

Factors influencing the job satisfaction of librarians of the public libraries in Northern Province, Sri Lanka.

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Abstract

Job satisfaction is a pleasurable or positive emotional reaction to a person's job experiences. Public librarians are the key officials in the public libraries. The objective of this research study was to ascertain the levels of job satisfaction and explore the major factors which influence job satisfaction of the Librarians of the Public Libraries in Northern Province. A questionnaire was distributed among 50 Librarians of the Public Libraries in Northern Province as a sample by using Stratified Random Sampling method and interviews were held to collect the data from the total population of 110. The response rate was 96%. Correlation and descriptive statistics have been used to analyze the data by using SPSS 25.0. The analysis finds that extrinsic factors (0.624) have strong positive and significant contributions, intrinsic factors (0.488) have moderate positive and significant contributions, and the performance factors (0.126) have low positive and significant contributions to the job satisfaction of the Librarians of the Public Libraries. Majority of the Librarians of the Public Libraries are highly satisfied with their pay as they are paid higher than the Management Officers in the government system. They are challenged with the delegation of authority, promotions, working condition and research and training opportunities. The Librarians of the Public Libraries complain that there is no regular transfer system and the efficiency bar exam is not held on time as stated in their service minutes. Actions should be taken to motivate the Librarians of the Public Libraries to involve in research activities and training programmes.

Keywords: Job satisfaction, Librarians of public libraries, Northern Province of Sri Lanka.

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Introduction

A public library is a library that is accessible by the general public and is usually funded from public sources, such as taxes. It is operated by librarians and library paraprofessionals, who are also civil servants. There are five fundamental characteristics shared by public libraries: they are generally supported by taxes; they are governed by a board to serve the public interest; they are open to all, and every community member can access the collection; they are entirely voluntary in that no one is ever forced to use the services provided; and they provide basic services without charge.

As gateways to knowledge and culture, libraries play a fundamental role in society. The resources and services they offer create opportunities for learning, support literacy and education, and help shape the new ideas and perspectives that are central to a creative and innovative society. According to the National Library and Document Services Board (NLDSB), Sri Lanka has approximately 1,500 public libraries. All public libraries are governed by the respective local governments i.e. Pradeshiya Saba, Urban and Municipal Councils.

Job satisfaction is simply how employees feel about their job. Much evidence indicates that individual's job satisfaction generally is not significantly related to individual task performance. Likely because of this finding, evident in the literature for more than 40 years, researchers have continued to pursue the search for a satisfaction - performance relationship (Brief, 1998).

Kaya (1995) found out that librarians are dissatisfied with physical working conditions, recognition with the work conducted, obtaining respect with the job conducted, job security, promotion, wages, social status, social services and having authority and responsibility. The job satisfaction is the condition of establishing a healthy organizational environment in an organization. Libraries are the indispensable cornerstones of the society. The qualifications of the library personnel are the fundamental determinant of the development and organization of the service. Rendering effective service in libraries depends on the human resource.

Objectives of the research

The general objective of the research is to assess the level of job satisfaction of the Librarians of the Public Libraries and the factors influencing their job satisfaction. The specific objectives are as follows:

- To examine the job satisfaction level of the Librarians of the Public Libraries.
- To explore the major factors which influence job satisfaction of the Librarians of the Public Libraries.
- To investigate that the factors which have significant relationships with job satisfaction of the Librarians of the Public Libraries.

Problem statement

The job satisfaction of library professionals is a key factor for delivery of quality service, and it ensures the user satisfaction. In the modern era, public libraries as knowledge centres are facing several challenges due to the rapid changes of the society. In order to face these challenges, satisfaction of its employees is foremost (Attanayake, 2017). The Librarians of the Public Libraries deal with different challenges which impact their job satisfaction. The aim of this research is to investigate the job satisfaction of the Librarians of the Public Libraries.

Literature review

The satisfaction that an individual associates with his or her job is the degree of satisfaction with several different dimensions of the job. The concept of a job is very complex. It has many facets. There are many specific and diverse job dimensions related to job satisfaction. There is a set of dimensions common to most jobs that are sufficient to describe most of the predictable variance in job satisfaction.

In general, job satisfaction is the attitude toward the job as a whole. Many people work today not because work offers any pleasure, but there is no other way of earning for a living (Ganguli, 1954). Job satisfaction is the degree to

which an individual feels positively or negatively about various facets of the job task. Locke (1976) gives a comprehensive definition of job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. Many researchers have checked the correlation between job satisfaction and job performance. According to Schwab and Cummings (1973), job performance would increase when a worker becomes more satisfied with the work. Job satisfaction is a result of employees’ perception of how well their job provides the important things that they perceive (Luthans 1989, p.176).

