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Job Satisfaction among Librarians in the Universities of Khyber Pakhtunkhwa, Pakistan: A Survey

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Abstract

The purpose of this study was to measure the job satisfaction of library professionals serving in public sector universities of Khyber Pakhtunkhwa, *Pakistan. Spector's Job Satisfaction (JSS) scale was used to examine the job satisfaction of respondents'. A total of 49 responses were collected and analyzed. The result shows that although library professionals working in these institutions were slightly satisfied with their nature of work, they were dissatisfied with supervision, benefits, promotion. Revision of service structure, promotion policies, improvement in academic qualification and advance training were suggested by the researchers.*

Design/methodology/approach:–Online questionnaire was sent to library professionals through email in 2011. In the survey 49 respondents participated. Statistical Package for Social Sciences (SPSS-19) for Windows version used for quantitative data analysis.

Findings: - This study provides a complete picture along with statistical data regarding job satisfaction of library professionals with respect to Pakistan. The findings of this study are valuable for library professionals, library administrators and competent authorities of universities Pakistan to redesign librarian service structure, pay scale and other benefits.

Research limitations/implications– The paper specifically focus on the LIS serving professionals' in the ten public sector universities of Khyber Pakhtunkhwa, Pakistan

Practical implications: -The findings of this study can be utilized to evaluate the level of job satisfaction of library professionals serving in the universities of Pakistan. The statistical data are

very useful and authentic source for planning to improve the status of library professionals serving in the country.

Introduction

Job is an important aspect of an individual's life, occupies a lot of personal time compared to any other single activity and provides the financial basis for a persons' lifestyle. It is believed that satisfaction at work influences many aspects of work such as efficiency, productivity, absenteeism, turnovers rates, and intention to quit (Horenstein, 1993).

Farley, Broady-Preston, and Hayward (1998) states that job satisfaction is the sense of fulfillment and pride felt by people who enjoy their work and perform it well.

Job satisfaction plays an important role in achieving organizational goals. Further, Line and Kinnell (1993) defines Job Satisfaction as a "pleasurable emotional state resulting from the appraisal of one's job".

The previous studies reveal that Job Satisfaction itself a tool of relaxation by which employee get more chances to achieve institutional goals, develop their own capabilities and strengthen themselves in the same field. It has been correlated with positive behaviors toward others and physical health. It is related to personnel turnover and life satisfaction of employee in the organization.

In the age of digital transaction, the job of LIS Professionals has become more important because they navigate, organize, preserve and disseminate human knowledge. In Pakistan, all universities have their policies to assist their employees, in which librarians are most important.

Several studies on job satisfaction have been conducted with respect to academic libraries worldwide and especially in North America (Line & Kinnell, 1993). In Pakistan, very few studies were conducted related to librarians' job descriptions (Qutab & Shafique, 2011),

employability skills of LIS Professionals (Warraich & Ameen, 2011) and professionals education of LIS Professionals in Pakistan (Chaudhary, 2000). Previous studies reveal that there is a need to evaluate job satisfaction of librarians in public sector universities. So this study has been conducted to evaluate librarians' Job Satisfaction in the universities of Khyber Pakhtunkhwa, Pakistan. The present study focus LIS Professionals' job satisfaction regarding their salaries, promotion opportunities, Supervision, benefits, rewards, and nature of work.

Objectives of the Study

The following objectives are made to collect the opinions of librarians about their job satisfaction.

1. To identify the extent of job satisfaction among librarians in public sector universities of Khyber Pakhtunkhwa.
2. To know the chief satisfaction and dissatisfaction of librarians serving in public sector universities of Khyber Pakhtunkhwa.

Research Questions

Research questions are made to achieve objectives of the study.

1. What extent librarians are satisfied with their jobs in the public sector universities of Khyber Pakhtunkhwa.
2. What are the chief job satisfaction and dissatisfaction level of librarians in public sector universities of Khyber Pakhtunkhwa.

Literature Review

In the past, most of research scholars have conducted several studies to evaluate librarians' job satisfaction and other issue related to them like, factors affecting librarians' Job Satisfaction. For example, Plate and Stone (1974) studied Librarians issues and compared major aspects of American and Canadian Librarians. The study found that motivators were the prime factors of librarians' job satisfaction while the hygiene was the main factor of dissatisfaction.

Job satisfaction is so important because its absence often leads to lethargy and reduce organizational commitment (Moser, 1997).

