

# The Influence of Salary and Other Benefits on Job Satisfaction Among University Library Assistants in Sri Lanka

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## ABSTRACT

Job satisfaction is one of the prime concerns of modern day employee welfare. Job satisfaction can be influenced by a variety of factors such as appreciation, communication, co-workers, fringe benefits, job conditions, nature of work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. The objective of this study was to examine the influence of salary and other benefits on job satisfaction among University Library Assistants in Sri Lanka. A questionnaire was developed to measure seven components of job satisfaction; i.e. salary, overtime earnings, loan facilities, welfare, accommodation, foreign leave and career development; and posted among Sri Lankan University system. The study population was 280 Library Assistants attached to the libraries of 13 National Universities i.e. University of Peradeniya, University of Colombo, University of Jaffna, Eastern University, University of Sri Jayawardenepura, University of Kelaniya, University of Ruhuna, Wayamba University of Sri Lanka, Sabaragamuwa University of Sri Lanka, South Eastern University of Sri Lanka, University of Moratuwa, Rajarata University of Sri Lanka and The University of Sri Lanka. Two hundred and eight individuals responded out of 280 Library Assistants. The results indicated major difference of satisfaction through seven parameters. Out of the seven parameters, only the salary has become a strong facet that contributes to overall job satisfaction. It was found that 125 respondents (60%) were satisfied and 68 (33%) were averagely satisfied regarding the salary. Satisfaction on overtime earning, loan facilities, welfare, accommodation, foreign leave and career development facilities of respondents were 43%, 32%, 18%, 12%, 12% and 16% respectively. Further the study reveals that the overall job satisfaction was better towards the salary and the satisfaction of library assistants was negative towards the overtime earnings, loan facilities, welfare, accommodation, foreign leave and financial access for career development of University Libraries. The finding of the study will be helpful for the university authorities and librarians for the quality development of the effective service of Library Assistants of University Libraries.

**Keywords:** Job satisfaction; Library Assistants; Para professionals

## 1. Introduction

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge". It has some relation with the mental health of the people and spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labor turnover and accidents. It increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization as well. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in their work (Dr.R.Anitha, 2011). Satisfied and

convinced employees ensure the organization's success in the long term (D'Souza, n.d.). Job satisfaction can be influenced by a variety of factors such as "Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision" (Spector, 1997). Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as overtime, loan, welfare facilities, foreign leaves and finance access for carrier development etc these conditions are less significant when compared to pay.

Researchers across disciplines have written countless articles concerning the job satisfaction of their field's practitioners. Authors have borrowed from psychology, business administration, human resources management, and the wide umbrella of organizational science to define, measure, and interpret the significance of job satisfaction in their discipline. While a significant body of literature has been created concerning job satisfaction in the field of librarianship, librarians seem somewhat more reluctant than professionals other fields to turn their research upon themselves and study what makes them tick. It is imperative to recognize the factors that impact the library employee as an individual which may impact on their performance as service providers. Job satisfaction studies are no different; many authors have examined professional job satisfaction, a handful has looked at paraprofessional satisfaction, but very few have attempted to examine of both groups (Murray, 1999).

## **2.Objectives of The Study**

The objectives of the study are,

- (a) To collect information relating to job satisfaction and dissatisfaction among library assistants of universities in Sri Lanka.
- (b) To examine the influence of salary and other benefits on job satisfaction among Library Assistants of University Libraries in Sri Lanka
- (c) To suggest some measures for improving the satisfaction level of the Library Assistants of University Libraries in Sri Lanka.

## **3.Methodology**

In order to collect data about job satisfaction level among Library Assistants of National Universities in Sri Lanka, the survey methodology with questionnaires was used. For this purpose, a questionnaire was developed which was divided into seven sections named, salary, overtime earnings, loan facilities, welfare, accommodation, foreign leave and financial access for carrier development respectively. To measure the job satisfaction level on seven main facets of job satisfaction five percentage scales, as mentioned below, was used in the instrument: Highly satisfied -100%, Satisfied (75%), Average (50%), Not satisfied (20%), Highly not satisfied (0%)

## 4. Sampling Frame

Population of the study was the professional and paraprofessional library assistants serving in thirteen National Universities in Sri Lanka. It was decided to carry out the study on those universities where large numbers of Library Assistants are working in University Libraries at present. The total number of library assistants who received the questionnaire working in thirteen universities was 280.

