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# **Measuring Human Resource Management Practices and Job Satisfaction of Librarians in Jammu & Kashmir**

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## **Abstract**

This paper attempts to examine the impact of Human Resource Management (HRM) practices on the Job Satisfaction of Librarians in Jammu & Kashmir (J&K). On basis of the literature review, it is hypothesized that a positive perception among librarians regarding the HRM practices helps in developing a sense of satisfaction among them regarding their jobs. The hypothesised relationship is tested through regression analysis by using data from libraries of seven universities of J&K. The findings suggest that perception of employees regarding the HRM practices positively impacts their job satisfaction. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human resource management practices that would increase job satisfaction and productivity of its workforce.

**Keywords:** HRM Practices, Job Satisfaction, Librarians, Libraries

## **Introduction**

Productive organisations largely owe their productivity to the commitment and dedication of their employees towards the goals of organisation. Employees are committed to the goals of the organisation only when they perceive that the organisation is committed to their wellbeing. The general perception that one's organization cares about one's well-being helps an employee meet the need for appreciation and affiliation, and to assess the benefits of increased work effort and ultimately be satisfied with his/her job. Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. Therefore, the perception of employees whether an organisation values them or not is developed and abetted by the organizational HRM practices and policies that organization's agents prescribe and utilise to manage individual employees as well as overall work force of an organisation. Employees view favourable or unfavourable HRM practices as an indication of whether an

organization favours or disfavors them. Therefore, in order to achieve expected levels of positive behaviours like job satisfaction among employees, organizations must develop a positive perception among the employees regarding the HRM practices in order to display a positive intent towards the wellbeing of employees and to meet the latter's socio-emotional needs and subsequently enhance job satisfaction.

Human Resources (HRs) are the primary concern in today's competitive knowledge-based economy including library and information services. Skilled and trained people are considered HR, and effective utilization of their knowledge, capabilities and expertise is an invaluable tool. People transform into HR when they have skills, knowledge and attitude to perform the function of an organization lucratively. Libraries are labor intensive organizations and complex to manage. Library HRM has never been simple. The library managers spend most of their time in managing staff rather than resolving financial or technical issues. Modern library management has become more challenging and complex due to innovation, development of sophisticated technologies, high expectations of staff and users and the shrinking budget of libraries. Human resource management practices is a key element in improving a firm's assets and employees in order to increase job satisfaction and productivity of workforce as well as sustain competitive advantage (Akintayo, 2011). HRM Practices promotes the efficiency and effectiveness of employees in any organization especially in the university library. Therefore, to sustain competitiveness in the library, HRM practices become an instrument used to increase productivity and enhanced job satisfaction of the workforce. Hence, it is expected of every librarian to avail himself or herself with different relevant training and career development programmes available within and outside the organization in order to be more effective in meeting the information needs of library clientele.

### **Statement of the Problem**

Research has shown that the level of job satisfaction of library personnel is low (Babalola & Nwalo, 2013) although their research productivity is relatively high (Okonedo, Popoola, Emmanuel & Bamigboye, 2015). While many of these studies have been directed towards library use, library collections and library services, few if any have been carried out from the perspective of human resource management practices prevailing there. In other words, few studies have been directed at investigating the relationships between human resource management practices and job satisfaction of librarian. The aim of this research is to find out

the extent to which human resource management practices enhances the job satisfaction of librarians in university libraries in Jammu & Kashmir (J&K).

