

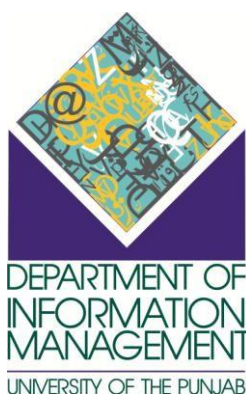
Job Satisfaction Among LIS Professionals of Universities in the Punjab Province

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Job satisfaction is one of the most important factors for establishing a healthy structure and environment in an organization. Job satisfaction among employees has been a significant issue for researchers throughout the world. In Pakistan, it is an emerging area. The present study aimed to understand the job satisfaction of LIS professionals through six major factors of job satisfaction, i.e.: Salary, Promotion, Management Policy/Facilities, Working Conditions, Leadership/Supervision and Social Relations. A survey questionnaire (pilot-tested) was used for data collection. Total 90 questionnaires were distributed among LIS professionals in 33 university libraries of the Punjab province (both public & private sectors).

The study revealed that LIS professionals working in both public and private sectors' university libraries were generally satisfied with many aspects of their jobs. The professionals from private sector were less satisfied with their salary packages, job security, rewards, working environment and leaves, and medical facilities as compare to public sector professionals. It is concluded that university administration of both the sectors need to improve the level of job satisfaction of LIS professionals by providing adequate benefits and facilities. The findings will be helpful for concerned authorities and university and library management in reorganizing job structure and policies for LIS professionals in Pakistan.

Keywords: Job Satisfaction, Library Professionals, Academic Libraries, Universities, Punjab, Pakistan.

1. Introduction

Job satisfaction comprises of all negative and positive aspects related to the individual's salary, his/her physical and emotional working conditions, the authority s/he has, the autonomy in use of authority, the level of performance s/he has maintained and the rewards given, the social status maintained in relation with his/her job, and his/her relations to colleagues and administrators (Ebru, 1995). To achieve the good performance from employees, it is essential that they are satisfied with their job conditions. To render an effective service at the libraries depends on the human source. Job satisfaction of the librarians, who have an important place in the information society, will affect the quality of the service they render (Ebru, 1995).

Mallaiah (2008) also concluded that performance and job satisfaction are the two sides of a coin and suggested that administration need to pay adequate attention in strengthening the nature of "motivation-performance-satisfaction" (MPS) cycle. Maslow (1954) connected the sense of satisfaction of the workers with the maintenance of classified needs. These are: physical, safety, love, self-esteem, and self-actualization.

Job satisfaction means the way an employee feels about his or her job. We can evaluate it by innumerable job characteristics that are measured by the workers. The most often statistically analyzed elements of job satisfaction instruments include: salary, work conditions, supervision, colleagues, job contents, job security, and promotional activities. All these factors directly affect the job satisfaction of a worker (Wexly and Yukl, 1977).

Studies conducted in different countries proved a meaningful relation between age and job satisfaction and concluded that the elder workers are more satisfied than the younger ones. (Davis, 1988; Kose, 1985). The results of the previous studies show meaningful relations between job satisfaction and the following variables:

- wage
- management policy
- security
- working conditions
- social relations
- possibilities of promotion
- gaining respect
- the size of the organization, self-development,
- achievement, and the use of talents

Job satisfaction and devotion affect performance of the workers (Ergenç, 1982). Furthermore, a manager or supervisor has a very critical role in an employee's life because he directly evaluates the work and performance. Wexley and Yukl (1977) have also suggested that the management should get response of employees by opinion, and not by command.

Somvir and Kaushik (2012) conducted a study to explore the major factors which were highly related to job satisfaction. Using descriptive survey method, data was collected from 100 library professionals of private engineering and management colleges in Haryana state. The study revealed that job satisfaction is more related to supervisory climate and crucial characteristics of job itself as compared to working environment, sex, and nature of libraries where they serve. The most significant factors affecting libraries and information centers are economical, technical, socio-political, cultural and demographical ones (Martin, 1991). In most of the developing countries, getting even food, clothes and shelter is a constant struggle; whereas satisfaction, recognition and self-actualization are basic sources of motivation to work (Bass and Barrett, 1976). With job satisfaction, the employees want to realize their individual aims, attain psychological satisfaction, avoiding frustration, check down time: and finally raise their psychological comfort to a maximum level (Kaynak, 1990).