## 5. Limitation of The Study

The following factors may act as limitations on the adequacy of the inquiry into the problem.

- (a) The analysis of the study has been conducted on the basis of responses of paraprofessional Library Assistants among University Libraries in Sri Lanka. The sample consisted of respondents from 13 National Universities in Sri Lanka namely University of Peradeniya, University of Colombo, University of Jaffna, Eastern University, University of Sri Jayawardenepura, University of Kelaniya, University of Ruhuna, Wayamba University of Sri Lanka, Sabaragamuwa University of Sri Lanka, South Eastern University of Sri Lanka, University of Moratuwa, Rajarata University of Sri Lanka and The University of Sri Lanka. The University of Visual and Performing Arts and Uva Wellassa University were avoided purposely because they are newly established universities in Sri Lanka.
- (b) The study depends on the reliability of information given by the respondents.

## 6. Literature Review

Many researchers in different aspect of job satisfaction have been carried out. A large number of research studies of this subject have been conducted in foreign countries. However, in Sri Lanka only a limited number of studies are recorded in the literature. Baladhandayutham (2015) has studied on job satisfaction among the Library and Information science professionals in Madurai district, Tamil Nadu, India. According to his findings, it is revealed that 55.56% of the library professionals and the paraprofessionals agree the library profession is better than other profession. 70.37% of the respondents feel proud of their profession. Half of the respondents leave their job for better job opportunities. 94.44% of respondents are willing to leave their present job if they get a better opportunity. 88.89% of the LIS enjoys social status. 28.80% of the respondents report that lack of staff is the main problem faced in the working environment.

Thirunavukarasu (1994) has conducted the first survey on job satisfaction among university professional librarians in Sri Lanka with the objectives of collecting information related to the job satisfaction among university Librarians and examining the relevant widely influenced factors on job satisfaction and dissatisfaction with their degrees. And also find out all of the factors of motivation.

Lal (2001) has conducted a study to measure the factors, affecting to the job satisfaction of university library assistants in Sri Lanka with the purpose of identifying the problems of the library assistants and to suggest options and solutions to solve those problems This study

revealed that University Library Assistants were dissatisfied on evaluation of job performance, administration polices and other benefits (Accommodation) whereas they were satisfied with interpersonal relationships with co-workers and Insurance benefits.

Wijeweera (2005) surveyed the job satisfaction of professionals and paraprofessionals in Agricultural libraries in Sri Lanka. This study revealed that majority of professionals and paraprofessionals prefer to work in the same library they are working. It also revealed that there is a less trend of leaving the service of the libraries when the employees are becoming old. The females are more attracted to library profession than males. There was no significance difference between the levels of job satisfaction of professionals and paraprofessionals with regard to any variable identified for the survey.

Wijetunge (2012) has conducted a survey to measure the work-related Stress among the University Librarians of Sri Lanka. This study was carried out with the objective of understanding the trend of stress among the University Librarians and to fill a void in the literature. This study was limited only to the University Librarians who are the Heads of the Libraries but not the other librarians below the rank of University Librarians. To suit the Sri Lankan needs a 95 item instrument which measured the stress level under employment, professional, administrative and health was designed. Total Stress levels vary from Librarian to Librarian but five could be grouped into Medium Stress category with two in the High Stress category. Of the four domain surveyed, Physical Domain proved to be the least stressful domain while the Administrative Domain proved to be the highest stressful. Based on the previous studies researchers have discovered that performance improved with increased stress to an optimal point. Studies have proved resilient people found a stressful event intriguing and challenging. Considering these findings it was recommended that no initiative should be taken to reduce the current stress levels of the Sri Lankan University Librarians so that their stress factors are considered as a challenge and transformed into positive outcomes.

Resheske (2001) has conducted a descriptive study of job satisfaction and its relationship with group cohesion. This study investigated job satisfaction among full time faculty of the College of Human Development at a Wisconsin University. Thirty-six full time faculty members participated in the study. The UW Employee Satisfaction Survey was used to measure the level of job satisfaction. The results indicate that overall the faculty of the College of Human Development at UW-Stout are satisfied with their current employment. The study determined that group cohesion does play a role in overall job satisfaction. Measures of group cohesion had a significant relationship with overall job satisfaction. The study also determined that job autonomy, working with the students and fellow colleagues and supervisors were the top three best reasons for working here. It was also determined that pay, having more time and assistance with meeting deadlines and having equal workloads between colleagues were the three top priorities for improving the work environment.

