

Job Satisfaction Among Public and Private University/Degree Awarding Institution Librarians of Lahore: A Comparative Study

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It is a comparative study regarding job satisfaction among librarians who are serving in public (government) and private sector universities/degree awarding institutes in Lahore. Questionnaires were used to collect data from librarians serving in ten HEC (Higher Education Commission) recognized public and private sector universities/institutes in Lahore.

The eight components of job satisfaction were measures derived through literature: physical environment & ICT infrastructure, personal growth, organizational culture, social prestige, salary, rewards, promotion and nature of work.

The study observed that librarians serving in public sector universities were more satisfied as compared to the librarians working in private sector universities. While for some aspects, like promotion, private sector universities provided greater opportunities to librarians, as there is a lack of promotional infrastructure in public sector universities of Lahore. The study suggested that authorities in librarianship should formulate policies regarding job satisfaction such as proper reward system or work incentives, encouraging working environment particularly in public sector, and a proper career infrastructure etc.

Keywords: Job satisfaction; Public; Private; Universities; Librarians; Lahore

Background

There are number of articles and books defining job satisfaction, however job satisfaction is simply a feeling towards job and its different aspects (Leysen & Boydston, 2009). The topic of librarian's job satisfaction has been a key researched area in LIS studies (Leysen & Boydston 2009; Karim, 2008; Landry, 2002; Edem & Lawal, 1999). Different studies focused on different aspects of job satisfaction and some of them aimed at overall job satisfaction of librarians. Many studies compared and correlated different facets with job satisfaction for example demographic variables, working in different library units and job status along with professional output. All of these and other studies concluded that job satisfaction is positively correlated with librarians' professional output.

Many surveys have been conducted to highlight staffing patterns, job market, LIS employment, participative management and job descriptions of university librarians in Pakistan. One recently conducted survey on university librarians' job satisfaction in one of the Pakistan's

province found that they are not satisfied with some aspects of job satisfaction for example supervision, benefits, promotion, service structure, promotion policies and professional development (Khan & Ahmad, 2013).

However, there is lack of comparative studies on job satisfaction in local context. Therefore, the present study aims to compare the levels of job satisfaction among public and private universities and degree awarding institutions in Lahore, Pakistan.

Research Questions

The study attempts to answer the following research questions:

1. Up to what extent the librarians of universities and degree awarding institutions of Lahore are satisfied with different aspects of job satisfaction?
2. Do the librarians of both sectors i.e. public and private universities and degree awarding institutions of Lahore have the same level of Job satisfaction?
3. What are the main factors of job satisfaction among librarians of universities and degree awarding institutions of Lahore?

Literature Review

Numerous studies have been conducted to measure the job satisfaction of employees in different organizations and institutions, and a considerable literature exists on this topic.

Kaya (1995) found that job satisfaction level of librarians in developing countries was "lower" than that of developed countries and is related to the need of information in society. The major reasons behind this were "lack of need for information" and the society did not give indispensable value to the information experts and to the librarians.

The need of information in a society determines the status of librarians there. That's the reason information need in developed countries improved the status of the librarian, while it is vice versa in developing countries. In any library, effective services can only be provided through human resources and level of job satisfaction definitely effects the excellence of the services delivered. According to Kaya participation in decision making process, job security, proper working conditions and equality between authority and responsibility are also the major factors towards job satisfaction.

Bello (1996) conducted survey and found that the image of the librarianship in Nigeria was not so impressive and

the social status of the librarians was still a big question mark. Generally the society was unfamiliar with this profession and hence do not acknowledge the profession of librarianship. Society believed as traditionally that librarians are just care taker of the books. Literature review of the study disclosed that people do not want to adopt librarianship as a profession from the start of their life career. It will be adopted only in case of when there is no alternative left or as a result of influence or experience. Leckie and Brett (1997) surveyed Canadian university librarians regarding job satisfaction, which was basically a replication of a 1993 American study. This study discovered the association between the involvement of librarians in university affairs, decision making, library planning and other professional activities, and administration, faculty/academic status and job satisfaction. The study findings pointed out that faculty/academic-status librarians were unsatisfied with their salary and workload.

