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**Global Trend in Career Satisfaction, Self-Perception, And Gender Differences
Among Library Personnel in The University: An Important Parameters for
An Organizational Success**

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Abstract

It is known that low levels of job satisfaction can have a negative effect on morale, employee relations, employee performance, organizational functioning, organizational efficiency, and productivity. Low job satisfaction or outright dissatisfaction with a job is likely to evoke an array of negative and potentially damaging personal and professional consequences such as frustration, deterioration of mental and physical health, withdrawal, absence, lateness, sickness, accidents, intra-organizational conflict, thinking about quitting and retirement, examining the costs and benefits associated with leaving a job, and labour turnover. Intentions to quit can be very costly to an organization. It is against this background that the paper examines the global trend in career satisfaction, self-perception, and gender differences among library personnel in the university. Literature reviewed shows that the level of career satisfaction in an organization has to do with salary, promotion, compensation, benefit, job security and physical working condition among others while, self-perception and gender difference have inconsistency in the way a particular society viewed it. The paper concluded that self-perception and gender differences should not be a parameter for achieving career satisfaction among library personnel in the university. The paper recommends that library managers and administrators should formulate policies vis-à-vis adequate working facilities, conducive working environment, and various work incentives that would improve job satisfaction resulting into enhanced career commitment of the library personnel.

Key words: *Career satisfaction, Self-perception, Gender differences, Library Personnel, University*

Introduction

With the recent environment of intense competition requires an organization to pay utmost attention to its human resources to perform at a higher level and become a more thriving enterprise (Updegraff, 2004). Within libraries specifically, people are the resource in ensuring that performance par excellence, thus achieving organizational objectives (Patterson, 1999). Social and psychological factors in the work environment would interplay a pivotal role in recruiting and retaining professionals in work places like libraries (Pors and Johannsen, 2002). An appreciation of the requirements of the working librarians and making efforts in meeting their job satisfaction have an effect on the quality of service provided by libraries (Rizi and Kazempur, 2010). Library directors are thus saddled in their positions with the (un)enviable task of acquainting themselves with different profiles of the library staff, and of grappling with the potential drivers of their job satisfaction (McManus, 2003).

In its quest to engender a knowledge-based society, the central library of the public university under study in Malaysia would require to cater to the needs of its stakeholders on an urgent basis, as it stands on the threshold of sweeping technology changes taking place in the arena of information science. However, for this to achieve, the presence of a vibrant and competent workforce, their attitude and perception on their job satisfaction are, therefore, immensely vital and call for a detailed investigation. With this perspective in mind, the objective of this research is set to unravel, through literature review, the meaning and underlying causes of job satisfaction as perceived by the university library personnel.

Gender issue gains prominence after poverty and violence, particularly in developing countries. In the age of 21st century males and females are equally contributing to the overall development. In the library field both of them are managing the information and resources of knowledge with the objector to some serve clients effectively. It is often found there is a big problem of variation in the percentages of existences of job in developing countries. The ratio of females in the developing countries, particularly in Bangladesh is quite low in almost every profession. Lack of job opportunity for females is a big hindrance for the economy and social development of Bangladesh. In the digital era, the job satisfaction is one of the vital issues which are responsible for the poor employability of females. Statistically, discrimination within the job and different job related factors like; pay promotion, working condition, social status security, recognition etc are a major determinant, which decides satisfaction as a whole. In case of female job satisfaction, it is important because the result of the relationship between psychological factors and work outcome of individuals are the most significant aspects of the human life.

Career satisfaction is a complex phenomenon that can be variably interpreted. It is the absence of pain, oppressiveness and intolerance and also indeed enjoyment of work. Job satisfaction is one of the most enduring elusive constructs used in the study of industrial relations (Locke, 1976). Job satisfaction studies are based on emotional response of employees which is related with some socio-cultural, organizational and personal factors variables like pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, working conditions, social status etc

Literature Review

Various organizational researchers argued that male workers are more likely to be satisfied with their jobs than female workers especially in organizations where males have more opportunities for advancement or where females are the last to be employed and the first to be fired. In many societies females still generally face greater challenges of access to education, access to mentors and sponsors, and demands related to home and family responsibilities as well as lack of female role models, all of which could lead to lower job satisfaction.

