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Mitra Ghiasi

Islamic Azad University, Babol Branch, mighiasi@gmail.com

Safie Tahmasebi Limoni

Islamic Azad University, Babol Branch

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Investigating the factors affecting the level of job satisfaction among the librarians at central library of Islamic Azad University of District 3

SAFIYEH TAHMASEBI LIMOONI ^{1*}, MITRA GHIASI²

1,: Department of Knowledge and Information Science, Babol Branch, Islamic Azad University, Babol, Iran. Sa.tahmasebi2@gmail.com

2. Department of Knowledge and Information Science, Babol Branch, Islamic Azad University, Babol, Iran. mighiasi@gmail.com

*Author for Correspondence : Sa.tahmasebi2@gmail.com

ABSTRACT

This research aims at investigating the level of job satisfaction in librarians working at libraries of Islamic Azad University in District 3. The research has analytical-survey method and the questionnaire and statistical sample consist of 40 librarians at target libraries. To conduct this research, a model is first designed for evaluating the job satisfaction in librarians in the form of 6 dimensions and 31 variables and their job satisfaction is designed based on the model and calculated by considering the scores of 31 variables. Based on the findings, the librarians' job satisfaction at Islamic Azad University is in a proper status. In the field of dimensions of job satisfaction, the satisfaction with dimensions of material and welfare facilities, educational facilities and job promotion, job security and manager's behavior is above the average, and the interactions and social status of job is lower than the average. Furthermore, there is a significant correlation between the librarians' demographic characteristics and job satisfaction. The results also indicate the relative satisfaction with most of the job variables in librarians as well as the need for officials' attention to improvement of working conditions in young people at studied university libraries.

Keywords: Job satisfaction, librarians, university libraries, Islamic Azad University

Introduction

According to most of the experts, the job satisfaction is one of the most challenging organizational concepts and the basis for most of the management policies to increase the productivity and efficiency of organization (Houman, 2002: preface) and is among the issues which have been investigated in different organizations since the 1920s. It is essential to investigate this issue in libraries (as one of the most dynamic and active organizations of community), where are directly affected by the staff in implementation of service programs. Due to the close relationship, which is supposed to be between the job satisfaction and quality of library service, the librarians have decided to review and determine the factors associated with job satisfaction.

Job satisfaction and its dimensions

According to most of the experts, among all concepts which are studied by organizational behavior and management experts and organizational and industrial psychologists in organizational status, the job satisfaction is the most important research areas. Therefore, numerous and sometimes conflicting views and conceptualization have been created and developed about it. According to Nagy (1996), the definitions of job satisfaction can be explained on the basis of three pillars:

1. One of the first definitions of job satisfaction is provided by Herzberg et al in 1959. According to Herzberg, the job satisfaction has two separate dimensions. One of these dimensions is known as the health factor which contains the environmental features of job and the external aspects such as the supervision, rights, the inter-personal relations, and the working circumstances and conditions. The second dimension is known as the motivating factors which are in fact the factors depending on the functions, job content and its internal aspects and contain the aspects such as paying attention to development, responsibility and growth. Therefore, Herzberg believes that the job satisfaction cannot be studied as the opposite poles of a single and bipolar continuum which has a neutral spot (neither satisfaction nor dissatisfaction) in its center.
2. The second common concept of job satisfaction is only one-dimensional, but it covers the response to these two questions: a) To what extent are you satisfied with your job now? and b) To what extent do you want the satisfaction with your job? According to most of the experts, the difference between what a person has and what he is currently looking for can be an index of job satisfaction. In fact, according to most of the researchers such as Porter (1976: 5), Lofquist and Dawis and Holland (1985: 98), this difference makes up the main concept of job satisfaction. Finally, most of the conceptualization and definitions of job satisfaction include a type of evaluation process. For instance, Locke (1976: 77) has considered the job satisfaction as a pleasant and positive emotional state which is resulted from the individual job evaluation or experience.

This concept can also be found in Robbins's theory (1994). He believes that the job satisfaction is the difference between the number of rewards a person receives or the amount of reward which he thinks that he should receive. A person, who has high level of job satisfaction, has a positive feedback about his job, but the one with a lack of job satisfaction has a negative feedback.

