

JOB SATISFACTION OF RESOURCE AND INFORMATION PERSONNELS IN THE COLLEGES IN MUSCAT, OMAN

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Abstract Purpose: *The study examines the degree to which Librarians working in libraries, experience different level of job satisfaction. This empirical study on job satisfaction is positively associated with Librarians in Muscat, Sultanate of Oman.*

Methodology: *The present research was conducted by using Paul Spector's (JSS) job satisfaction survey questionnaire. Reliability Analysis, Mean, and Standard Deviation test were used to analyze the gathered data. The papers focuses on librarians who are certified, or are degree holder in the field of library, or are having masters in library science, which is also considered as Professional Librarians.*

Findings: *The Findings indicates that library employees were satisfied with their present job. There was a significant difference in several levels of satisfaction in almost all the nine facets of JSS.*

Originality/Value: *The present paper suggests that more focus should be given to the area of less-satisfied parameters. Hoping that this research will encourage masters of Library Science programs, which should be sponsored to the Para-professionals by the Ministry of Education or the college itself should raise the level of library employees.*

Keywords: *Job satisfaction, Academic Libraries, Muscat, and Sultanate of Oman.*

1. INTRODUCTION

For the past three decades, one can notice that many changes in social, cultural, technological and political facets of the world have come about by imposing changes and bringing many reforms for educational systems in developed countries (Abdullah M.Abu-Tineh, Samer A Khasawneh, and Aieman A. Al-Omari, 2008), and Oman is no exception where lot of reforms in education sector has taken place in the last three decades. Oman is undergoing a sea change in the education sector after Omanisation. Omanisation not only to ensures job for each Omani citizen, it also reduces dependence on expert people in search of self-reliance in human resource. This poses a challenge for the Omani national to lead the organizations, as the country gears itself to provide the jobs to their citizens.

Most of the research on job satisfaction and organisational effectiveness in higher educational institutions were done in western countries, and very few researches on job satisfaction and organisational effectiveness have been conducted in Higher Education Institutions (HEI's) in GCC countries, but no study in Oman on job satisfaction

and organisational effectiveness in Higher Educational Institution's Librarians is done so far. Hence it will be interesting to see the much different research results on job satisfaction and organisational effectiveness of the Higher Educational Institutions. Higher Educational Institutions in Oman are highly multicultural where faculties, students, and staff belong to different nationalities and regions like Middle East, Asia, Malaysia, Philippines, etc. In the current scenario, one of the major issues in college libraries is regarding the dual nature of staffing, which means that the library is having employees with professional degree in masters of library science and the other category is referred as the para-professionals who are consider as freshers, support staff, and part timers as well. In Muscat, Sultanate of Oman, the libraries practices have dual nature of staffing.

Considering different libraries of different colleges in Muscat, the paper investigates whether professional degree holder employees experience different level of job satisfaction. The paper promises to make some advancement to rectify the situation. This paper is prepared with an objective to determine whether the professional library employees are satisfied or dissatisfied with their present job. The finding

shows that professional library employees are satisfied with their job. But it was seen that there was a difference in satisfaction levels of library employees. The findings of this research paper shows that professional library employees were found to be significantly more satisfied in the areas of all nine facets of Job Satisfaction Survey (JSS).

2. JOB SATISFACTION

Job satisfaction is one of the most interesting part in research areas of educational sectors and organisational behavior. It is perceived as an attitudinal variable which measures the degree to which employees like their jobs and the various aspects of their jobs (Spector, 1996; Stamps, 1997). This is an important area of research because job satisfaction is correlated to enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Begley & Czajka, 1993; Chiu, 2000; Tharenou, 1993).

Job satisfaction is influenced by many factors such as: the working conditions, the nature of the work, supervision, policy and administration, advancement, compensation, interpersonal relationships, recognition, and empowerment (Castillo & Cano 2004). Each person has a different set of goals and can be motivated if he/she believes that, there is a positive correlation between efforts and performance, effective performance results in a pleasing reward; the reward will satisfy an important need and the desire to satisfy the need is strong enough to make the effort meaningful (Quick, 1998).

Researchers have tried to link job satisfaction with teacher's attrition (Bobbitt, Leich, 1994; Russ, Chiang, Rylance, & Bongers, 2001; Whitener & Lynch, 1994, variables such as salary, credentials, promotion opportunity, supervisors, behavior of the students, recognition, environment of work, and sense of autonomy (Evans, 1998 (b); Prelip, 2001).

3. JOB SATISFACTION IN RECENT LIBRARY LITERATURE

Various studies were made around the 1980's on job satisfaction of library employees, though few of them attempt any comparison with paraprofessional librarians. Most of the studies were using tool as a questionnaire, which was developed by Paul Spector's naming the questionnaire as Job Satisfaction Survey (JSS).

