Personal and Environmental Factors Affecting the Job Satisfaction of Professionals and Paraprofessionals in Pakistani University Libraries

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This study aimed at measuring the job satisfaction of library professionals and paraprofessionals working in the university libraries of twin cities of Rawalpindi and Islamabad. This study's targeted population was 232 library professionals, and paraprofessionals working in 17 Higher Education Commission (HEC) recognized university libraries. A questionnaire was designed with the help of existing literature and theories. Face validity and reliability was ensured before data collection. A total of 146 respondents willingly responded to the questionnaire, and therefore the response rate was 63%. Descriptive and inferential statistics were applied through SPSS for data analysis. According to the results, professionals were more satisfied than paraprofessionals in promotion, technology innovation, and job autonomy. Both groups wanted improvement in fringe benefits. Multiple Regression analysis showed that personal and environmental factors significantly contributed to professional and paraprofessional staff's job satisfaction. Environmental predictors are influential contributors to overall job satisfaction for both groups. This study develops a better understanding of the subject. It supports the authorities to review the policies of salary, promotion, continuing education, technology innovation, job autonomy and fringe benefits to enhance the productivity of the library professionals and paraprofessionals in their organizations. Moreover, this study helps the HEC, library associations, and university authorities in amending job structure policies to better the library profession in the country.

Keywords: Job Satisfaction; Library Professionals; Paraprofessionals; Public Universities; Private Universities; Personal factors; Environmental Factors; Rawalpindi; Islamabad; Pakistan.

INTRODUCTION

Job is a vital part of an individual's life, and everyone consumes a lot of time on this activity to earn something for a comfortable lifestyle. By the early-1930s, the majority of researchers started their studies in organizational management. Hoppock (1935) was the first-ever in history who proposed that job satisfaction should be treated as an independent variable because it depended on many aspects. Super (1939) described it as a relationship between present occupational level and the employees' desired level in their entire career. Kerr (1948) provided the concrete foundations of job satisfaction whileflourishing multidisciplinary determinants of job satisfaction.He usedsocio-demographic variableslike supervision, working conditions, relations with coworkers, income, job security, and the company of the job. According to Hackman and Oldham (1975), job satisfaction is based on "one's affective reactions to his/her job in their job characteristics model". Locke (1976) defined it as: "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences."

Job satisfaction is complex to define; it has been discussed in library literature in many ways. Haque, Karim, Muqtadir, and Anam (2012) investigated different job satisfaction dimensions using a qualitative approach. They consider that job satisfaction is based on a good working environment. Yaya, Opeke, and Onuoha (2016) described it as, "job satisfaction is conceptualized to mean the level of positive attitude that a librarian displays when performing his/her duties in the university library and the rate at which the employers meet his/her basic needs".

Problem Statement

Satisfied staff contributes to the growth and development of any organization. Generally, progressive organizations conduct studies from time to time to know their employees' job satisfaction levels. Therefore, the measurement of job satisfaction is considered an important part of any organization. Plenty of studies have been conducted on this topic in the developed world. However, in Pakistan, it is an emerging area, and it is observed that no significant research has been conducted in Pakistani institutions on job satisfaction, particularly in libraries. University libraries play a significant role in the research, teaching, and learning process of universities. Therefore, library professional and paraprofessional staff's job satisfaction will lead to achieving the universities' aims and objectives. No study has been conducted earlier on this topic in Pakistani university libraries in general and in Rawalpindi and Islamabad in particular. For this reason, this study was

planned to measure the job satisfaction of professionals and paraprofessionals of university libraries of the twin cities of Pakistan to determine the role of personal and environmental factors affecting their job satisfaction.