Career satisfaction is a positive feeling about a job or fulfillment one gets over years on what they do, in other words emanating from an assessment of its characteristics. A person with a high level of career satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Locke (1976) presented a summary of job dimensions that contribute significantly to employees' career satisfaction. The dimensions are: the work itself, pay, promotions, working conditions, supervision, co-workers and healthy working environment. In a study of Indian managers by Khaleque and Chowdhury (1984), nature of work was found to be the most important factor in determining career satisfaction for the top managers. Pay/salary has also been affirmed by many studies as crucial to career satisfaction. Luthans (1998) argues that salaries not only assist people to attain their basic needs, but also instrumental to satisfying the higher level needs of people. In a study of public sector managers, Taylor and Vest (1992) found that pay levels affect career satisfaction. On the other hand, Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of employee satisfaction. Moorhead and Griffen (1992) equally affirm that employee's opportunities for promotions are likely to have a positive influence on job satisfaction. Mowday and Sutton (1993) suggest that career satisfaction is related to employees' opportunities for interaction with others on the job. Research studies have shown that the better the relationship, the greater the level of career satisfaction (Whartan and Baron, 2004). A study conducted by Togia. (2004) which examined job satisfaction among Greek academic librarians affirmed that librarians were generally satisfied with their job.

Abraham Maslow proposed that employees' needs determine their level of career satisfaction and classified human needs into five different levels such as physiological needs (eating, drinking,

resting, etc.), security needs (pension, health insurance, etc.), the need to love (good relation with the environment, friendship, fellowship, to love and to be loved), need for self-esteem (self-confidence, recognition, adoration, to be given importance, status, etc.) and need of self-actualization (maximization of the latent power and capacity, development of abilities, etc.) (Maslow, 1943). Herzberg's two factor theory and Maslow's hierarchy of needs theory are in contrast. Herzberg's theory was built upon two separate sets of conditions, satisfiers and dissatisfiers. Herzberg's two factor theory is based on a study of accountants and engineers. As a result of this study, it identified that job satisfaction was associated with positive intrinsic sources related to the content of the job such as achievement, recognition, work itself, responsibility, and advancement which Herzberg termed motivators. Job dissatisfaction stemmed from negative extrinsic sources relating to the context of the job such as company policy, administration, supervision, salary, recognition and relation with supervisor and peers which were labelled as hygiene factors (Wickremasinghe, 2011).

An employee's overall satisfaction with his or her job is the result of a combination of factors. In this study, only five key parameters have been selected because work, co-workers, compensation, promotion and supervision are considered as the most significant parameters that contribute to the job satisfaction. In this study a personal factor, gender is used as the independent variable. Many researchers have been carried out to examine the job satisfaction of university librarians with the effect of sex differences. Findings regarding sex differences are inconsistent. Some studies (Nadjla and Hasan, 2009; Ogunlana et al., 2013; Wahba, 1975) investigated that males are more satisfied than females, but some studies (Amune, 2014) investigated the opposite: females are more satisfied than males. Some researchers (Ghiasi and Limoni, 2015; Onuoha, Samuel and Ojo, 2014; Mirfakhrai, 1991; Somvir and Kaushik, 2012; Wong and Heng, 2009) have reported that there are no differences between sexes regarding career satisfaction.

Adio and Popoola (2010) investigated that there is a significant relationship between gender and career commitment of librarians in federal university libraries in Nigeria and the further stated that librarians were dissatisfied with physical working conditions, job recognition, job security, promotion, social status, wages, social services, authority, and responsibility. Ogunlana et al. (2013) affirmed that there is a significant difference in job stress between male and female

librarians in the same working environment. Mirfakhrai (1991) studied correlates of job satisfaction among librarians in the United State. and the study investigated that academic librarians in both smaller and larger libraries had a positive perception of their jobs and there was no significant relationship between sex of academic librarians and their overall satisfaction in both sized libraries. Wahba (1975) compared the job satisfaction of male and female librarians in 23 academic libraries and the results indicated that women are more dissatisfied than men in the perception of security, esteem, autonomy and self-actualization with the exception of social needs. The study further stated that male librarians give more importance to the personal development and free decision making in their jobs than the female librarians.