Society of Human Resource Management (SHRM) (2015) has done a research on Employee Job Satisfaction and Engagement: Optimizing Organizational Culture for Success. This research examines 43 aspects of job satisfaction and 37 factors directly related to employee engagement. Among the topics explored are career development, relationships with management, compensation and benefits, work environment, engagement opinions, engagement behaviours, and conditions for engagement. Key findings from the report include the results i.e.(1).88% of U.S. employees reported overall satisfaction with their current job, marking the highest level of satisfaction over the last decade. (2). Based on a five-point scale, with 1 representing the least engaged and 5 representing the most engaged, U.S. employees were found to be moderately engaged (3.8); slightly higher than last year's engagement index of 3.7. (3).2016's leading job satisfaction contributors include respectful treatment of all employees at all levels, compensation/pay, benefits and job security.

Teik et al. (2013) have conducted a research study on the correlation between employee job satisfaction and employee motivation (James Cook University Australia – Singapore Campus), (Universitas Surabaya, Indonesia), (Anglia Ruskin University, UK). In this research study, the researcher reviewed the various motivation factors and examined various employees' demographics like age, gender, education level and job tenure that may link to their level of job satisfaction and as a result achieves better performance in their work. Descriptive analysis using quantitative approach was employed through a survey questionnaire posted to 120 employees in the company chosen. Factors like remuneration, job security, teamwork, relations with clients and bosses, recognition, sense of given authority and autonomy, promotion and fringe benefits, challenging activities and fear of failures are asked in the questionnaire and the results were analyzed to observe the correlation between motivation factors with job satisfaction.

Monga et al. (2015) has done A Study of Job Satisfaction of Employees of ICICI Bank in Himachal Pradesh, Indira This study was examined the level of job satisfaction of employees of the ICICI bank in their organizational context. A convenient sample of employees at selected six branches of the ICICI bank in the state of Himachal Pradesh in India was used. It comprised of eighty employees. The results obtained from analysis of data revealed that salary, interpersonal relationship, communication, attitude of superiors, working conditions and team work have more bearing than the factors of training and development, rewards and compensation, nature of job, job security, morale and role clarity in determining job satisfaction of employees of the ICICI bank in Himachal Pradesh.

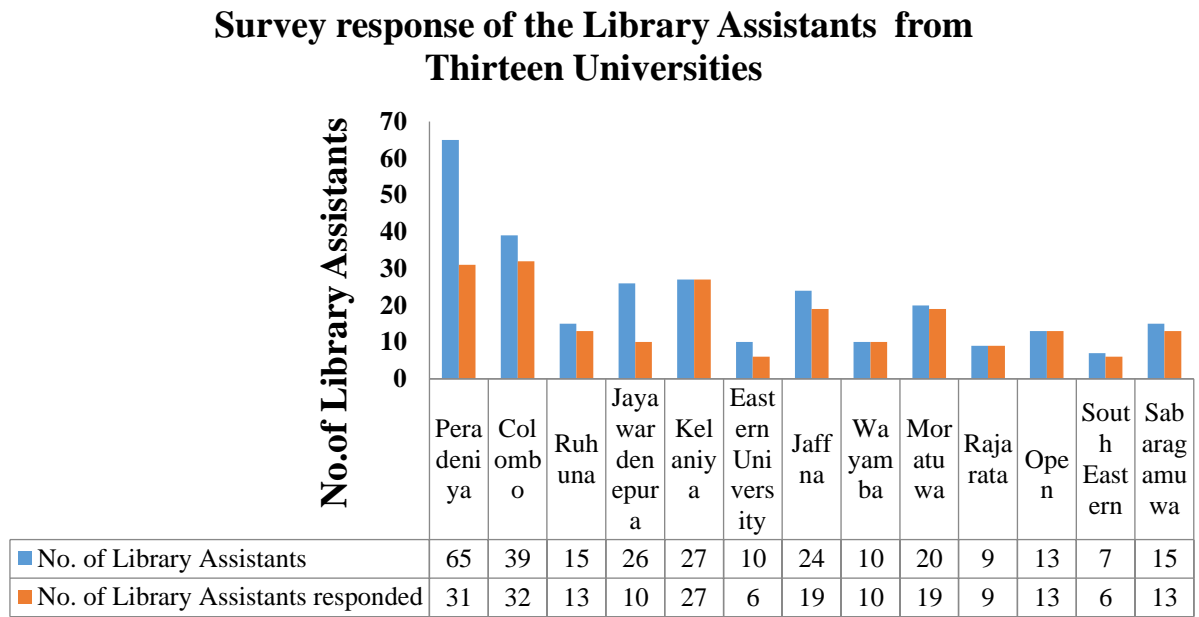
William & Dun (1979) described of job satisfaction in six University Libraries employed an instrument with questionable face validity. The job description index (JDI) specially asks the employee to describe the characteristics of his job environment, not to reveal his feelings about the job. However the JDI does not measure an employees' job satisfaction, but rather measures an employee's perception of the presence or absence of certain characteristics are the work itself, the supervisory climate, the interpersonal climate, the pay conditions, promotion opportunities, while these characteristics are related to job satisfaction they do not measure job satisfaction. Thus the data collected and presented by Vaughn and really descriptive analysis of the characteristics of the environments in six University libraries. Since the relationship between these five job characteristics and the job satisfaction of the libraries that are working in these libraries has not been established, the data have not clear interpretation.

