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PERFORMANCE ASSESSMENT AND JOB SATISFACTION OF SUPPORT STAFF IN ACADEMIC LIBRARIES

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ABSTRACT

The purpose of current study was to investigate about the job performance and job satisfaction of support staff working in academic libraries of Lahore. Supporting staff is performing many imperative duties in academic libraries and their role in libraries is very important. The objective of current study was to investigate the job performance through job satisfaction, to test relationship between job performance and job satisfaction and to investigate the moderating effect of hurdles in work between job satisfaction and job performance. Quantitative approach was adopted and survey method was used to achieve the objective of the study. Questionnaire with Urdu translation was prepared to collect the data. Data was collected by visiting personally, through email and google form was also developed to collect the data. Higher Education Commission recognized academic universities of Lahore offering higher education programs was the population of current research. Participant of this study was supporting staff including “data entry operators, library assistants, library clerks, junior assistants, computer operators and shelvees etc.” those were performing their duties in government, semi-government and private sector universities main libraries of Lahore. Data was analyzed by using SPSS 22 version.

The findings of this study revealed that supporting staff performing the duties in many major areas of library, like, Circulation, Technical, Cataloguing, Serial Management etc. The results showed positive impact of job satisfaction on job performance, but relationship between job satisfaction and performance found weak. The moderator like, low connectivity, down of computer, domestic issue, office environment effects the job performance of support staff.

Key Words: Job Performance; Job Satisfaction; Hurdles in Work; Support Staff; University Libraries.

INTRODUCTION

Online Dictionary of LIS (ODLIS) defined library support staff as “Library staff members not trained as librarians, who have acquired a technical understanding of library practices and procedures, and contribute on a daily basis to the smooth operation of a library, but are not qualified to make policy decisions or participate in other activities of a professional nature” (Reitz, 2007).

Aziagba (2009) explains that in Southern Nigeria in academic organizations the term paraprofessional is used normally for non-professionals and non-academic staff. The staff that have not any professional degree are included in the category of non-professional staff. Although they work parallel to the professional staff. Sometimes paraprofessional staff works same as professional staff. According to Litwin (2009) in United States, duties of support staff are different. Managerial and administrative tasks also assigned to support staff. Support staff known as informational professionals and most of the staff possesses initial level degree. Fragola, 2009; James, 2011 and Masrek et al. (2012) defined that paraprofessional staff as the worker who works usually under the guidance and supervision of professional staff. Professional staff guides them about library work and help them to complete the tasks. Paraprofessional staff usually works the areas like, shelving, circulation, data entry technical processing of library material.

According to Zhu (2012) advancement in technology, budget issues, downsizing, reorganizations, outsourcing, expending roles of professionals, changes that realized in the information world are redistributing the workload between paraprofessionals and professionals in academic libraries. In current scenario the paraprofessionals are playing important role in many areas of library. Several terms have been used to identify library employees who do not hold a professional position: Para-professionals, non-professionals, sub-professionals, library clerks, technical assistants, and library associates.

Oyewole et al. (2013) describes that many tasks have to perform to library support staff at the same time, therefore their performance can be affected in any one area. In recent, the role of paraprofessionals is being changed and the paraprofessionals have been gaining importance in

library science. The researchers are giving importance to blurring roles of paraprofessionals and professionals. That is the time to give worth to paraprofessionals; this will encourage them that their role is important. This kind of act will satisfy and make happy to paraprofessionals. The need is to accept their importance and their role in library profession. According to Hussain and Soroya (2017) the staff that have master degree in library and information science is considered as professional staff. Supervision and administrative level positions are assigned to professional category of staff. The other category of staff is support staff and has basic level knowledge i.e diploma, certificate or bachelor in librarianship. The term support staff has been chosen for this study.

Meyer and Peng (2006) described that job performance is the output of the person that he contributed to the organization and concerning his behaviour to engage in, and which the organization may recognize it as productive or counterproductive. When the employees achieving the expectations of the employer, by this good performance can be attained and considered as attributable for the success of the organization. Furthermore, every kind of organization want to increase productivity and to know how employees work effective and their performance increase positively.

Job satisfaction is the attitude towards job, in other words, job satisfaction is an emotional response towards job. The person who is satisfied with his job, shows positive attitude about the job, while the person who is dissatisfied with his job, will show negative attitude toward job. As Armstrong (2006) described that job satisfaction can be viewed on one side as the person's state of positive and negative feeling towards his job and to some extent the person's feeling of whether he likes or dislikes his work. Meyer and Peng (2006) elaborated that job satisfaction starts within the individual employees. When the individual employees are satisfied, it follows that they will perform at their best in individual capacity and extends to group efforts that lead to organizational performance. Aziri (2008) opined that, job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological need.

STATEMENT OF THE PROBLEM

Library support staff is performing many significant duties in academic libraries. The duties of support staff include: circulation, cataloguing, reference desk, shelving, technical data entry etc. It is important to know about their job performance and job satisfaction. Gholipour described three theories "performance lead to satisfaction, satisfaction lead to performance, award

is a medium between satisfactions and performance” in his views third theory enhance the performance and also job satisfaction, but the first and second theory support but not strongly (Gholipour, 2001).

