

Spry Publishers

Spry Contemporary Educational Practices

ISSN: 2958-6690

Vol. 3, Issue. 1

(Jan-Jun 2024)

Page no: 747- 769

DOI: <https://doi.org/10.62681/sprypublishers.scep/3/1/40>

Analyzing Strategies for Improvement of Job Satisfaction Among the University Librarians of Karachi: A Quantitative Study

Nasrullah

PhD Scholar,
Department of Education,
Sindh Madressatul Islam University, Karachi
nasrullahlibrarian255@gmail.com

Dr. Abdul Karim Suhag

Lecturer,
Department of Education,
Sindh Madressatul Islam University, Karachi
aksuhag@smiu.edu.pk

Abstract

Introduction: Job satisfaction among university librarians is crucial but under-researched, especially in Karachi. This study aims to identify factors influencing job satisfaction and its relationship with employee retention rates, providing strategies to improve satisfaction and reduce turnover.

Methodology: A Quantitative survey was conducted across 39 university libraries in Karachi, including both public and private institutions. A structured questionnaire collected data from librarians, which was then analyzed using descriptive statistical techniques.

Results/Findings: Key findings indicate that job satisfaction is influenced by various factors such as salary, working conditions, autonomy, and professional relationships. There is no significant difference in job satisfaction levels between public and

private universities or between male and female librarians.

Future Direction: *Further research is recommended to explore the impact of faculty status on job satisfaction, the effects of job satisfaction on librarian performance, and a comparative analysis of job satisfaction across different types of libraries. Additionally, the relationship between management styles and librarian involvement in decision-making should be investigated.*

Keywords: *Job Satisfaction, University Librarians, Employee Retention, Professional Development*

Introduction

The importance of job satisfaction among the librarians of universities is very elaborated and important matter but there is a lack of research on the factors that contribute to job satisfaction of librarians especially in Karachi. This study aims to identify the key factors that influence job satisfaction among library professionals and to explore the relationship between job satisfaction and employee retention rates. The findings of this research help organizations to develop strategies to improve job satisfaction and reduce employee turnover rates in universities of Karachi. Job satisfaction is a pre-requisite for employees of any organization. Locke, (1976).

According to Anjaneyulu, (1968) satisfaction of an employee is directly proportional to the enthusiasm during on job performance. The conducive organizational environment results in enhanced and leads to ensure quality (Mohammad, et al., 2024). The increasing digitization results in users who are well equipped with technology and contribute effectively to enhance the effectiveness of libraries Chatterji (1960). The researcher selected this topic of immense significance to solve it through application of scientific methods so far no research has been conducted on this vital topic in the province of Sindh. This study is enormous important because it analyzes the Strategies for improvement of Job Satisfaction among The University librarians of Karachi.

Research Objective

To find out the strategies for improvement of job satisfaction among the university librarians of Karachi.

Research Question

What are the strategies for improvement of job satisfaction among the university librarians?

Significance of the Study

This study is very important and usefulness because it assessed the libraries can be measured in terms of their services provided to its users. The value of library services depends upon the quality of work force, flexibility and more importantly job satisfaction of professionals working in libraries of universities. Library professional's satisfaction is a requirement for delivery of feature service and keeps the users satisfied. It is known that the libraries especially in universities are being well maintained with modern technologies, bar-coding system, and application of RFID Technology, Self-Check In/Out kiosk, library automation, on-line catalogues, internet facilities, Electronic-journals, and all other resources. All these services can reach to the library clients timely and accurately not only through the electronic devices but mainly from the services provided by the dedicated and satisfied librarians of a library in universities.

Literature Review

In previous chapter problem was introduced. This study investigates the literature in detail. Review of literature is the most important aspect in any research work. It is measure stating recent findings in any research area and it helps to strengthen currently used techniques. The main objective of the review of literature is to understand the research activities that have taken place in the area of research. A review of related literature of Job Satisfaction among employees in different organizations in general and library Professionals in universities in particular (Imran & Akhtar, 2023).