Overall findings suggested that the intrinsic facets of librarianship such as creativity, challenges or relationship with the users, were the elements of the work that librarians pointed out most satisfying. Similar study conducted in Canada (Quebec) and reported that working librarians working were mostly satisfied with their job but showed dissatisfaction regarding salaries and promotion opportunities (Sierpe, 1999)

In 2004 Togia, Koustelios, and Tsigilis used the ESI (Employee Satisfaction Inventory) scale and examined job satisfaction among Greek academic librarians and found that they were more satisfied with, "supervision", "working conditions", "job itself" and they were less satisfied with "promotion" and "pay". These discoveries are in accordance with earlier studies and particularly valuable for "providing a comparative and comprehensive understanding of job satisfaction in the library profession" (p. 373).

Some of the studies (Kuzyk, 2008; Topper, 2008; Leysen & Boydston, 2009) found that librarians were satisfied and recommended librarianship to others as career in future. Kuzyk (2008) carried out job satisfaction survey in public libraries in which he reported that 70% of the respondents were either "very satisfied" or "satisfied" with their jobs. Respondents with greatest experience in the field of librarianship were inclined to express the highest level of satisfaction and 87% of all public library respondents reported that they would like to recommend it as a career.

Leysen and Boydston (2009) survey of job satisfaction explored different aspects of satisfaction for example "opportunities to learn new skills", "good relationships with coworkers", "involvement in decision making" and "benefits package".

Most of the studies (Awan & Mahmood, 2010; Pervin, 2012; Ullah, 2012) with reference to Pakistan found job commitment and satisfaction in relationship with leadership style and organizational culture. Awan, and Mahmood (2010) found that commitment of librarians in achievement culture is higher than the bureaucratic culture. Relationship between job satisfaction and organizational commitment of female college librarians was studied by Pervin, L. (2012). Among nine aspects of

job satisfaction, three ranked high than others i.e. Coworkers, Supervision and Nature of work. In a similar study Ullah (2012) investigated the relationship between work motivation and job satisfaction of male college librarians.

The study found significant association between work motivation and job satisfaction. Literature review concludes that job satisfaction is significantly associated with Nature of work, Fair treatment, Coworkers and status of librarians in society.

The above literature review has covered available studies that have been carried out to study the level of job satisfaction of librarians. The area of job satisfaction of librarians is very important and should be highlighted in local situations. Batool (2011) suggested in her research while measuring participative management perceptions of university librarians that there is a need to explore administrative practices in libraries and compare both public and private sectors in Pakistan. Studies found commitment levels of librarians and important facets of job satisfaction. However, the comparison of both sectors i.e. public and private was needed to highlight the situation in detail. The present study tried to cover the possible aspects of job satisfaction among public and private university librarians.

Methodology

In order to collect data about job satisfaction level among public and private university librarians of Lahore, the survey methodology with questionnaires was used. Previous studies (Leckie & Brett, 1997; Kuzyk, 2008; Kenney, 2009; Adio & Popoola, 2010) successfully used survey questionnaires to measure the job satisfaction levels of librarians. For this purpose, a questionnaire was developed which was divided into eight sections, named, physical environment & ICT infrastructure, personal growth, organizational culture, social prestige, salary, promotion, nature of work and demographic profile respectively. To measure the job satisfaction level on seven main facets of job satisfaction five-point Likert scale, as mentioned below, was used in the instrument:

1 Strongly Disagree, 2 Disagree, 3 Neither Agree nor Disagree, 4 Agree, and 5 Strongly Agree.

Population/Sampling Frame

Population of the study was the professional librarians serving in HEC (Higher Education Commission) recognized public and private sector universities and degree awarding institutes of Lahore. In Lahore there are large number of HEC recognized universities and degree awarding institutes. It was decided to carry out the study on those universities/institutes where large numbers of professionals are working at present. Among private universities of Lahore, one of the university belonged to federal capital, Islamabad, was included in the sample as its large campus was situated in Lahore. A sample of five public and five private sector universities/institutes were selected from twelve public and sixteen private sector universities/institutes respectively. The universities/institutes which had less professional librarians were excluded.

