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## Does Job Satisfaction Predict Organizational Commitment? An Information Professionals' Perspective

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# Does Job Satisfaction Predict Organizational Commitment? An Information Professionals' Perspective

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## Abstract

This study examined the relationship between job satisfaction and organizational commitment among information professionals working at university libraries in Pakistan. A cross-sectional survey using a questionnaire was conducted. The questionnaire contained items related to job satisfaction and organizational commitment along with demographic variables. All the professionals working in university libraries of Punjab and Islamabad were considered as study population. It was decided to collect data from all these professionals. The questionnaire was administered either through personal visits or through email. A total of 329 questionnaires returned which were used for data analysis. Descriptive and inferential statistics were applied for data analysis. The results revealed job satisfaction appeared to be a statistically significant but positive predictor of organization commitment among survey participants. The facets such as promotion, supervision, and job itself also appeared to be the positive correlative of overall organizational commitment. Conversely, the three facets of job satisfaction pay, fringe benefits and colleagues were not significantly correlated with overall organizational commitment as well as with all its facets. These results are useful for human resource departments of universities who work strategically for retention of satisfied and productive employees for their institutions. This study would make worthy contribution in the existing research on library management.

**Keywords:** Job Satisfaction, Organizational commitment; University Librarians; Pakistan.

## Introduction

Job is an activity performed in exchange to avail some financial benefits. Job is a duty, responsibility to be done for some determined remuneration. (American Heritage Dictionary). Job satisfaction is the feelings about fulfillment of a person's expectations, hopes and desires about his/her employment (Oxford English Dictionary). Job satisfaction is the feelings of pleasure that someone experience in his/her job (Rothmann, 2008). Job satisfactions represents the feelings of workers about multi-facet aspects of job which lead towards their positive or negative attitude in performing job and achieving the desired goals (Spector, 1985). Job satisfaction is of two kinds: Affective and Cognitive, Affective job satisfaction. is usually one-dimensional that reflects the overall feelings of pleasure about some one's job (Moorman, 1993). The topic of job satisfaction became a hot issue among researchers after the discussion of Taylor's book (2011) "Principles of Scientific Management" in which he gave the ideas to increase the performance of the workers to get more production. Gale, (2004) Stated with reference to Hawthorn studies concerning the behavior of employees in which it was found that specific environment at work place and

way of supervision affected the productivity and it was also found that there were factors other than pay which affect the level of job satisfaction of the workers.

Awan and Mehmood, (2010) explained that libraries have been affected by the revolution in the information communication technology and the increasing expectations of the information seekers. The users of libraries are searching for sources other than libraries. The librarians impose the responsibility of all that over the unfriendly policies of higher authorities. Spector, (1997) stated that job satisfaction was a combination of feelings concerning various facets of job and he suggested that satisfaction with job should be evaluated through multi facets of job. The present study is conducted to find the level of job satisfaction and organizational commitment along with their facets and also to explore relationship between the both. In Pakistan a very little number of researches have been conducted at this issue. There is acute need to conduct further studies in this field to give awareness to the administrators to utilize the maximum abilities of the information professionals by keeping them satisfied with the job and committed to the organization.

Commitment is the feelings of attachment to a course of action, to some person, or to some organization showing an attitude of dedication, loyalty and sincerity with the purpose and goals also (Eisenberger, et.al., 1997). Organizational commitment is the strong desire to remain with the organization. (Angle & Perry, 1981). In their study Maxwell & Steele, (2003) explained that organizational commitment may have the following three facets: 1) Strong feelings to face the challenges to meet the organizational goals. 2) Regard for values of the organization. 3) Making full struggle eagerly to actuate the plans and to achieve the targets of the organization. The concept of organizational commitment was defined by Porter, et al, (1974) by dividing it into three facets, 1) strong attachment with the organization, its values and goals, 2) utmost efforts to accomplish the goals and task of the organization, 3) strong desire to remain with the organization. Angle & Perry, (1981) further added that organizational commitment is not only one's desire to keep oneself with the organization but also to recommend it for others by introducing it in external communities.