## **7. Results and Interpretations**

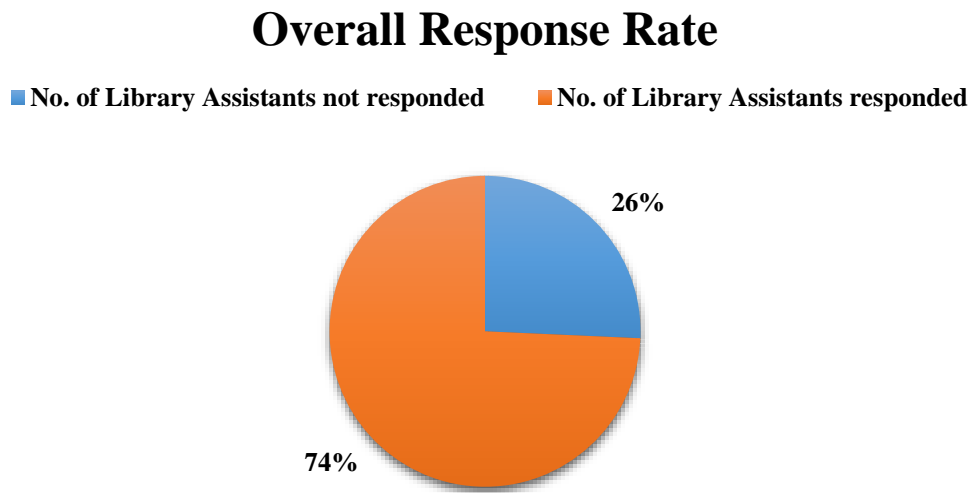
### **1.1 Survey Response**

The questionnaires were personally administered by the mail. Phone calls and personal visits were made in order to get high response rate. Out of 280 respondents, 208 participants were responded. See figure 01. The overall response rate was 74.29%. See figure 02.