Researchers have presented various theories to explain job satisfaction but three theoretical frameworks seem to be better known in the literature. The first, 'content theory' concludes that satisfaction occurs when a person's needs for growth and self-actualization are satisfied by one's job. Second, theoretical structure is often referred to the 'process theory'; it elaborates job satisfaction by pondering at how well the job fulfills an individual's hopes and

expectations. The third, about 'situation' suggests that job satisfaction is a result of how successfully a person's capabilities affect the organizational features (Worrell, 2004).

A detailed review of the literature presented in the above portion reveals that a large number of research studies have been carried out to assess the level of job satisfaction and factors affecting the job satisfaction of various groups of people, while a few studies are found in Pakistani context. A review of those studies is presented in this section. Khan and Ahmad (2013) evaluated the job satisfaction of LIS professionals working in ten public sector university libraries of the Khyber Pakhtunkhwa Province, Pakistan. Survey method, using questionnaire, was used to collect data from the targeted 49 participants. The study concluded that the respondents were satisfied to some extent with the nature of jobs but not with the benefits, and rewards. The researchers suggested that the special attention of administration and concerned authorities is required to improve professional skills and academic qualification of library professionals.

A study by Batool (2010) assessed the perception of participative management practices in university libraries of Punjab. The data was collected using a questionnaire survey from library heads and senior professionals working in university libraries of Punjab. The perceptions of library heads and senior professionals were compared to explore the differences. She revealed that the respondents strongly supported the three components of participative management i.e. organizational structure, communication process and management control.

Awan and Mahmood (2009) carried out a study to examine the leadership style, organizational culture and employee commitment in university libraries of Pakistan and relationship among them. The study revealed that librarians were not very concerned about any relationship among these three variables at their workplace. Most of the library professionals argued that their chief librarians had a harsh style of leadership. Two MPhil. studies were conducted on the area of job satisfaction at the University of the Punjab. First one by Inam Ullah (2013) on the '*Relationship Between Work Motivation and Job Satisfaction of Male College Librarians*' and the other by Lubna Pervin (2013) on '*Relationship Between Job Satisfaction and Organizational Commitment of Female College Librarians*'. The present study aimed to investigate the status of job satisfaction among LIS professionals working in the university libraries of the Punjab province.

2. Research Questions

To meet the objective of the study, following research questions were addressed:

1. What is the level of job satisfaction of LIS professionals working in the public and private sector university libraries of Punjab?
2. What is the role of institutional leadership and impact of managerial policies of the government and private sectors to improve the satisfaction level of their employees?
3. To what extent the LIS professionals are satisfied with supervisory style?

3. Method

The research method for this study was survey. On the basis of literature review, a questionnaire was designed for data collection containing both close and open-ended questions. All library professionals working in basic pay scale 17 and above or equivalent in the central libraries of public and private universities of the Punjab province were the population of this study. The term "Library Professional" applies to the chief librarians, deputy librarians, senior librarians, librarians, assistant librarians, and cataloguers/classifiers (having MLIS degree) for the population of the study. Collected data was carefully sorted and analyzed through descriptive statistics using of Statistical Package for Social Science (18 version) and responses acquired against open-ended question were analyzed qualitatively.

4. Data Analysis and Discussion

Demographic Information of the Respondents

In total 78 respondents sent the questionnaires back, of which 57 (73.1%) were from public sector university libraries and 21 (26.9%) from private sector. Regarding gender, there were 45 (57.7%) male and 33(42.3%) female respondents. The results indicated that male respondents were dominant.