In the year 1989 a study by Julie Parmer and Dennis East on library support employees also used Job Satisfaction Survey (JSS), and as a result they found that overall satisfaction of employees were satisfactory. The support library employees were more satisfied in the areas of Coworkers, supervision, pay, benefit, and nature of employees work, and on the other

end the employees were dissatisfied with contingent rewards, communication, promotion, and operational procedures.

Julie Voelck attempted to replicate the study of Parmer and East's in thirteen Michigan libraries in the year 1994, regarding the paraprofessional employees of library. They also used the Job Satisfaction Survey (JSS) questionnaire in their studies. The result and the findings found that workers satisfactions were with their coworkers, supervisors, benefits and nature of employee's work. But the employees were more dissatisfied with promotion and contingent rewards. Most interestingly, it was found that Michigan respondents were strongly dissatisfied with pay, in Voelck study, which was in opposition to East's and Parmer's findings.

3.1. Purpose of the Study and Research Question

The purpose of the present study is to determine job satisfaction among professional library employees who are considered as the employees who are holding masters of library science degree or are certified library employees. This research was initiated with the intention of rectifying the situation of job satisfaction and job dissatisfaction. From the above conclusion a following research question was developed to investigate and measure level of satisfaction of professional library employees working in Academic Libraries of higher education Institute or Colleges in Muscat, Sultanate of Oman.

3.2. Significance of the Study

It is found from many studies that employees in library enjoy their nature of work or as a whole, but it was also found that, some are unsatisfied from their support staff due to the reason that they lack advancement. Accordingly the library, employees should consider themselves in clearing their limitations by encouraging the interested paraprofessional library employees to pursue the Masters of library Science. And in Muscat, sultanate of Oman, the librarians are having different levels of significance in job satisfaction. This makes the author to motivate himself to make a study on Library employees.

3.3. Research Methodology

This study was conducted in colleges of Muscat, Sultanate of Oman, by using a Questionnaire based on Job Satisfaction Survey, designed by Paul E. Spector. There was a slight change in the questionnaire: 37 additional questions were added to the standard questionnaire, to measure the overall satisfaction of the professional library employees. The target respondents completed and returned the questionnaire

by giving their feedback. Mean, standard deviation, and reliability analysis were used to identify the degree to which library employees are satisfied. The questionnaire was distributed by the author at the work place of the respondents and was collected later as per their convenience.

3.4. Sample and Data Collection

Complete data of 23 professional library employees were collected, as there are 26 colleges in Muscat and from them 3 Librarians were on their annual vacation at the time of survey so they were not included as part of the survey, Questionnaires were distributed to the participants at their work place for completion at their convenience. All professional library employees returned the questionnaire completely. The permission of the Dean was taken for distribution of the Questionnaire at all the Colleges to get the feedback of the respondents.

4. INSTRUMENTATION

The questionnaire used in this study is Paul Spector’s Approach. All the facets of job satisfaction questions were addressed by four questions. The respondents were requested to give their feedback by using a given specified six step Likert scale which ranges from “disagree very much” to “agree very much”. Questions like “I like my immediate supervisor” was worded in positive manner and questions like “My immediate supervisor is unfair to me” was worded in negative manner; “agree very much” was assigned to number 6 and “disagree very much” was assigned to number 1, per facet with the minimum value was assigned to 4 (4 x 1) and the maximum value assigned was 24 (4 x 6), with a mean of 14. Below 14 values were kept as dissatisfied in the present research paper, and the values which are above 14 are kept as satisfied. The nine facets of JSS used in this study are: nature of work, communication, coworkers, supervision, benefits, pay, contingent rewards, operating procedures, and promotion.

4.1. Research Findings

The above table shows result of respondent’s age. The result shows that maximum professional library employees were in the age group of 40 – 50 years.

Table 1: Result of Age, for sample (n= 23)

Age (Years)	(%)
30 - 40	30.43
40 -50	43.47
50 - 60	26.08

Table 2: Result of Nationality, for Sample (n= 23)

Nationality	(%)
India	52.17
Oman	19.72
Pakistan	4.34
Philippines	8.69
Egypt	4.34
Lebanon	6.40
US	4.34

The above table shows result of respondent’s nationality. The result shows that average maximum respondents were of Indian nationals.

Table 3: Result of Work Experience, for sample (n= 23)

Work Experience (years)	(%)
Less than 2 years	4.34
2 to 5 years	26.08
5 to 15 Years	52.17
More than 15 years	8.69

The above table shows respondent’s Years of service (experience), as indicated in table 3, shows that 52% was of between 5- 15 years.