There are only a handful of studies (Thirunavukarasu, 1994; Amarakoon, 1995; Kuruppu, 1998; Wijeweera, 2004) carried out on job satisfaction of professional staff of university libraries of Sri Lanka. Among these researchers, the studies (Amarakoon, 1995; Wijeweera, 2004) have taken “sex” as a dependent variable to evaluate the job satisfaction of university librarians with limited sample size. Job satisfaction of both professionals and paraprofessionals of agricultural libraries in Sri Lanka was studied by Wijeweera (2004) and the result indicated that females are more attracted to the library profession than males. A lot of changes have been taken place since that time.

Researchers found that having children was negatively associated with personal and professional satisfaction among Hispanic women professionals, managers and business owners. With the recent study on career satisfaction researchers said that men had higher levels of job satisfaction because they spent less time in childcare and household activities and therefore, had more discretionary time to spend on job related activities. Women on the other hand, experienced significantly lower levels of satisfaction when they spend greater amounts of discretionary time on job related activities as opposed to childcare and household activities. Hanson and associates found that rural women with a smaller number of children who devoted resources not needed for child rearing to attaining occupational goals had higher levels of job satisfaction. Demands from both the home and the work environment are likely to affect the performance and satisfaction of male and female employees differently. Given the patriarchal system in which married female employees may have less time to spend on professional self-development and research and subsequent publication in

favour of domestic activities, it would seem that the scales are tipped in favour of male output, career prospects and job satisfaction.

Mathieu and Zajac (1990) suggest that gender may impact employee's perceptions of the workplace and their attitudinal reactions to the organisation. Corroborating this, Khan (1991) in a study revealed that gender is significant in explaining some of the variance produced on administrators' job satisfaction in Pakistan. A study by Raisani (1988) affirms that gender is negatively related to teacher satisfaction and indicated that female teachers were more satisfied with colleagues, responsibility and work it than their male counterparts. On the other hand, Rosser (2004) argued that women have lower career satisfaction than men while other researchers such as Sabharwal and Corley (2009) maintain that men and women are equally satisfied.

Career satisfaction and self-perception is an important area to determine the view of the employee towards their job. The understanding of career satisfaction is a combination of psychological, physical and environmental circumstances that cause a person to say "I am satisfied with my job". One of the vital sign of deteriorating conditions in an organization is low job satisfaction. It is a cause of grievances, low productivity, disciplinary problems and other organizational conflicts. In a related work by, Nadjla and Hasan (2009) in their study of gender differences in career satisfaction of public librarians under the authority of Iran public libraries foundation in capital cities of provinces in Iran found out that job satisfaction for female librarians was significantly lower than that of male librarians. On reasons for career dissatisfaction, Gboyega and Popoola (2010) affirmed that librarians were dissatisfied with physical working conditions, job recognition, job security, promotion, social status, wages, social services, authority, and responsibility. Similar research by Haque *et al.* (2012) revealed causes of job dissatisfaction among library personnel as: poor public perception of librarians, constraints of facilities and space as well as skewed communication. If the individuals' social psychological well-being in relation to his job is not good, it could affect the degree of his satisfaction with his job. From the above concepts of career satisfaction, one could summarize it as the sum total of a person's feeling as to the extent to which his needs, aspirations and values have been met in his job. It is a personal evaluation of conditions existing on the job such as achievement, promotion, supervision and interpersonal relationship, working condition, salaries and benefits among others.

Personal Factors that affect Career satisfaction and Gender difference

Age and Gender

Berry (2007) conducts a wide-ranging survey among the library staff of public and academic libraries, and mentions that compared to the younger age group, the older library workers are happier on their jobs. Contrary to the findings of Berry (2007), Albanese (2008) reports that an overwhelming majority of the respondents in academic libraries across all age groups are satisfied with their jobs. From a gender perspective, according to Marjanja and Kiplang'at (2003), vertical occupational segregation exist when both men and women work in the same job categories; this is manifested in the fact that men are commonly found to be doing the more skilled or better paid work, affecting the job satisfaction of their female counterparts. This is echoed in studies done by Maxwell *et al.* (2004) and MacLean (2006).

Religion and Race

Various studies capture the role of religion and racism affecting job satisfaction of library staff (McGinn, 2003; Thornton, 2000). According to McGinn (2003), the religious beliefs of African American librarians would mold their job satisfaction significantly. A revealing finding of the study points to a large number of the respondents' experience of being discriminated based on ethnicity and age, making the staff satisfaction a prime casualty; this finding validates the earlier studies (Thornton, 2000; Estabrook 1990).