It has been pointed out by Chatterji (1960) that the modern society distinguishes the importance of every individual feeling satisfied in his/her job. Job security, a good supervision, opportunities for promotion and suitable solutions of complaints are equally as important as amount of pay. Sinha and Singh (1961) considered the relationship between nonattendance and job satisfaction of hundred workers of TISCO at Jamshedpur and finished that there is a higher degree of relationship between nonattendance and job satisfaction. The higher absenteeism group was much less satisfied with their jobs than the low absentee group (Imran, et al., 2023).

It is found by Sinha and Sharma (1962) that no relationship between job satisfaction and material status could be detected. They detected that negative association between union attitude

and job satisfaction and positive relationship between job satisfactions general regulation. Insufficient salary was one of the most common causes for dissatisfaction among schoolteachers. Those who were working under financial incentives had better job satisfaction than those who work under no such incentives (Anjaneyulu, 1968).

Locke (1976) highlighted the psychological characteristics of the job. According to him the job satisfaction/dissatisfaction mainly depends on the demonstrative feelings of an employee. Job satisfaction is, thus, the result of positive emotions. These positive emotions or job satisfaction of the employees would endorse the readiness and commitment in their profession/job. Anrold and Feldman (1982) carried out an experimental investigation on a multivariate analysis of the determinants of the job income in the manufacturing organization. It was found in the study that un-remunerative pays, close supervision, poor working conditions and options of good retirement benefits were some of the factors that led to high rate of nonattendance and finally resorted to leave the existing organizations (Ahmad, et al., 2024).

Etuk (1989) has found that many employees were dissatisfied for their pay, working environment, and training opportunities. The author suggested the communication between subordinated and superiors, decision making and other facilities provided to junior staff to increase level of job satisfaction and production. Singh (1990) in their study tried to bring out relationship between job participation, sense of contribution and job satisfaction in banking industry in western India. They concluded and stated that the level of job satisfaction was badly affected occupational level, job security and their participation in decision making, established that the job satisfaction of the bank employees was positively affected by the occupational level, job employment and participation (Rehan, et al., 2024).

It is explored by Ryan (1968) that the effects of some characteristics of libraries as they may relate to satisfaction with librarianship. She exposed that, job satisfaction was related to the length of service in the profession, a finding consistently conformed by job satisfaction research. In a narrow sense, these attitudes are related to the job and many specific factors like salaries, supervision, social relation on the job, besides employee's age, family, social factors, etc. People differ decidedly in the degree of job satisfaction due to the difference in structures of the job on the hand and the differences in themselves on the other. Job satisfaction and dissatisfaction and roles of apparent relationship between what one wants to originate from one's job and what one communications as offering or requiring (Oad, Zaidi, & Phulpoto, 2023). The experience

produced by the difference between what one derives and what one expects may be an indicator of satisfaction or dissatisfaction from job. Therefore, job satisfaction is not an absolute sensation but is relative to the substitutes available to the singular. In this study, the term job satisfaction is used to denote this complete phenomenon among library and information science professionals.

Vaughn (1972) made an attempt to determine the translators, associates, and consequences of job satisfaction in a university library. He built a managerial model and hypothesized that administrative efficiency in any organization is linked closely to the idea of "job satisfaction" and "employee satisfaction." These two concepts in turn, according to him are closely related to managerial performance. The job Descriptive Index (JDI) was managed to all fulltime employees, one hundred and seven persons, of a big library of a community supported university located in the southwest. The sample contains of twenty-two male and forty-five female employees. He concluded that overall job satisfaction was linked directly to age, salaries, job level, and library science and satisfaction with work was directly associated to tenure, salaries, job level, manager, status, etc., Furthermore, he found that the theory of job satisfaction was an important and highly useful one in discovering and explaining many of working environment of library.

Bourse and Louis (1973) made a determination to identify major reasons of dissatisfaction of librarians. He identified five major causes of dissatisfaction such as, the work load, lack of job trainings, salaries and promotion and the need for particular code of ethics. George (1973) inspected to find the determinants of job satisfaction among the librarians who are trainees in their profession. He studied 222 librarians on their sex, type of libraries and their occupational needs and found that job satisfaction is not related to their sex, type of libraries and their vocational needs but was influenced by working environment.