The total number of librarians working in ten universities/institutes was 84, out of them seven were on long leave/study leave and two were not available at the time of distribution of questionnaires. Therefore 75 librarians were finally approached for the distribution of the questionnaires.

Survey Response

The questionnaires were personally administered by the researcher. Phone calls and personal visits were made in order to get high response rate. Out of 75 respondents, 71 participants were responded and all were usable. From the public sector universities/institutes 38(97%) out of 39 librarians and from the private sector universities/institutes 33(92%) out of 36 librarians returned the questionnaires. The overall response rate was 71(95%) out of 75 respondents which was excellent, however the results of this study could not be generalized.

Findings and Discussions

The purpose of this study was to explore facets and to compare the job satisfaction level of librarians serving in public and private universities/institutes of Lahore. The questionnaire consisting of 50 statements was used. The inferential statistics and t-test was applied to analyze the data.

Demographic Information

Out of 71 librarians, 48(68%) were male and 23(32%) were female in both sectors. These statistics show the male dominance in the profession. Twenty one (30%) respondents were of the age 26-30 years. Also the significant numbers of the respondents 16(23%) were of the age up to 25 years. This shows that the majority of librarians serving in the university/institutes libraries of Lahore were young. The length of the age group of professional librarians varies with 12(17%) of the age 31-35 years, five (7%) were of the age 36-40 years, eight (11%) were of the age 41-45 years. Majority of the librarians 50(73%) have professional experience less than 5 years or up to 5 years in the institution in which they were serving. Only three (4%) of the librarians have more than 20 years' experience of the same organization. The professional librarians have experience of 11-15 years have the same percentage of 4 as of the librarians have experience more than 20 years.

Table 2

Respondents' Opinions about Physical Environment & ICT Infrastructure

Sr. #	Statements	N	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1	I work in a noise-free environment.	71	25 (35)	32 (45)	6 (9)	7 (10)	1 (1)
2	The size of my office provides me enough space to work comfortably.	71	22 (31)	35 (49)	4 (6)	9 (13)	1 (1)
3	The furniture is comfortable and its design provides natural body posture to avoid discomfort.	70	16 (23)	36 (51)	9 (13)	6 (9)	3 (4)
4	My office is equipped with modern ICT tools.	71	17 (24)	37 (52)	11 (16)	6 (9)	0

The length of the professional librarians varies with nine (13%) having the experience of 6-10 years and four (6%) up to 16 to 20 years.

Range of Salary

Table 1

Distribution of Librarians by Range of their Salaries (N = 69)

Sr. #	Range of Salary (Rupees)	Freq.	(%)
1.	Up to 10, 000	-	0
2.	Above 10, 000 to 20, 000	21	30
3.	Above 20, 000 to 30, 000	16	23
4.	Above 30, 000 to 40, 000	12	17
5.	Above 40, 000 to 50, 000	8	12
6.	More than 50, 000	12	17

Note: Percentages have been rounded

Table 1 indicates that significant numbers of respondents 21(30%) were getting the salary above 10, 000 to 20, 000 rupees. Out of 69 respondents, 16(23%) respondents were getting above 20, 000 to 30, 000 rupees and 12(17%) of the respondents were being paid above 30, 000 to 40, 000 rupees, which is the same percentage of the respondents who were being paid more than 50, 000 rupees. Only eight (12%) of the respondents were earning above 40, 000 to 50, 000 rupees.

It seems that the universities/institutes offer salary package to the librarians more than Rs.10,000/- even to the newly appointed or less experienced candidates, as there was no respondent (0%) who was getting less than or up to 10, 000 rupees.

Physical Environment & ICT Infrastructure

The first facet of job satisfaction was physical environment numerous studies have proved that the healthy physical environment is one of the important components for the employees' job satisfaction. Three statements constructed in order to explore the physical environment of the institutions and six statements constructed to investigate whether the libraries have well equipped with the modern ICT infrastructure or not (Table 2).