LITERATURE REVIEW

Job Satisfaction in Worldwide Libraries' Scenario

Library professionals have carried out many studies in the 1980son job satisfaction and its various dimensions (factors, facets) in the whole world. Nzotta (1987) conducted a study to measure male and female library staff's job satisfaction in Nigerian libraries. Female librarians were more satisfied and happy with work autonomy, job safety, talent utilization, and working settings. On the other hand, men were more satisfied with the nature of work. Adeyemo (2000) stated that the respondents with less experience were generally more satisfied with their job than more experienced respondents. A positive correlation existed between education, organizational commitment, and salary. Job satisfaction is much related to intrinsic and extrinsic motivation factors among employees. Salaries fairness is one of the important factors of job satisfaction. Well pay showed positive efforts at the workplace, while low pay showed negative efforts. Poor compensation was the main reason among employees to increase or decrease their satisfaction level at the workplace. Therefore, the salary was the most important factor that affected employees' satisfaction and dissatisfaction in an organization. McGinn (2003) stated that religious beliefs had great importance in African American librarians' lives. The majority of the respondents reported that race discrimination was the basic factor of dissatisfaction with their job, as they were treated badly at their workplace based on ethnicity and age. Berry (2007) conducted a comprehensive survey on 3,095 library workers of the US's public and academic libraries. He concluded that most library workers were either "satisfied" or "very satisfied" with their jobs. He found that older library workers were happier with their jobs as compared to younger ones. Lim (2008) reported that higher education (an MLS degree) showed a negative relationship with job satisfaction, which was unexpected. The researcher recommended that this study results cannot be generalized to the whole library population.

Albanese (2008) conducted a study in academic libraries to explore the feelings of different age groups working in different US libraries. The results indicated that most of the respondents of all age groups of males and females working in academic libraries were satisfied with their jobs. Mallaiah (2008) stated

that the workplace environment might be conducive to congenial physical, social, and psychological conditions. A better environment can be helpful to boost the work satisfaction of library professionals. Bamigboye, Buraimo, and Ajani (2008) reported that the level of education produced a positive and significant effect on university librarians' payment structure. They added that higher education is an important factor injob satisfaction. Alansari (2011) explored major job dissatisfaction factors among employees: lack of benefits and contingent rewards, a weak communication system in the organization, low salaries, poor working conditions, and slow promotions. Haque, Karim, and Muqtadir (2012) stated that the religious environment could affect professionals and paraprofessionals' lives where they worked.

Job rotation is an integral factor for job satisfaction among employees. The library profession may take proper steps likeotherservicesprovided by professions like management, banks, etc. They rotate their employees regularly. Marasinghe and Wijayaratne (2016) explored the level of job satisfaction among three age groups of library professionals working in the 15 university libraries of Sri Lanka, including baby boomers, generation X, and generation Y. Five parameters, namely work, coworkers, compensation, promotion, and supervision were explored. The results indicated that work and supervision factors indicated a significant difference between the perceptions of three generations.

Ranaweera and Li (2018) explored seven famous factors related to job satisfaction among university employees of Sri Lankans' library staff. The results of the study showed that the overall library staff was satisfied with their jobs. Coworkers and the nature of work considered as the most dominant factors of job satisfaction. The four areas in which library employees wanted improvement were cooperation, appreciation mechanism, communication, and job autonomy. They wanted a good working relationship of collaboration among employees and authorities. There was no proper system existed in the organizations for the appreciation of employees. Library authorities need to design proper policies of reward to improve the satisfaction level among employees. In his study, Halvegar (2018) indicated that job satisfaction was related to the characteristics of library workers' job environment instead of their sex, the type of library in which they worked, or their vocational needs. The relationship with the supervisor and work environment is considered as the essential factors of job satisfaction. This research recommended constituting an assessment committee to assess the performance and appreciate the professionals' sincere efforts.

Ahmadi, Yousefianzadeh, Tehari, Abdollahi, and Hydari (2018) conducted a study to examine the relationship between psychological empowerment, organizational commitment, and librarians' job satisfaction in libraries affiliated with IranUniversity of Medical Sciences. They used three scales (Spreitzer's Psychological Empowerment, Visoki, and Chrome's Job Satisfaction, and Allen and Meyer Organizational Commitment) for data collection. The findings showed that the librarians were satisfied with their career goals, successfully performed their assigned tasks, sense of belonging, professional commitment, and with the system of delegation some powers. However, they wanted improvement in the work autonomy, fringe benefits, and salary to enhance employees' creativity for the organization's effectiveness.