Research methodology

The survey is utilized in this research in order to collect the information about determination of factors affecting the employees' job satisfaction in central library of Islamic Azad University in District 3 and a case study of forty 20-35-year-old librarians is considered for this study and they are considered as the statistical population based on the purposive sampling technique. It is worth noting that the questionnaire is the data collection tool in this research. The first part of questionnaire, which is about the respondents' personal information, includes the questions about their age, gender, field of study, the educational

level, the workplace, and type of employment. The second part of questionnaire consists of the questions about the components of dependent variable (job satisfaction). The respondents are asked to respond to each question according to Likert Scale. The higher scores indicate the respondents' agreement with each question. Furthermore, both content and construct validity are utilized for measurement and also the Cronbach's alpha for calculating the reliability. The research results are also extracted by SPSS statistical software at both descriptive and analytical levels. The one-dimensional tables are utilized to describe the research findings and the parametric statistical tests (one-sample t test, Friedman test, ANOVA) are used to analyze data due to the data normality and finally the confirmatory factor analysis through LISREL software is utilized for all latent factors of research variables in order to create an appropriate and acceptable measurement model.

Research findings

According to what is completely receivable according to the results of describing the individual features of community, 100% of 40 studied subjects did not responded to questionnaires. 37.5% were male and 62.5% women; in terms of educational level, most of them had the bachelor degree (65%) and then master degree (22.5%). Most of them were aged from 30 to 39 Year (32.5%). A majority of them or 60% were official employees and the librarianship was their field of study (47.5). These results indicate that the studied university libraries have educated, skilled and competent human resources. Therefore, it is possible to see deep and significant development in these libraries by desired application of job satisfaction components. Furthermore, the findings indicate that the overall mean of job satisfaction at target libraries is desired and above 3. These results are consistent with the research by Abbasi (Abbasi, 2010), but since the maximum job satisfaction score is considered equal to 5, the studied libraries have still a long way to ideal situation.

Hypothesis test

1- A difference between the level of job satisfaction and demographic variables (separated by gender, age, educational level, type of workplace, etc.) in studied population

The contents in Table 1 indicate that there is a significant correlation between the mean score of job satisfaction and different educational levels ($P=0.001$). The employees with higher average of educational level have higher job satisfaction than employees with low educational level; Furthermore, there is a significant correlation between the level of job satisfaction in employees and their employment status ($P=0.004$) indicating that they have stabilized employment situation as well as higher levels of job satisfaction. It should be noted that there is no significant correlation between the level of job satisfaction in employees with other studied variables such as the gender, field of study, organizational post, and workplace.

Table 1: Comparing the status of job satisfaction from the perspective of employee in terms of demographic characteristics

Demographic	Group	Total	Mean	Type of	Test	Significance	Test result
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components				test	value	value	
Gender	Female	25	3.22	Independent t	t= 1.670	0.103	Insignificant
	Male	15	2.96				
Field of study	Librarianship	18	3.17	Independent t	t= 0.611	0.545	Insignificant
	Non-Librarianship	22	3.08				
Workplace	Cataloging	13	3.16	One-way ANOVA	F= 1.973	0.129	Insignificant
	Reference	4	2.81				
	Loan	16	3.22				
	Information	1	2.94				
	Administrative	3	2.87				
	All sectors	3	3.10				
Organizational post	Director	11	3.03	Independent t	t= 0.075	0.456	Insignificant
	Employee	29	3.16				
Age	20-25 years	6	2.20	One-way ANOVA	F= 2.492	0.076	Insignificant
	26-30 years	8	2.94				
	31-35 years	13	2.94				
	36-39 years	13	2.94				
Different educational levels	Under Diploma	1	3.12	One-way ANOVA	F= 7.614	0.001	Significant
	Diploma	2	3.09				
	Associate Degree	1	2.15				
	Bachelor	26	3.14				
	Master	9	3.20				
	Ph.D.	1	2.98				
Employment status	Confirmed official	24	3.09	One-way ANOVA	F= 5.448	0.004	Significant

	Experimental official	6	3.03				
	Treaty	4	3.05				
	Contract	6	3.40				

2- The correlation between the job satisfaction and material, health and welfare facilities in the workplace