Sierpe (1999) surveyed Job Satisfaction among universities librarians at Quebec. Spector's Job Satisfaction Survey (JSS) instrument was used to collect the data from 81 (74.3%) librarians. Result of the study shows that although librarians serving were generally satisfied. However, they were dissatisfied with communication and operating procedures. Similarly, Togia, Koustelios, and Tsigilis (2004) examined Job satisfaction among Greek academic librarians. The study concluded that respondents were satisfied with their jobs and dissatisfied with pay and promotions policies. Tysick and Babb (2006) recommended that university authorities should provide librarians the same status as for teaching staff. The researchers' concluded that such benefits would enable them to share their skills and serve community extremely well.

Lim (2007) examined the role of information technology (IT) based LIS Professionals. The findings showed that IT LIS Professionals were satisfied to moderate level in job anatomy as compare to traditional librarians. Hart (2010) clearly identified the challenges faced by library leadership and librarians in the long run such as personal development and growth, shortage of staff, promotion and recognition from management. The study found a "love-hate" relationship between respondents and their efforts. Findings showed dissatisfaction of respondents in the context of frustration with insufficient resources and meager payment. Other study of Murray (1999) showed that both LIS Professionals and non-professionals were satisfied with their duties. However, LIS Professionals were more satisfied than non-professionals in their nature of work, obligation and gratitude, advancement, remuneration and in overall job satisfaction.

It is a natural phenomenon that a professional with a satisfied job will have more concentration on his/her professional growth. If a professional is not satisfied with his/her job, employer must take care of it to avoid weakness in output (Chaudhary, 2000). However, technological developments are limited in the developing countries which extensively increased routine and manual works for librarians. This also affects librarians' job satisfaction (Velho Lopes, 1992).

Kaya (1995) study found that university librarians in Ankara were not satisfied with physical working conditions, job recognition, job security, promotion, benefits, social status and supervisory autonomy. Horenstein (1993) examined job satisfaction of academic librarians as it relates to faculty status. A total of 300 librarians at the United States participated in the study. Data analysis shows that respondent with academic rank were more satisfied than non-faculty groups. They were satisfied with salary. St Lifer (1994) studied the perceptions of librarians with

their jobs. The study concluded that compensation and benefits, promotion opportunities and technological challenges were the prime factors of job satisfaction. The study found that salaries and benefits were related to job satisfaction. Tella, Ayeni, and Popoola (2007) analyzed job satisfaction research among Ohio Academic librarians. Finding of the study showed that respondents with less experience were generally satisfied with their job.

Research Methodology

The study adopted quantitative research design. Online survey method used to collect the data from library professionals of public sector universities at Khyber Pakhtunkhwa.

Sue & Ritter (2007) suggest that online survey is an effective way to collect information quickly when population/sample is usually distributed geographically. The instrument has two major parts. The first part gathered demographic information including gender name, educational level, parent organization name and years of experience.

The second part consists of Paul Sector's Job satisfaction (JSS) instrument which includes 36 statements that acquire information on attitudes concerning different job aspects. When combined these aspects, measure of overall job satisfaction constituted. The definition of these aspects is as under:

1. Pay: Fairness, opportunities, frequency of raises;
2. Promotion: Opportunities, fairness, frequency;
3. Supervision: Level of competence, fairness, interest in subordinates;
4. Benefits: Range of benefits, comparative value;
5. Contingent rewards: Recognition, appreciation, rewards;
6. Nature of work: Interest, meaningfulness, enjoyment.
7. Communication: Sharing of information within the organization

Spector's Job Satisfaction (JSS) scale

The JSS uses a Likert-type rating scale of six agree-or-disagree responses. The responses to items were recorded as: disagree very much=1, disagree moderately=2, disagree slightly=3, agree slightly=4, agree moderately=5, and agree very much=6. These choices are almost equally spread out psychologically in the response continuum according to the values generated by

Spector in 1985. These items are scored 1 to 6, respectively, for positive statements. And negative statements are reverse scored. A high score on any single item shows a high degree of satisfaction, whereas a low score shows a high degree of dissatisfaction.

The Demographic Questionnaire

The attention in examining job satisfaction in the context of demographic characteristics was investigated through questions representing the area discussed in the literature review; these variables were functionally defined as follows: gender was categorized as male or female. Educational level was categorized as BLISc, MLISc, MS/MPhil and PhD/P. Doc. Professional job experience was categorized as 1-5, 6-10, 11-15, 16-25 and more than 26 years. The questionnaire did not include open- ended questions, although adequate space was provided for comments.