## **Review of Literature**

### **Human Resource Management (HRM) Practices**

The conceptualization of the term “HRM practice” varies significantly across research studies. However, the scholars generally define HRM practices as a set of interlinked activities aimed at developing a skilled and motivated work force in order to achieve organisational goals. HRM practices are interdependent bundle of HR activities and include recruitment and selection, extensive training and development, regular performance appraisal, performance-contingent rewards, and high levels of employee involvement (Becker and Huselid, 1998; Zacharatos et al., 2005). Wright and Boswell (2002) identify three broad conceptual categories of HRM practices. First, employee skills, with HR activities aimed at attracting talented employees and developing their skills. Second, motivation, with practices such as performance related pay aimed at eliciting high levels of effort. Third, the use of empowerment programmes to enable employee voice and influence. Human Resource practices are those that contribute to one or more of the three C’s i.e. Competencies, Commitment and Culture. They need to be identified and implemented cost-effectively, reviewing and revising from time to time to enhance their effectiveness and appropriateness (Rao, 1999). HRM practices are aimed at enhancing competencies, commitment and satisfaction of employees of an organisation. The practice can take the form of a system, a process, an activity, a norm, a rule, or just a way of doing things. According to Yeung and Berman (1997) HRM practices play three major roles in an organisation namely, i. Building critical organizational capabilities, ii. Enhancing employee satisfaction iii. Improving customer and shareholder satisfaction. Good HRM practices enhance the efficiency of an organization by promoting internal capabilities of an organization to deal with current or future challenges to be faced by an organization. HRM Practices enable an organisation to face challenges such as encountering new working environments, cultures and changing characteristics and demands of work force. By implementing the HRM practices properly, the quality of internal organizational processes improves dramatically (Rao, 1999).

### **Job Satisfaction**

Job satisfaction is an important attribute that enables an employee to perform to his/her full potential. Job satisfaction is linked to improved performance and productivity whereas job dissatisfaction is linked to absenteeism and excessive turnover. Multiple researchers have put forward different definitions of job satisfaction. However, one of the most widely used

definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfilment in their work, etc. (McNamara, 1999). Job satisfaction is employee attitude, including pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication" according to Spector (1985). Telman and Unsal (2004) recognized that the factors affecting job satisfaction are internal, external and personal. Internal factors include characteristics related to the basic nature of work. External factors are the conditions such as physical work, promotion conditions, relationships with superiors and co-workers, creativity, job security, organizational structure and culture. Personal factors include factors such as demographic characteristics (gender, age, length of service, educational level etc.), personality traits and incentive, knowledge and skills. Job satisfaction is identified in terms of extrinsic values and intrinsic values. Extrinsic values include tangible aspects such as wages, work benefits, networks and bonuses. Intrinsic values include status, a sense of achievement, ability to interact with others, self-worth, self-esteem, accumulation of knowledge/skills and the ability to utilize and express creativity.

Job satisfaction is important to librarianship as it is to other professions (Murray, 1999). Librarians like other faculty members in the university, should be made to enjoy job satisfaction factors that would enable them to be more productive in the university library. As such, librarians and other information professionals of all types should remember that the organizational psychology that affects all other fields also applies to them. It is imperative to note that those factors that affect the library user as an individual can also affect his or her job performance as a service provider.

### **HRM Practices and Job Satisfaction**

HRM practices employed by an organisation are perceived and interpreted subjectively by every individual employee and the perception influences the work behaviour and work attitudes of the employee. A positive perception among the employees about the prevailing HRM practices develops positive work behaviour and job attitudes whereas a negative perception regarding the HRM practices will have a negative impact on the work behaviour and job attitudes of employees. When employees perceive and interpret HRM practices

favourably, they invest and involve themselves into the HRM activities which in turn benefit the employees. For example, the provision of opportunities for training and skill development benefits the employee by equipping them with the necessary knowledge, skills and attitudes to function autonomously and responsibly (Guest, 2002). Furthermore, it improves retention and enables them to cope with change in the work environment (Guest, 2002). Therefore, it can be argued that when employees participate actively in HRM practices, they are better equipped to deal with their workloads and achieve their desired outcomes successfully which in turn contributes to their job satisfaction.

### **Objective of the Study**

The general objective of this research work is to investigate how human resource management practices influences the job satisfaction of librarians in university libraries. The specific objectives are to:

1. determine the degree of job satisfaction of librarians in university libraries of J&K;
2. examine the level of human resource management practices of librarians in university libraries of J&K;
3. assess the relationship between human resource management practices and job satisfaction of librarians in university libraries.