5	The digital equipment of the institution works fast in order to work effectively and efficiently.	71	12 (17)	43 (61)	12 (17)	4 (6)	0
6	My library holds the e-databases or e-collection to facilitate the users.	71	29 (41)	36 (51)	4 (6)	2 (3)	0
7	I am satisfied with the speed of internet.	70	16 (23)	41 (59)	9 (13)	2 (3)	2 (3)
8	The telephonic service is reliable in my library.	70	16 (23)	41 (59)	10 (14)	3 (4)	2 (3)
9	The institution provides the opportunities to exercise the emerging ICT skills.	71	13 (18)	40 (56)	11 (16)	6 (9)	1 (1)

Note: Percentages have been rounded

The results showed that the majority of the respondents (n=57, 80%) agreed that they were working in a noise-free environment. Regarding the size of the office that it provides enough space to work comfortably, most of respondents (n=57, 80%) agreed with this statement. Fifty-two (74%) respondents indicated that their furniture is comfortable and ergonomic enough to avoid discomfort.

The results clearly indicated that most of the librarians, in general, were working in a favorable physical environment. But this clearly contradicted with the study conducted by the psychologist Saddiq (2006) that librarians were not satisfied and most unhappy with their place of work, often their jobs were repetitive, very simple or straightforward, which meant their job was not demanding or it was unchallenging.

Regarding ICT infrastructure, the results showed that (n=54, 76%) respondents were working in the offices those equipped with modern ICT tools. A majority (n=55, 77%) of the respondents agreed that the digital equipment of the institution works fast. A large majority (n=65, 92%) of the respondents agreed that their institution holds e-collection to facilitate the users while only two (3%) disagreed; it may be because study was limited to HEC recognized universities and HEC provided subscribed e-databases to various universities.

Personal Growth

Another very important job satisfaction component derived from the literature was personal growth. The data related to this section is presented in Table 3.

Table 3
Participants' Opinions about Personal Growth

Sr. #	Statements	N	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1	The institution provides me the opportunities and facilitates me for further professional education.	71	21 (30)	30 (42)	10 (14)	8 (11)	2 (3)
2	The institution often conducts short training courses.	71	17 (24)	30 (42)	11 (16)	11 (16)	2 (3)
3	The institution often conducts workshops on career advancement for its professionals.	71	13 (18)	25 (35)	16 (23)	15 (21)	2 (3)
4	The institution offers me the opportunity to attend workshops/seminars/training courses.	71	21 (30)	33 (47)	10 (14)	5 (7)	2 (3)
5	It will be easy for me to leave the organization for some better opportunities.	70	9 (13)	28 (40)	24 (34)	9 (13)	0

Note: Percentages have been rounded

Table 4
Respondents' Opinions about Organizational Culture

Sr. #	Statements	N	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1	I am encouraged to float my ideas to upper management.	71	9 (13)	42 (59)	15 (21)	5 (7)	0
2	I am only answerable to my immediate boss.	71	16 (23)	39 (55)	8 (11)	7 (10)	1 (1)
3	My work and knowledge is appreciated by the top management.	71	7 (10)	45 (63)	14 (20)	4 (6)	1 (1)
4	I get credit for my new ideas, rather than other staff members.	71	7 (10)	34 (48)	22 (31)	5 (7)	3 (4)
5	The institution views its professionals as asset.	71	12 (17)	40 (56)	15 (21)	2 (3)	2 (3)
6	Delays are often observed in decision making process from the higher authorities when new ideas are given to them.	70	2 (3)	29 (41)	30 (43)	8 (11)	1 (1)
7	Policies of my institution are evaluated on yearly basis and are revised as needed.	70	6 (9)	41 (59)	18 (26)	5 (7)	0
8	I feel secure about my job.	68	15 (22)	29 (43)	15 (22)	6 (9)	3 (4)
9	My participation in the institutional meetings is considered indispensable.	69	3 (4)	36 (52)	19 (28)	11 (16)	0
10	My initiatives are valued and appreciated by the institution.	71	5 (7)	42 (59)	17 (24)	7 (10)	0
11	There is a balance between my authority and responsibility.	71	7 (10)	50 (70)	9 (13)	4 (6)	1 (1)
12	I am given due respect in the organization.	71	16 (23)	44 (62)	9 (13)	1 (1)	1 (1)

Note: Percentages have been rounded

The results showed that the majority of the respondents 51(72%) agreed that their institution provides them the opportunities and facilitates for further professional education while 10(14%) disagreed.