Job satisfaction is the degree of enjoyment the employee has about his/her job. It shows the degree of pleasure or displeasure the employee feels towards his/her job (Opatha, 2012). Job satisfaction can be described as a general attitude towards one’s job; the difference between the rewards received and what they actually believe they should receive (Robins et.al, 2007).

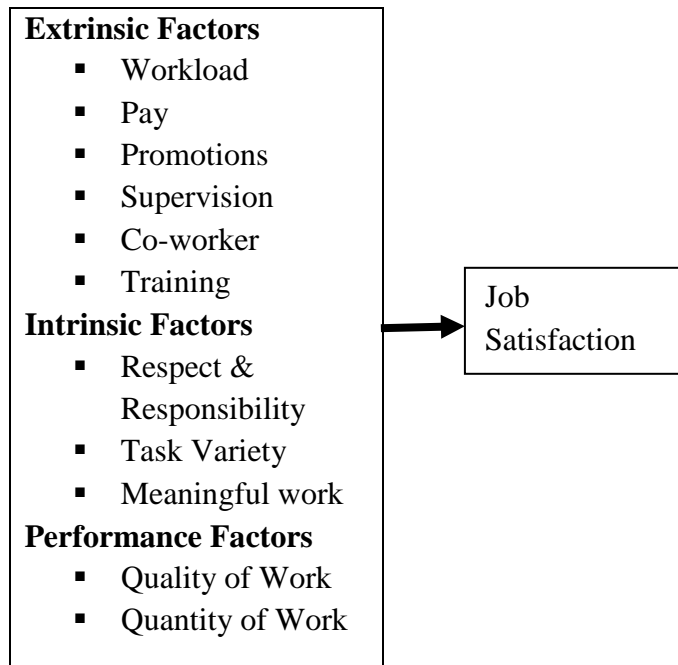
Cramer (1992) found that job satisfaction was associated with greater satisfaction with career structure and management supervision, stronger organizational commitment, more satisfaction with training and life satisfaction and being older. He conducted this study to identify key sources of dissatisfaction of college graduates employed in a specific company by using a sample of 57 employees from a large British Engineering firm. Further, in this study, he found that life satisfaction was significantly correlated with both organizational commitment and job satisfaction.

Khan and Ahmed (2013) conducted a study to measure the job satisfaction of library professionals serving in public sector Universities of Khyber Pakhtunkhwa, Pakistan. This study reveals that although library professionals working in these institutions are slightly satisfied with their nature of work, they are dissatisfied with supervision, benefits, promotion, revision of service structure, promotion policies, and improvement in academic qualification and advanced training (Swaminathan, 2017).

Conceptual Framework and Methodology

Conceptual Model

Job satisfaction is an attitude that reflects the extent to which an individual is gratified by or fulfilled in his work. Therefore, it is a pleasurable state resulting from the appraisal of one's job. In this study the main facets of job satisfaction taken into consideration and discussion are extrinsic factors, intrinsic factors and performance factors.



Methodology

Survey research methodology was used to find out the level of job satisfaction of the Librarians of the Public Libraries and the factors influencing their job satisfaction. The sample was selected from the Northern Province Public Library, which covers five districts - Jaffna, Kilinochchi, Vavuniya, Mullaitivu and Mannar.

Sample

The Public Library Librarians from Northern Province of Sri Lanka were selected for this study. A stratified random sampling technique was adopted to collect data. This sampling technique was applied to Northern Province where total population was divided into districts (see table 1). There are 110 public libraries available in the Northern Province. Fifty public libraries have been sampled into this study. Forty-eight public librarians responded. The response rate was 96%.

Table 1: Sample selected from the Public Libraries in the Northern Province

Districts	Samples
Jaffna	28
Kilinochchi	05
Vavuniya	05
Mullaitivu	05
Mannar	07
Total	50

Data Collection

Primary and secondary data were collected in the study. A structured questionnaire and personal interviews were used. Public Administration and Local Government Circulars and related service minutes were also used as secondary sources of information to collect the data. The questionnaire was administered to the Public Librarians in the Northern Province. Likert scale and open-ended questions were included in it.

Data analysis

The data obtained were analyzed using SPSS for Windows 25.0 program. Descriptive and inferential statistics were used to analyze the data.