The current study wants to explore the factors that affect job performance and job satisfaction. Job satisfaction is very important to perform better services. It is also very important to know about the issues and hurdles that supporting staff face during their job and to know the effects of issues/ hurdles on job performance. In Pakistan, only few studies found that address the issues of supporting staff. The researcher chooses the academic main libraries of Lahore to investigate the issue.

OBJECTIVES OF THE STUDY

Following are the objectives of current study

1. To investigate the performance of support staff through job satisfaction.
2. To test the relationship of job satisfaction and job performance.
3. To investigate the moderating effect of hurdles in work between job satisfaction and job performance.

RESEARCH HYPOTHESIS

H1: Job satisfaction positively impact on job performance.

H2: Job satisfaction correlate with job performance.

H3: Hurdles in work will moderate the relationship of job satisfaction and job performance.

RATIONALE AND SIGNIFICANCE OF THE STUDY

The findings of the current study may be beneficial to library in-charge, library management, and also useful for university administration and management to improve their support staff performance. The findings of the study will also help the library professionals who are working in libraries, and upcoming library professionals. The results generated by this study, will leads to professional’s librarians to make best policies and programmes for support staff to enhance the level of satisfaction and to increase performance. On the basis of findings, the library professionals will be able to know the factors that affect job satisfaction and performance of support staff. The current study will identify the hurdles and issues that may be face by support staff during performing work. The findings will help to administrators and library professionals to overcome deficiencies and plan better to improve work performance of support staff in academic libraries.

LITERATURE REVIEW

Khalid and Irshad (2012) described that in Pakistan the academicians of private universities were more satisfied and the employees of government sector organizations were less satisfied with their promotional opportunities, pay and supervision on the other side, the academicians of private sector universities were found less satisfied from public sector universities academicians, in job security and co-worker's behaviour. The population of this study was professors, assistant professors and associate professors. Hussain and Soroya (2017) recently carried out a study on paraprofessional staff to know the satisfaction level of paraprofessional staff in academic libraries of Lahore and described that public sector and private sector universities employee's satisfaction level were not significant different. The study found that most satisfied element was nature of job and found lowest satisfactory element was communication. The factors that influence job satisfaction were job security, experience and salary. The employees that were acquiring high salary were more satisfied from those employees who obtaining less salary.

Ranaweera and Bodhinayaka, (2018) conducted a study, five hundred and ten respondents participated in the survey. A semi structured questionnaire was developed to collect the data. The population of this study was fourteen universities libraries in Sri Lanka. The findings of the study showed that the employees working in university libraries were satisfied moderately with their jobs. It is a positive indication that the staff members are not dissatisfied with their jobs. The factors that were cause the job satisfaction were salary and benefits, co-workers, opportunities of career development, physical working condition, appreciation and work itself. However, university authorities and library administrations must take precautions and measurements to enrich the present level of job satisfaction of employees to the fully satisfied level. The study further identified the lack of cooperation between workers, inadequate opportunities for career development and lack of proper mechanism for appreciation and feedback led staff dissatisfy with their jobs. Therefore, this study recommends establishing a collaborative working atmosphere within the library by organizing team building activities and job rotation programmes immediately. Also, university authorities and library administrators must provide facilities and opportunities to staff to attend programmes specially related to modern ICT developments. Finally, the immediate attention must be drawn to set up a proper method to provide feedback and evaluate the performance of employees to make them much satisfied and committed to their work in university libraries.

Gholipour (2001) described in his study that the satisfaction achieved through performance, according to that awards play important role to perform better. Internal awards are because of job results (i.e. feeling of success) and external ones because of gratitude from job (income and salary). These awards will satisfy employees, specifically workers. He described three theories “performance lead to satisfaction, satisfaction lead to performance, award is a medium between satisfactions and performance” in his views third theory enhance the performance and also job satisfaction, but the first and second theory support but not strongly (Gholipour, 2001). Coomber and Barriball (2007) share their opinion that job satisfaction accelerates the productivity of employee, they described responsibility of organization, physical and mental health, which provide the opportunities to employees to work better and to learn skills and ultimately promotion in their performance.

Mallaiah (2008) described that the literature relevant to human resource management and organizational behaviour normally discussed the relationship between employee’s performance and job satisfaction. The employee whose level of satisfaction is high need not necessarily be a profound performer. But on the other hand the employee who is dissatisfied can damage the effectiveness of organization and may cause irreparable loss of organization. He also described in this paper the discussion brought up to know the job satisfaction and performance management of professional’s staff working in university library of Karnataka. The primary data was collected from 188 professionals by using questionnaire. The main key issues were the definition and identification of key performance areas like, direction and role clarity, feedback of performance, potential appraisal and the rotation of job as a potent tool to develop and unleash employee’s potential. The findings highlighted the importance of three sub-systems of performance management, i.e., performance development and planning, empowerment and involvement of employee and organization-employee report. The conclusion shows that the favourable and pleasant, social, physical and psychological conditions present in the workplace are the factors that enhance the job satisfaction of library professional’s staff. The author noted that the administration should take step timely and pay proper, suitable to encourage the job satisfaction of professionals.