According to Meyer and Allen (1991, 1996) and Bergman, (2006), the organizational commitment is of three types Affective, Normative and Continuance commitment. The affective commitment represents the feelings of strong emotional attachment and loyalty with the organization, its values and a fully devoted involvement and struggle to achieve its goals. The continuance commitment is the poor stage of organizational commitment having no strong feelings of loyalty. It represents the feelings to continue job with the organization due to need, having no chances somewhere else and in case of leaving organization a threat of finding no substitute and suffering troubles within the life. The normative commitment indicates the feelings of obligation due to importance of work, mission of the organization or someone feels that organization deserves his/her loyalty and attachment due to some obligation. In this type of commitment, the employee desires to remain attached with the organization due to some ethical point of view not due to the attraction of financial benefits or threat to suffer the losses in case of leaving the organization.

Professional commitment is a person's positive feelings about his/her profession while organizational commitment focuses on the feelings of the employees about their

organization Kwon & Banks (2004). Organizational commitment represents the state of being attached emotionally to some person or some organization it also reveals a behavior of being dedicated and loyal to achieve the organizational goals and a sense of obligation with the organization (Chen, 2006). The low emotional attachment, feelings of being trapped in the job and incompleteness of task are negatively correlated with affective commitment while positively correlated with the continuance commitment (Garland, et.al. 2014; Shore & Wayne, 1993)

### **Statement of the Problem**

Universities are workshops of preparing life learners through teaching and research. Libraries play significant role to support teaching and research activities. Proper services can't be rendered within the libraries without full committed information professionals. No information professional can be committed unless he/she is satisfied with job as the research study of Leckie and Brett, (1997) revealed that satisfied and committed workers were found more excited to achieve the organizational goals. The review of literature revealed that a few research studies had been conducted at this issue in the field of libraries and information centers all over the world and particularly in the country of Pakistan and for this reason there was unawareness about the real factors creating the problems in shape of poor library services and under-standard performance of information professionals working in the university libraries of Pakistan (Khan & Ahmed, 2013).

An extensive search for published literature revealed that limited studies were conducted focusing job satisfaction and organization commitment in information professionals. Of those studies, Chiok, (2001) emphasized that factors affecting the level of job satisfaction must be identified under multiple demographics and cross-sectional specific circumstances as goals can't be achieved without creating strong and effective feelings of satisfaction with job and high commitment to the organization among the workers performing duties as a team to achieve the organizational goals. A research was conducted by Chuks-Ibe and Ozioko, (2014) to identify the factors effecting the level of job satisfaction among the librarians in the Niger state of Nigeria and it was found that lack of promotion opportunities, improper supervision, insufficient fringe benefits and discouraging environment of continuing education for the librarians to update their knowledge had demoralized the information professionals and affected their performance as well. According to Awan & Mahmood, (2010) readers were not satisfied with the library services and were searching for sources other than libraries to fulfill their information needs. There is need to explore the flaws existing in the system which may be different under different localities and situations such as lack of sufficient funds for training the staff, purchasing the proper furniture and equipment to use new technology and insufficient space into the libraries. Therefore, the present study aimed to investigate the relationship between job satisfaction and organizational commitment among information professionals working at the university libraries in Pakistan.

### **Literature Review**

There is a sizeable literature on job satisfaction and organizational commitment. A number of studies from different field examined the relation between job satisfaction and organization commitment. Santhapparaj and Alam, (2005) found that the respondents were satisfied with their job overall and the facets of "fringe benefits i.e. overtime

remuneration, leave encashment, and other allowances were found positively correlated with the feelings of job satisfaction, however the workers were dissatisfied with the opportunities to participate in the training workshops to enhance their skills which was causing to decrease their level of job satisfaction as well as low standard of performance among academic staff of private universities of Malaysia. NaderiAnari, (2012) resulted that positive relationship existed between Job satisfaction and organizational commitment among the English teachers of high schools situated in Anar (Persia). Peluso, Innocenti and Pilati, (2017) stated that non-monetary rewards like recognition, appreciation and monetary rewards like pay, fringe benefits, both were found positively correlated with the level of job satisfaction and affective organizational commitment.