**Figure 01: Survey Response of The Library Assistants from Thirteen Universities**



**Figure 02: Overall Response Rate**

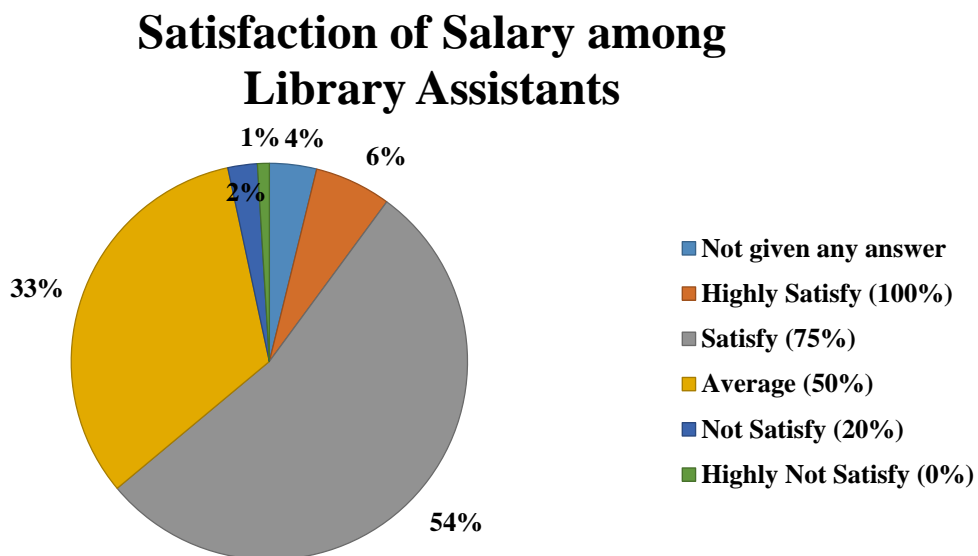


## 1.2 Salary

From the below Figure 03, It is inferred that 54% (112) of the Library Assistants are satisfied with their salary, 6% (13) of the Library Assistants are highly satisfied with the salary, 33% (68) of the Library Assistants have neutral opinion, 1% (2) of the Library Assistants are highly dissatisfied and 2% (5) of the Library Assistants are dissatisfied with their salary. 4% (8) of respondents have no idea about the degree of job satisfaction with their salary.

**Figure 03: Satisfaction Of Salary Among Library Assistants**

**Note: Percentages Have Been Marked.**



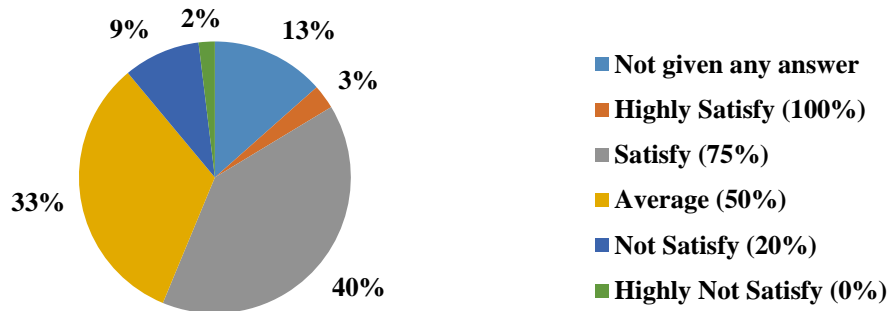
## 1.3 Overtime Earnings

From the below Figure 04, It is indicated that 40% (83) of the Library Assistants are satisfied with the overtime policy provided by the organization, 3% (6) of the Library Assistants are highly satisfied with the overtimes, 33% (68) of the Library Assistants have neutral opinion, 2% (4) of the Library Assistants are highly dissatisfied and 9% (19) of the Library Assistants are dissatisfied with the overtime. 13% (28) of respondents have no idea about the degree of job satisfaction with the overtime policy provided by the organization.

**Figure 04: Satisfaction of Overtimes Earning Among Library Assistants**

**Note: Percentages Have Been Marked.**

## Satisfaction of Overtimes earning among Library Assistants



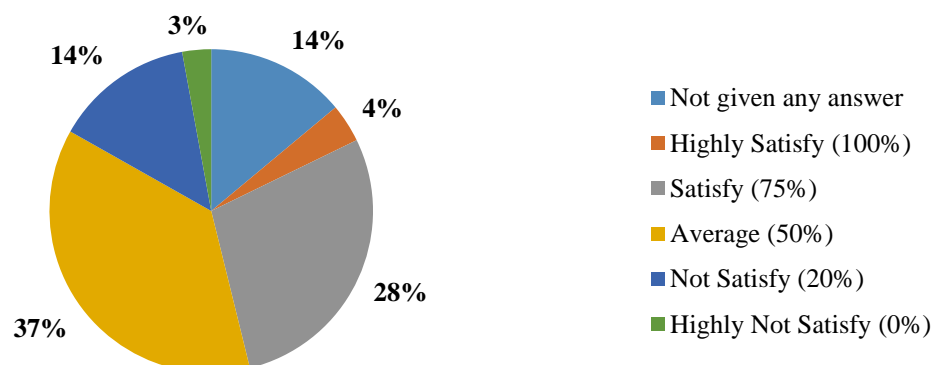
### 1.4 Loan Facilities

From the below Figure 05, It is indicated that 28% (59) of the Library Assistants are satisfied with the loan facilities provided by the organization, 4% (8) of the Library Assistants are highly satisfied with the loans available for them, 37% (77) of the Library Assistants have neutral opinion, 3% (6) of the Library Assistants are highly dissatisfied and 14% (29) of the Library Assistants are dissatisfied with the loans. 14% (29) of respondents have no idea about the degree of job satisfaction with the loan facilities provided by the organization.