Nzelum, Unegbu, Nworie, and Irunegbo (2019) examined the relationship between the reward system variables and job satisfaction of librarians working in academic libraries Imo State, Nigeria. The results indicated that regular increases in salary and fringe benefits were helpful to increase satisfaction among employees. Compensation packages encourage the library employees to achieve the organization's goal with commitment.

Idiegbeyan, Opeke, Aregbesola, Owolabi, and Eyiolorunshe (2019) conducted a study to explore the relationship between motivation and job satisfaction of library staff working in Nigeria's private university libraries. The results showed that intrinsic motivation is the more important factor among library staff to enhance job satisfaction. Organizations may experience low productivity if their employees are unhappy at their workplace. Happy workers are productive workers; if they are satisfied with their workplace, they want to stay and work for the organization's success.

Sohail (2019) carried out a study to explore the factors affecting satisfaction among library professionals in Fiji.He selected three major factors of job satisfaction for this study:coworkers, wages, and job security. He analyzedbased on different groups of various ages, such asmale and female, married and unmarried, and separated. He found out that female professionals weremore satisfied thanthe male. Moreover, young professionals between the age group of28 -35 had low levels of job satisfaction compared to married, widow, and separated professionals.

Martin (2020) examinedjob satisfaction levels among librarians and library staff using the Job Satisfaction Survey (JSS) questionnaire. A total of 770 participants filled the questionnaire. This study found out that the library'sinside culture and environment had great importance for overall job satisfaction. The

other key factorsvitalforrespondents' job satisfaction were the library's culture and environment, working relationships with colleagues, higher leadership, salary, diversity and inclusivity, workplace assignments, and appreciation. Both librarians and library staff had no difference of opinion based on personal variables like gender, race, library type, position in the library, and work performance.

Job Satisfaction in Pakistani Libraries' Scenario

Khan and Ahmad (2013) reported that very few studies on job satisfaction were conducted in Pakistan concerning librarians, and most researchers preferred to write on users 'perspectives. Existing LIS literature reveals an emerging trend in the Pakistani perspective, which showed a great literature gap on job satisfaction research in Pakistan compared to other fields like psychology and management. Business industries have done a lot of work in this area of research. This study found 38.8% of respondents who had six to 10 years' experience showed a high level of commitment to the LIS profession. In contrast, the professionals with more than 26 years' experience showed low commitment to LIS profession.

Inamullah (2013) conducted a study to investigate the relationship between work motivation and job satisfaction of the librarians of the colleges for boys. He found that college librarians' work motivation was positive and significantly related to the level of their job satisfaction. He also explored that the librarians were happy with the nature of the job, fair treatment in the organization, a good relationship with their coworkers, and librarians' status in society, but they felt dissatisfaction with promotion chances. He claimed that these findings wouldbe beneficial to improve work motivation and satisfaction levels among college librarians.

Hyder and Batool (2013) conducted a comparative study on job satisfaction to observe librarians' satisfaction levels working inuniversity libraries and degree awarding institutions of Lahore city.They used nine different aspects to measure job satisfaction.Thestudy results showed that librarians serving in Government sector universities were more satisfied than the librarians working in private.The promotion system looked better in private universities as compared to that in public.The researchers suggested that authorities should take proper steps to uplift the country's librarianship, such as reformulating appropriate policies, announcing an adequate reward system or work incentives, providing a conducive and encouraging working environment, and offering proper career infrastructureinthe public sector.

Khan and Rehman (2013) conducted a study to analyze techno stress among Khyber Pakhtunkhwa (KPK) librarians. Based ontheliterature review, a model of technostress was designed. It had three dimensions,includingtechno overload, techno invasion, and techno uncertainty.Pearson product-moment correlation test was designed to investigate the relationships among variables, and multiple regression analysis was designed to test the hypotheses.ThePearson correlation coefficient results showed a negative correlation while clearly stating that increase in techno-stress leads to a decrease in job satisfaction and vice versa.Multiple regression results showed that all dimensions had a negative but statistically significant relationship regarding job satisfaction.Techno-uncertainty hasthe highest beta value (β=0.710), which clearly showed that techno uncertainty was a stronger contributor tojob satisfaction, while techno-invasion beta weight value showed the lowest (β=0.281) value. This clearly stated that techno invasion was the weaker contributor tojob satisfaction. Overall, they were not satisfied with their job than their professionals working in different areas of Pakistan.