Bagozzi, (1980) found that training workshops and continuing education affect the level of job satisfaction as well as performance and commitment of the workers. Ahmad, Amin & Ismail, (2009) described that academic librarians of Malaysia were found dissatisfied with their job and were not committed to their organizations while performing job because authorities did not realize their responsibility to train them to use new equipment effectively to meet the changing environment of the libraries from print media to digital media. Boles, et.al. (2007) resulted that two facets of job “reasonable pay and more opportunities of promotion” were strongly and positively correlated with organizational commitment along with its facet of affective commitment among male workers while the facet of “co-workers” was found significantly and positively correlated with the female workers. The satisfaction with job is preparatory ground for organizational commitment (Judge, et al., 2001). In another study Shahzad, et al., (2018) found that facet of job, delegating the power of decision making/ empowerment was positively related to the employee performance and commitment with the organization. Turnley & Feldman, (2000) reported that dissatisfaction with job was positively correlated with the intension to quit the organization and neglecting role in job duties. Yousef, (2002), conducted a study in UAE and resulted that job satisfaction was significantly and positively related to the affective and normative types of commitment and negatively related to the continuance commitment.

Popoola and Sunday, (2009) found that the facets of “financial benefits, recognition and good supervision” were significantly and positively correlated with the level of organizational commitment among the personnel of record management in the private universities of Nigeria. Kirkman and Shapiro (2001) supported the idea that job satisfaction plays vital role to get desired quantity and quality of the products. Tett and Meyer, (1993) also supported the idea that low level of job satisfaction causes lethargy and negatively affect the level of organizational commitment. Bhatti and Qureshi, (2007) studied 15 organizations of oil and gas, telecommunication and banking sector in Pakistan to explore the effects of job satisfaction on organizational commitment, and Productivity and found positive relationship between them. Safi, Mohamadi and Arshi, (2015) found that positive and significant relationship existed between organizational commitment and job satisfaction. The study further indicated that three facets of job satisfaction, (financial benefits, procedure and supervisory attitude) were significantly and positively correlated with the two components of organizational commitment (affective and normative types) while no significant relationship was detected with continuance type of commitment. Saha and Kumar, (2018) stated that relationship between job satisfaction and affective

commitment was existed only in supportive organizational culture, but not in a bureaucratic organizational culture. Lok and Crawford, (1999) resulted that organizational commitment was strongly correlated with job satisfaction overall and its facet of supervision, working conditions along with organizational culture.

Priyankara, (2016) reported that organizational commitment was significantly correlated with job satisfaction overall along with its two facets “supervision and pay” and the level of job satisfaction and organizational commitment can be enhanced by improving the conditions of supervisory behavior and pay package. The “nature of work and mission of the organization” were positively correlated with the level of all three types of organizational commitment, Affective, Continuance, and Normative commitment (Putti, Aryee& Liang, 1989). The research of Gunlu, Aksarayli and SahinPerçin, (2010) pinpointed that affective commitment was significantly and positively correlated with job satisfaction while no significant relationship was found with continuance commitment, however pay was found indirectly correlated with the level of affective commitment among the hotel managers. Eaton, (2003) pointed out that continuance organizational commitment was found closely related to the policies and procedure to do the work. Rusbult, et al., (1988) resulted that feelings of satisfaction with job overall were positively while better alternatives of job were negatively correlated with the level of continuance commitment. The facets of pay, work place, empowerment and continuing education were found significant predictors for affective and continuance organizational commitment while no significant relationship was found with normative commitment (Cho, Laschinger & Wong, 2006). The job facet Supervisors was found closely related to the level of job satisfaction as well as with the affective and continuance organizational commitment (Luthans, Baack & Taylor, 1987).

Positive relationship was found between job satisfaction and following two components of organizational commitment, “affective and normative commitment” (Zopiatis, Constanti & Theocharous, 2014). The usefulness of job, its importance and personal incline of the employee towards the job duties positively affected the level of job satisfaction as well as normative commitment (Feather & Rauter, 2004). The skillful, co-operative and efficient colleagues cause to create a pleasant environment to do work at the work place and enhance the level of job satisfaction as well as continuance commitment by reducing the trend to leave the organization (Ensher, Grant-Vallone & Donaldson, 2001). Meyer, et.al., (2002) described in their study that feelings of devotion and loyalty were positively correlated with the level of affective commitment while withdrawal behavior and turnover trends were found negatively correlated with affective commitment. They further resulted that in-efficiency and poor behavior of colleagues and supervisors were negatively correlated with the level of continuance commitment. Better working conditions i.e. Job security, promotion, recognition, continuing education, supervision, procedure to do job were positively related to the level of job satisfaction as well as to the level of organizational commitment Ismail & Razak, (2016); Yousef, (1998). In the study of Okojie, (2009), it was found that “job security, pay, job itself, fringe benefits and recognition” were closely related to the level of job satisfaction and organizational commitment. Ahmed, et al., (2010) disclosed that dissatisfied workers never show the performance according to the standards and desires of the organization. It was also found that factors affecting level of job satisfaction and commitment change in different geographic and socio-economic situations as financial benefits i.e. pay and fringe benefits