### **Research Questions**

The following are the list of research questions slated for this research work:

1. What is the degree of job satisfaction of librarians in university libraries of J&K?
2. What is the level of human resource management practices of librarians in University libraries of J&K?

### **Hypothesis**

H<sub>1</sub>: There is significant relationship between human resource management practices and job satisfaction of librarians in university libraries of J&K.

## Research Model

The conceptual model of the study is shown in figure 1. HRM practices variable comprises of four practices namely, working conditions, training and development, equal employment opportunities (EEO) and performance appraisal.

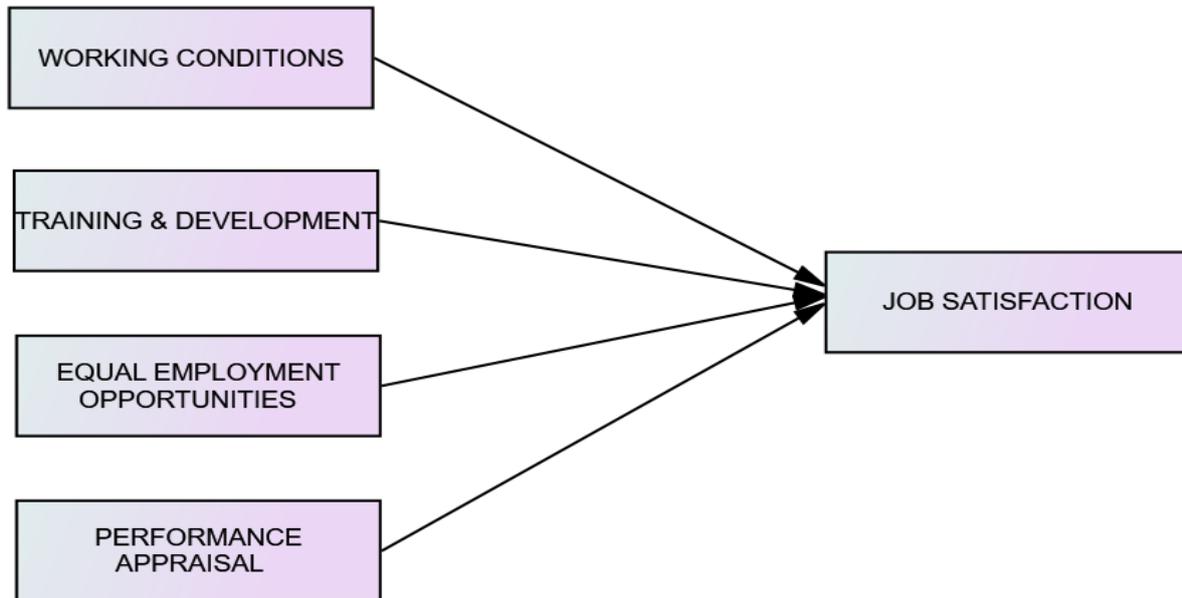


Figure 1: Conceptual framework of the study

## Research Methodology

The population of the study consists of employees of academic libraries of seven select universities of Jammu & Kashmir. i.e. *University of Jammu; University of Kashmir; Islamic University of Science and Technology (IUST); Baba Ghulam Shah Badshah University (BGBSU), Shri Mata Vaishno Devi University (SMVDU), Central University of Kashmir, and Central University of Jammu*. The sample respondents (185) comprised of librarians. In the present study a questionnaire was used to collect data. The selection of universities was based on convenience sampling. The perception of the sample employees in present study is examined regarding four HRM practices namely, working conditions, training and development, equal employment opportunities (EEO) and performance appraisal. The HRM practices scale comprised of 20 items. The impact of employee perception regarding HRM practices is examined on one employee work-related attitude namely job satisfaction which is considered to be a desirable outcome that result from the use of HRM practices (Meyer and Smith, 2000; Guest, 1997). Job satisfaction was measured with seven items developed by

Williams and Anderson (1991). To capture the responses of the sample elements, a five-point Likert scale (ranging from 1: strongly disagree, 2: disagree, 3: undecided; 4: agree to 5: strongly agree) was used throughout the study. The scale was modified keeping in view the context of the study. The employees completed the survey of their own accord during their regular scheduled work hours at their respective work sites. To encourage employees to share free and frank opinion, we assured them of anonymity through both verbal and written means. We further guaranteed that only group data will be communicated to the organizations.