FatimaandBhatti (2014) undertook a study to explore job satisfaction among LIS professionals in universities in Punjab Province of Pakistan. This study revealed that LIS professionals were generally satisfied with their jobs. Private sector professionals were less satisfied with adequate benefits and facilities like salaries, job security, rewards, working environment, leaves, and medical facilities.

Hussain and Soroya (2017) reported that, overall, paraprofessionals were happy with their jobs. The mean score of the job's natureisrecognized as the most influential factor of satisfaction among employees. Significant differences were found within different groups on salary packages. The group who got a good salary was happier and satisfied than others. There was a significant difference represented in the opinion of contract and permanent employees. The participants who had a permanent job were more satisfied. The overall level of satisfaction between the public and private sector paraprofessionals did not differ.

Hussain and Soroya (2019) conducted a survey to explorethe degree of motivation level of library paraprofessionalsworking in the university libraries of Lahore. The data were collected from 33 public and private sector universities using Motivation at Work Scale.This study indicated that introjections and internalmotivational factors were the most important motivation factors among employees. Library assistants were happier at their workplace and had a high level of motivation than library clerks. The higher ranks paraprofessionals receiving a high salary were happier and more motivated than those receiving low salaries.

Regular employees were more enthusiastic and motivated as compared to contract or adhoc employees. The study's findings will help higher authorities keep these motivational factorsin mind while formulating library policies.

Jan (2020) conducted a survey to investigatelibrary professionals' job satisfaction of colleges of commerce and management sciences of KPK.The results showed that college librarianswere satisfied with the salary, annual increment, job security,social status, off-days,overtimeworking payments procedures, relationship with higher authorities,and division of work assignments to avoidworkburden. They were dissatisfied with service structure, continuing education chances, lack ofopportunitiesfornational and internationalscholarships, andreward system. The libraries had a shortage of latest books, lack of fast internet services, no latest computers available in the libraries, poor chances of ICT training, and higher education, not proper polices existed to fillvacant positions. Proper service structure should exist in the KPKlike faculty members.The researcher recommended conducting more research on college librarians to know their problems at the workplace. He added that the higher authorities should design proper librarians' general amelioration policies and take positive steps to uplift the library profession and library professionals.

Construction of Job Satisfaction Model

Job satisfaction is one of the scientific processes to make a strong organizational structure. Two approaches, named as the Globe approach and Facet approach were used to access job satisfaction. Based on these approaches, different job satisfaction scales were developed, such as Job Satisfaction Index" (JSI), Job Descriptive Index (JDI), Minnesota Satisfaction Questionnaire (MSQ), Job Satisfaction Survey (JSS), Job Satisfaction Relative to Expectations. Job Satisfaction Index, Job Diagnostic Survey, and Career Satisfaction (Fields, 2002; Jex, 2002; Spector, 2008). These scales showed that job satisfaction had different factors that influence an employee's job satisfaction. Abdulla, Djebarni, and Mellahi (2011) stated that researchers from different fields studied numerous aspects correlated with overall job satisfaction. These aspects can be divided into two comprehensive groups: (a) personal factors, (b) environmental factors. They used personal and demographic terms interchangeably based on different characteristics for an individual before entering a job, such as age, gender, religion, race, education level, and years of work experience. On the other hand, environmental factors based on a variety of different factors were required to carry out the job such as, job variety,

job significance, autonomy, salary and fringe benefits, recognition and rewards, promotion opportunities, communication, coworkers (subordinate) relationship, continuing professional development, organizational policies, administration and job stress.