were found powerful factors for job satisfaction and performance than non-financial incentives within the developing countries. However, some workers prefer non-financial factors i.e. recognition, empowerment, responsibility, achievements and job status as powerful motivators for job satisfaction and good performance.

Mintzberg, (1989) resulted that good relationship between the top and bottom-line employees create confidence and a spirit of team work among the employees of the organization and was positively correlated with overall job satisfaction and affective organizational commitment. The research study of Valaei and Rezaei, (2016) resulted that following seven facets of job satisfaction ‘‘pay, promotion, fringe benefits, co-worker, communication system, procedure and job itself’’ were positively correlated with the level of Affective commitment while ‘‘pay, promotion, fringe benefits, supervision, recognition and job itself’’ were found positively correlated with normative commitment. The facets of job satisfaction ‘‘proper recognition and rewards’’ to the employees in return to good performance were found significant predictors for the feelings to remain attached with the organization (Oliver, 1990) ; Danish & Usman, 2010). A good process to do the job duties was found positively correlated with the level of continuance commitment in the study of Moorman, Niehoff & Organ, (1993). Good communication system as fully awareness about the goals and targets enhanced the interest to achieve the goals and were found positively correlated with the level of organizational commitment (Reichers, 1985). In the study of Irving and Coleman, (2003) stated that non-clarity about the task and tension at job place were negatively correlated with the level of affective and continuous commitment. The facet of empowerment/authority was found significant predictor for job satisfaction as well as for affective commitment in the study of Chang, Leach & Anderman, (2015). The following two facets of job satisfaction ‘‘ pay and fringe benefits were found related to affective commitment and the feelings to remain attached with the organization (Koys, 2001).

Mottaz, (1988) also observed that facet of job, fringe benefits, incentives were found positively correlated with the level of continuance commitment as they realize the employee loss in case of discontinuity of job. Karim, (2017) explored the relationship between ten variables (affective commitment, continuance commitment, job involvement, job autonomy, job feedback, role clarity, role conflict, age, organizational tenure and job tenure) and job satisfaction among the academic librarians in Malaysia. The study resulted that following six variables were significantly related to job satisfaction and those were, ‘‘affective commitment, job feedback, job autonomy, experience with organization, role clarity and role conflict. Karim, (2017) resulted that five variables (job autonomy, job feedback, job involvement, job clarity and job conflict) were related to job satisfaction while only three (role clarity, job autonomy and job involvement) were found significantly related to organizational commitment. Regarding job satisfaction following four facets (job autonomy, job feedback, role clarity and role conflict.) were related to job satisfaction while only two of them (role clarity and role conflict) had significant relationship with job satisfaction. The study further indicated that only one variable role clarity was found significant predictor for both job satisfaction and organizational commitment among the academic librarians of Malaysia. Kraimer, et.al., (2011) stated that skills and knowledge to perform job duties become obsolete with the passage of time and changing environment due to introducing new technologies, therefore training workshops and continuing

education create the feelings of confidence to perform the job duties and promote the feelings of satisfaction with job as well as continuance commitment.

A balanced delegated authority, power to make decisions was found closely related to the level of affective commitment as it promoted the strong feelings to achieve the organizational goals. (Ugboro & Obeng, 2000). Growth in the personal skills, recognition of efforts, financial stability and promotion were found significant predictors for affective organizational commitment. (Kosteas, 2011). A good communication system keeps a balance between orders and outputs, that creates a fear free environment of getting guidance from seniors and providing instructions to the juniors well in time and ensures a full co-ordination among all the sections within the organization, communication system was found significant predictor for continuance organizational commitment (Varona, 1996). The study of Lee, Tan and Javalgi, (2010) unveiled that affective and normative types of commitment were correlated with job satisfaction and only affective commitment was found significantly related to the level of job satisfaction. Zin, (2004) found affective commitment significantly correlated with the three facets of job (Supervision, financial benefits, Coworkers), while normative commitment was significantly correlated with the following three facets (Supervision, financial benefits, social value of job) while continuous commitment was significantly related to the following three facets (authority/empowerment, supervision and financial benefits) of job satisfaction. Cramer, (1996) pointed out that Pay and promotion were significantly while procedure/policy of the organization was slightly related to the continuance commitment. Malhotra and Mukherjee, (2004) discovered that that job satisfaction was significantly correlated with the performance of the workers as the more satisfied workers showed better performance. There was strong negative relationship found between the following two facets of job “un-achievable goals, work load” and affective commitment while a slight negative relationship also detected with normative commitment. A slight positive relationship was detected with organizational commitment along with its three components, affective, continuous and normative types.