Prybil (1973) lead a study wherein the professional librarians, clerical workers and service personnel shared their opinions to find out job satisfaction in relation to job performance and profession level, revealed that, a low but positive relationship, a finding which is reliable with the results of several previous studies, and they do not, however, show a direct relationship between occupational level and job satisfaction, a finding which battle with their result of previous research."

Research Methodology

The study is conducted through a survey of libraries of universities of Karachi. The study will help finding a clear picture of the level of job satisfaction of the librarians of universities of Karachi. The importance of universities is very clear because they produce the cream of bureaucracy and other top-level businesses of the country. So, the importance of libraries of universities is like sun in earth. The highest value of libraries of universities in an academic setup is the most basic source of information to remove the thrust of information of academicians of that institute. It is clear that if the librarians are satisfied to their job they will work with full concentration to satisfy the information needs of students and faculty of their institutes.

The population of research study was libraries of higher education institutes of Karachi. The study was conducted in 39 universities located in Karachi. Out of these, 09 Public Sector higher education institutes and others are private higher educational institutes. As the research area is not too large, therefore, no sampling is made and questionnaires were circulated to all librarians of universities of Karachi.

A questionnaire was designed and developed by researcher was the primary mode of data collection. The descriptive section deals with demographic particulars of respondents. The other section was short sentences precise and easily understandable. Four sets totaling twenty-one questions were developed for this study. Each set was designed to ask specific information and responses to test hypothesis for this study (Phulpoto, Oad, & Imran, 2024).

The research instrument, that is questionnaire, was managed to the respondents one by one by scholar who visited to these libraries. The data was also collected through email addresses which was accessed through HEC web-portal but response through Emails was in very less quantity as compare to and through personnel visits. Through this effort, the researcher could explain the purpose of the research and clarifying the items of the research instrument. Data was analyzed through descriptive statistical techniques using percentages, graphs.

Data Analysis

The previous chapters introduced the problem of study, reviewed the literature, and research methodology was introduced in detail. The present chapter will analyze the data. This chapter is divided into following two sections.

Composition of the Sample

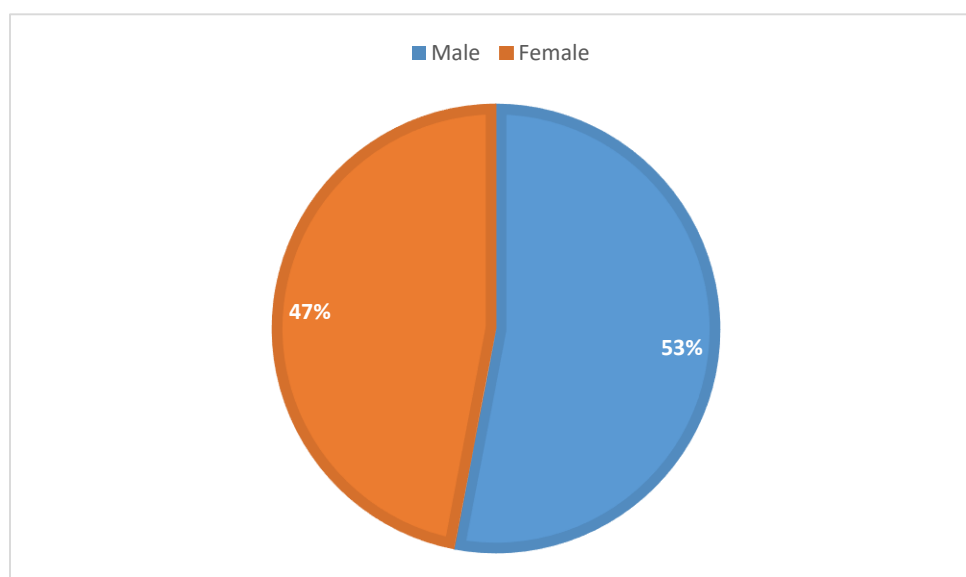
The population of the study was 39 HEC recognized universities which are situated in Karachi. All these higher education institutes have functional and well-equipped libraries with suitable staff.

Table 1 The gender wise composition of the sample is shown the following table.

Gender	Number	Percentage
Male	39	53%
Female	34	47%
Total	73	100%

It is clear from table 4.1.1 that out of 73 respondents, there were total 39 male respondents which were comprised of 53% of the respondents and there were total 34 female respondents which were comprised of 47% respondents were female. Pie Chart further elaborates the composition of sample graphically.

