

## **Evaluation of the Job Satisfaction among Public library Librarians: A Case study in North Central Province (NCP) of Sri Lanka**

**W.M.P.G.K.T. Wanasinghe**

Senior Assistant Librarian, Faculty of Medicine and Allied Sciences  
Rajarata University of Sri Lanka.

**S.S. Siriwardana**

Librarian, Rajarata University of Sri Lanka.

Correspondence: thusharafmas@gmail.com

### **Abstract**

Job satisfaction is multidimensional because it is associated with a variety of factors such as personal, family, social, intellectual, environmental, and financial factors. By examining these factors, this study highlighted the job satisfaction among public library Librarians in Anuradhapura District of the North Central Province (NCP). In this connection, a survey design was adopted for the study. The objectives of the study are to identify the existing level of job satisfaction of public Librarians and to discuss the professional development activities in relation to the public librarians. Eight (8) parameters were considered to measure the level of job satisfaction. They are pay, promotions, professional development, job security; job Autonomy, Job Involvement, Training Opportunities, and Work Environment. The study sample comprised thirty two (32) respondents representing all public libraries in the district. The semi-structured questionnaire with five-point Likert scale used to collect the quantitative data for the study. All respondents were given the chance to participate in the study and responded. Findings revealed that 82% of the public librarians were satisfied with their jobs in public libraries in Anuradhapura District, North Central Province (NCP) of Sri Lanka. However, it is an indication that some of the public librarians are either satisfied or dissatisfied with their job satisfaction as per the aforesaid factors. The findings of the study would be helpful for local government authorities, library professionals, and policymakers to develop a motivational and productive workforce for organizational success of community library context.

**Keywords:** job satisfaction, library professionals, public libraries, Anuradhapura, Sri Lanka

### **1. Introduction**

Several studies have been conducted on job satisfaction in various occupations in the world. However, a few studies have found job satisfaction among public librarians. The present age is known as the "information age" and any social sector in the world provides information to achieve its daily activities and future goals. People are hurry to access the right information with the, in correct time, in correct format with correct cost (Ranganathan, 1996). Public Library Librarians willing to serve the society to meet user needs and requirements. Job satisfaction plays an important role in achieving organizational goals. According to the

Kaushhik (2016) Job satisfaction is an emotional response to a job situation which cannot be seen, it is only be inferred and simply how the people feel about their job and different aspect of it. If they are not satisfied with their job, it directly affects the organization because no organization can successfully achieve its goal and mission unless and until those who constitute the organization is satisfied with their jobs (Marasinghe & Wijayaratne, 2018). Yvonne, *et al.* (2014) explained that when the employees are satisfied with their jobs, they tend to be motivated, are willing to put more effort and commit more in their jobs. This then leads to the attainment of the organization's goals. In simple, employees' satisfaction plays an important role towards the successfulness of an organization, particularly in achieving higher level of employee's job performance. Library professional's satisfaction is required for better functioning of a library, because without peace of mind, productive results cannot be expected from a library professional. Hence, this study is important to sort this kind of problem at the beginning stage (Swaminathan, 2017). Job satisfaction is so important because its absence often leads to lethargy and reduce organizational commitment (Moser & Schuler, 1997). Satisfaction at work influences many aspect of work such as efficiency, productivity, absenteeism, turnover rates and intention of quit (Horenstein, 1993). In this study, the job satisfactions among public Librarians who are responsible for every public library in the Anuradhapura district were analyzed. According to the above mentioned literature the study focused the job satisfaction of public librarians regarding their pay, Promotion, Professional development, Job security, Job Autonomy, Job involvement, Training opportunities and with working.

IFLA /UNESCO Guidelines for development 97 defined that "A public library is an organization established, supported and funded by the community, either through local, regional or national government or through some other form of community organization. It provides access to knowledge, information and works of the imagination through a range of resources and services and is equally available to all members of the community regardless of race, nationality, age, gender, religion, language, disability, economic and employment status and educational attainment. And it's enlightened that the purposes of the public are to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. The following categories of staff are found in public libraries. They are qualified librarians, Library assistants, Specialist staff, and Support staff.

In some countries there is an additional category of library technician, or para-professional, with an intermediate level of qualifications (*IFLA/UNESCO Public Library Manifesto, 1994*). Under the above guide lines there were 34 Public libraries at the Anuradhapura district (Library Services Board, NCP 2016) . Anuradhapura public library is under the urban council and all others are under pradeshiya sabah and all are managed by local government authority.