Danish and Usman (2010) conducted the study to investigate the impact of incentives, recognition and rewards on employees of education, financial services, health and other industries of both government and private sectors. Convenience sampling technique was used to collect the data. Two hundred twenty respondents replied the answer through questionnaire. The findings

revealed that employees less motivated with the operating procedures, recognition and their work contents and it showed the low mean value. While on the other hand, the employees found high motivated and satisfied when they have adequate opportunities for promotion, friendly environment with co-workers, secured job, cooperation with their supervisors and when they found pay as they work. The author finds out that, in Pakistani context, the workers think that if they do good jobs, there is very less chance by the boss to appreciate. According to author, the deficiencies can be overcome if the supervisor appreciate the workers by asking their problems, and giving proper recognition and appreciation. Similarly, the junior staff moral can be moved high and motivated by offering charming increments in salary, bonuses and allowances.

Yozgat and Bilginoglu (2013) conducted the study to know about the relationship between performance and job stress, emotional intelligence was considered as a moderating variable. Four hundred twenty-four employees working in public sector organization were the population of the study. The findings show that emotional intelligence had a positive impact on job performance and moderated this relationship. The findings of the study illustrate that stress noted low, negative significant effect on job performance while Emotional intelligence found the moderate positive effect on job performance. The employees with high emotional intelligence indicate the higher level of performance in conditions of high job stressed. Another study of Khalid and Idrees (2014) described the relation between employee commitment and job satisfaction with the culture of organization and leadership and found no relation in public sector universities and found significant relationship in private sector universities. The population of this study was library professionals

Smith (2009) carried out a qualitative analysis of staffing trends in technical services indicated that paraprofessionals are now given an increased role in technical services departments, with more responsibility and involvement in department concerns, while low-level work is increasingly outsourced or stopped altogether. Meanwhile the duty area of professionals like technical services and day to day operations are overcome by paraprofessionals and higher level of work, supervisory, staff training area in favour of professionals. The study of Fama and Martin (2009) describes that library assistant's roles are being change that are working in public service, a new service model like single service desk introduced. In current scenario library assistants are mostly engaged to perform multiple services. The library of "University of Massachusetts Medical School" described the need of getting these kind of skills and knowledge of public service roles to

make a distinctive profession ladder for library assistants as a result to grow, train and advance in numerous library work areas. A study conducted by Zhu in 2012 identified the skills that were required to play their roles by both library assistants and librarians working basically in cataloguing. The author finds out a slight change of their role between the two groups both library assistant and librarians. He identified with the ten most frequently needed skills. The author concluded that library assistants were performing the tasks that were previously considered as professional domain (Zhu, 2012).

As the study of James (2015) administered a survey that was conducted in Canada, Librarians and Technician were the population of the study. The results show that technicians and librarians considered that their role towards work responsibilities are growing. It is also noted that their duties are also overlapping in many areas, both librarians and library technicians perceive their roles as growing in scope and complexity and that the lines of responsibility are blurring. Most of the respondents indicated that they noted the change in their responsibilities past five years. The respondents explored that they are giving more time to the new tasks and responsibilities and they spent short time on their traditional functions. For example, the librarians indicate that they spent less time to face patrons, and they spent their most time on project management and strategic planning. The technicians reported that they mostly spend their time to deal with public and spend less time to perform technical services. A technological change was noted by the respondents, they reported that the circulation services are being automated and working increased towards e-resources and devices. A study was reported by Erb, B. in 2015 and a survey was taken from the employees who were working in management of electronic resources section, the information was gathered to know their education, institutions and position descriptions. One hundred and twenty-one employees were selected to collect the data. The findings of the study show that duties of paraprofessional staff are increasing, and paraprofessional staff working many advance duties in electronic management section and found they are well trained to perform their duties, but a few areas were still handled by the professional's staff. Many employees had holding MLS degree were working as paraprofessional in libraries and have ability to perform productive contribution in electronic resources management section (Erb, B. 2015).

Baines (2010) conducted a study and described that the support staff have many competencies in different areas like, computer technology, administrative, planning and other fundamental areas. The similar study of Masrek et al. (2012) elaborated the competencies that

required to paraprofessional staff in Malaysia state libraries. The competencies that identified by the author were leadership, conflict management, mathematical reasoning, listening skills, decision making and interpersonal skills that were required for current work. The author finds out that the competencies which are needed to paraprofessional staff are alike which are required by the librarians. Bamidele et al. (2013) identified the area where competencies of paraprofessional are required, he identified that the paraprofessional staff should be trained in, web searching, and system management. Training programmes are the best platform to enhance the competencies that needed by paraprofessionals staff.