Population and Questionnaire Distribution

The population of interest was defined as all the library professionals serving in public sector universities of Khyber Pakhtunkhwa, Pakistan regardless of their administrative position, academic rank or tenure status. The call for participation was issued in February 2011 on respondents email address followed by telephone calls. A total of (n=49, 80%) respondents participated in the survey.

Data Analysis

Respondents profile. In total, majority 37 (73.5%) of respondents were male and 13 (26.5%) were female (Figure 1).

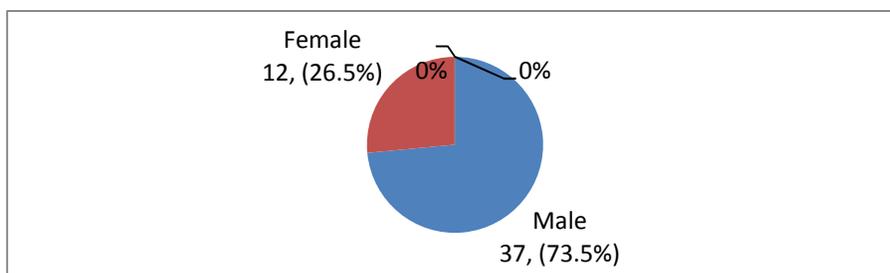
Female
12, (26.5%)   0%   0%

Male
37, (73.5%)

Figure1. Respondents' Gender Distribution

Respondents' Qualification

Data analysis shows that most (n=46, 93%) of them MLISc, (n=2, 4.2%) MPhil and only (n=1, 2%) had BLISc degree (Table 1).

Table 1 *Respondents' Qualification (n=49)*

Qualification	Frequency	Percentage
MLISc Degree	46	93%
MPhil Degree	02	4.1%
BLISc Degree	1	2%

Respondents' Job Experience

Majority (n=19, 38.8%) of them had 6-10 years, (n=14, 28.6%) had 1-5 years, (n=8, 16.3%) had 11-15 years, (n=6, 12.2%) had 16-25 years and (n=2, 4.1%) had more than 26 years of professional experience (Table 2).

Table 2 *Respondents' Job Experience (n=49)*

Experience	Frequency	Percentage
6-10 years	19	38.8%
1-5 years	14	28.6
11-15 years	6	12.2%
More than 26 years	2	4.1

Respondents Satisfaction

The respondents were asked about extent of satisfaction with their 'nature of work', 'supervision', 'benefits', 'rewards', 'promotion', 'pay' and 'communication'. Analysis of the data shows that most of the respondents were 'slightly agree' with 'benefits', 'promotion', 'pay' and communication system (Mean values are 3.61, 3.61, 3.86, 3.67 respectively). However, they were 'disagree slightly' with 'nature of work', 'supervision' and 'cognitive reward' provided to them by their institutes (Mean values are 3.47, 3.06, 3.27 respectively) (Table 3).

Table 3 *Descriptive Statistics of Respondents' Opinions About Various Aspects of Job Satisfaction (n=49)*

Statement	Mean	Std. Dev.
Satisfaction with Nature of Work	3.47	1.309
Satisfaction with Supervision	3.06	1.533
Satisfaction with Benefits	3.61	1.397
Satisfaction with Contingent/ Rewards	3.27	1.303
Satisfaction with Promotion	3.61	1.336
Satisfaction with Pay	3.86	1.307
Satisfaction with Communication	3.67	1.612

Note: 6=Agree very much, 5=Agree moderately, 4=Agree slightly, 3=Disagree slightly, 2=Disagree moderately, 1=Disagree very much