Based on the studying literature review, a research model of overall job satisfaction was proposed for library professionals and paraprofessionals as follows:
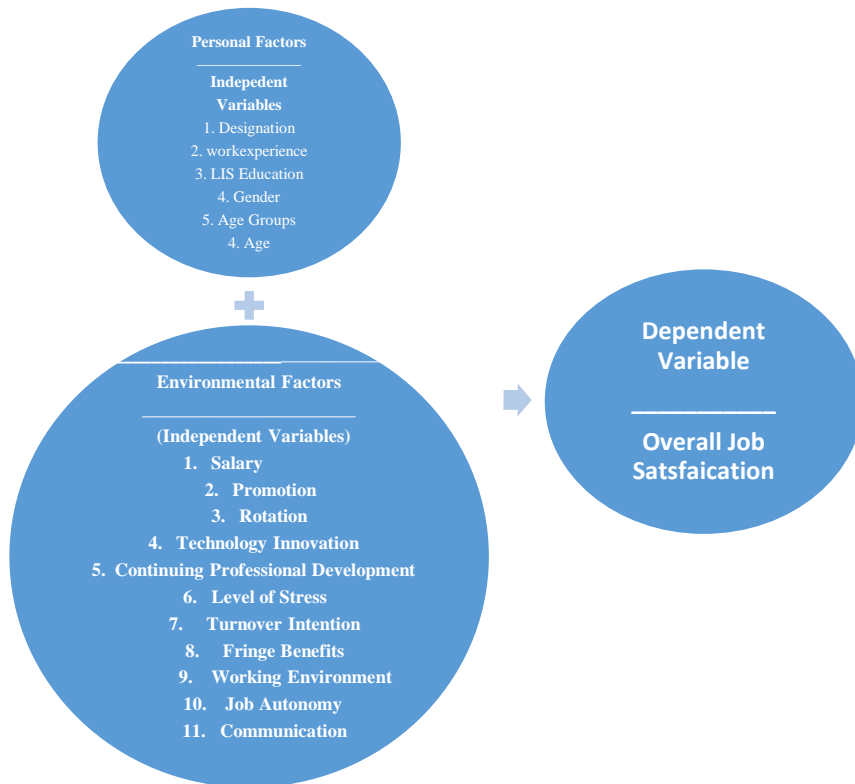

Figure 1. Proposed Job Satisfaction Model

Objectives of the Study

1. To investigate the influence of personal and environmental factors on job satisfaction among professional and paraprofessional employees serving in Rawalpindi and Islamabad's university library system.
2. To find the overall satisfaction level of library professionals and paraprofessionals at their workplace in Rawalpindi and Islamabad universities using environmental factors.

3. To explore that the environmental factors are influential predictors (contributors) of overall job satisfaction between the two groups compared to personal factors.

Hypotheses of the Study

1. Professionals are more satisfied with their job as a whole than paraprofessionals who have lot of concerns at their workplace in general.
2. There exist statistically significant measurable correlations among every personal variable with job satisfaction.
3. There are statistically significant correlations among each environmental factor with job satisfaction.
4. Environmental variables are stronger predictors of job satisfaction as compared to personal variables.

METHODOLOGY

A list of 17 university libraries was prepared from the Higher Education Commission (HEC) website -(http://www.hec.gov.pk/Ourinstitutes/pages/Default.aspx). The principal researcher telephonically contacted with the in-charge librarians to inquire about the population. After their feedback, it was confirmed that 232 professionals and paraprofessionals worked in the university libraries in public and private universities of Rawalpindi and Islamabad, of whom 104 (45%) were the professionals and 128 (55%) were the paraprofessionals.

A questionnaire was designed using the literature for data collection. For the questionnaire's face validity, two LIS experts demonstrated that the questionnaire's statements were appropriate for the topic. A pre-test was equally carried out for further improvement from two professionals and two paraprofessionals from the population. The value of Cronbach alpha reliability for 45 items was 0.847, and it showed that the scale wasreliablefor further analysis.All professionals and paraprofessionals were approached for the data collection. Total 146 (63 %) respondents willingly responded to the questionnaire, of whom 89 (61 %) were professionals, and 57 (39 %) were paraprofessionals. The researchers determined the required sample size by following Yamane (1967) formula with confidence level 95% and accuracy level of 0.05 as:

$$n= N/1+N×e^2,$$

Where n = sample size, N= total population, e is the probability of committing errors. The researcher applied this formula for this study as follows:

$$n= 232/1+232× (.05)^2$$

$$= 1+ (232 \times .0025)$$
$$= 232/ (1+.58)$$
$$= 232/ 1.58$$
$$= 146.83 \text{ (Sample Size)}$$

Therefore, the researchers achieved the required response rate for this study after repeated efforts.