Organizational Factors Leadership

Within the limited body of literature on leadership in librarianship, a number of researchers emphasize the diverse skills of library leaders toward ensuring the job satisfaction of their staff (Pors and Johannsen, 2002; Mullins and Linehan, 2006). According to Pors and Johannsen (2002), the factors correlating directors' job satisfaction such as job autonomy and authority in delegating decision-making could permeate job satisfaction to all levels of the organization. This view is corroborated by a similar study executed later on by Mullins and Linehan (2006).

Organizational Change and Technology Innovation

Leong (2008) reviewed that in an Australian setting that the staffs respond positively towards change by exuding satisfaction and enthusiasm for new areas of work and providing improved service. This would come in line with that of Pors (2005) performed on Danish library managers; though their working environment has undergone a rapid change resulting in a decreased sense of job security, about half the respondents express their high satisfaction with their jobs. In case of developing countries, Bii and Wanyama (2001) examine the impact of automation on the job satisfaction among librarians in Kenya. According to the authors, the staff members view automation as enrichment and a source of satisfaction to their jobs. It would be, however, worth mentioning that a particular challenge confronting the librarians in developing countries would relate to a good deal of fear and negative attitudes regarding ICT implementation (Popoola, 2002).

Continuing Professional Development (CPD)

The new developments and trends in technologies emphasize the need for institutions to set goals for staff development for their enhanced satisfaction on their jobs by providing opportunities for continuous professional development (CPD) and training in the workplace (Todaro and Smith, 2006). The study by Adanu (2007) reveals a concord among the managers and the staff in that the respondents on both sides agree to the fact that the active involvement in CPD enhances their job satisfaction, competence and career advancement. The study done by Cossham and Fields (2007) on the library staff in New Zealand offers, however, a different picture, as the opinions of employees and the managers seem to vary greatly regarding the impact of CPD on their satisfaction and personal growth.

Recruitment, Rotation and Retention

Olorunsola (2000), in academic libraries, job rotation is a cardinal necessity as it would create an opportunity to ward off the monotony and enable the staff to acquire more skills that would spur satisfaction in them (Malinski, 2002). In order to gauge the impact of job rotation on staff satisfaction in Nigerian university libraries, Adomi (2006) performs a study among 52 professional librarians, who are rotated on their jobs. It elicits a positive response from the majority of the participants that would translate into higher staff productivity. Having employed both positivistic and phenomenological approaches, MacLean (2006) finds that the flexible deployment of staff would stimulate job satisfaction of the employees and encourage them to better utilize their skills.

This would improve retention rates & facilitate the optimum use of HR should any budgetary constraint arise (Orlando and Johnson, 2001).

Working Environment, Communication and Commitment

A number of studies are performed relating to how working environment and communication separately or simultaneously, can nurture staff satisfaction; the absence of which would lead to a reduced organizational commitment (Moser, 1997). This is corroborated by the study done by Adio and Popoola (2010) on the relationship between job satisfaction and career commitment of librarians in Nigerian federal university libraries; the authors attempt to get an insight into the dissatisfaction of the library users and managers regarding the issues of insufficient funding, lack of promotion and recognition, and poor condition of service. The study shows that job satisfaction as well as the demographic attributes of the respondents has a significant impact on career commitment of the librarians. The authors thus suggest that the library managers and administrators would do well in formulating sound policies vis-à-vis adequate working facilities, conducive working environment, and various work incentives, such as provision of car and housing loans, study leave allowance, etc. that would improve job satisfaction resulting into enhanced career commitment of the librarians. The fact that the declining organizational commitment is likely to be a precursor to their quitting the jobs (Alexander, Lichtenstein and Hellman, 1997) is supported by Burd (2003), according to whom, the librarians in organizations that cultivate participatory management, open communication, and relationships built on honesty and trust, are more satisfied, more committed and less likely to leave.