4.2. Findings

To measure consistency of Job Satisfaction Survey scale, a Cronbach’s alpha was used.

Table 4: Cronbach’s Alpha Reliability Coefficient for JSS Scales: Reliability Statistics

Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	N of Items
.807	.816	23

The reliability coefficient for the factors was measured as: for Cronbach alpha .807 and for Cronbach’s alpha based on standard items was .816, for the total number of 23 responses.

5. RESULT ANALYSIS

As indicated in Table 5, for the mean and standard deviation the mean scores of professional librarians in the nature of work category were above the scale of 16.83. The greatest satisfaction of professional librarians was found to be the nature of the work. Professional librarians score an average of 16.33 for supervision, and the standard deviations in mean

scores in this category for professional is 4.63. In coworkers category, the professional library employees are above the average, which indicates that employees are satisfied with their department and colleagues. For the question: Communication seems good within this organization, asked as number 9, almost 30.43% of the respondents had chosen as disagree slightly. For contingent reward category, the professionals library employees were on this scale with a mean of 16.00. Item 14, in this category "I do not feel that the work I do is appreciated", the value of mean was found to be as 3.8, professionals with (34.7%) disagreed very much with this item. Responses to other 23 items, "There are few rewards for those who work here," in this category were agreed very much, as to 17.34% . The mean scores on the scale, for professional library employees is 15.66, the result indicates benefit, as one of the source of job satisfaction to professional library staffs.

Question 29, "There are benefits we do not have which we should have"; mean responses for 1-6 Likert scale was found to be 4.6, respectively. Professional library employees are slightly dissatisfied by scoring the mean of 15.33, question number 31, "I have too much paperwork", disagreed the professional library staffs, the professional were 26.08% .Promotion is the area in which professionals library employees are 15.33 on the scale of satisfaction. For the question, "People who do good on the job are having a fair chance of promotion", was placed at number 11, and in return for this question the response were seen to be positive and the employees were satisfied in this particular category. Professional librarians were as likely to agree very much with 34.78%. Responses to Question 33, "I am satisfied with my chances for promotion"; was likely to slightly agree with 26%, and were as likely to agree very much with 13%.

Table 5: Summarizes Job Satisfaction Mean and Standard Deviation of Professional Librarians.

Sr. No	Job Dimensions	Mean	SD
1	Nature of work	16.83	11.21
2	Supervision	16.33	4.63
3	Coworkers	16.16	7.30
4	Communication	15.33	8.77
5	Contingent Rewards	16.00	4.00
6	Benefits	15.66	7.28
7	Operating Procedure	15.33	4.27
8	Promotion	15.33	4.13
9	Pay	15.32	9.71

As we can see that professional library employees were most dissatisfied in the area of pay. Most of the respondents chose the scale of disagree strongly for the first Question, "I feel I am being paid a fair amount for the work I do," but for the

question number 10, "Raises are too few and far between," respondents agreed strongly. And for question number 19, "I feel unappreciated by the organization when I think about what they pay me," result was different with the mean scale of 3.8 on the Likert scale. The difference suggests that professional library employees may be more likely to feel their daily life is affected by the salary. By the current scenario we can say that in an organization, the person who earns more money are more satisfied than the people who are making less money from their earnings.

6. LIMITATIONS

This paper is limited to professional library employees, who have a Masters degree in Library Science, and the study should include paraprofessional Librarians also. A comparative study of professional and paraprofessional employees would also give a clear view of job satisfaction for both the groups of library, i.e., the professional and paraprofessional librarians. The Research can also be conducted on other staffs like teachers, academic staffs, administrators, and other non-teaching employees working in the higher educational institutes.

7. DISCUSSION AND CONCLUSION

The result of the present study indicates that professional library employees feel satisfaction with their current jobs and libraries in colleges of Muscat should be pleased that their employees are satisfied. Some differences should be considered seriously for the area of dissatisfaction. Administration department or human resource department should look into the matter of promotion and pay part. The employees who are dissatisfied with their jobs or who are not satisfied from their earnings or salaries and also if they are not happy from their promotion, can look for other options of job where they can experience satisfaction from their job. Further action in this direction can improve satisfaction for all library employees.

The organisation should make efforts for their employee's likes and dislikes, regarding their jobs and should bridge the gap for employees to make them satisfied. Finally, the current study opens the door for researchers in Muscat to adopt job satisfaction survey (JSS) approach in their research work for job satisfaction. One can hope that the present research encourages further study in the area in Muscat, Sultanate of Oman.

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