Pearson correlation tests are utilized to investigate this hypothesis. According to the information of Table 2, the Pearson correlation coefficient is equal to 0.615. The correlation coefficient equal to 0.615 indicates the positive correlation between two research variables. In other words, there is a direct correlation between the librarians' levels of job satisfaction and material, health and welfare facilities at libraries of studied universities. Furthermore, the significance level of 0.000, which is lower than 0.05, indicates that there is a significant correlation between two variables of job satisfaction and material, health and welfare facilities in the workplace. Therefore, it can be concluded with probability of 99% that there is a correlation between two variables, the job satisfaction and material, health and welfare facilities in the workplace.

Table 2: Results of Pearson correlation test between the job satisfaction and material, health and welfare facilities in the workplace

Variable	Total	Pearson correlation	Significance level
Job satisfaction and material, health and welfare facilities in the workplace	40	0.615	0.000

3- The correlation between the job satisfaction and educational facilities, job promotion, and required conditions for expression

Pearson correlation coefficient test is utilized to investigate the correlation between the job satisfaction and educational facilities, job promotion and required conditions for expression regarding the normal variables. The results are displayed in Table 3. As shown, the correlation coefficient between the job satisfaction and educational facilities, job promotion and required conditions for expression is equal to 0.699 in statistical sample and the significance level is equal to 0.000, and the hypothesis of existed correlation can be accepted with confidence of 95%. In other words, there is a significant direct correlation between the job satisfaction and educational facilities, job promotion and required conditions for expression. In general, the third research hypothesis is confirmed.

Table 3: Results of Pearson correlation test between the job satisfaction and educational facilities, job promotion, and required conditions for expression

Variable	Total	Pearson correlation	Significance level
Job satisfaction and educational facilities, job promotion and required conditions for expression	40	0.699	0.000

4- The correlation between the level of job satisfaction and management policies

Pearson correlation coefficient test is utilized to investigate the correlation between the level of job satisfaction and management policies. The results are displayed in Table 4. As shown, the correlation coefficient between the job satisfaction and management policies is equal to 0.741 in statistical sample and the significance level equal to 0.000, and the hypothesis of existed correlation can be accepted with confidence of 95%. In other words, there is a significant direct correlation between the job satisfaction and management policies. In general, the fourth research hypothesis is confirmed.

Table 4: Results of Pearson correlation test between the job satisfaction and management policies

Variable	Total	Pearson correlation	Significance level
Job satisfaction and management policies	40	0.741	0.000

5- The correlation between the level of job satisfaction and human relations in the workplace

The results of Table 5 indicate that the correlation coefficient between the job satisfaction and human relations in the workplace is equal to 0.457 in statistical sample and the significance level equal to 0.003, and the hypothesis of existed correlation can be accepted with confidence of 95%. In other words, there is a significant direct correlation between the job satisfaction and human relations in the workplace. In general, the fifth research hypothesis is confirmed.

Table 5: Results of Pearson correlation test between the job satisfaction and human relations in the workplace

Variable	Total	Pearson correlation	Significance level
Job satisfaction and human relations in the workplace	40	0.457	0.003

6- The correlation between the level of job satisfaction and job security component

Pearson correlation coefficient test is utilized to investigate the correlation between the level of job satisfaction and job security according to the data normality. The results are displayed in Table 6. As shown, the correlation coefficient between the job satisfaction and job security is equal to 0.756 in statistical sample and the significance level equal to 0.000, and the hypothesis of existed correlation can be accepted with confidence of 95%. In other words, there is a significant direct correlation between the job satisfaction and job security. In general, the sixth research hypothesis is confirmed.

Table 6: Results of Pearson correlation test between the job satisfaction and job security

Variable	Total	Pearson correlation	Significance level
Job satisfaction and job security	40	0.756	0.000

7- The correlation between the level of job satisfaction and social status of job

Pearson correlation coefficient test is utilized to investigate the correlation between the level of job satisfaction and social status of job according to the data normality. The results are displayed in Table 7. As shown, the correlation coefficient between the job satisfaction and social status of job is equal to 0.822 in statistical sample and the significance level equal to 0.000, and the hypothesis of existed correlation can be accepted with confidence of 95%. In other words, there is a significant direct correlation between the job satisfaction and social status of job. In general, the seventh research hypothesis is confirmed.