By reviewing LIS literature, past studies shows that support staff playing an important role to perform library routine tasks, as previously handled by professional staff. There are many types of support staff working in libraries such as library assistants, library clerk, technical assistant, cataloguer, data entry operator, computer operator and shelver etc. Many studies were conducted to know about performance and job satisfaction of support staff in academic libraries. These studies found that there are many factors that affect the performance and job satisfaction of support staff, salary, incentives, promotion opportunities, appreciation, rewards, job security, good relations with co-workers were the factors that increase the level of job satisfaction and job performance. The factors that decrease the performance and job satisfaction of support staff were less salary, lack of promotion, office environment etc. There are many tasks that were overlapping between support staff and professional staff and also found that in many areas the duties of support staff and professional staff were same and the support staff handling these tasks effectively. The studies about job satisfaction and performance relationship described that job performance and job satisfaction affect from each other.

It was concluded by reviewing LIS literature that support staff is the most neglected area of research in Pakistani librarianship. A number of studies found on job satisfaction of professional staff at national level but a very few studies found on support staff, recently a research article entitled “Exploring the factors affecting job satisfaction of paraprofessional staff working in University Libraries of Pakistan” was found on support staff which was published by Hussain and Saira in 2017. 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”. These studies focused on professional staff. Therefore, is need to conduct the study on Support Staff to know the Performance and job satisfaction of support staff, factor that effect performance, job satisfaction and relation between job satisfaction and job performance. For this purpose, Support Staff working in HEC recognized public and private sector universities main libraries in Lahore is the focus of current study. Based upon all literature review the following is the theoretical model which researcher is going to be study.

METHODOLOGY

Survey method was used in current research to achieve the objectives of this study. The survey research method is familiar from 1800s to collect educational data. The survey method facilitates when the population is huge and scattered in different areas and it’s very hard for researches to access them. It permits to access the population via questionnaires, mail, email, telephonic interviews, and latest communication technologies (Pinsonneault & Kraemer, 1993). Because the survey method deals to a combination of methods which emphasize quantitative investigation, collect data for statistical analysis through a large number of organizations via e-mail questionnaires, interviews etc. (Gable, 1994). Survey method is very common in social sciences in descriptive, explanatory and exploratory researches (Babbie, 1998). According to the point of view of Cresswell, (2005) survey research technique is a suitable way to collect quantitative data, because survey method has a solid background for the collection of educational data in education field.

Higher Education Commission recognized academic universities of Lahore offering higher education programs was the population of current research. Supporting staff including “data entry operators, library assistants, library clerks, junior assistants, computer operators and shelvees etc.” those were performing their duties in government, semi-government and private sector universities main libraries of Lahore was the population of this study. The reason to choose Lahore city as population was very clear, as Tariq (2016) described that Lahore is a big city and called “the heart of Pakistan”. All types of institute like, engineering, business, humanities, arts, science are available in Lahore. In HEC ranking higher, medium and low level ranking universities exist in Lahore (Tariq, 2016). Higher degree awarding recognized universities list was maintained from HEC official website. Total number of HEC recognized public and private universities were 44, including sub campuses of universities that were seven. HEC banned two universities “Global Institute Lahore and Imperial College of Business Studies” due to which these two universities

were not included in the population and remaining universities in population were 42. The total number of staff was 116, who working as supporting staff in academic libraries was the population of this study. The staff who has master degree in LIS was not included as participant in this study. The staff who has Master or equivalent degree other than LIS was included in this study. The employees those have secondary school certificate, intermediate, Diploma in library and information Science, Graduation in any subject including BLIS was considered as participant of the study. Attendant and Naib Qasid were not included as participant in this study, because they do not fall in paraprofessionals category. As Howarth (1998) described two types of support staff who work in the libraries of Canada. One Type was library technicians having certificate, intermediate level degree or diploma in librarianship from an organization and at least inter level degree holders considered second category of support staff although they didn't have diploma or certificate in initial level in library profession.

Census Sampling technique was used to conduct the study. The researcher selected all the support staff working in academic universities main libraries recognized by HEC. The researcher wanted to know both public and private universities support staff point of view regarding job performance and satisfaction, therefor the researcher selected entire population of support staff working in academic universities main libraries of Lahore.

Data collection instrument is very important for the collection of data from participant. For this purpose, a questionnaire was prepared after reviewing relevant literature. Some questions adapted from the study of Azad "Job satisfaction of paraprofessional librarians" (Azad, 1978). Questions were also selected with some changes from the study of Murray on jobs satisfaction of professional and paraprofessional staff (Murray, 1999). Questionnaire was translated English into Urdu (Annexure II), for better understanding of questions, because the respondents of the study were supporting staff who have secondary, higher secondary, and graduation level of education. According to Gay and Airasian (2003) for quantitative data collection questionnaire is normally used and analysis of collected data is simple and findings are also reliable, dependable and can be generalized. A questionnaire is easy and accessible way to manage in comparison of other qualitative data collection techniques. Questionnaire has ability to cover a huge and scattered population in any region. It's also facilitate the respondents to take sufficient time to understand the asked questions and submit their response in free time (Powell & Connaway, 2004).

The questionnaire was divided into four sections, five point Likert Scale (Strongly Agree = 1), (Agree = 2), (Undecided = 3), (Disagree = 4) and (Strongly Disagree = 5) was used in all following sections except demographic information section.