Composition of the Sample Pie Chart



Designation	Number	Percentage
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Library Assistant	12	16%
Cataloger / Classifier	06	8%
Assistant Librarian	28	38%
Deputy Librarian	05	7%
Deputy Chief Librarian	04	6%
Chief Librarian	07	10%
Any Other	11	17%
Total	73	100%

It is clear from the table 2 that 16% respondents were Library Assistants, 8% respondents were Cataloger/ Classifiers, 38% respondents were Assistant Librarians, 7% were Deputy Librarians, 6% were Deputy Chief Librarians, 10% were Chief Librarians and 15% were any other. Pie Chart further elaborates the composition of sample graphically.

Composition of the Experience Sample Pie Chart

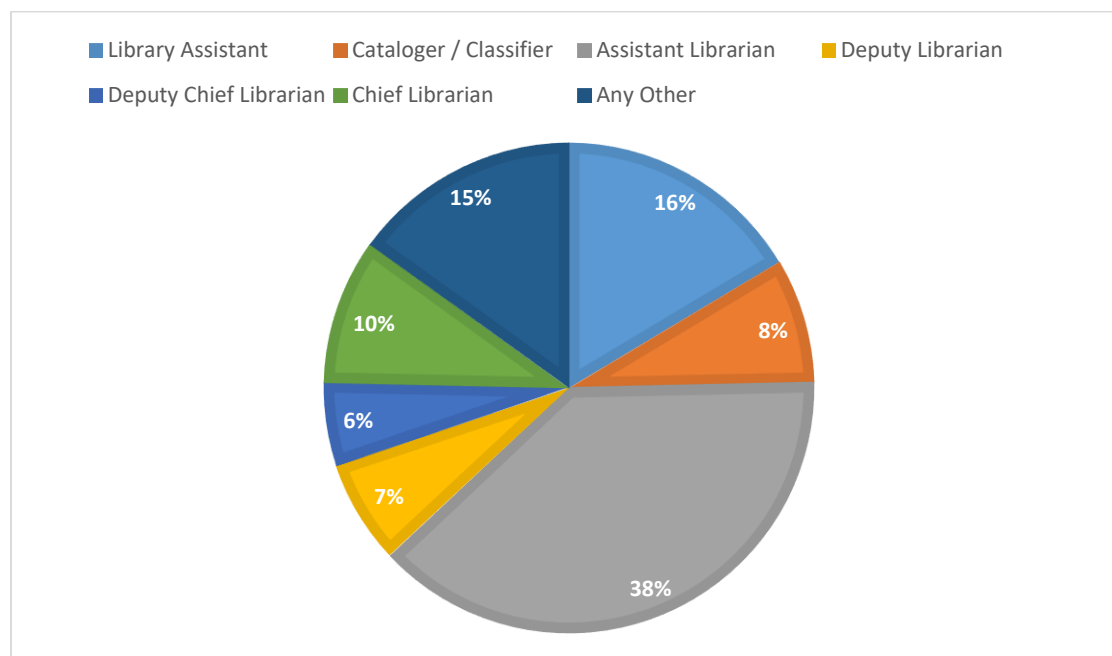


TABLE 3 Composition of the Sample by Experience

Experience	Number	Percentage
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Less than three years	20	27%
3 to 5 years	22	30%
6 to 8 years	10	14%
9 to 11 years	4	6%
12 to 14 years	4	5%
15 and above	10	14%
Any other	3	4%
Total	73	100%

It is obvious from the table 3 that with less than three years' experience were 27%, 3 to 5 years' experience were 30%, 6 to 8 years' experience were 14%, 9 to 11 years' experience were 6%, 12 to 15 years were 5%, 15 and above years' experience 14% and any other were 4%. Pie Chart further elaborates the composition of Sample graphically.