Overall high levels of Job Satisfaction of Library Professionals

Overall, 18 library professionals (38.80%) were "agree slightly" with their nature of work and 15 (30.60%) with benefits received. However, 16 respondents (32.20%) were 'disagree moderately' with supervision, 16 respondents (32.70%) were 'disagree slightly' with contingent/rewards offered to them by their institutes. Among them, 14 respondents' (28.60%) were 'disagree slightly' with their chances of promotions, 12 respondents (24.50%) with their pays and communication system within library environment (Figure 02).
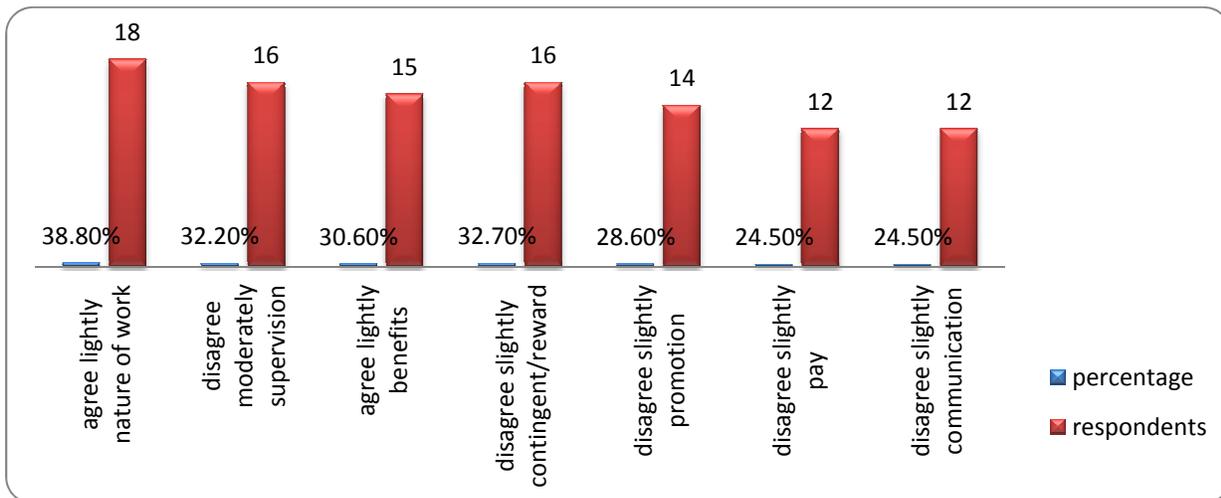

Figure 2 **Overall high levels of Job Satisfaction of Library Professionals**

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Findings and Discussion

Most of the library professionals were male and hold MLISc degree. Majority of them were six to ten years of experience which shows their commitment to LIS profession. They were slightly satisfied with their benefits, promotion chances, pay provided to them and communication system within the library. University authority will have to redesign promotion criteria for LIS Professionals to satisfy their needs. In addition, LIS Professionals will have to improve their communication skills and increase problem solving attitude.

LIS Professionals were unsatisfied with the nature of work, supervision and cognitive reward offered to them by their institutes which are an alarming issue and need proper attention. LIS Professionals are among one of the key stakeholders who organize and disseminate human knowledge effectively. So the competent authorities will have to evaluate thoroughly their work load, nature of work and supervisory responsibilities. They should grant cognitive rewards to LIS Professionals to deliver maximum benefits and achieve institutional objectives.

The findings of this study have pointed out some salient issues in the field of librarianship. It is essential for competent authorities to meet employees' demand, to further strengthen LIS Professionals' motivation, satisfaction and job commitment to maximize turnover.

Recommendations

Additional space was given in the questionnaire which asked the respondents to provide foresight recommendations that could improve their levels of job satisfaction. Following are the major recommendations arise from the study:

1. Competent authorities should concentrate to improve LIS Professionals' service structure and pay scales.
2. Advance training should be given to LIS Professionals to cope with the requirements of users in the digital age.
3. University authorities should fill the vacant positions quickly to reduce the work load on working librarian.
4. Competent authorities should acknowledge and reward LIS Professionals' employee for good performance.
5. Allow more supervisory autonomy to LIS Professionals for initiative tasks.

6. Opportunities should be given to improve their professional qualification.

7. A uniform policy should also be implemented for LIS Professionals in terms of job satisfaction, scales and other benefits like teaching staff in universities.

Conclusion

In todays' competitive knowledge based working environment. LIS Professionals mainly contribute to the educational and research activities of its parent institute in the context to achieve institutional goals by promoting higher education and research program.

This study shows that Librarians serving in public sector universities were not satisfied with their nature of work, supervisory responsibilities, benefits and rewards. The Higher Education Commission, University authorities and other autonomous bodies should play their role in revising the services structure of LIS Professionals.

Furthermore, the study reveals that no attention has been given to improve their professional skills and academic qualification. It is a serious issue and need special concentration.

The study has some limitations. First, it required a great endeavor to collect responses from library professionals as majority of them did not response through online questionnaire.

Second, the study is correlated and as such we can't adopt any causal relationship between job satisfaction, organizational commitment, supervision and benefits. There is a need for further research to focus on institution/organizations, as well as on individuals to examine whether several organizational structures inspire or forbid job satisfaction.

Finally, the sample used for this study is LIS Professionals serving in public sector universities of Khyber Pakhtunkhwa, so one can't generalize finding of this study on public and special libraries, which vary in many aspects from academic libraries. Further studies need to be conducted to compare the job satisfaction among librarians working in public and private sector universities at Pakistan.

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