## Methods and Procedures

The quantitative research design using a survey method was used to investigate the relationship between organizational commitment. Questionnaire as a data collection instrument was deployed. The questionnaire contained standardized instruments measuring job satisfaction and organizational commitment along with demographic variables. The Spector's (1997) Job Satisfaction Survey consisted of 36 statements covering 09 facets of job such as pay, promotion, supervision, fringe benefits, recognition, procedure, co-workers, job itself and communication. There were four statements to measure each facet of job satisfaction. While the organizational commitment measure, Three Component Measurement (TCM), developed by Allen and Meyer (1991) comprised of 18-items. This instrument structured into three namely, Affective Commitment (6 statements), Continuance Commitment (6 statements), Normative Commitment (6 statements). Each statement was measured on 5-point Likert scale (e.g. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree). Both the questionnaires were used in many studies and validity and reliability was proven through many studies showing authenticated results. The present study also checked reliability values of the instruments through Cronbach's Alpha test and score .807 For JSS and .795 falls in the acceptable range for research studies as shown in Table 1.

Table 1  
Reliability of the data collection instruments

<b>Instrument</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Job Satisfaction (JSS)	36	.807
Organizational Commitment	18	.795

The information professionals having sixteen years of education in the relevant field and working at executive professional positions in the libraries/information centers of public and private sector universities of Punjab and Islamabad (Pakistan) were considered as the study population. There was a total of (52 public+ 33 private) 85 universities recognized by Higher Education Commission of Pakistan. A total of 415 information professionals working in these libraries. It was decided to collect data from all these information professionals. The questionnaire was sent to the all the professionals through emails and personal visits. There were 329 information professionals who completed the questionnaire in all aspects indicating an 80.39 % response rate which is acceptable. The returned questionnaires were screened and entered into SPSS. Prior to data analysis, the scores of negative statements were reversed so that all the statements measure in the same direction. Pearson correlation coefficient was calculated to examine the correlation among overall scales and their facets.

## Results and Discussion

### Participants' profile

There were 229 males 229(69.6 %) and 100 (30.4 %) females among survey participants. About half of the survey participants (n=145, 44.1%) belonged to the age group 31-40 years, followed by those (n=85, 25.8%) who fell in the age bracket 41-50 years. There were only 59(17.9%) participants who had their ages less than 30 years. Only forty (12.1%) respondents had their ages greater than 50 years. Majority of these participants (n=221, 67.2%) were from public sector universities, followed by those (n=108, 32.8%) belonged to private sector universities. A large majority of the respondents (n=234, 71.1%) were from the province of Punjab. Only 95 (28.9%) were from federal capital area, that is, Islamabad.

As far as qualification is concerned, 206 (62.6%) had MLIS degree (16 years of education), followed by those (n=114, 34.7%) who had MPhil degree (18 years of education). Only nine (2.7%) had doctoral degree as their professional qualification. A large majority of these respondent were in their early level of their career (n=221, 67.2%), followed by those who belonged to mid-career level (n=65, 19.8%). Only 43(13.1%) belonged to top management. A large majority (n= 275, 83.6%) of these professionals had regular employment whereas 54 (16.4%) had contractual job. One-third (n=109, 33.1%) of the participants had their salary 31K-60K, followed by those (n=89, 27.1%) who had their salary in the range of 61K-90K. Fifty-six (17%) had salary from 91K-120K and forty-three (13.1%) had their salary less than 30K. Only 32(9.7%) had salary greater than 120K.