Table 7: Results of Pearson correlation test between the job satisfaction and social status of job

Variable	Total	Pearson correlation	Significance level
Job satisfaction and social status of job	40	0.822	0.000

Given the theoretical basic principles and background for identifying and exploring the factors influencing the job satisfaction variable in libraries of Islamic Azad University in District 3, a conceptual model of research is drawn in Figure 1 and its accuracy tested through the structural equations in LISREL:

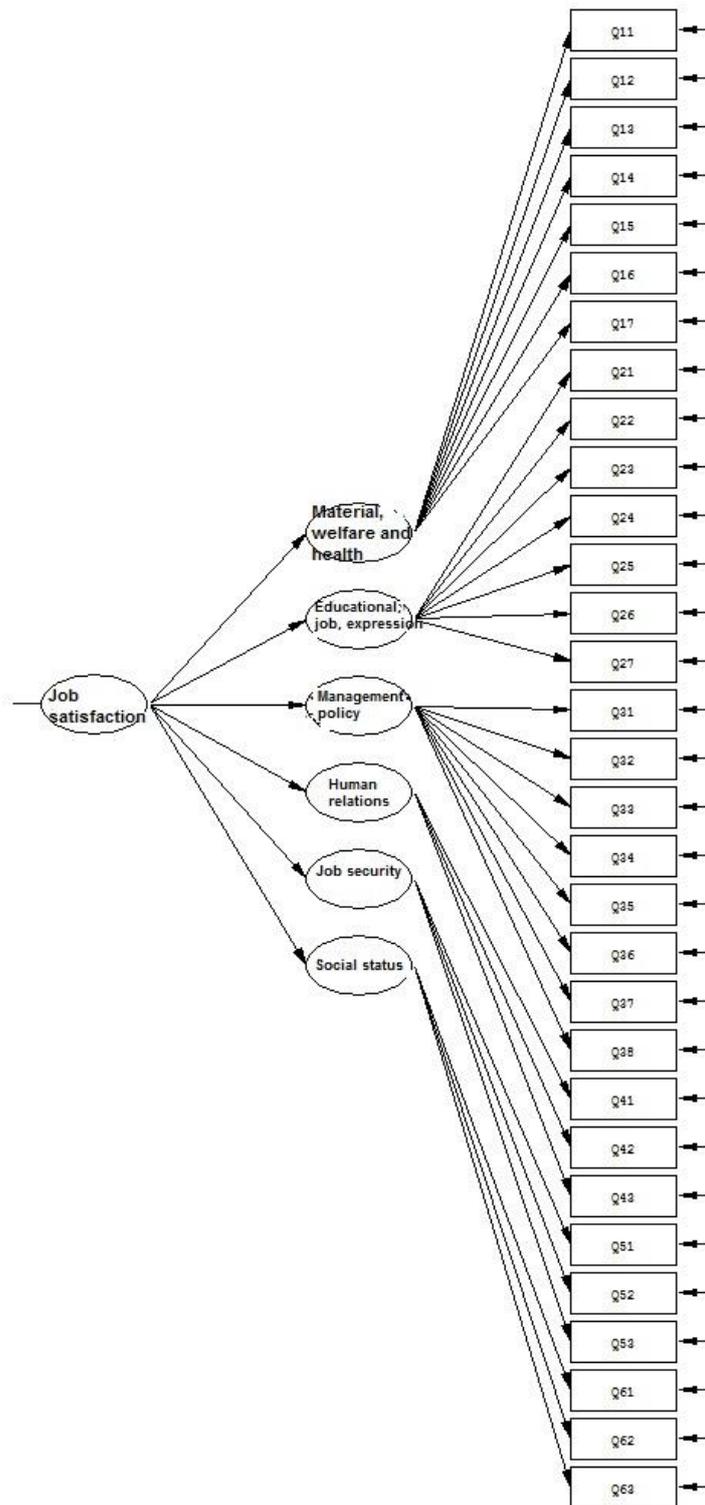
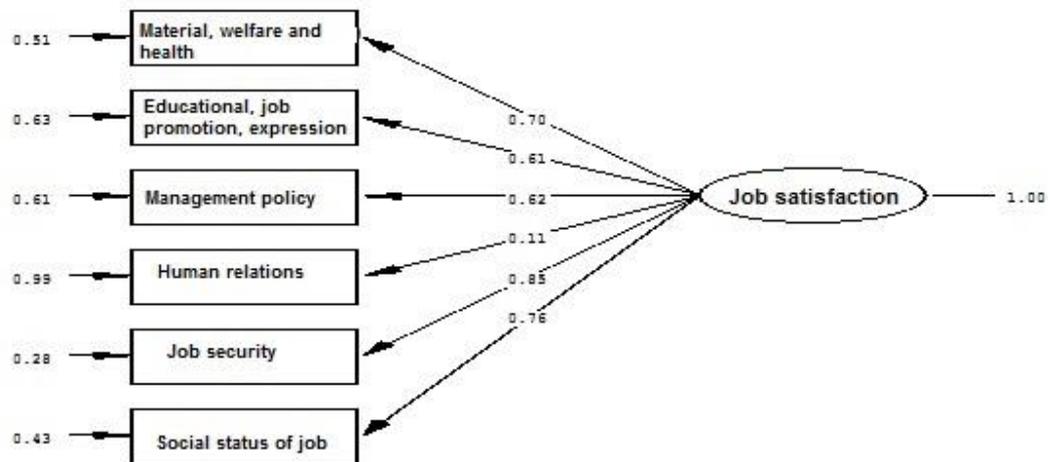