Out of the total 185 sample respondents, only 157 respondents returned the questionnaire, with a response rate of 84.86%. Thus, the final analysis was done on only 157 questionnaires. The reliability coefficient of the research instrument variables varied from 0.86 to 0.89. The questionnaire was divided into two sections; Section A, containing information of respondents and Section B comprising of items on HRM practices and Job satisfaction. The data collected were analyzed using Statistical Package for Social Sciences (SPSS). Descriptive statistics was used to study the librarians/library personnel's perception with respect to HRM practices and Job satisfaction and also to explain the profile of respondents of present study. Inferential statistics was employed for hypothesis testing.

## **Analysis and Interpretation**

### **Sample Characteristics of the Respondents**

Descriptive statistics was employed to know the descriptive information across various demographic variables on a total sample of 157. The various demographic variables which were considered for the study were gender, age, and experience. The analysis of the sample revealed the characteristics as indicated in the table 1.

**Table 1: Sample Characteristics**

<b>Demographic Variable</b>	<b>Overall</b>		
	<b>Particulars</b>	<b>Frequency</b>	<b>%age</b>
Gender	Male	94	59.87
	Female	63	40.12
Age	25-35 years	29	18.47
	35-45 years	45	28.66
	45 & above	83	52.86

Experience	Less than 10 years	39	24.84
	10-20 years	41	26.11
	20 years and above	77	49.04

*Source: Data compilation by the scholar for the present study*

## Analysis

### Descriptive Statistics and Correlation

The mean scores, standard deviations, internal reliabilities, and correlation among the variables are reported in Table 2. Cronbach coefficient alphas of 0.86 and 0.89 show high internal reliabilities of the scales utilized. The mean scores of both the variables under study are fairly high indicating that the respondents perceive HRM practices of their respective work places in a fairly positive light and are fairly satisfied with their respective jobs. The pattern of correlation is consistent with the hypothesized relationship, i.e. a statistically positive relationship exists between the perception of librarians regarding prevailing HRM practices at their work places and their job satisfaction.

**Table 2: Means, Standard Deviations, Alpha Reliabilities, and correlation among Variables**

Variable	Mean Score	Standard Deviation	1	2
<i>HRM Practices</i>	3.63	0.43	(0.86)	
<i>Job Satisfaction</i>	3.47	0.51	0.48**	(0.89)

*Source: Data compilation by the scholar for the present study*

*Note: N = 157. Alpha reliabilities are reported on the diagonal. \*\* p < 0.01.*

A dimension wise analysis of the variable HRM practices further reveals that among the four practices namely, working conditions, training and development, equal employment opportunities (EEO) and performance appraisal, librarians/library professionals/library personnel are highly satisfied with equal employment opportunities (EEO) where as employees are least satisfied with their performance appraisal (Table 3).

**Table 3: Dimension wise analysis of HRM Practices**

<b>Dimension</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
Working Conditions	3.75	0.39
Training And Development	3.54	0.46
Equal Employment Opportunities	4.14	0.22
Performance Appraisal	3.09	0.63
<b>Overall HRM Practices</b>	3.63	0.43

*Source: Data compilation by the scholar for the present study*

### **Impact of Employee Perception regarding HRM Practices on Job Satisfaction**

Statistical Package for Social Sciences (SPSS) 18 was used to conduct linear regression in order to ascertain the impact of respondent's perception regarding HRM practices on their Job satisfaction. The coefficient ( $R=.48$ , table 4) indicated a strong linear relationship exists between the two variables under study and therefore linear regression analysis will allow us to examine the impact of the independent variable (HRM practices) on the dependent/outcome variable (Job satisfaction) exhibited through the direct association between the said constructs.