1. Demographic Information
2. Assessment of job performances
3. Satisfaction of job
4. Issues/ hurdles being face during work

Section one was related to demographic information, the questions were asked about, University type (Government, Semi-Government, Private), Gender, professional experience, about degree, salary, currently working section etc.

In section two, questions were related to assessment of job performance were incorporated. The questions were asked which may affect the performance during job. The statements like, rewards, incentives, working environment, appreciations were asked, weather these statements have any effect on job performance.

Section three was related to know about job satisfaction of support staff, if they are satisfied with their job, different questions were asked to know about their job satisfaction. The questions were asked about salary, promotion opportunities, working hours, etc.

Section four discussed about the issues/ hurdles that employees may face during work in the office. The question about internet speed, electricity breakdown, language, staff coordination etc. were asked in this section.

The researcher adopted the different ways to collect the data to receive maximum responses of the participants, for this purpose data collection approaches were following.

1. The researcher visited personally to mostly public and private sector universities/ institutes to access the participants of the study. Print version of questionnaire was handed over to support staff to fill out the questionnaire.
2. Google online form was also developed to collect the data. Google form link was sent by email to respondents that were willing to fill questionnaire via online google form. The researcher got email address by using professional relations for the purpose of sending questionnaire.
3. Where the researcher has strong professional's relations, the researcher sent form in MS. Word file attached with email.

4. The researcher sent questionnaire by courier service in a few universities.

Responses which received from participant were 96(82.75%) percent, in social science it's considered a good response rate, particularly in quantitative research technique. Statistical Package for Social Sciences (SPSS) version 22 was used to describe data, different statistical techniques were applying like mean, Chronbach alpha, (t-test, regression test, Coefficients Test, Moderation Analysis Test, ANOVA Test etc.). For appropriate explanation of data some other statistical features such as tables and graphs were drawn to elaborate the results properly. First the data was gathered from the respondents and after that data was make pure from errors. Serial number (coding) was done on questionnaire and the data entry process was done on SPSS sheet. Frequency distribution was verified to confirm the correction of migrated data in SPSS from the questionnaire. In this stage the data was ready for advance analysis.

ANALYSIS

Type of Universities

The data in table 1 shows that 38(39.6%) respondents participated from public sectors universities, 40(41.7%) from private sector and 18(18.8%) participated from semi-government universities and total 96 participants responded the questionnaire.

Table 1

Type of Universities (N=96)

| Variable | Frequency | Percent |
|-----------------|-----------|---------|
| Public | 38 | 39.6% |
| Private | 40 | 41.7% |
| Semi-Government | 18 | 18.8% |
| Total | 96 | 100.0% |

Nature of Job

Table 2 shows that 78(81.3%) respondents working as permanent positions, 17(17.7%) as contractual and 1 (1%) working as daily base.

Table 2

Nature of Job (N=96)

| Variable | Frequency | Percent |
|------------|-----------|---------|
| Permanent | 78 | 81.3% |
| Contract | 17 | 17.7% |
| Daily Base | 1 | 1.0% |
| Total | 96 | 100.0% |

Designations of Support Staff

Library Support staff have many type of designations, table 3 describes that, 17(17.7%) Sr. library assistants, library assistants 38(39.6%), it shows that mostly support staff working as library assistant, junior library assistants 7(7.3%), library clerk 23(24.0%), cataloguer 1(1.0%), shelver 3(3.1%), data entry operators 2(2.1%), computer operator 1(1.0%) and any other category of support staff are 4(4.2%) who responded the questionnaire.

Table 3

Designation (N=96)

| Variables | Frequency | Percent |
|-----------------------|-----------|---------|
| Sr. Library Assistant | 17 | 17.7% |
| Library Assistant | 38 | 39.6% |
| Jr. Library Assistant | 7 | 7.3% |
| Library Clerk | 23 | 24.0% |
| Cataloguer | 1 | 1.0% |
| Shelver | 3 | 3.1% |
| Data Entry Operator | 2 | 2.1% |
| Computer Operator | 1 | 1.0% |
| Any Other | 4 | 4.2% |
| Total | 96 | 100.0% |

Gender

Table 4 describes that male 71(68.16%) and female 25(26.0%) participated in the current study. It showed that majority of males are working as support staff in academic libraries.

Table 4
Gender (N=96)

| Variables | Frequency | Percent |
|-----------|-----------|---------|
| Male | 71 | 74.0% |
| Female | 25 | 26.0% |
| Total | 96 | 100.0% |

Table 5 described the results of mean and std. deviation, this section was relevant to job satisfaction of support staff working in academic libraries. According to the results the statement “my job is enjoyable” got highest mean score that was 1.68 and the statement “The supervisor/ Incharge gives me assignments which also exist in professional staff domain” got second highest mean score 1.82. The statement “I am satisfied with my current salary” got the lowest mean score 2.51.