## **2. Significance of the Study**

Library professional's satisfaction is required for better functioning of a library, because without peace of mind, productive results cannot be expected from a library professional. Hence, this study is important to identify the level of job satisfaction of the public librarians in NCP to assess their contribution to the society and then to find the ways to improve the quality of their work at the beginning stage (Swaminathan, 2017). And Job satisfaction is important to retain and attract well-qualified personnel in to-day's challenging

environment (Babusankar et al, 2017) Therefore, an attempt has been made to identify job satisfaction among public librarians working in public libraries in Anuradhapura District in NCP.

### **3. Literature review**

Some studies focused job satisfaction in a significant aspect of the organizational growth. According to Spector (1997) the Job satisfaction influences by a variety of factors such as Appreciation, Communication, Co-workers, Fringe benefits, Job satisfaction, Nature of the work, Organization, Personnel growth, Policies and procedures ,Promotion opportunities, Recognition, Security and supervision. In general, Job satisfaction reflects how much your expectations from job have been achieved. According to the Snead (2016), public libraries, however, often lack the necessary resources to adequately develop government information services, trained personnel to deliver the services or the financial support from federal, state and local government for the development and delivery of the services.

Job Satisfaction is defined as an individual's general attitude toward their job and also present or past orientated affective state that results when educators evaluate their work roles as being negative or not enjoyable (Miskel and Ogawa, 1988).The General view of the job satisfaction is increases the motivation of employees and productivity of the organization. Job satisfaction is a result of various personals and job related factors. Job satisfaction is existing amongst the employees (Gunasundari and Esmail, 2019). Gender difference is not affected for the overall job satisfaction of university library professionals and they mentioned that the finding of the study will be helpful for librarians and administrators to develop a motivated and productive workforce for organizational success (Marasinghe & Wijeyarathne, 2018).

According to the Tella, Ayeni & Popoola (2007) the findings revealed that a correlation exists between perceived motivation, job satisfaction, and commitment, although correlation between motivation and commitment was negative. Further they found that differences exist in the job satisfaction of library personnel in academic and research libraries, and that no relationship exists in the organizational commitment of library personnel based on their years of experience. According to Somvir & Kaushik (2012) to improve job satisfaction of the library professionals in Haryana state, work can improve the performance as well as reduce the stress among employee. Librarians with faculty status and rank have more overall satisfaction than other librarians and they are more satisfied with most aspect of their job (Horenstein, 1993). Wijethunga (2012) stated that it is recommended that no initiative should be taken to reduce the current stress levels of the Sri Lankan university librarians so that their stress factors considered as a challenge and transformed in to positive outcomes. According to Gunasundari and Esmail (2019), job satisfaction has its relevance with regard to boosting up morale of the employees. People also need to stay with the organization, where they feel satisfaction at work. No library can render effective service today without adequate and competent personnel. For effective library management and to provide need-based services to user community, there is a need to have efficient, knowledgeable and professionally competent personnel (Reddy & Anuradha, 2013).

### **4. Research Objectives**

1. To identify the existing level of the job satisfaction of public librarians who is currently working at the public libraries in NCP
2. To discuss the professional development activities in relation to the public librarians who are working in Anuradhapura District.

## 5. Methodology

The survey research method was adopted for this study. A quantitative approach was selected for this study to measure job satisfaction of the respondents relating to five satisfaction dimensions. A self-administered semi-structured questionnaire was used as the data collecting instrument. Out of 34, two libraries were closed during the data collection period and the investigator personally visited and collected the filled questionnaire. The study population was made up of 32 public librarians (responsible person in each library) of 32 libraries in the Anuradhapura District of NCP. Sampling was enumerative as all members of the population were given the opportunity to participate in the study. Therefore, the sample size (32) of the study is equal to the size of population. Thirty two questionnaires received in time, the responses rate was 100%. The received data was tabulated and analyzed for the present study as follows.