Stress

Topper (2007), the impact of stress would considerably dwindle the satisfaction of library employees, stressing the need of lessening the impact of stressful situations, such as unsatisfying physical environments, routine works, heavy workload of the staff (Paque, 2005) staff attitude to using the new technologies (Shaugnessy, 2006), etc. In another study done between the library managers of Great Britain and Canada, Pors (2003) argues that the level of stress would be a significant predictor in relation to career satisfaction with British managers being more stressed than their Danish counterparts.

Gender Differences in Job Satisfaction

Women are often found to be relatively happy with their job. Most previous studies indicate that women's job satisfaction is either significantly higher than men's or no significant gender differences are detected, while studies hardly detect higher job satisfaction among male workers (e.g. Clark, 1997; Long, 2005; Kaiser, 2007). As mentioned above, this finding appears to be paradox given that women face disadvantages on the labour market with respect to employment (e.g. Azmat, 2006) and wages (e.g. Weinberger, 1998).

The two main explanations for the gender gap in job satisfaction are provided by previous literature which relates both to the aforementioned distinction between valence – or expectations or aspirations – of work dimensions and job rewards. First, women may have systematically lower levels of importance – or valence – than men with regard to a number of work attributes, which implies that women should be more satisfied than men when doing identical jobs. In other words, women may be as satisfied as men even if working conditions are worse (Murray and Atkinson, 1981; Mottaz, 1986). Clark (1997) finds that neither different jobs nor different valence of work attributes account for the gender differences in job satisfaction. The latter study argues that relative expectations lead to the differences with women having lower expectations with respect to job attributes. A similar argument is found in a study by Kaiser (2007) which compares job satisfaction in different European countries. The latter study interprets the finding that job satisfaction differences disappear in Denmark, Finland and the Netherlands, similar to the evidence, suggesting that the gender-job satisfaction difference diminishes in the process of modernization of the labour market. It is argued that Denmark, Finland and the Netherlands are fairly advanced in giving equal opportunities to men and women – i.e. by means of Kindergarten development – such that women have similar work expectations as men and, consequently, the satisfaction differential disappears.

Second, women's levels of importance attached to work attributes may not be systematically lower but centre on other job dimensions than men's expectations. Empirical evidence suggests that women tend to attach greater importance to both the intrinsic dimension of a job and work-life balance whereas men tend to attach greater importance to extrinsic dimension related to financial

benefits and career opportunities (Bokemeier and Lacy, 1987; Clark, 1997; Babcock, 2003; Bonke, 2009).

Babcock. (2003) provide evidence that women put lower emphasis on financial pay compared to men and thus negotiate differently for wages than men. Evidence presented by Clark (1997), based on data of the British household panel indicates that women regard promotion aspects and financial pay as less important attributes of a job compared to men while women attach relatively higher importance to relations at work, the actual work itself and hours of work. Sloane and Williams (2000) support this hypothesis indicating a self-selection process – in the sense that men and women maximize job satisfaction given heterogeneous tastes. Similarly, Konrad. (2000) find that women considered intrinsic attributes as challenge and task significance to be more important than men. Yet, gender differences were small, with most of the differences – though significant – having a magnitude of career satisfaction.

Furthermore, women may exhibit lower levels of valence attached to extrinsic work attributes and may therefore not be necessarily less satisfied than men or may even be more satisfied with their job than men though facing worse jobs with respect to salary and career opportunities (Clark and Oswald, 1996; Clark, 1997; Long, 2005; Kaiser, 2007; Poggi, 2010).

Conclusion

Career satisfaction of employees of an organization is essential for the organizational success. Job motivation, organizational commitment, performance, turnover and absenteeism have a direct impact on an organizational effectiveness. Career satisfaction, self-perception and gender difference studies are based on emotional response of employees which is related with some socio-cultural, organizational and personal factors variables like pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, working conditions, social status among others. Therefore, it becomes paramount for the management of library institutions

to put into consideration conditions that can enhance career satisfaction among library personnel as well as achieving the organizational objectives in which it is set to accomplish.

Recommendations

1. Stakeholders in the management and administration of the library should formulate policies such as adequate working facilities, conducive working environment, various work incentives, such as provision of car and housing loans, study leave allowance among others that would improve job satisfaction resulting into enhanced career commitment of the librarians and library officers.
2. Librarians and library officers should acquire necessary skills and competencies that will enhance the performance of their job in order to derived career satisfaction.
3. Management of the library should accord equal right between male and female in the assigning of responsibilities

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