**Figure 05: Satisfaction of Loan Facilities Among Library Assistants**

**Note: Percentages Have Been Marked.**

## Satisfaction of Loan Facilities among Library Assistants



### 1.5 Welfare

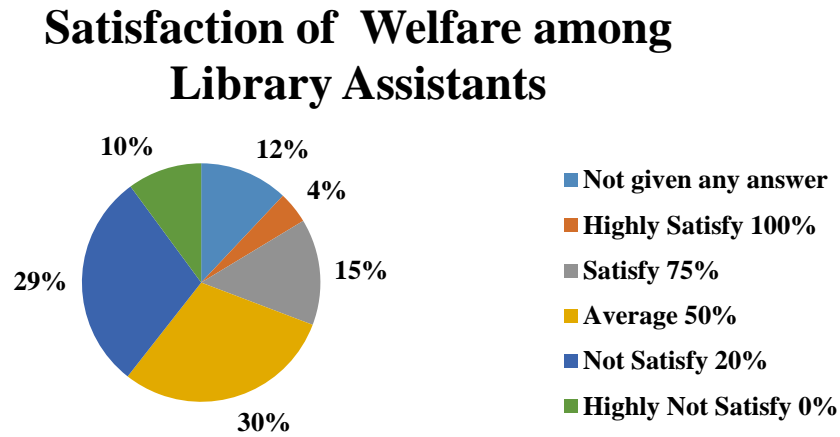
From the below Figure 06, It is inferred that 15% (30) of the respondents are satisfied with the welfare facilities while 4% (9) of respondent are highly satisfied, 30% (62) of the



respondents are having neutral opinions, 29%(61) of the respondents are dissatisfied with the welfare facilities and 10% (21) of the respondents are highly dissatisfied with the welfare facilities provided. 12% (25) of respondent have no idea about the welfare facilities they have.

**Figure 06: Satisfaction of Welfare Among Library Assistants**

Note: Percentages Have Been Marked.

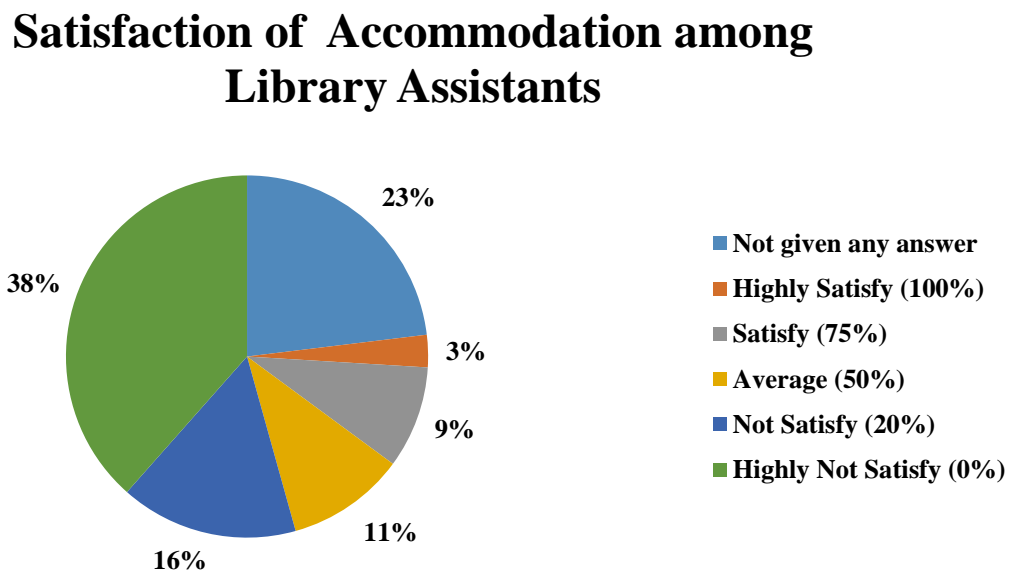


### 1.6 Accommodation

From the below Figure 07, It is indicated that 9% (19) of respondents are satisfied with available accommodation facilities whereas 3 % (6) are highly satisfied.11% (22) of the respondents have neutral opinion. 16% (33) of respondents are dissatisfied while 38% (80) are strongly dissatisfied. 23% (48) have no answered for this question.

**Figure 07: Satisfaction of Accommodation Among Library Assistants**

Note: Percentages Have Been Marked.