## 6. Result and Discussion

**Table 1: Demographic details of respondents**

Age group of the profession	Gender		Marital Status		Total	Experience		Qualifications	
	Male	Female	Married	Un Married		Year	Frequency		Frequency
18-29	3	2	2	3	5	0-5	5(16%)	Graduate	1(3%)
30-39	8	6	10	4	14	6-10.	12(38%)	Diploma	10(31%)
40-49	6	2	5	3	8	11-15.	4(13%)	A/L	14(44%)
50-60	2	3	4	1	5	16-20.	5(16%)	O/L	4(13%)
	<b>19</b>	<b>13</b>	<b>21</b>	<b>11</b>	<b>32</b>	20 Above	6(19%)	Grade 8 pass	3(9%)
	59%	41%	66%	34%			<b>32</b>		32

Out of 32 public librarians 19 (59%) were male and rest (41%) were female. And, 66% respondents were married. Nineteen percent public librarians had more than 20 years' experience. Forty four percent (44%) of the librarians has Advanced level qualification and only 3% respondents were graduates. Three libraries were managed by grade 8 pass qualified person (9%). The job satisfaction among public librarians has been identified based on eight variables. The questions and the variable code were shown in the following table.

**Table 2: Job satisfactions-variable code**

No	Variable code	Description of variable
01	Satisfaction with pay	My Pay is enough for provide necessary things in my life
02	Promotion	Satisfaction with getting Promotion based on my qualifications and Experience
03	professional development	Satisfaction level of opportunity to attend Professional Development activities Like Seminar, Training, Workshop and Study leave with salaries
04	Job Security	My Job is reasonably secure

05	Job Autonomy	I have full confidence in the management and decision making power in the Library
06	Job Involvement	On the whole I am satisfied with the duties perform by me at the Library
07	Training Opportunities	Favoritism does not have any role to pay in my library to selection Training Opportunities
08	Working Environment	Working Environment in my Library is satisfactory

The opinion on eight variable codes such as Satisfaction with pay, Promotion, professional development, Job Security, Job Autonomy, Job Involvement, Training Opportunities and Working Environment in a five point scale such as *Highly satisfy*, *satisfy*, *Average*, *Dissatisfy*, and *Highly dissatisfy* from the respondents. The mean and standard deviation were calculated. The ranks were ascertained based on mean and standard deviation. The opinion, mean, standard deviation and rank were shown in Table 3.

**Table 3: Respondent's views on various claims of job satisfaction**

No	Variable	Highly satisfy	Satisfied	Average	Dissatisfied	Highly Dissatisfied	Mean	Stranded. Deviation	Rank
1	My Pay is enough for provide necessary things in my life	5 15%	12 38%	13 41%	2 6%	0	2.37 5	0.819	7
2	Satisfaction with getting Promotion based on my qualifications and Experience	4 12%	6 19%	16 35%	9 28%	2 6%	2.97 2	1.026	1
3	Satisfaction level of opportunity to attend Professional Development activities Like Seminar, Training, Workshop and Study leave with salaries	4 12%	13 41%	10 32%	4 12%	1 3%	2.53 1	0.967	6
4	My Job is reasonably secure	5 15%	7 22%	10 32%	6 19%	4 12%	2.90 6	1.233	2
5	I have full confidence in the management and decision making power in the Library	3 9%	10 32%	14 44%	4 12%	1 3%	2.68 7	0.915	4
6	On the whole I am satisfied with the duties perform by me at the Library	7 22%	9 28%	13 41%	3 9%	0	2.37 5	0.927	8

7	Favoritism does not have any role to pay in my library to selection Training Opportunities	6 19%	9 28%	13 41%	3 9%	3 9%	2.68 7	1.157	5
8	Working Environment in my Library is satisfactory	3 9%	8 25%	14 44%	6 19%	1 3%	2.81 2	0.949	3

a. My Pay is enough for provide necessary things in my life

In response to the statement on “My Pay is enough for provide necessary things in my life”, the respondents’ response reflect that 15% strongly agree that my pay has a great hand in the Job satisfaction of public librarians, 38% agree, 41% average, and 6% dissatisfied. The feedback indicates that their pay has a greater influence on achieving organizational goals and almost maximum respondents (53%) agree that their pay is an important determinant in a career satisfaction of public librarians. However, 41% of respondents is in the average level (either agree or disagree) and the rest (6%) is remained totally disagree. Ultimately, it has been found that most of the respondents agree that their pay has a great hand in the job satisfaction public librarians.