RESULTS

Personal Factors

Descriptive statistics of personal factors showed that most professionals and paraprofessionals retain their job for a long time in the sameorganization.This trend showed great affiliation and commitment totheirorganization.The majority of respondents 58(39.7 %) have up to five years of experience, and nearly 27 (18.4 %) respondents have 16 or more years' experience, which showed a higher commitment to the LIS profession.The second important factor is education; its results showed a positive sign, as most of the library professionals and paraprofessionals 106 (72.6 %) have a Master's degree of Library and Information Science (MLIS). Out of 146 respondents, 103 (70.5 %) respondents were males and 43 (29.4 %) were females. The results showed that the males were in the majority and the ratio between them was 4:1.

Environmental Factors Affecting Job Satisfaction

The Pearson correlation test was carried out to explore job satisfaction of professionals and paraprofessionals based on 11 environmental factors (Table 1). The results demonstrate that both groups were satisfied with the salary, rotation, continuingprofessionaleducation, level of stress, turnover intentions, working environment, and communication. Comparatively, paraprofessionals were less satisfied as compared to professionals in terms of promotion (M =2.98<M=3.64), technology innovation (M=3.95> 2.49), and job autonomy (M= 3.25>2.95). Both groups had a low mean score with respect to fringe benefits, and wanted improvement in this respect. Overall professional librarians' total score was 148.51 with a cumulative mean score of 3.25, and for paraprofessionals, it was 141.77 with a mean score of 3.05 with a significant difference of .001. The results disclosed that overall; both groups were satisfied with their jobs. However, the cumulative means score of professionals looked high. Therefore, the results revealedthat the professionals were more satisfied with their job as compared to

paraprofessionals.Hypothesis one stating, "Professionals are more satisfied with their job as a whole than paraprofessionals,"is therefore accepted.

Table 1
Environmental factors affecting Job Satisfaction of professionals and paraprofessionals

Sr. #	Aspects	Professionals		Paraprofessionals		T Test Value	T-Test Sig
		Mean	SD	Mean	SD		2 tails
1	Salary	13.76	3.79	13.89	3.18	.224	.829
2	Promotion	12.60	3.64	13.05	2.98	.806	.442
3	Rotation	9.58	2.99	8.85	2.92	1.447	.152
4	Technology Innovation	15.08	3.95	10.71	2.49	.289	.000
5	Continuing Professional Education	14.02	3.21	12.77	3.67	2.104	.032
6	Level of Stress	15.51	3.01	16.38	3.17	1.645	.098
7	Turnover Intention	15.51	4.14	16.24	2.68	1.289	.241
8	Fringe Benefits	8.83	2.78	8.61	2.67	.471	.641
9	Working Environment	14.33	3.30	14.52	3.37	.333	.738
10	Job Autonomy	14.52	3.25	12.33	2.95	4.209	.000
11	Communication	14.77	3.72	14.42	3.54	.578	.568
	Overall Job satisfaction	148.51	35.78	141.77	33.62	.735	.001
	Cumulative mean Score		3.25	3.05			

Evaluation of Predictor Variables

To test hypotheses two, three, and four, a multiple regression analysis was carried out. For hypothesis two depicting "There exist statistically significant measurable correlations among every personal variable with job satisfaction", the results showed that personal variables like work experience (β = .099, p = .515), gender (β = .098, p = .317), and LIS education (β = .088, p = .390) were the best contributors of personal factors of job satisfaction among both groups. Hypothesis two is, therefore accepted.

For the hypothesis three stating "There are statistically significant correlations among each and every environmental factor with job satisfaction. The statistics clearly revealed that both groups felt that environmental factors like communication (β = .158, p = .317), work environment (β = .124, p = .393), promotion (β = .115, p = .391) and turnover intensions (β = .101, p = .386) were the bestenvironmental factors influencing job satisfaction of professionals and paraprofessionals. Hypothesis three is therefore accepted.