Table 5
Mean and Std. Deviation Statements of Job Satisfaction (N=96)

| Descriptive Statistics | | |
|---|------|----------------|
| Statements | Mean | Std. Deviation |
| I am satisfied with my current salary | 2.51 | 1.248 |
| I am satisfied with my current job | 2.13 | .943 |
| I am satisfied with the chance of promotion | 2.50 | 1.281 |
| I feel satisfied with my chances for salary increases | 2.23 | 1.192 |

| | | |
|---|------|-------|
| I feel happy with my co-workers | 1.91 | .847 |
| My job is enjoyable | 1.68 | .788 |
| The supervisor/ Incharge gives me assignments which also exist in professional staff domain | 1.82 | .871 |
| My library offers training or education that I need to grow in my job | 1.98 | 1.076 |
| I am satisfied with the attitude of my supervisor | 1.97 | .923 |
| I am satisfied with my office environment | 1.98 | .870 |
| I am satisfied of granting leave by my office | 2.04 | 1.025 |
| I am satisfied with working hours of my duty | 1.97 | .956 |

Scale: “Strongly Agree=1, Agree=2, Undecided=3, Disagree=4, Strongly Disagree=5”

Issues/ hurdles being face by Support Staff during work

Table 6 describes the issues/ hurdles that support staff face during their work which affects the performance of employees. The statement “down of computer due to electricity create hurdles during work” got the high mean score which is 2.10. It shows that down of computer create hurdles during work and effect the performance of employee. The second highest means score of statement “I face low connectivity of internet during work” is 2.24. The lowest mean score of the statement “Environment of the office create hurdle during work” is 3.28.

Table 6

Issues/ hurdles during work (N=96)

| Descriptive Statistics | | |
|---|------|----------------|
| Statements | Mean | Std. Deviation |
| I face low Connectivity of Internet during work | 2.24 | 1.442 |
| Down of Computer due to electricity create hurdle during work | 2.10 | 1.081 |
| I face problems while use of Technology | 2.57 | 1.200 |
| Lack of Communication with staff members | 2.88 | 1.292 |
| I face problem while speaking different Languages in office | 2.93 | 1.250 |
| Environment of the office create hurdle during work | 3.28 | 1.194 |
| Lack of Coordination with staff members | 3.26 | 1.259 |

| | | |
|--|------|-------|
| Not fully awareness about job description | 3.24 | 1.288 |
| Domestic issues create hurdles during work | 2.74 | 1.332 |

Scale: “Strongly Agree=1, Agree=2, Undecided=3, Disagree=4, Strongly Disagree=5”

Regression Test

To test the impact of job satisfaction (independent variable) on job performance (dependent variable) linear regression test is applied. This test shows correlation value of both variables and significance value of impact. It also explains the statistical fitness of the model. It also shows that how much variation in dependent variable brought by independent variable and how much variation brought by other constant variables. The results of table 7 of model summary table show that the value of R is 0.254 which means that there is 0.254 variation exists in job performance due to job satisfaction.

The results of model summary table show that the value of R Square is 0.065 which means that there is 6.5% variation exists in job performance due to job satisfaction. The value of Adjusted R Square is 0.055 which means that there is 5.5% exact variation exists in job performance due to job satisfaction.

Table 7

| Model Summary | | | | | | | | | |
|----------------------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.254 | 0.065 | 0.055 | 0.43357 | 0.065 | 6.484 | 1 | 94 | 0.013 |

a. Predictors: (Constant), JS

ANOVA^a Test

ANOVA Test is a part of Linear Regression results. The value of F Change is 6.484 which means that model is statically fit for study and value of 2-tail significant is 0.013 which is only 1.3% and less than 5%, which show that model is significant too.

Table 8

| ANOVA^a |
|--------------------------|
|--------------------------|

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------------------------------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 1.219 | 1 | 1.219 | 6.484 | .013 ^b |
| | Residual | 17.671 | 94 | 0.188 | | |
| | Total | 18.890 | 95 | | | |
| a. Dependent Variable: EP | | | | | | |
| b. Predictors: (Constant), JS | | | | | | |

Coefficients^a Test

Coefficients Test is also a part of Linear Regression results. The coefficients table shows that there is 1.556-unit variable exist in job performance due to constant variable in the absence of independent variables. On the other hand, the value of 0.200 shows that there is exist 0.200-unit variation in job performance due to job satisfaction in the absence of constant. The value of significance shows that the relationship of job satisfaction and job performance is significant.

Table 9

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------|------------|--------------|-------|-------|
| Model | | Un-standardized | | Standardized | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.556 | 0.168 | | 9.270 | 0.000 |
| | JS | 0.200 | 0.079 | 0.254 | 2.546 | 0.013 |
| a. Dependent Variable: EP | | | | | | |

Independent Sample T-Test

To test that is there any difference exists in male and female with respect to job performance and independent sample T-Test is applied. The result of group statistics shows that means and standard deviation value of male in job performance is 1.9680 and 0.42281. The means and standard deviation of female in job performance is 1.9709 and 0.5154.

