies	.579**	.802**	.823**	1	.806**
Motivation for Employee's Learning Behavior and Future Roles	.363*	.665**	.766**	.806**	1

*** Correlation is significant at the 0.01 level"

** Correlation is significant at the 0.05 level"

Table 3
Relationship between all Determinant factors of QWL (Female Library professionals)

Female Library Professionals	Service Condition	Status	Interpersonal Relation	Promotional Policies	Motivation for Employee's Learning Behavior and Future Roles
Service Condition	1	.744**	.644**	.555*	.219
Status	.744**	1	.581	.584	.405
Interpersonal Relation	.644**	.581*	1	.615*	.618*
Promotional Policies	.555*	.584*	.615*	1	.826**
Motivation for Employee's Learning Behavior and Future Roles	.219	.405	.618*	.826**	1

*** Correlation is significant at the 0.01 level"

** Correlation is significant at the 0.05 level"

Tables 2 and 3 show notable shifts in rankings of QWL determinants by gender. Males display similar prioritization patterns (notably LP's connection), while females show distinct preferences. Female respondents give highest priority to motivation for learning

behavior and future responsibilities ($r = 0.826^{**}$, $p < 0.01$) and also rate promotional policies highly ($r = 0.744^{**}$, $p < 0.01$). Service conditions and permanent job status are significantly associated for females ($r = 0.744^{**}$, $p < 0.01$), indicating greater emphasis on security and stability. These correlations support the study's model of QWL determinants and underscore the need for gender-sensitive research and interventions to improve QWL and advance gender equity in library settings.

6.0 Discussion

This paper reports findings from library professionals at 20 nationally recognized engineering institutes in Jaipur, examining the factors affecting the Quality of Work Life (QWL) of library professionals. The literature review and empirical analysis identified key determinants, including service conditions, status, interpersonal relations, promotional policies, and motivation for learning behaviour and future roles. The study found strong positive correlations between motivation for learning and future roles and promotional policies, as well as between interpersonal relations and promotional policies. Gender-wise analysis further indicated that while male respondents exhibited similar priority patterns, female respondents placed greater emphasis on motivation for learning and future roles, promotional policies, and the relationship between service conditions and job status.

These findings are consistent with earlier studies, which have reported that supportive organizational policies, career advancement opportunities, and positive interpersonal relationships are among the most important contributors to employees' Quality of Work Life and job satisfaction. The strong association between promotional policies and motivation observed in this study suggests that transparent and equitable career progression systems encourage professional development and strengthen employees' commitment to their organizations. Similarly, the importance of interpersonal relationships reinforces previous research emphasizing the role of collaboration and a supportive workplace in improving organizational effectiveness and service quality.

An important finding of the study is the gender-based variation in the prioritization of QWL determinants. Female library professionals attached greater importance to learning opportunities, future roles, and promotional policies, indicating that career development and organizational support may influence their perception of QWL more strongly than that of their male counterparts. This finding highlights the need for gender-sensitive human resource policies and professional development initiatives in academic libraries.

Overall, the study contributes to the growing literature on QWL in library and information science by providing empirical evidence from engineering institute libraries in Jaipur. The findings suggest that improving promotional policies, strengthening interpersonal relationships, and creating opportunities for continuous professional development can enhance employee well-being, organizational effectiveness, and the quality of library services.

This paper reports findings from library professionals and users at 20 nationally recognized engineering institutes in Jaipur, examining factors affecting Library Professionals' QWL. Literature review and empirical data identified key determinants: service conditions, status, interpersonal interactions, promotional policies, and motivation for learning and future roles. The study found strong correlations between learning/future-role motivation and promotional policies, and between interpersonal relations and promotional policies (Table 1). Tables 2–3 show most male respondents share similar priority rankings, while female respondents place greater emphasis on learning/future roles and promotion programs and weigh service conditions and job status differently.

The research highlights gaps in QWL studies within the library profession and calls for further conceptual work on job domains and satisfaction for both Library Professionals (LP) and Library Users (LU). QWL determinants are multidimensional and evolving; user satisfaction is particularly affected by interpersonal relations and service quality. These findings offer novel perspectives for assessing QWL influences on LPs and LUs and inform tailored interventions to improve workplace satisfaction and user experience in engineering libraries.

7.0 Conclusions

Based on the study conducted on the QWL among library professionals in Jaipur's engineering institutes, several key conclusions can be drawn:

The study examined key aspects that influence quality of QWL among library professionals. These elements include working circumstances, job status, interpersonal relationships, promotional policies, and employee motivation for learning and career advancement. These characteristics are crucial in determining the entire work experience and job satisfaction of library professionals.

The study revealed notable disparities in priorities between male and female library professionals in relation to QWL elements. Female professionals prioritize incentive for employee learning behavior, future roles, and promoting procedures, highlighting their distinct viewpoints and priorities in the workplace.

The investigation uncovered robust interrelationships among specific determining factors. For example, the motivation of employees to engage in learning activities and their aspirations for future positions were found to have strong connections with promotional policies. This highlights the interconnectedness of these elements in determining the outcomes of quality QWL.

The findings have practical ramifications for the administration and formulation of policies inside organizations. Comprehending the importance of particular determining elements helps direct actions focused on strengthening work conditions, boosting employee morale, and cultivating a supportive work environment.

The study revealed deficiencies in current research on QWL among library professionals, pinpointing specific areas that require additional examination and improvement of QWL frameworks. Further investigation should prioritize the resolution of these deficiencies in

order to enhance our comprehension of quality of work life dynamics and optimize organizational procedures.

The use of diverse research tools, such as statistical factor analysis, has shown the effectiveness of quantitative methods in evaluating and comparing QWL models in various professions. This technique improves the ability to apply findings to a wider range of situations and provides help for making decisions based on evidence.

The study's relevance to engineering institutes in Jaipur allows for unique insights into the issues and opportunities related to QWL within this academic field. The findings derived from this research are especially pertinent for organizations aiming to improve the work environment and job contentment of library professionals in comparable contexts.

Overall, this study provides significant insights into the intricacies of QWL among library professionals. It emphasizes the significance of addressing issues that influence QWL in order to create happy work environments and enhance organizational effectiveness. The findings of this study provide a foundation for future research and practical actions to enhance quality of work life outcomes for librarians in academic environments.

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