Figure 1: Theoretical model for improvement of job satisfaction in central libraries of Islamic Azad University in District 3

In theoretical model, six components (material, health and welfare facilities at work, educational facilities, job promotion, and conditions for expression, the management policies,

and the quality of human relations in the workplace, job security and social status of job) are considered as the explicit variables, and the job satisfaction as the tacit variable.

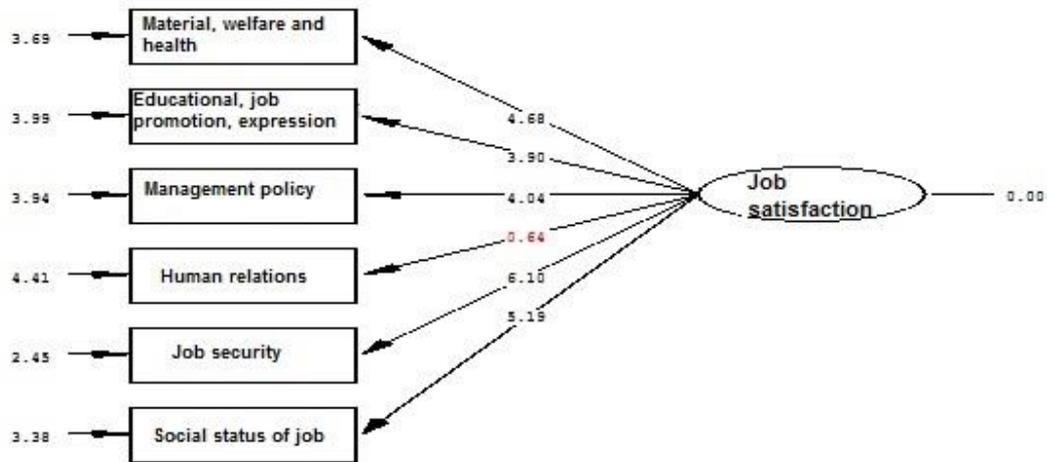
The structural equations method is one of the modern methods for investigating the causal relations between the variables. The LISREL 8.8 software is utilized in this research to analyze the structural equations of proposed model. The following figures show the t-values and standard estimation of structural equations model for conceptual model of research (Figure 2)



Chi-Square=13.23, df=9, P-value=0.15260, RMSEA=0.110

Figure 2: Investigating the causal relationship between main research variables (Standard estimation values)

This model provides the standardized regression coefficients of factor loading for each variable influencing the job satisfaction and we can clarify the impact of explicit variables on the tacit variables according to them. The more the coefficients of factor loadings, the more impact of job satisfaction variable; the job security, social status of job, and material, welfare and health facilities have the highest impact on the job satisfaction respectively and the human relations has the lowest impact on the job satisfaction.