For hypothesis four stating "environmental variables are stronger predictors of job satisfaction as compared to personal variables, the results (Table 2) highlighted that environmental factors standardized coefficients β weights were higher than the personal predictor standardized coefficients weights, which indicated that environmental factors were the stronger predictors of overall job satisfaction as compared to personal variables. Hypothesis four is, therefore accepted.

Table 2

Evaluation of predictor variables

Model	Un-standardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
(Constant)	12.982	.012		1116.377	.000
Salary	.000	.000	-.063	.556	.572
Promotion	.000	.000	-.115	-.861	.391
Rotation	1.445E-5	.000	-.004	.035	.972
Technology Innovation	.000	.000	.054	.537	.592
Continuing Education Programmes	.000	.000	.065	.468	.640
Level of Stress	.000	.000	.064	.514	.608
Turnover Intensions	.000	.000	.101	.871	.386
Fringe Benefits	4.789E − 5	.001	.013	.84	.933
Work Environment	.000	.000	-.124	-.587	.393
Job Autonomy	.000	.000	--.076	-.616	.539
Communication	.000	.000	.158	1.005	.317
Work Experience	.001	.001	.099	.653	.515

Model	Un-standardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
LIS Education	.001	.001	.088	.862	.390
Gender	.002	.002	.098	1.004	.317
Age	.000	.001	.028	.183	.855

DISCUSSION

The literature review has established that the research on job satisfaction is in the preliminary stage in Pakistan. It is an emerging area in the country in general and in Rawalpindi and Islamabad's premises in particular. Few studies conducted in Pakistan showthatthe professionals andparaprofessionals working in the university or college libraries were satisfied with their job and committed to continue (see, e.g., Khan& Ahmad, 2013; Hyder & Batool, 2013; Inamullah, 2013; Fatima & Bhatti, 2014; Hussain & Soroya, 2017; Hussain & Soroya, 2019; and Jan, 2020). However, this study's findings state that personal factors show the great commitment of both professionals and paraprofessionals totheir job. Theyretain their job for a longer time in the same organization, showingtheir higher level of commitment tothe organization. Havingamaster of library and information science (MLIS) degree, both groups considered education to be the basic key to success towards grooming in the profession.

The results of 11 environmental factorsindicatethat both groups are satisfied with the salary, promotion, job rotation, technology innovation, continuing professional education, stress level,turnoverintention,work environment, job autonomy, and communication system of their organizations. However, professionals have high mean scores in promotion, technology innovation, continuing education programs, and job autonomy. They have more promotion chances, good awareness of ICT to quickly solve user queries, and better opportunities to participate in continuing education programs to increase their further professional knowledge. A difference of opinions in both groups is seen based on stress level. The professionals require to spend some extra time to complete their office assignments. Paraprofessionals slightly feel that their families have more interference in their job as compared to professionals. Overall, both groups are happy with the office assignments, organizations' inside environment, and human resource management system.

Both groups want to switch over to other organizations if they are offered good opportunities and good salaries regarding turnover intention. They are not

happy with the fringe benefits system and want to re-design proper policies for its improvement. Comparatively,paraprofessionalsareless satisfied with the promotion chances, technology innovation, and job autonomy.

Overall results show that five dimensions, including salary, promotion, rotation, working environment, and job autonomy,indicate a negative relationship with overall job satisfaction. Both professionals and paraprofessionals are not satisfied with the existing policies. Their organizations do not take proper steps to regularly devise their policies according to their employees' internal feelings. The other six dimensions, such as technology innovations, continuing education, level of stress, turnover intentions, fringe benefits, and communication, had a positive relationship with job satisfaction, leading to a positive association. Overall professional librarians' total score is higher as compared to paraprofessionals.Both groups are satisfied with their jobs at their workplace, however, professionals look happier than paraprofessionals. Regression analysis results indicated that the personal variables and environmental variables had a significant relationship with overall job satisfaction. Environmental factors act as influential predictors (contributors) of overall job satisfaction compared to personal factors. These results are similar to the world existing literature (see, e.g., Abdulla, Djebarni & Mellahi, 2011; Zawiah, Dawal & Taha, 2006) that environmental factors are directly related to employees' job satisfaction at the workplace and its surroundings.