Results and Discussion

This empirical study reveals that the pay is strongly, workload and promotions are moderately, supervision and co-workers are weakly, and training is very weakly correlated with the job satisfaction. The overall extrinsic factors have a strong positive and significant contribution to job satisfaction. (See table 2)

Table 2: Extrinsic factors of job satisfaction

Factors	Mean	Correlation with Job satisfaction	Level of satisfaction
Workload	3.5	0.468	Moderate satisfaction
Pay	0.68	0.653	Strong satisfaction
Promotions	4.05	0.428	Moderate satisfaction
Supervision	0.13	0.278	Weak satisfaction
Co-workers	3.83	0.230	Weak satisfaction
Training	1.49	0.033	Very Weak satisfaction

This also reveals that the meaningful work is moderately, respect and responsibility are weakly, and task variety is very weakly correlated with the job satisfaction. The overall intrinsic factors have moderate positive and significant contributions to job satisfaction. (See table 3)

Table 3: Intrinsic factors of job satisfaction

Factors	Mean	Correlation with Job satisfaction	Level of satisfaction
Respect and Responsibility	3.83	0.289	Weak satisfaction
Task Variety	1.49	0.133	Very weak satisfaction
Meaningful Work	2.32	0.489	Moderate satisfaction

The study also reveals that the quantity of work is moderately and quality of work is weakly correlated with job satisfaction. The overall performance factors have low positive and significant contributions to job satisfaction. (See table 4)

Table 4: Performance factors of job satisfaction

Factors	Mean	Correlation with Job satisfaction	Level of satisfaction
Quality of work	3.83	0.243	Weak satisfaction
Quantity of work	1.49	0.439	Moderate satisfaction

The mean value of extrinsic factors was 0.13. Also, the correlation between extrinsic factors and the job satisfaction is $r = 0.624$ and thus it proves that there is significant positive strong relationship between the two variables. Therefore, the positive correlation between job satisfaction and extrinsic factors can be claimed. This relationship shows that the extrinsic factors are highly influencing the job satisfaction of the Librarians of public libraries. The above mentioned scenario can be interpreted as the Librarians of the Public Libraries were highly satisfied with the extrinsic factors determined in this study.

The mean value of intrinsic factors was 0.38. Also, the correlation between intrinsic factors and job satisfaction is $r = 0.488$ and thus it proves that there is moderate relationship between the two variables. Therefore, there is sufficient evidence to claim that there were significant impact of intrinsic factors on job satisfaction. This situation can be elaborated as the Librarians of the Public Libraries were not much considered with the intrinsic factors when it comes to job satisfaction.

The mean value of performance factor was 2.52 and correlation between performance factors and the job satisfaction is $r = 0.126$ and thus it proves that relationship between the two variables is weak. It indicates that the impact of performance factors on job satisfaction is least significant. This further reveals that the librarians of public libraries were not satisfied with quality and quantity of work. (See table 5)

Table 5: Variables of the Job Satisfaction

Variable	Mean	Correlation with Job satisfaction	Level of job satisfaction
Extrinsic factors	0.13	0.624	High satisfaction
Intrinsic factors	0.38	0.488	Moderate satisfaction
Performance factors	2.52	0.126	Weak satisfaction

The Librarians of the Public Libraries face some difficulties such as workload, poor working condition and lack of qualified substitutes during their absent. Some Librarians of the Public Libraries have been working for a long period in a particular library and there is no fixed transfer policy for them. Librarians of the Public Libraries are required to complete 10 years active service for the promotion to the next class in their career even if they have sufficient academic qualifications. The efficiency bar exams are also not held in due time. The authority of the public libraries is centralized with the local authority. Opportunities for research work and training is very rare and there is no motivation among them for such work.

Conclusion

Job satisfaction is a result of employees' perception of how well their job provides things that they see as important. It could be concluded that the extrinsic factors, intrinsic factors and performance factors have influence on job satisfaction of the Librarians of the Public Libraries in Sri Lanka. The study reveals that librarians of the public libraries were highly satisfied with the extrinsic factors mentioned such as Workload, Pay, Promotions, Supervision, Co-worker, and Training as it shows positive linear relationship with job satisfaction. Further, the intrinsic factors were showing moderate relationship as given in Table 5, which were not so concerned by the librarians in the Public Libraries. However, the librarians of the public libraries were not happy on quality and quantity of works which shows the weak relationship with performance factors with job satisfactions. The future projects and schemes for Librarians of the Public Libraries in Sri Lanka can be considered with serious concern on performance factors.

Recommendations

1. Professional recognition by the higher authority in the hierarchy enhances professional satisfaction among the librarians of the public libraries.
2. Attractive promotion scheme is a constructive step for retention of librarians of the public libraries in their existing job.
3. Sustainable professional relationship between the local authorities and the librarians of the public libraries creates a better working environment and delegate authorities to accomplish their responsibilities.
4. Implementation of a proper transfer policy and conducting the efficiency bar examinations regularly and systematically are essential requirements.
5. Encouragement on research and training leads to professional development.

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