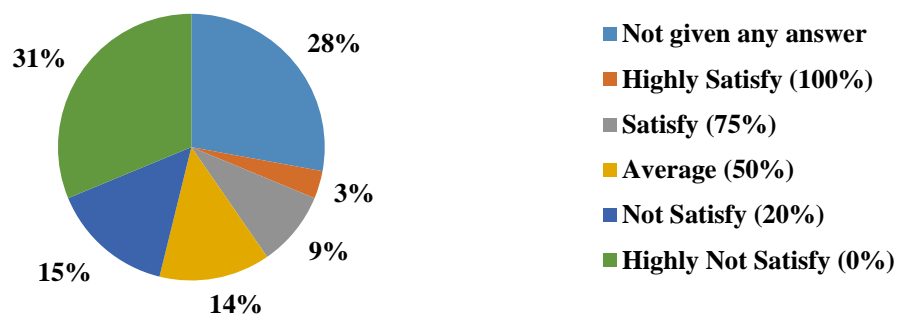
## 1.7 Foreign Leave

From the below Figure 08, It is inferred that 9% (19) of the respondents are satisfied with the foreign leave facilities available for them while 3%(7) of respondent are highly satisfied, 14% (28) of the respondents are having neutral opinions, 15%(31) of the respondents are dissatisfied with the foreign leave and 31% (65) of the respondents are highly dissatisfied with the foreign leave facilities. 28% (58) of respondent have no answered for this question.

**Figure 08: Satisfaction of Foreign Leave Among Library Assistants**

**Note: Percentages Have Been Marked.**

### Satisfaction of Foreign leave among Library Assistants



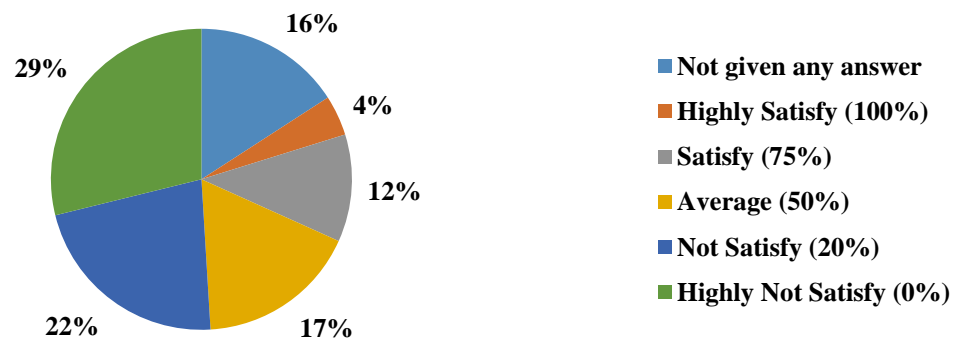
## 1.8 Financial Access for Carrier Development

From the below Figure 09, It is indicated that 12% (24) of the Library Assistants are satisfied with the available financial access for their carrier development, 4% (9) of the Library Assistants are highly satisfied whereas 17% (36) of the Library Assistants have neutral opinion, 29% (60) of the Library Assistants are highly dissatisfied and 22% (46) of the Library Assistants are dissatisfied with the financial access of carrier development. 16% (33) of respondents have no idea about the degree of job satisfaction with the financial access for the carrier development.

**Figure 09: Satisfaction of Financial Access for Carrier Development Among Library Assistants**

**Note: Percentages Have Been Marked.**

### Satisfaction of Financial access for carrier development among Library Assistants



## 8. Conclusions

The results indicated significant difference of satisfaction through seven parameters. The satisfaction from seven parameters, only the salary is strong facet that contributes to overall job satisfaction of Library Assistants. The overtime, loan facilities, welfare, accommodation, foreign leave and career development facilities of Library Assistants of Universities are not satisfactory level and they are below 50 percent. Further the study reveals that the overall job satisfaction was better towards the salary and the satisfaction of library assistants was negative towards the overtime, loan facilities, welfare, accommodation, foreign leave and financial access for carrier development of University Libraries. Therefore, Library Assistants' overtime, loan facilities, welfare measures, accommodation, foreign leave facilities and financial access for carrier development should be given utmost importance, so that the employee's turnover, absenteeism and tardiness may be restricted. The University Grants Commission (UGC) needs to modify above facets for maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity of Government university libraries.

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