b. Satisfaction with getting promotion based on my qualifications and experience

This statement is to explore the job satisfaction with getting promotion based on the qualifications and experience of public librarians. In response to the statement on “satisfaction with getting promotion based on my qualifications and experience”, the respondents’ response reflects that 12% strongly agree that the promotion based on the public librarians qualifications and experience has a great influence on their Job satisfaction. Then other satisfied levels indicate that, 19% of respondents satisfied, 35% average, 28% dissatisfied and 6% strongly dissatisfied. The feedback indicates that satisfaction with getting promotion based on their qualification and experience has a greater influence on achieving career goals and almost maximum respondents (31%) agree that the qualifications and experience are important determinant in a career satisfaction of public librarians. Whereas, 35% of respondents is in the average level (either agree or disagree) indicating that the respondents did not have a clear agreement on such satisfactory importance and the 28% of respondents is remained dissatisfied (6%) with a dissatisfied level of few respondents. Ultimately, it has seen that considerable number of respondents iterated that qualifications and experience have a greater importance on the job satisfaction of public librarians.

c. Satisfaction level of opportunity to attend professional development activities like seminar, training, workshop and study leave with salaries

According to this statement, the respondents’ response reflects that 12% strongly agree that the satisfaction level of opportunity to attend professional development activities such as seminar, training, workshop and study leave with salaries has a high satisfactory impact to the Job satisfaction of public librarians. Then other satisfied levels indicate that, 41% of respondents satisfied, 32% average, 12% dissatisfied and 3% strongly dissatisfied. The feedback indicates that 53% of respondents affirmed the opportunity to attend professional development activities as previously mentioned has a greater influence on their job satisfaction and it would be highly affected for achieving organizational goals. Moreover, they have scaled that the opportunity to attend professional development activities is an important determinant to increase the job satisfaction of

public librarians. However, 32% of respondents are in the average level either satisfied or dissatisfied and the rest (15%) is remained totally dissatisfied or strongly dissatisfied. At this point, it reveals that more than 50% of the respondents agree that the opportunity to participate library training programs has a great importance for the job satisfaction of public librarians.

d. My Job is reasonably secure

In this statement, the respondents' response reflects that 15% strongly satisfied that public librarians are reasonably secured their job position and it has a greater impact to the job satisfaction. Then other satisfied levels indicate that, 22% of respondents satisfied, 32% average, 19% dissatisfied and 12% strongly dissatisfied. The feedback indicates that 37% of respondents affirmed that the job security has a greater influence on their job satisfaction and it would be highly affected for achieving the organizational goals. Further, the response results indicate that the job security is an important determinant to maintain a confirmatory level in performing duties which would affect for the entire job satisfaction of public librarians. In addition, 32% of respondents are in the average level either satisfied or dissatisfied and the rest (31%) is remained dissatisfied or strongly dissatisfied. In summary, it reveals that considerable number of respondents agrees that the job security has a great importance for the job satisfaction of public librarians. Whereas, 63% of response reflects the job security is not related either average satisfied or not satisfied with the job satisfaction of public librarians.

e. I have full confidence in the management and decision making power in the Library

In this regard, the respondents' response reflects that 9% strongly satisfied that the public librarians have full confidence in the management and decision-making power in the library. Other satisfied levels indicate that, 32% of respondents satisfied, 44% average, 12% dissatisfied and 3% strongly dissatisfied. The feedback indicates that 41% of respondents affirmed that the well-confidence for performing job is a greater influence on their job satisfaction and it would be highly affected for achieving the organizational goals. Further, the response results indicate that the full confidence in the management and decision making power in the Library is an important motivator to maintain a confirmatory level in performing duties which would affect for the entire job satisfaction of public librarians. In addition, 44% of respondents are in the average level either satisfied or dissatisfied and the rest (15%) is remained dissatisfied or strongly dissatisfied. At this point, it was revealed that considerable number of respondents agrees that the full confidence in management and decision making in the library has a great importance for the job satisfaction of public librarians whereas, 59% of respondents' response reflects the such confidence is not significantly related either average satisfied or not satisfied with the job satisfaction of public librarians.

f. On the whole I am satisfied with the duties perform by me at the library

This statement is to express that the public librarians are satisfied with the duties perform by me at the Library. In response to this statement, the respondents' responses reflect that 22% strongly agree that the public librarians' are satisfied on their job with the duties performed as public librarians. Then other satisfied levels indicate that, 28% of respondents satisfied, 41% average and 9% dissatisfied. The feedback indicates that job satisfaction with their job performance has a greater librarians are performing the jobs at the library as is an important determinant for their career satisfaction. Whereas, 41% of respondents is in the average level either agree or disagree indicating that the respondents did not have a clear agreement on such satisfactory importance and the 41% of respondents is remained dissatisfied and the rest 6% is remained

dissatisfied. Ultimately, it has seen that 50% of respondents iterated that well-job performance has a greater importance on the job satisfaction of public librarians.