The regression analysis indicates that the perception of respondents regarding the HRM practices (Independent variable) has a significant positive impact on their job satisfaction (dependent variable). The value of  $R^2 = 0.233$  shows that 23.3% variance is explained by independent variable (HRM Practices) in dependent variable (Job satisfaction) (table 4).

**Table 4: HRM Practices and Job Satisfaction; Regression Analysis**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.481 <sup>a</sup>	.233	.238	.39305
<b>a. Predictors: (Constant): HRM Practices</b>				

*Source: Data compilation by the scholar for the present study*

The ANOVA table indicates that the dependent variable (Job satisfaction) is statistically significantly predicted by the regression model ( $p < .05$ ) (table 5). The results of the regression analysis reveal that the positive perception of respondents regarding the HRM Practices of their libraries will lead to their higher Job satisfaction.

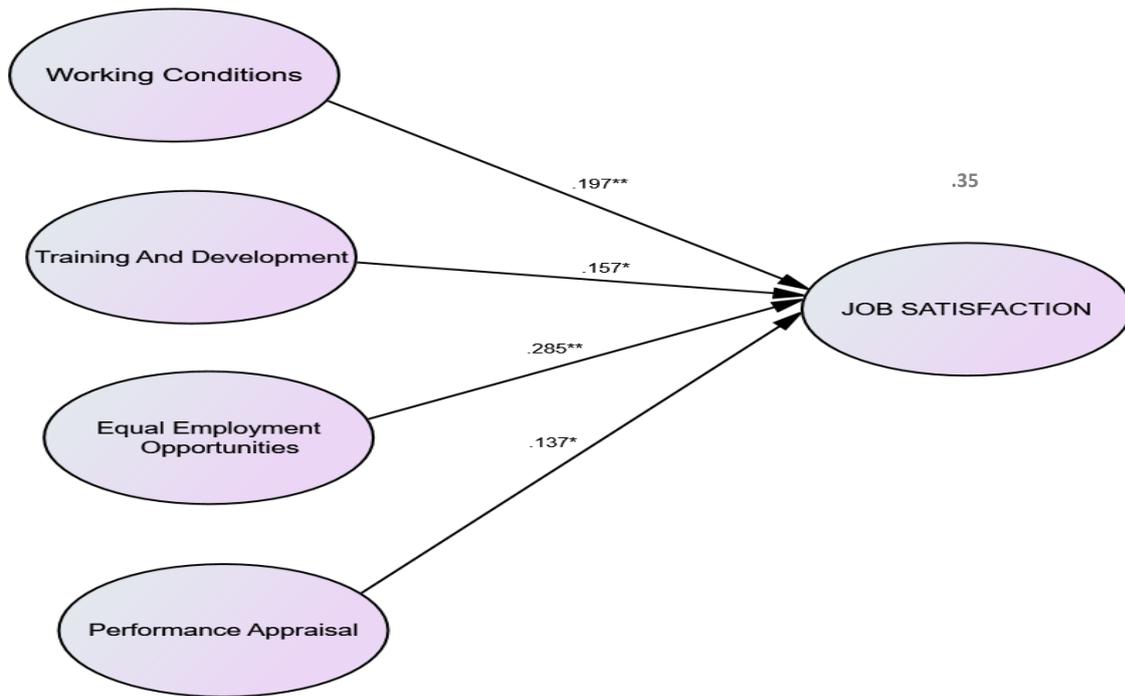
Table 5: ANOVA						
Model		Sum of Squares	Df.	Mean Square	F	Sig.
1	Regression	17.046	1	17.046	116.174	.000 <sup>a</sup>
	Residual	30.666	371	.147		
	Total	47.712	372			
a. Predictors: (Constant): <b>HRM Practices</b>						
b. Dependent Variable: <b>JOB SATISFACTION</b>						