Out of 78 respondents, 33(42.3%) were between 20 to 30 years of age, 29(37.2%) were between 31 to 40, 10(12.8%) were between 41 to 50 and 6(7.7%) were between 51 to 60. Frequency distribution of respondents' designation presented in Table 1, shows that twenty four (30.8%) respondents were Assistant Librarians, thirty two (41.0%) were Librarians, eleven (14.1%) were Senior Librarians, five (6.4%) were Cataloguers/Classifiers, four (5.1%) were Deputy Librarians and only two (2.6%) were Chief Librarians.

Table 1

Frequency Distribution of Respondent's Designation

Respondents' Designation	Frequency	Percent
Asst. Librarian	24	30.8
Librarian	32	41.0
Senior Librarian	11	14.1
Cataloguer/Classifiers	5	6.4
Deputy Librarian	4	5.1
Chief Librarian	2	2.6
Total	78	100.0

The respondents were also asked how long they have been working in their respective university libraries. Six (7.7%) respondents had professional experience of less than one year, 37 (47.4%) had experience between 1-5 years, 21 (26.9%) had between 6-10 years, 6 (7.8%) respondents possessed experience between 11-15 years, 3 (3.8%) had between 16-20 years, and 5 (6.4%) respondents had more than twenty year experience (Table 2).

Table 2

Frequency Distribution of Respondent's Experience

Experience	Frequency	Percent
Less than a Year	6	7.7
1-5 Years	37	47.4
6-10 Years	21	26.9
11-15Years	6	7.8
16-20 Years	3	3.8
More than 20 Years	5	6.4
Total	78	100.0

Respondents' Overall Job Satisfaction at Public and Private Sector

The respondents were asked to rate their job satisfaction using five points Likert type scale. The satisfaction level of respondents with their jobs was compared with the help of mean values to explore the differences between two groups of the LIS professionals working in public and private university libraries.

The descriptive statistics show that the respondents from both public and private sector universities were overall satisfied with their jobs, followed by the value of their views and participation, their own moral, with a feeling of personal accomplishment which they get after performing work, with their direct supervisor, with the feeling of fairness of their work responsibilities, with the environment they have to influence the quality of their work, with a reasonable balance which they have maintained between family life and work life, with the role of leaders in their work environment, with understanding of how their goals are linked to institution goals, with the team spirit of work environment and with appropriate recognition which they receive for their contribution in the institution (Table 3). The results correlates with the study conducted by Somvir and Kaushik (2012) in which they concluded that job satisfaction is more related to supervisory climate and essential characteristics of job itself as compared to sex and institution where they serve.

The respondents of public sector universities were more satisfied with the working environment of their institute and with their overall job security (mean=3.75 each) as compared to private sector (mean=3.40 and 3.19). On the other hand, the respondents from both the sectors were equally satisfied to some extent with the morality of their colleagues and equal career development opportunities without gender discrimination in their institutes (mean=3.79, 3.82 and 3.86, 3.62 respectively). The respondents from public sector were more satisfied with their salary packages (mean=3.66) as compared to private sector respondents (mean=3.05). Unlike this, the respondents from both the sectors were commonly satisfied with their supervisors who kept them update day by day about what's going on in the institution (mean=3.70 and 4.00 respectively). Moreover, the public sector respondents were found comparatively more satisfied with the reward that matches their responsibilities (mean=3.71) than private sector respondents (mean=3.48). The respondents from both the sectors showed their satisfaction with the amount and frequency of informal praise and appreciation they receive from their supervisors (mean=3.76 and 3.52 respectively) but they were satisfied to some extent with increments they receive annually, biannually, etc. and promotional opportunities/channels (mean=3.38, 3.11 and 3.00, 3.29).