g. Favoritism does not have any role to pay in my library to selection training opportunities

This statement is to express that the public librarians are not in a favoritism to select the training opportunities in their libraries. In response to this statement, the respondents' responses reflect that 19% strongly agree that the public librarians' are not playing any role of favoritism on the selection of training opportunities. Other responses recorded as, 28% of respondents satisfied, 41% average, 9% dissatisfied and 9% strongly dissatisfied. The feedback indicates that almost maximum respondents (41%) agree that in case of favoritism, the public librarians do not have any role to pay in their library to selection of training opportunities. Whereas, 41% of respondents is in the average level either agree or disagree indicating that the respondents did not have a clear agreement on such satisfactory importance and the 18% of respondents is remained dissatisfied and strongly dissatisfied.

h. Working Environment in my Library is satisfactory

This statement is to express that the public librarian's present working environment is satisfactory for their job satisfaction. In response to this statement, the respondents' responses reflect that 9% strongly agree that the public librarians are satisfied on their job satisfaction with the duties performed as public librarians. Then other satisfied levels indicate that, 25% of respondents satisfied, 44% average, 19% dissatisfied and 3% strongly dissatisfied. The feedback indicates that satisfaction with working environment to their job performance has a greater influence on achieving career goals and almost maximum respondents (34%) agree that if the public librarians are well performing their jobs in present working environment at the library as is an important determinant for their career satisfaction. Whereas, 44% of respondents is in the average level either agree or disagree indicating that the respondents did not have a clear agreement on such satisfactory importance and the 19% of respondents is remained dissatisfied and the rest 3% is remained dissatisfied. Ultimately, it has seen that 34% of respondents iterated that well-job performance in the present working environment has a greater importance on the job satisfaction of Public librarians.

i. Descriptive Statistics

To get the level of Job Satisfaction among public librarians: in Anuradhapura District, North Central Province (NCP) of Sri Lanka, the following table is reflecting different indicators to have a better understanding.

Table 4: Descriptive Statistics

No	Variable	Mean	Stranded. Deviation	Rank
1	My Pay is enough for provide necessary things in my life	2.375	0.819	7
2	Satisfaction with getting Promotion based on my qualifications and Experience	2.972	1.026	1
3	Satisfaction level of opportunity to attend Professional Development activities Like Seminar, Training, Workshop and Study leave with salaries	2.531	0.967	6
4	My Job is reasonably secure	2.906	1.233	2



5	I have full confidence in the management and decision making power in the Library	2.687	0.915	4
6	On the whole I am satisfied with the duties perform by me at the Library	2.375	0.927	8
7	Favoritism does not have any role to pay in my library to selection Training Opportunities	2.687	1.157	5
8	Working Environment in my Library is satisfactory	2.812	0.949	3

The above table reveals that there has been an impact on the thematic statements on the Job satisfaction among public librarians in the North Central Province (NCP) of Sri Lanka. In this instance, public librarians are satisfied with the above factors that would be affected to their job satisfaction parallel to the success of libraries role. Therefore, the job satisfaction of public librarians would be a handful yardstick for achieving the success in its organizational performance, as its mean value is higher than others at 2.80. In this regard, they are agreed with the statement that Job satisfaction has a great hand in the career success of the public librarians. After that, they consider that job performance can essentially enhance a professional weight to its librarians and thereby redefine its brand value in the academic field. in The mean value all the eight job satisfaction variables ranges between 2.375 and 2.972 indicating that public librarians were satisfied and the standard deviation ranges between 0.819 and 1.157 indicating that there has been no deviation on opinion. In this instance, respondents' results indicate that the satisfaction with getting promotion based on their qualifications and experience, as its mean value at 3.00 (approx.).

They are closely agreed with the statement that public librarians are satisfied with their job performance according to the promotion based on their qualifications and field experience. After that, it has seen that the respondents iterated that well-job performance in the present working environment has a greater importance on the job satisfaction of public librarians. It would be a moral happiness for the job performance of public librarians as the mean value of 2.81 (approx.). Thereafter, the statement expresses that librarians should have full confidence in the management and decision making power in the Library and it would be a mechanism to get right-front path for implementing the library operations efficiently and effectively in order to achieve the career goals as well as organizational goals thereby increasing the job satisfaction. The public librarians do not have any role to pay in their library to selection of training opportunities for their professional development. In this focal point both statements are near close to agree by the respondents, as the mean value is 2.7 (approx.) simultaneously.