CONTRIBUTION

1. This study is the first academic research in Rawalpindi and Islamabad to measure job satisfaction among library professionals and paraprofessionals. These studies may be conducted regularly to know the better position of library employees.

2. The proposed model reported in the literature review may provide help for further studies on job satisfaction.

3. This research has discovered some more variables such as stress level, rotation, and turnover intention, which were not ever used by Pakistani researchers in their studies. These variables can be helpful in further studies on job satisfaction

4. Pakistan lacks in job satisfaction research. This study will serve as a comprehensive document and provide concrete foundations for future research in this area.

5. Popular job satisfaction questionnaires developed in the Western world are according to their cultures and may differ from Pakistani culture. Literature reveals that job satisfaction is an emerging area in Pakistan. The questionnaire developed for this research can be helpful for similar research on job satisfaction in Pakistan.

LIMITATIONS & FUTURE RESEARCH DIRECTIONS

This study was delimited by a population covering only professionals and paraprofessionals working in university libraries of Rawalpindi and Islamabad. Therefore, results may be generalized to other university libraries in Pakistan with cautions. A mixed-methods study can be conducted to explain more perspectives of the topic, not limited to variables only. This may be helpful to report better insights of multiple realities with a wider angle lens.

CONCLUSIONS

The University library is the heart of the university and has an important position to provide its services to students and faculty. Library professionals and paraprofessionals are the basic and important part of the library. If they are satisfied at their workplace, they would be able to provide their services to students and faculty in a better way.

The study's findings showed that both personal and environmental factors played an important role in the employees' life. Personal factors like work experience, higher education, and age (time effect) are important factors in an employee's life, leading to job satisfaction. The results showed that five dimensions, including salary, promotion, rotation, working environment, and job autonomy, indicated a negative relationship with overall job satisfaction. Both professionals and paraprofessionals were not satisfied with the existing policies. According to their employees' inner feelings, their organizations did not take proper steps to devise policies regularly. Other six dimensions, such astechnology innovations, continuing education, stress, turnover intentions, fringe benefits, and communication, lead to positive association. Both groups felt that organizations had taken proper steps and improved these areas, which lead to their overall job satisfaction. However, both groups' cumulative scores indicated that both groups were satisfied with job satisfaction, but professionals looked happier at their workplace. Both personal and environmental factors were the influential predictors (contributors)ofoverall job satisfaction. Mostly environmental factors act as more influential contributors to overall job satisfaction as compared to personal factors.

These results are similar to the existing literature on job satisfaction that environmental factors are directly related to employees' job satisfaction at the workplace.

The results highlight the importance of the work environment in improving employee job satisfaction and enhancing productivity. Therefore, salary, promotion, rotation, working environment, and job autonomy policies should be revised on a regular basis to enhance the productivity of work and employees 'level of job satisfaction. Moreover, the fringe benefits rewards should be reviewed periodically to increase the motivational level of library professionals and paraprofessionals working in the university libraries of Rawalpindi and Islamabad.

It may be concluded from this study that university authorities had a lack of appropriate strategies for making proper policies on salary, promotion, rotation, working environment, and job autonomy for the enhancement of employees' job satisfaction. This study will serve as a comprehensive document in this area and provide concrete foundations for future research. This research will help implementing career development programs in the country to enhance employees' job satisfaction and support the library authorities in creating policies and formulating appropriate strategies to improve their staff's job satisfaction.

Following recommendations are made based on the research study's conclusions for HEC, higher authorities, and PLA for consideration.

1. The library authorities should formulate Employee Appreciation and Recognition Committee, which may offer some fringe benefits/rewards. This will motivate employees to keep on giving good performance and enhance their level of job satisfaction.

2. Continuing education opportunities for paraprofessionals should be provided by the organization. Professionals had more chances to increase their further professional education and to participate in different seminars, workshops as compared to paraprofessionals. Organizations need to devise policies for paraprofessionals in this area.

3. The authorities should devise policies for salary, promotion, rotation, working environment, and job autonomy on a regular basis to decrease the turnover intentions and enhance employee commitment with the organizations.

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