Table 10

| Group Statistics |
|------------------|
|------------------|

| Gender | | N | Mean | Std. Deviation | Std. Error Mean |
|--------|--------|----|--------|----------------|-----------------|
| EP | Male | 71 | 1.9680 | 0.42281 | 0.05018 |
| | Female | 25 | 1.9709 | 0.51541 | 0.10308 |

Independent Samples Test

Independent Samples Test is applied to know that is there any difference exist in outcome variable due to different in gender etc. So, here we wanted to know that is there any difference exist in performance of male and female. The independent sample T-Test applied. The table shows that significant 2-tailed value is 0.978 which is more than the minimum value 0.5 or 5%. This shows that there is no variation exists in male and female in term of job performance.

Table 11

| Independent Samples Test | | | | | | |
|--------------------------|-----------------------------|---|-------|------------------------------|--------|-----------------|
| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | |
| | | F | Sig. | t | df | Sig. (2-tailed) |
| EP | Equal variances assumed | 1.286 | 0.260 | -0.028 | 94 | 0.978 |
| | Equal variances not assumed | | | -0.025 | 36.028 | 0.980 |

One-Way ANOVA Test

One Way ANOVA test is applied when we want to test the difference of outcome variable in three or more groups. To test that is there any difference exist in job performance with respect of various demographic variables One-Way ANOVA test is applied. Results shows that the value of significant is ranging from 0.056 to 0.867 which is clearly shows that there is no variation exist in job performance due to change of demographic but the significance value of Designation is 0.056 which is very near to significance maximum significance value of 0.05 which means that there is little variation exist in job performance due to difference in designation.

Table 12

| ANOVA | | | | | | |
|-------|--|--|--|--|--|--|
|-------|--|--|--|--|--|--|

| Sr. No. | Demographic Variable | Sum of Squares | Df | Mean Square | F | Sig. |
|---------|---------------------------|----------------|----|-------------|-------|-------|
| 1 | Types of University | 0.932 | 3 | 0.466 | 2.413 | 0.095 |
| 2 | Nature of Job | 0.650 | 2 | 0.325 | 1.657 | 0.196 |
| 3 | Designation | 2.929 | 8 | 0.366 | 1.996 | 0.056 |
| 4 | Professional Experience | 0.258 | 5 | 0.064 | 0.315 | 0.867 |
| 5 | Monthly Salary | 1.161 | 6 | 0.232 | 1.179 | 0.326 |
| 6 | Education/Degree | 1.220 | 5 | 0.244 | 1.243 | 0.296 |
| 7 | Currently Working Section | 3.441 | 10 | 0.344 | 1.894 | 0.057 |

Moderation Analysis Test

A variable which is helpful to strengthen and weekend the impact/relation of independent and dependent is known as moderator. So, to test the moderation effect of hurdles in work between job satisfaction and job performance moderation test is applied. Researcher used process version 3 developed by Hayes, A. F. in 2018. The value of interaction is 0.0177 which is significant and less than 5%. Its means that there does exist moderation between job satisfaction and job performance. The effect of moderation in the shape of hurdles in work weekend the relationship of job satisfaction and job performance.

Table 13

| Int_1 : JS x HIW | | | | |
|---|----------|---------|---------|---------|
| Covariance Matrix of Regression Parameter Estimates | | | | |
| Variable | Constant | JS | HIW | Int_1 |
| Constant | 0.6858 | -0.3289 | -0.2188 | 0.105 |
| Job Satisfaction | -0.3289 | 0.1666 | 0.1047 | -0.0532 |
| Hurdles in Work | -0.2188 | 0.1047 | 0.0729 | -0.0348 |
| Intracation_1 | 0.105 | -0.0532 | -0.0348 | 0.0177 |

The Results of Hypothesis

Table 13 shows the results of hypothesis. The significance value derived from ANOVA table 4.33 showing 0.013 it means that our first hypothesis is approved and job satisfaction has impact on job performance. On the other hand, table 13 showing correlation value of R, that is 0.254 which means that there is positive, weak and significant relationship between job satisfaction and job performance. That indicates that our 2nd hypothesis also approved that is job satisfaction correlate with job performance. The results of moderation effect are showing in table 13, the significance value of interaction is 0.0177. So, our 3rd hypothesis is also approved that is hurdles in work will moderate the relationship of job satisfaction and job performance.

Table 13

| No. | Hypothesis | Type of Value | Value | Status |
|-----------|--|---------------|--------|-----------------|
| H1 | Job satisfaction positively impact on job performance | Sig. | 0.013 | Approved |
| H2 | Job satisfaction correlate with job performance | R | 0.254 | Approved |
| H3 | Hurdles in work will moderate the relationship of job satisfaction and job performance | Int-1 | 0.0177 | Approved |

H1: Job satisfaction positively impact on job performance

As the objective of the study was to test the job satisfaction impact on job performance and to test the relationship of job satisfaction and job performance in the presence of moderator. We have seen that the impact of job satisfaction on job performance is positive. This is same as we supposed in our hypothesis. So our hypothesis is accepted.

H2: Job satisfaction correlate with job performance

But it has been observed that although impact is significant and positive but the relationship of job satisfaction with job performance is weak. Independent variable brings less change in dependent variable. So our hypothesis is accepted that job satisfaction correlate with job performance.