Generally, librarians are performing the active role in knowledge sharing and dissemination on knowledge for academic and professional development of the society. So that, job satisfaction of public librarians remains in advance in all the times, so that the opportunity to attend on-going professional development activities like Seminar, Training, Workshop and Study leave with salaries is a major requirement for the career advancement. In this focal point, this statement is near close to agree by the respondents, as there mean value is 2.5 approximately. Moreover, it has seen that most of the respondents agree that the remuneration (pay) has a great hand in the job satisfaction of public librarians. As a whole public librarians are satisfied with the duties performed by them at the Library. Because job and pay are highly interrelated determinants for job satisfaction. Even though, in this point both statements are a bit closer agreed by the respondents as there mean value is 2.4 (approx.) simultaneously. According to the ranking of the above statements from first to

last is; promotion based on my qualifications and experience, job security, working environment, confidence in management and decision-making, favoritism does not have any role to pay in my library to selection Training Opportunities, professional development activities, and my pay and duty performance. Therefore, the findings entail that public librarians should properly concentrate and emphasize the importance of job satisfaction with well- job performance; by this means they can afford to achieve more professionally qualitative career goals.

## **7. Findings of the Study**

After the thorough analysis that the researcher was conducted, the different facts are found about the job satisfaction of public librarians. Firstly, it is vivid that getting promotions of their jobs based on the qualifications and experience is an important factor for their job satisfaction. Subsequently, all public librarians should concentrate confirming their jobs that can be performed satisfactorily with maximum job satisfaction. Moreover, this factor is highly affected for the organizational success through a dedicative and satisfied job performance and maximum satisfaction about their jobs based on the qualifications and experience. Secondly, jobs of public librarians are reasonably secure, means that the job security is vital for their job satisfactions and parallel job security is inter linked with job qualifications and experience saying that if any librarians as a permanent cadre, definitely job security is confirmed with their job satisfaction. Thirdly, it was noted that the working environment with considering other factors as explained in the analysis is to be made for enriching the job satisfaction as per the conditions of qualifications and experience; and job security among the particular professionals. After that, it has been observed that public librarians may affirm on their job performance according management and decision making power with concentrating favoritism does not have any role to pay in my library to selection training opportunities. These two factors; management and decision-making power at the library and favoritism does not have any role to pay in their libraries to select training opportunities are highly needed to perform their employments with concentrating to have a significant impact to the career success of public librarians.

Having considered the well -job satisfaction, Satisfaction level of opportunity to attend Professional Development activities Like Seminar, Training, Workshop and Study leave with salaries is an important determinant to develop the performance stand of job satisfaction and, therefore, job satisfaction is significantly associated with the on-going professional development of the public librarians. Simultaneously, the quality of professional job performance is a most important factor for the public librarians as well as any other professional. Public librarians in this study highly concentrate on the job performance of their profession with emphasizing the qualitative factors; qualifications and experience, job security, working environment, management and decision-making power; selection of training opportunities without favoritism and on-going professional development so that they have highly satisfied and earning high satisfaction with their job. Finally, the study revealed that the salaries and remunerations and duty performance are quite low level of significance on their job satisfaction. Therefore, findings revealed that the qualitative factors are associated to maximize the Job Satisfaction among public librarians in Anuradhapura District, North Central Province (NCP) of Sri Lanka except a reasonable importance of pay/salaries and duty performance and the professional librarians are of the view that they highly concentrate their job performance should be in a high quality and utmost accepted professional care to retain high level job satisfaction.