Chi-Square=13.23, df=9, P-value=0.15260, RMSEA=0.110

Figure 3: Investigating the causal relationship between the main variables of research (significant numbers)

The values of t statistic in significant test present the impact of each variable on the job satisfaction. The t-values higher than 2 indicate the significant regression coefficients; and the coefficients with t-values lower than 2 indicate that the regression coefficients are insignificant. According to the figure, all variables except for the human relations variable have significant effects on the job satisfaction.

1. Research results

According to the obtained results of descriptive and analytical findings, it can be concluded that among the dimensions and components of job satisfaction in surveyed libraries, the highest mean of satisfaction belongs to the material, welfare and health facilities of workplace, and educational facilities, job promotion, and proper conditions for expression with the mean of 3.43. The satisfaction with material, welfare and health facilities of workplace indicates the attention of libraries to material facilities such as the physical conditions of workplace (lighting, ventilation, health facilities, etc.), the rate of salary and job benefits and welfare facilities (such as the transportation service and child care, etc.). Since the obtained mean in this dimension is different until the ideal situation, the officials should pay more serious attention to improve the material and welfare facilities. It should be noted based on the research findings that the librarians' satisfaction in libraries of Islamic Azad University of District 3 with their job welfare and material facilities is more than other the other dimensions. Therefore, the officials' attention to material and welfare conditions of job in academic libraries will certainly increase the job satisfaction in librarians and since the principal improvement of material facilities in terms of spiritual conditions of workplaces is much easier, it can be hoped that the authorities' attention to material conditions of job will significantly increase the librarians' satisfaction at academic libraries.

Investigating the librarians' job satisfaction in terms of educational facilities, job promotion and conditions for expression, etc indicates that the mean of this dimension is equal to 3.43 and above average (3). The careful consideration of variables associated with

this dimension indicates that the attention to the variables such as the compliance of job with expertise, organizational promotion, existence of creativity, participation in professional conferences, proud to librarianship job, and the in-service education are among the cases which should be more taken into account. According to another important issue in this regard, the employees consider the organizational climate desirable and elegant when there is the possibility of personal growth and development in them. The more there is the possibility of invention and use of personal skills for librarians, the more they are willing to work. The existence of opportunities for job growth and advancement in librarians such as the in-service education, the training workshops, the opportunity to participate in professional conferences, organizational promotion, etc are among the factors affecting the job satisfaction and self-actualization in individuals. In short, the special and work-related education as an important and complementary factor along with the scientific and academic knowledge for librarians' work efficiency on the one hand, and the possibility of job promotion on the other hand provide the more favorable conditions for self-actualization (Ashrafi-Rizi, 2003: 61).

Investigating the job satisfaction in terms of management policies of library indicates that the satisfaction with this dimension with the mean of 3.17 is above the average rate (3). Each variable of this dimension, namely, the manager's fair behavior, the participation in decision making, creating the dependency on organizational objectives, ensuring the fairness and non-discrimination, and encouraging to continue the work all have the mean of above average indicating the librarians' relative satisfaction with library management policy dimension. It seems that the managers have relatively fair behavior in libraries of Islamic Azad University in District 3 compared to the librarians who have the lower power of decision making in managerial issues, and thus they involve them in management issues and encourage continuing the work and dependence on the organizational goals. The research results by Dorrیمانesh (1995: 1) in special libraries of Tehran City also indicate the librarians' satisfaction with manager's communication with staff. The satisfaction with library management at studied Islamic Azad Universities is a promising point which can have the reinforcing impact on other job variables, as the findings of research by Burd (2003: 10) also reflects the fact that the librarians, who work in organizations with participative management and communication based on the humility and trust, are more satisfied with their jobs. Moreover, several studies conducted by researchers such as Porter (1994: 1) and Lekié & Brett (1997: 31-43) also emphasize on a positive correlation between the librarians' job satisfaction and participation in managerial decision-making. Moreover, Abbasi (2000: 1) has focused on a strong correlation between the librarians' job satisfaction and performance of library management. The accurate investigation of findings about the management policy indicates that the more-than-average satisfaction in librarians, who work in libraries of Islamic Azad University of District 3 with policies and behavior of library management is inconsistent with the results of research by Hariri (2002: 72) in libraries of state universities in provincial capitals of Iran, as Hariri found that the satisfaction with management behavior was lower than the average. According to the logical explanation for this difference, the managers in libraries of Islamic Azad universities are probably more dependent on the librarianship and may work in libraries as the librarians for a long time compared to the librarians at state universities of provincial capitals, while the people may work in library management with the completely irrelevant expertise and without any knowledge of working