Table 3
Respondents' Satisfaction with Overall Job

Statement	Mean	
	Public	Private
with your job	4.12	3.76
with the value of your views and participation	4.04	4.05
with your own morale	4.16	4.19
with a feeling of personal accomplishment which you receive after performing work	4.16	3.62
with your direct supervisor	4.12	3.85
with the feeling of fairness of your work responsibilities	3.91	4.00
with the environment you have to influence the quality of your work with a reasonable balance which you have maintained between family life and work life	3.86	4.14
with the role of leaders in your work environment	3.89	3.71
with your supervisor's care and response to the issues of most important to you	3.82	3.86
With your understanding of how your goals are linked to institution goals	3.84	3.86
with the team spirit of your work environment	3.86	4.05
with appropriate recognition which you receive for your contribution in the institution	3.86	3.81
With the working environment of your institute	3.75	3.40
With your overall job security	3.75	3.19
with the morale of your colleagues	3.79	3.86
with equal career development opportunities without gender discrimination in your institution	3.82	3.62
With your salary	3.66	3.05
that your supervisor keeps you update day by day about what's going on in the institution	3.70	4.00
That your reward matches your responsibilities	3.71	3.48
With the amount and frequency of informal praise and appreciation you receive from your supervisor	3.76	3.52
That increment you receive annually, biannually, etc.	3.38	3.00
With your promotional opportunities/channels	3.11	3.29

Scale: 1=Very dissatisfied, 2= Dissatisfied, 3= Satisfied to some extent, 4= Satisfied, 5= very Satisfied

Respondents' Satisfaction with In-Service Training and Development

Table 4 shows that the respondents from public sector universities were more satisfied with the commitment about the institution as a good place to work and with a long career expectation with this institution (mean=3.88 and 3.66 respectively) as compared to private sector university respondents (mean=3.33 and 3.24 respectively). But the respondents from public and private sector universities were equally satisfied with fair and honest performance evaluation (mean=3.71 & 3.97 respectively). The respondents from public sector universities expressed more satisfaction with their manager who has worked with them to identify their strengths and weak areas and with manager's cooperation to create or develop a plan (mean= 3.61 each) than private sector university respondents (mean=3.48, 3.24 respectively).

The descriptive data shows that the respondents from public and private sector universities were satisfied to some extent with a mentoring relationship with someone in the institution, followed by the personal development opportunities, the quality of training and development they get, professional development opportunities, official permission for attending conferences, workshops, etc. with travel allowance (TA), daily allowance (DA), on job training and the opportunities for advancement in their profession. The results did not correlate with Khan and Ahmad (2013) study which revealed that LIS professionals of public sector university libraries were not satisfied with supervisory responsibilities, benefits, and rewards.

Table 4
Respondents' Satisfaction with In-Service Training & Development

Statement	Mean	
	Public	Private
With the commitment about this institution as a good place to work	3.88	3.33
With a long career expectation with this institution	3.66	3.24
With fair and honest performance evaluation	3.71	3.57
With how your manager has worked with you to identify your strengths and development areas	3.61	3.48
With your manager's cooperation to create a development plan	3.61	3.24
That you have a mentoring relationship with someone in the institution	3.49	3.24

With personal development opportunities	3.37	3.20
With the quality of training and development that you receive	3.38	3.00
With professional development opportunities	3.34	3.05
That official permission for attending conferences, workshops, etc. with TA, DA	3.25	2.86
With job training	3.27	2.90
With Opportunities for advancement in your profession	3.24	3.10

Scale: 1= Very dissatisfied, 2= Dissatisfied, 3= Satisfied to some extent, 4= Satisfied, 5= Very Satisfied

Respondents' Satisfaction with Facilities

The results show (Table 5) that the respondents from public sector universities were more satisfied with leaves and medical facilities provided by their institutes (mean=3.75 & 3.88 respectively) as compared to the private sector respondents (mean=3.10 & 2.62 respectively). Nevertheless, respondents from both public and private sectors were satisfied to some extent with other facilities/benefits that compare favorably with other institutes in their profession or city, transport facilities, transfer facility and accommodation facility

Table 5
Respondents' Satisfaction with Facilities/Management Policy

Statement	Mean	
	Public	Private
With leaves (study, sick, maternal, etc.)	3.75	3.10
With medical facilities which you and your family receive towards yours institution	3.88	2.62
With other facilities/benefits that compare favorably with other institutions in your profession or city	3.36	2.90
With transport facilities	3.46	2.62
With transfer facility	3.27	2.67
With accommodation facility	2.89	2.55

Scale: 1= Very dissatisfied, 2= Dissatisfied, 3= Satisfied to some extent, 4= Satisfied, 5= Very satisfied

Respondents' opinion about Importance of Benefits

The library professionals of public and private sector universities were also asked about the importance of

benefit packages offered by their respective institutions.