Composition of the Academic Qualifications Sample Pie Chart

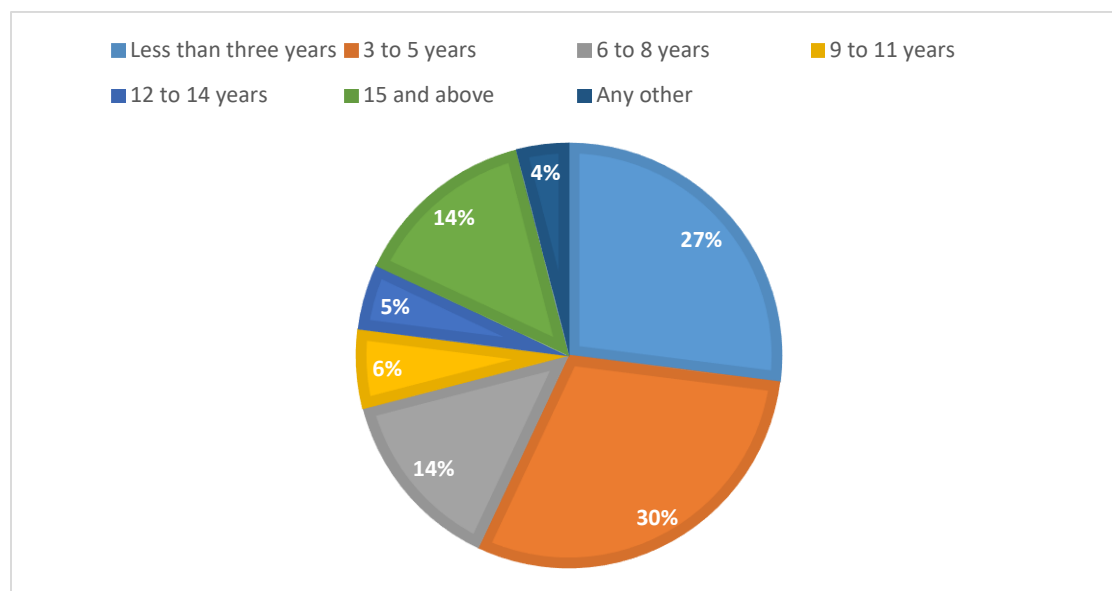


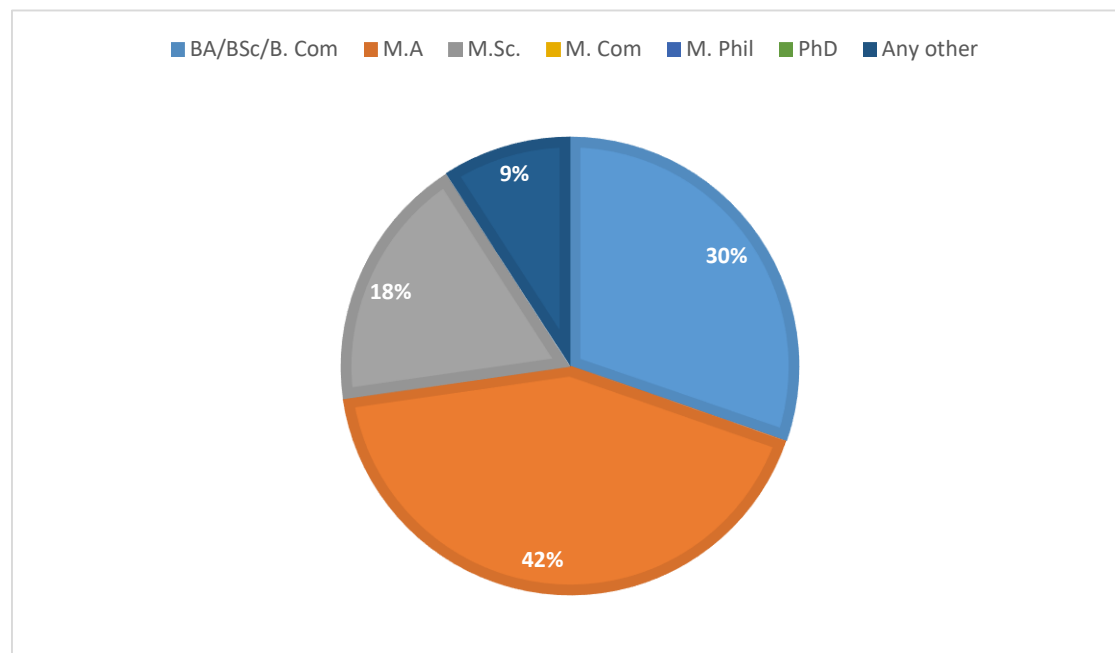
TABLE 4: Composition of the Sample by Academic Qualifications