### Relationship between Job satisfaction and Organizational Commitment

Pearson correlation coefficient was calculated to examine the relationship between job satisfaction and organizational commitment. Table 2 indicated a statistically significant but positive relationship between overall job satisfaction and overall organizational commitment overall. The overall job satisfaction also appeared to be the positive correlative of a single facet of organizational commitment, that is, affective commitment. The three facets of job satisfaction pay, fringe benefits and colleagues were not significantly correlated with overall organizational commitment as well as with all its facets. Conversely, the facets such as promotion, supervision, and job itself also appeared to be the positive correlative of overall organizational commitment. The former two facet also appeared positive predictor of the sub-dimensions of organizational commitment, that is, continuance commitment and normative commitment. Whereas the later facet job itself predicted positively affective and normative type of organizational commitment and had no relationship with continuance commitment. Furthermore, the facet of recognition had positively correlated with affective and continuance organizational commitment whereas no relationship with normative commitment. The good procedure and communication system were positively correlated with normative type of commitment. These results indicated that job satisfaction is the positive predictor of organizational commitment. These results were also supported by research studies from other professions (e.g. Ismail & Razak, 2016; Lee, Tan & Javalgi, 2010; Priyankara, 2016; Safi, Mohamadi & Arshi, 2015; Saha & Kumar, 2018; Valaei & Rezaei, 2016). The results of these studies reported a significant but positive correlation between job satisfaction and organizational commitment. Like the results of this study, previous studies also reported partial relationship between the facets of job satisfaction and organizational commitment with slight variations.

Table 2

Correlation between job satisfaction and organizational commitment

Job Satisfaction	Organizational Commitment							
	Affective commitment		Continuance commitment		Normative commitment		Overall Scale	
	Pearson <i>r</i>	Sig.	Pearson <i>r</i>	Sig.	Pearson <i>r</i>	Sig.	Pearson <i>r</i>	Sig.
Pay	.094	.089	-.007	.906	.017	.753	.055	.316
Promotion	-.052	.348	.236**	.000	.212**	.000	.195**	.000
Supervision	.071	.200	.194**	.000	.159**	.004	.215**	.000
Fringe Benefits	.105	.058	-.005	.931	.048	.389	.076	.169
Recognition	.400**	.000	-.358**	.000	-.072	.193	-.008	.888
Procedure	.061	.267	-.099	.073	-.134*	.015	-.081	.142
Colleagues	.067	.226	.071	.199	.065	.241	.104	.059
Job itself	.119*	.031	.082	.139	.117*	.034	.162**	.003
Communication	.063	.251	-.072	.192	-.131*	.017	-.064	.244
Overall Scale	.161**	.003	.017.	.758	.051	.355	.120*	.030

\*\* $P < .01$ ; \* $P < .05$ 

## Conclusions

The results indicated the job satisfaction of information professionals positively predicted their organizational commitment. It meant that job satisfaction is a preparatory ground for organizational commitment and only satisfied workers are committed and productive workers who are assets of the organization. The retention of satisfied and committed workers enable organizations to become innovative, entrepreneurial, and competitive. If the information services of any academic institution did not meet the requirement of its community such as faculty, students, and staff, the teaching quality and research productivity of that institution could not meet the desired standards and ultimately restrict academic institution in achieving its goals and objectives. Therefore, it is recommended that the organization have to achieve job satisfaction among their workers if they want to achieve organizational commitment of workers as job satisfaction is a positive predictor of organizational commitment. The low satisfaction of information professionals with their job at academic institutions might affect their work performance. It would not only affect the quality of library and information services intended to support teaching and research and but also restrict academic institutions in achieving its goals and objectives.

In view to the above, it is recommended that academic institutions should take steps to enhance the level of job satisfaction of the information professionals to raise their commitment level by recognising reasonable and good salary packages to stimulate the feelings of job satisfaction which leads toward the loyalty and commitment with the organization to achieve the goals. The working environment should be made more amicable and comfortable for female community keeping in view their suggestions. An acceptable service structure should be offered and promotions should be made properly well in time. Furthermore, the university administration should collaborate with the library administration in planning a mechanism for improving the organizational commitment of library staff through job satisfaction. These results could be used as a guide in planning strategic mechanism to achieve job satisfaction of employees. In limitation, this research does not claim in any way to be the voice of the whole community of library professionals as the data were collected only from the province of Punjab and federal area Islamabad.

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