The results indicate that the library professionals from public and private sector universities ranked each of given programmes in the institution's benefit packages as important listed in questionnaire i.e. medical plan, house building plan, life insurance and personal assistance programme (Table 6).

The respondents from both public and private sectors were equally satisfied with the benefit packages offered by their respective universities. Furthermore, they were asked about additional benefits through an open ended question.

Table 6

Statement	Mean	
	Public	Private
Medical Plan	4.23	4.40
House building plan	4.23	4.15
Personal Assistance Programme	3.96	4.15
Life Insurance	3.93	3.95

Scale: 1= Not important at all, 2= Not very important, 3= Somewhat important, 4= Important, 5= Very important

Additional Comments and Suggestions by the Respondents

Only ten respondents provided additional comments and suggestions against this open-ended question. Out of the 10 respondents, 8 were from public sector and 2 from private. Though it is a very small number, still the views present some important points.

The analysis of the comments and suggestions is as follows:

The respondents from public sector universities suggested that there should be good working environment, fair evaluation system and competitive leadership or supervision (n=7) for whole library community. They stressed that appointments against any library post must be merit based and job opportunities should be increased for young professionals (n=5). Salary packages and other benefits/facilities should be increased for LIS professionals (n=4). The institutions should develop criteria for promotion and up gradation for personnel (n=3). Regular meetings, lectures, seminars and conferences should be arranged to update professional knowledge and ICT skills (n=2). Library professionals should be honest, hardworking, ICT competent to develop a good image of their profession in the society (n=2). Additional remuneration and benefits should be awarded on performance based (n=1).

The respondents from the private sector universities strongly recommended that the job opportunities for LIS professionals must be increased particularly for young professionals and their salary packages should also be raised (n=2). There should be an adequate selection, up gradation, promotion and performance evaluation system for private university employees (n=2). University management should arrange training programmes for professional staffs skills developments and knowledge enhancement (n=1).

5. Conclusion and Recommendation

The study revealed that LIS professional from both public and private sector universities of the Punjab Province were satisfied with most of their job elements. Of the six job characteristics used in this study, the library professionals from public sector universities were more satisfied with pay, working conditions at their respective institutes, and management policy/facilities offered by their universities as compared to professionals from the private sector. The remaining three factors i.e., leadership/supervision, promotion, and social relations were affecting their job satisfaction and the respondents were found equally satisfied. Nonetheless, the respondents from private sector were less satisfied with their job security, other rewards, and some components of in-service training and development arranged by their institutes than public sector respondents.

It is concluded that university management of both the sectors need to improve the level of job satisfaction of LIS professionals by providing adequate benefits, rewards, and facilities. Concerned authorities and university administration should pay attention to increase job opportunities, setting promotional criteria and facilities provision. The findings will be helpful for HEC, library schools and library associations in reorganizing job structure and policies for LIS professionals in Pakistan.

On the basis of the findings and conclusions of the study, the following recommendations are furnished:

1. The administration of both public and private sector universities need to increase job satisfaction of LIS professionals by providing adequate facilities, working environment and supervision.
2. The management of both the sectors should establish a proper selection and promotional criteria for LIS professionals in Pakistan.
3. The competent authorities and leadership of private sector universities should provide job security, increase salary packages and regular increments for LIS professionals' equaling public sector professionals.

4. National Library of Pakistan, Library Schools, Pakistan Library Association (PLA), and other library associations should jointly arrange national and international conferences, seminars, workshops and lectures for LIS professionals to enhance their professional knowledge and ICT skills.
5. National Library of Pakistan along with library schools and associations should play their role in re-establishing the job structure and increasing job opportunities for LIS professionals.
6. There should be a balance in appointing the retired and young professionals against any library position.

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