Academic Qualification	Number	Percentage
BA/BSc/B. Com	10	30%
M.A	14	42%

M.Sc.	6	18%
M. Com	0	0%
M. Phil	0	0%
PhD	0	0%
Any Other	3	9%
Total	33	100%

It is understandable from the table 4 shows that with respondents with BA/BSc/B. Com were 30%, M. A were 43%, MSc were 18%, and any other were 9%. Pie Chart further elaborates the composition of Sample graphically.

Composition of the Academic Qualification Sample Pie Chart



**TABLE
5:**

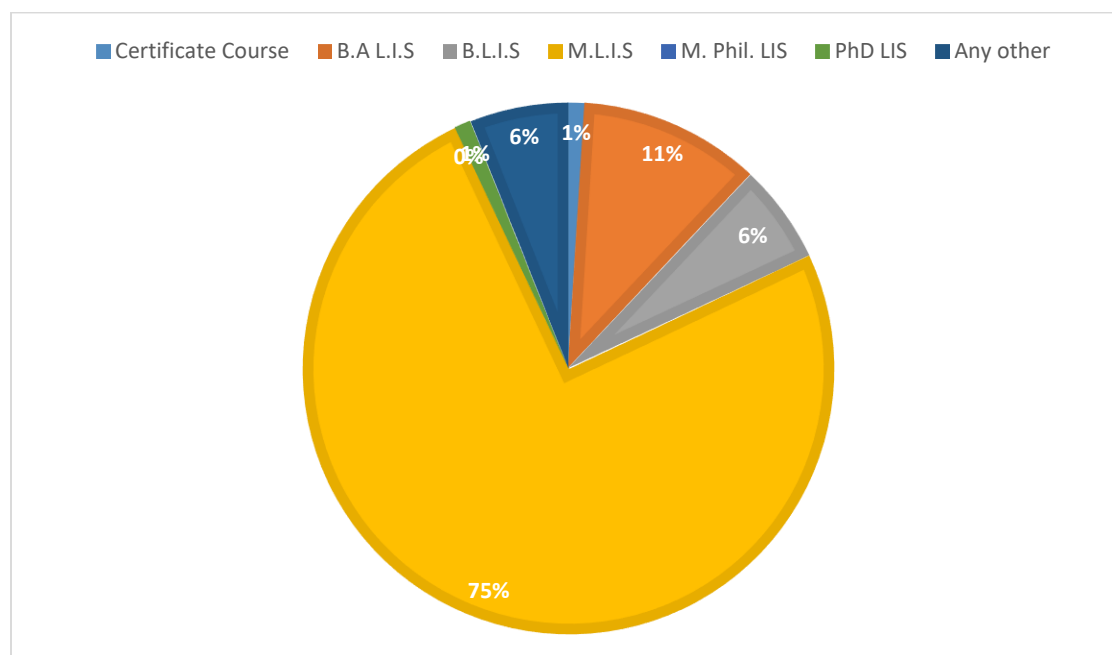
Composition of the Sample by Professional Qualification

Professional Qualification	Number	Percentage
Certificate Course	1	1%
B.A L.I.S	8	11%
B.L.I.S	4	6%
M.L.I.S	54	75%

M. Phil. LIS	0	0%
PhD LIS	1	1%
Any other	4	6%
Total	72	100%

It is understandable from table 5 shows that with respondents with Certificate Course were 1%, BA L.I.S were 11%, B.L.I.S were 6%, M.L.I.S were 75%, M.Phil. L.I.S were 0%, PhD were 1% and any other were 6%. Pie Chart further elaborates the composition of sample graphically.

Composition of the Professional Qualification Sample Pie Chart



Item-Wise Analysis

The present section will analyze the items of the questionnaire by application of Chi-square test. The section I of the item-wise analysis. "Analysis of the problem", will remain same in all cases. The measurement scale of the questionnaire was based on Lickert type scale. The five-category scale was collapsed into three categories.