environment and librarians' working conditions in libraries of state universities. It should be noted that the satisfaction with management behavior is reported low in some studies conducted in university libraries abroad. For instance, the research by Nkereuwem (1992: 253) in academic libraries of Nigeria points out that the librarians have expressed the most dissatisfaction with the management.

In terms of job security and stability, the librarians' job satisfaction with the mean of 3.31 is above the average despite being far from the ideal status. The exact consideration of raised variables in this dimension (job security, job future, and employment status stability) indicates that the librarians have the sense of stability and safety in their jobs and their satisfaction with future facilities is above average in academic universities. Since it is impossible to provide the realistic desired service without the sense of stability and security, the library management particularly the libraries of Islamic Azad universities in District 3 should pay attention to the measures to improve the working conditions for job stability. The findings of this study are inconsistent with the research by Hariri and Ashrafi-Rizi in this regard perhaps because the employees have less sense of security and stability in their jobs in state libraries. However, they are consistent with the research by Mohammadzadeh (2000: 1) who believes that the more the people have hope and confidence in their job future, the more their job satisfaction will be increased.

In contrast, the lowest mean belongs to the human relations in the workplace (2.44) as well as the social status of librarianship (2.95). The relationship with clients is a variable which is considered as the more satisfactory aspect of librarianship (Hariri, 2002: 72). However, according to this study and in this dimension, the librarians in academic libraries have expressed less satisfied with the work partnership and friendly relations with colleagues in addition to the interactions with clients. These findings indicate that mutual relationship has been undesirable in studied population, and the inappropriate organizational environment and the lack of calmness due to the environmental tension challenge the librarians not to use their potential for providing better and further service for clients. The findings of this research are consistent with the research by Siepre (2010: 479).

In terms of social status of librarianship, the mean job satisfaction in librarians (2.95) indicates the lower satisfaction than the average (3). The high status in society based on the profession and expertise is among the demands in each person and it is among the factors which encourage people to maintain in that job (Bagheri, 1999: 1). The obtained results of investigating the aspects of social status for librarianship indicate the less-than-average librarians' satisfaction with this parameter in studied libraries, thus it can be certainly argued that the social status of job is one of the most effective factors on the individual job satisfaction. With respect to these findings, it is concluded that the librarianship has no satisfactory work diversity in terms of nature from the perspective of librarians at academic libraries; and according to the librarians, it is almost impossible to make independent decision. The librarians' dissatisfaction with job valuation is the important point which should be more investigated in this dimension. It seems that not only the librarianship has no position and competence among the public, but also has no satisfactory value among the librarians in terms of nature. This section of research findings should be more investigated than other findings. To have no belief in job value for employees has adverse psychological effects in addition to the impact on all aspects of providing the professional service and also

can create the sense of dissatisfaction with job, reduce the motivation for job continuation and professional development. The old discussion of unfair situation of librarianship is highlighted in the field of librarians' job satisfaction. It is undeniable that in if employees believe in the value of jobs, it is expected that different unsatisfactory factors have less destructive effects, and the job will lead to the workers' internal satisfaction in terms of nature, but if the job has no value among its employees, it will lead to the manifested negative effects of material and spiritual shortages of workplace. In short, according to this section of findings, the librarianship has no sufficient diversity, dynamism and value and cannot lead to the intellectual development and the use of abilities from the perspective of librarians at academic libraries of Islamic Azad University of District 3. These findings are the worrying signs which attract the library authorities' attention to make decisions and take effective measures and strategies to introduce the substantive value of this field in different educational centers. The results of this research are consistent with the research by Kaya (2010: 68).

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