## **8. Conclusion**

The present study is carried out to investigate the Job Satisfaction among public librarians in North Central Province (NCP) of Sri Lanka. Based on the study findings, this study concluded that the public librarians were moderately satisfied with their jobs in public libraries in North Central Province (NCP) of Sri Lanka. However, It is an indication that some of the public librarians are either satisfied with their job satisfaction based on the factors; promotion based on my qualifications and experience, job security, working environment, confidence in management and decision-making, favoritism does not have any role to pay in my library to selection training opportunities, professional development activities, my pay and duty performance. As well other librarians out of the sample are dissatisfied with their job satisfaction based on the above factors too. Further, this study revealed that the satisfied public librarians on the job generally expand his mental and physical efforts to achieve the goals of the library. However, provincial administrations must take provisions and measurements to enrich the present level of job satisfaction of public librarians to the fully satisfied level. This study recommended that the provincial authorities and the local government authorities who administered the public libraries should encourage the public librarians to attend training programs, seminars and conference to acquire the latest technology and recruit permanent qualified librarian for the libraries. In addition, authorities should provide infrastructural facilities in libraries where they lack for better utilization of professional knowledge or skills in order to enhance their job satisfaction. Moreover, the immediate attention must be drawn to set up a proper method to provide feedback and evaluate the performance of public librarians to make them much satisfied and committed to their work in public libraries. The findings of this study would be helpful for the local authorities, public library professionals, and policy makers to develop a motivational and productive workforce for organizational success in the community library context.

## **References**

- Babusankar, S., Kaliyaperumal, K. & Umasankar, K. (2017). Job Satisfaction among LIS Professionals in Higher Educational Institutions of Kanchipuram District (Tamil Nadu) *International Journal of Library & Information Science (IJLIS)*, 6(5), 38–48.
- Gunasundari, V. & Esmail, S. M. (2019). Factors Impact on Job Satisfaction of Library Professional of Arts and Science Colleges Affiliated to Bharathidasan University: A Study. *Asian Journal of Information Science and Technology*, ISSN: 2231-6108, 9(1), 2019, 43-49.
- Hazarika, A Survey of Job Satisfaction among University Library Professionals in Assam
- Horenstein, B. (1993). Job satisfaction of Academic Librarians: An Examination of the Relationships between satisfaction, Faculty Status and Participation. *College and Research Libraries*, 255-269.  
<http://www.chaiduarcollege.org/doc/Nikhil%20Hazarika.pdf>
- IFLA/UNESCO Public Library Manifesto, (1994). <https://www.ifla.org/publications/iflaunesco-public-library-manifesto-1994>.
- Kaushhik, S. S. (2016). Job Satisfaction among Library professionals in Haryana State, *International Journal of Scientific and Research Publication*, 2(1).
- Library Services Board, North Central Province (NCP), Sri Lanka, Annual Report, 2016.
- Marasinghe, M. P. L. R. & Wijyaratne, A. (2018). The Impact of Gender Differences on Job Satisfaction of University Library Professionals, *Journal of the University Librarians Association of Sri Lanka*, 21(2), 1-20.

- Miskel, C. and Ogawa, R. (1988). Work motivation, job satisfaction, and climate. In N. J. Boyan (Ed.), *Handbook of research on educational administration* (pp. 279-304). New York: Longman.
- Moser, K. & Schuler, H. (1997). Is Involvement a Suppressor of the Job Satisfaction–Life Satisfaction Relationship? *Journal of Applied Social Psychology*.
- Ranganathan, S. R. (1996). *The five laws of Library Science*, The Madraz Library Association.
- Reddy, G. L. & Anuradha, R. V. (2013f). Occupational Stress and Job Performance of Higher Secondary Teachers, *Indian Journal of Psychometry and Education*, 44(1), 37-43.
- Snead, J. T. (2015). National Government Information Library Network. *The Library Quarterly: Information, Community, Policy*, 85(3), 278-294, DOI: <https://doi.org/10.1086/681611>
- Somvir, R. & Kaushik, S. (2012). Job Satisfaction among Library Professionals in Haryana State. 2, 1-4
- Spector, P. E. (1997). *Job satisfaction Applications, Assessment causes and consequences*, Thousand Oaks, CA: SAGE.
- Swaminathan, K. S. M. (2017), Job Satisfaction among College Library Professionals in Madura District: A Study, *Asian Review of Social Sciences*, 6(2), 1-4.
- Tella, Ayeni & Popoola S. (2007). Work Motivation, Job satisfaction, and organizational commitment of library personal in academic and research libraries in Oya state, Nigeria, *Library Philosophy and Practice*, 9(2), 13.
- Wijethunga, P. (2012). Work related stress among the university librarians of Sri Lanka, *Journal of the University Librarians Association, Sri Lanka*, 14(1), 125-137.
- Yvonne, W., Rahman, R. H. B. A. & Long, C. S. (2014). Employee Job Satisfaction and Job Performance: A Case Study in a Franchised Retail-Chain Organization. *Research Journal of Applied Sciences, Engineering and Technology* 8(17):1875-1883, DOI: 10.19026/rjaset.8.1176