Strongly agree and agree were collapsed and titled as Agree, the category of Neutral was retained. Strongly disagree and disagree were merged and named as disagree.

Table 6: Physical stress

	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
Physical stress effects job performance	43	63%	10	18%	20	19%	73	100%

The results in table 6 illustrate that there is remarkable differentiation between physical stress effects job performance.

Table 7: Physical condition

	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
Physical condition emphasis job satisfaction	46		14		13		73	100%

Referring to table 7 there is remarkable differentiation between Physical condition emphasis job satisfactions.

Table 8: Physical health

	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
Physical health helps in level of Job Satisfaction	55		14		4		73	100%

The results in table 8 shows that is remarkable differentiation between Physical health helps in level of Job Satisfaction.

Table 9: Working conditions

	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
Working condition impact the emotional behaviour	65		4		4		73	100%

The results in Table 9 show that there is remarkable differentiation between working condition impact the emotional behavior.

Table 10: Librarian authority

Librarian has autonomy to extract authority	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	47		14		12		73	100%

From table 10, the results show that there is remarkable differentiation between librarians has autonomy to extract authority.

Table 11: Librarian's autonomy

Librarian has autonomy to extract authority	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	44		17		12		73	100%

Table 11 elaborate the results that shows that there is remarkable differentiation between librarians has autonomy to take useful decisions.

Table 12: Librarian's autonomy

Job Satisfaction is influenced by rewards	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	58		7		8		73	100%

Table 12, elaborate the results that there is remarkable differentiation between Job Satisfaction is influenced by rewards.

Table 13: Librarian's autonomy

Relations with colleague influence Job satisfaction	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	44		17		12		73	100%

Table 13, shows that there is remarkable differentiation between relations with colleague influence Job satisfaction.

Table 4.2.9: Salary

Salary	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	55		5		13		73	100%

The results in Table 13 shows that there is remarkable differentiation between Salary.

Table 14: Opportunities for Promotion

Opportunities for Promotion	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	64		3		6		73	100%

Table 14, elaborate the results that shows that there is remarkable differentiation between Opportunities for Promotion.

Table 15: Benefits (Health insurance, life insurance, Medical etc.)

Librarian has autonomy to extract authority	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	62		5		6		73	100%

Table 15, elaborate the results that shows that there is remarkable differentiation between Benefits (Health insurance, life insurance, Medical etc.).

Table 16: Job Security

Job Security	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	56		10		12		7	100%

From Table 16, the results that shows that there is remarkable differentiation between Job Security.

Table 17: Recognition for work accomplished

Recognition for work accomplished	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	58		11		4		73	100%

As shown in Table 17, that there is remarkable differentiation between Recognition for work accomplished

Table 18: Relationships with your co-workers

Relationships with your co-workers	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	61		10		2		73	100%

Table 18, shows that there is remarkable differentiation between Relationships with your co-workers.

Table 19: Librarian's autonomy

Relationship(s) with your supervisor(s)	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	66		5		2		73	100%

Table 19, elaborate the results that shows that there is remarkable differentiation between Relationship(s) with your supervisor(s).

Table 20: Relationships with your subordinates (if applicable)

Relationships with your subordinates (if applicable)	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	60		10		3		73	100%

Table 20, shows that there is remarkable differentiation between Relationships with your subordinates (if applicable).

Table 21: Opportunity to utilize your skills and talents

Opportunity to utilize your skills and talents	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	63		8		2		73	100%

Table 21, elaborate the results that shows that there is remarkable differentiation between Opportunity to utilize your skills and talents.

Table 22: Opportunity to learn new skills

Opportunity to learn new skills	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	62		9		2		73	100%

Table 22, shows that there is remarkable differentiation between Opportunity to learn new skills.

Table 23: Support for additional training and education

Support for additional training and education	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	58		12		3		73	100%

In Table 23, results show that there is remarkable differentiation between Support for additional training and education.

Table 24: Variety of Job responsibilities

Variety of Job responsibilities	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	54		16		3		73	100%

Table 24, elaborate the results that shows that there is remarkable differentiation between variety of Job responsibilities.

Table 25: Degree of independence associated with your work roles

Degree of independence associated with your work roles	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	55		16		2		73	100%

From Table 4.2.21, the results that shows that there is remarkable differentiation between Degrees of independence associated with your work roles.