*Source:* Data compilation by the scholar for the present study

*Note:* \*  $p < .01$

### **Impact of HRM Practices on Job Satisfaction (Dimension wise)**

The dimensions of HRM Practices (working conditions, training & development, equal employment opportunities and performance appraisal) also have a significant positive influence on job satisfaction. Of the four dimensions in the HRM practices, equal employment opportunities ( $\beta = 0.285$ ;  $p < .001$ ) is the most influential predictor of job satisfaction followed by working conditions ( $\beta = 0.197$ ;  $p < .001$ ), training & development ( $\beta = 0.157$ ;  $p < .01$ ), and performance appraisal ( $\beta = 0.137$ ;  $p < .01$ ) (table 6 and figure 2).



**Figure 2: Impact of HRM Practices on Job Satisfaction**  
*Source: Data compilation by the scholar for the present study*  
*Note: \*\*p < .01; \*\*\*p < .001*

It is also clearly evident from Table 6 that the four components in HRM Practices (working conditions, training & development, equal employment opportunities and performance appraisal) collectively explain 35 per cent of the variance in job satisfaction ( $R^2 = 0.35$ ).

**Table 6: Impact of HRM practices on Job Satisfaction**

<i>Independent variable (Elements of HRM)</i>	<i>Dependent variable</i>
	<i>Job Satisfaction</i>
WC	.197**
TD	.157*
EEO	.285**
PA	.137*
<b><math>R^2</math></b>	<b>.35</b>

*Source: Data compilation by the scholar for the present study*  
*Note: \*\*p < .01; \*\*\*p < .001; WC = Working Conditions; TD= Training & Development; EEO = Equal Employment Opportunities; PA = Performance Appraisal.*

Thus, it is proved HRM practices positively and significantly influences Job satisfaction. Hence, hypothesis H<sub>1</sub> is strongly supported by the statistical evidence and hence accepted.

## **Conclusion**

The results of the present study provide ample support for the proposed hypothesis which postulated a positive relationship between the perception of librarians regarding HRM practices and their Job satisfaction. The regression analysis indicated that if the librarians perceive the HRM practices of their respective organisations in a favourable light, more often than not this positive perception will add to their satisfaction with their respective jobs. Organizations, therefore, need to go beyond the specified contractual relationships and maintain a healthy disposition among the employees regarding the HRM Practices employed by the HR managers. This can be achieved through involvement of employees at every stage of developing and implementing the required HRM practice. A positive evaluation of affective experiences expounded by a favourable organizational stance is an essential prerequisite to enhance cognitive and behavioural evaluation by an employee vis-à-vis his or her situation at work. Thus the acceptance of our hypothesis suggests that when librarians perceive HRM practices positively, they tend to be satisfied with their jobs which in turn intrinsically motivates them to exercise considerably higher levels of effort at their workplace. Job satisfaction leads to the development of positive emotions like happiness and enthusiasm among the employees and as a direct consequence of this positivity satisfied employees perform better than dissatisfied employees. Positive appraisal of organizational Human resource management practices develops and enhances an individual's belief that their employing organization appreciates their contribution and thinks about their well-being. Consequently, individuals enjoy satisfaction in their work and reciprocate to these organizational efforts through superior discretionary and non-discretionary job performances. The study has succeeded in enlightening the earlier submission of low level job satisfaction and productivity of library personnel judging from its findings. It was directed towards librarians' welfare and personal issues such as HRM practices on one side and job satisfaction on the other side. The study established that HRM practices and job satisfaction were positively correlated in the J&K university libraries.

Besides, the study confirmed the assertion that HRM practices enhances job satisfaction of workers in any organization especially in the university libraries. Therefore, in university

libraries, HRM practices should be focused that would enable them to effectively satisfy the information needs of their clientele, in doing this; they will have the desired job satisfaction.

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