H3: Hurdles in work will moderate the relationship of job satisfaction and job performance

The moderator of hurdle in work also becoming a reason of weekend the relation of job satisfaction and job performance. Down of computer due to electricity, low connectivity of internet effect on information technology facilities then performance of employee will be effected

regardless how much he is satisfied from his job. Hurdles during work moderate the relationship, so hypothesis is accepted.

CONCLUSIONS

As the objective of the study was to test the job satisfaction impact on job performance. We have seen that the impact of job satisfaction on job performance is significant because the value of significant is less than 0.05. This is same as we supposed in our hypothesis.

The findings of the study showed the positive but weak relationship between job satisfaction and job performance. The results of this study are same as different Scholars concluded in their past studies that there is positive relationship between satisfaction and performance (Caldwell and O'Reilly, 1990; Spector, 1997). But it has been observed according to coefficient test of table 4.32 represented that although impact is significant and positive but the relationship of job satisfaction with job performance is weak because the value of R is 0.254. Independent variable brings lesser change in dependent variable. Many studies conducted by the scholars to find out the relation and they also found weak relations as (Petty et al., 1984; Iaffaldano & Muchinsky, 1985).

There can be number of reasons of this weak relationship. The first reason can be that we have considered all three segment like government libraries, semi-government libraries and private libraries. Before this relation has been tested in Pakistani context in one segment. Second the facilities available in our country to library support staff is much lesser than the facilities available in the developed countries. The reason of weak relation can also because about 60% staff working in libraries are not qualified in the same area which leads to lower interest of employee in their job.

The moderator of hurdle in work also becoming a reason of weekend the relation of job satisfaction and job performance as the value of Intraction_1 is significant $0.0177 < 0.05$ which showing in table 38. Down of computer and it is commonly understood that when light is not available, there is issue of internet connectivity or lake of information technology facilities then performance of employee will be effected regardless how much he is satisfied from his job.

The current study concluded that support staff is performing many important duties in different sections of library, mostly support staff is working in circulation section. The support staff is also performing duties that exist in professional domain. The current study was conducted to find out the impact of job satisfaction on job performance and relationship between job

satisfaction and job performance. Support staff working in academic university libraries of Lahore was selected as population of the study. Supporting staff is performing many imperative duties in academic libraries and their role in libraries is important. The objectives of current study were to know the impact of job satisfaction on job performance, relationship and issues that were being faced by the support staff during their work.

Quantitative approach was used to achieve the objectives; data was collected through questionnaire. The results showed that support staff performing many duties that exist in professional staff domain. The study revealed that supporting staff performing the duties in many major areas of library, like, Circulation, Technical, Cataloguing, Serial Management etc. Overall results showed that support staff was satisfied with their job. The majority of employees think that promotion opportunities make their performance better. Many hurdles/ issues like low connectivity of internet, domestic issues, and coordination with staff were also effect the job performance.

5.3 Recommendations

In the light of results, the following recommendations are suggested.

1. It is found that appreciation received by the supervisor/ Incharge increase the performance of staff, so that the Supervisor/ Incharge should appreciate the employees to get better performance.
2. The administration and library Incharge should take step for the promotion of support staff, the performance can be enhanced to provide better promotion opportunities to library support staff.
3. Attitude of Supervisor/ Incharge effect the performance of staff, the Supervisor/ Incharge should create convenient environment in the office to enhance the performance of support staff.
4. Contract of job is also effect the performance; the administration should make policies to regularize the staff to increase the performance.
5. The reward and incentives increase the performance of support staff, the administration should provide reward and incentives to employees to achieve better performance.
6. This study found that motivation increases the performance of support staff, so that the supervisor/ incharge should motivate his subordinates to attain better performance.

7. The employees felt positive by using computer in their work, the administration should promote information technology services/ automation in the libraries to enhance the performance of their employees regarding their employment.
8. Training opportunities can improve the performance of support staff. Libraries should conduct training programmes to enhance professional skills of support staff.
9. Salary is the basic need of every employee, the study found the lowest mean score of salary, the administration should offer attractive salary package to enhance the job satisfaction and performance of support staff.
10. Every person has also many works along with job, the Supervisor/ Incharge should grant proper leaves to employees to do their personal works, so that the employee should perform better job.
11. Issues/ hurdles during work effect the performance of support staff. The results of this study shows that many employees were facing low connectivity of internet, down of computer due to electricity effect the performance of staff. The management should resolve the issue to achieve better performance of staff.
12. Information technology has changed the nature of library resources and services in the current age, the study found that support staff is facing problem while using information technology. The library incharge/ supervisor should conduct training/ workshops to introduce support staff with new technology.
13. Office environment create hurdles during work, the supervisor should manage healthier environment in the office to get better results by the employees.
14. It is found lack of coordination with coworkers, the Supervisor/ Incharge should take step to enhance coordination level among library staff for better performance.
15. The study found that domestic issues also effect the job performance of support staff. The library Incharge/ Supervisor should communicate with employees and play his role to resolve the issues.

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