Table 4.2.22: Adequate opportunity for periodic changes in duties

Adequate opportunity for periodic changes in duties	Strongly Agree	%	Undecided	%	Strongly Disagree	%	Total	%
	54		16		3		73	100%

Table 25, elaborate the results that shows that there is remarkable differentiation between adequate opportunity for periodic changes in duties.

Findings

1. The key findings of the study were to analyze the level of job satisfaction among librarians of higher education institutes in Karachi.
2. The research study shows level of job satisfaction among the public and private Universities region.
3. The researchers have found that studies of job satisfaction have given very less understanding of behavior in the job because job satisfaction does not have behavioral referents (Hodson, 1991).
4. There is no significant difference between the level of job satisfaction among the librarians of public and private higher education institutes.
5. There is no significant difference between the level of job satisfaction among the male and female librarians of higher education institutes.

Conclusion

Job satisfaction among university librarians in Karachi is influenced by multiple factors, including salary, working conditions, autonomy, and professional relationships. The study found no significant differences in satisfaction levels between public and private universities or between genders, indicating that the influencing factors are broadly consistent. To enhance job satisfaction, universities should focus on improving salary structures, working conditions, and professional autonomy. Additionally, fostering a supportive and collegial work environment is essential. Further research should explore the impact of faculty status on job satisfaction, the effects of job satisfaction on librarian performance, and compare job satisfaction across different types of libraries.

In conclusion, addressing the identified factors can lead to improved job satisfaction, which in turn can enhance the overall effectiveness of university libraries. This study provides a

foundation for future research and practical strategies to improve job satisfaction among librarians, ultimately benefiting the academic community.

Recommendations

1. **Enhance Salary Structures:** Universities should review and improve the salary packages for librarians to ensure they are competitive and commensurate with the librarians' qualifications and responsibilities. This can significantly boost job satisfaction and reduce turnover.
2. **Improve Working Conditions:** Creating a conducive work environment is crucial. This includes providing adequate physical workspace, modern equipment, and resources that support the librarians' roles effectively.
3. **Increase Professional Autonomy:** Librarians should be given more autonomy in their roles, including decision-making authority and flexibility in job responsibilities. This can lead to higher job satisfaction and better job performance.
4. **Foster Professional Relationships:** Universities should encourage a supportive and collegial work environment. This can be achieved through team-building activities, professional development workshops, and regular feedback sessions.
5. **Implement Professional Development Programs:** Continuous professional development opportunities should be made available to librarians. This includes training in new technologies, management skills, and updated library practices.
6. **Adopt Technology-Based Solutions:** Incorporating advanced technologies such as RFID, self-check-in/out kiosks, and automated cataloging systems can streamline operations and reduce the workload on librarians, leading to higher job satisfaction.
7. **Recognize and Reward Excellence:** Establishing a system for recognizing and rewarding outstanding performance can motivate librarians and foster a culture of excellence.

Future Direction

1. **Faculty Status and Job Satisfaction:** Further research is needed to explore the impact of faculty status on job satisfaction among librarians. This includes understanding how the benefits and recognition associated with faculty status influence job satisfaction and retention.

2. **Effects of Job Satisfaction on Performance:** Investigating how job satisfaction impacts the performance and productivity of librarians can provide deeper insights into the benefits of enhancing job satisfaction.
3. **Comparative Analysis Across Different Library Types:** Expanding the scope of research to include public, special, and school libraries will allow for a comparative analysis of job satisfaction across different types of libraries. This can help identify unique challenges and solutions specific to each type.
4. **Management Styles and Librarian Involvement:** Research should examine the relationship between different management styles (e.g., participative management) and librarian job satisfaction. Understanding how involvement in decision-making and administrative activities affects satisfaction can guide managerial practices.
5. **Broader Geographical Scope:** Future studies should include a larger geographical area beyond Karachi to determine if the findings are consistent across different regions and to identify regional variations in job satisfaction factors.
6. **Objective Measures of Job Satisfaction:** Incorporating objective measures of job satisfaction, such as performance metrics and turnover rates, alongside self-reported data can provide a more comprehensive understanding of job satisfaction.

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