In response to the statement that institution often conducts workshops on career advancement for its professionals, thirty-eight (54%) participants agreed while 17(24%) disagreed. The results for the statement that whether the respondents will leave the organization for some better opportunities are interesting because 37(53%) showed their consent that they will leave while it is more interesting that few respondents nine (13%) will not leave the organization even they will have some better opportunities. This shows that in spite of having good working conditions and personal growth opportunities respondents still wanted to leave for better opportunities.

Organizational Culture

Organizational culture is also very important element that contributes towards overall job satisfaction. Twelve statements were formulated regarding the organizational culture element of job satisfaction. The data relating to these statements are reported in the Table 4.

A large majority of the respondents 51(72%) agreed that they are encouraged to float their ideas to upper management. Fifty-five (78%) of the respondents acknowledged that they were only answerable to their immediate boss. At the same time most (n=52, 73%) of the respondents believed that their work and knowledge is appreciated by the top management while only five (7%) of the respondents did not believe so.

A majority of the respondents (n=41, 58%) felt that they get credit for their new ideas in contrast to the other staff members while eight (11%) did not agree.

Table 5
Respondents' Opinion about Social Prestige

Sr. #	Statements	N	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1	I am satisfied with the social status of the librarian in general.	71	7 (10)	26 (37)	15 (21)	19 (27)	4 (6)
2	I am satisfied with the social status of the librarian in my institution.	70	9 (13)	37 (53)	9 (13)	13 (19)	2 (3)
3	I think that working as a librarian in a government sector has better social status than private sector.	70	10 (14)	28 (40)	15 (21)	15 (21)	2 (3)
4	I suggest my friends/relatives to choose this profession.	71	2 (3)	27 (38)	24 (34)	13 (18)	5 (7)
5	I would like to encourage my son/daughter to be a professional librarian.	71	0	17 (24)	28 (39)	17 (24)	9 (13)
6	I would like to refer my friend(s) to apply for the position of a librarian in my institution.	71	7 (10)	37 (52)	16 (23)	9 (13)	2 (3)
7	I am satisfied while working with the current institution.	70	11 (16)	38 (54)	16 (23)	4 (6)	1 (1)
8	Job pride is the most important factor for job satisfaction.	71	15 (21)	46 (65)	8 (11)	1 (1)	1 (1)

Note: Percentages have been rounded

This study contradicted with the previous study conducted by Batool, S.H. (2011) who reported that 33(87%) respondents felt that they were not given the due credit for their work.

A majority of the respondents (n=44, 65%) believed that they feel secure about their job while nine (13%) did not believe so. It is found that (n= 39, 57%) of the respondents acknowledged that their participation in institutional meetings is considered indispensable while 11(16%) did not acknowledge this.

Social Prestige

Social prestige is the most important element towards job satisfaction. Eight statements were formulated for this component and the related data is presented in Table 5.

Interestingly thirty-three (47%) of the respondents agreed that they were satisfied with the social status of the librarian while 23(32%) did not agree with this. Forty-six (66%) of the respondents believed that they were satisfied with the social status of the librarian in their institution while 15(21%) disagreed. These results contradict with the result of previous study Kaya (1995) that the social status of

librarians is lower in developing countries and they are not satisfied with it.

It was found that the majority of the respondents (n=38, 54%) considered that working as a librarian in a government sector has better social status than private sector. Twenty-nine (41%) of the participants acknowledged that they would like to suggest their friends/relative to choose the profession of a librarian. The result of the statement under consideration is very interesting if we compare it with the previous statement that a number (n=26, 37%) of participants disagreed that they would like to encourage their sons/daughters to be a professional librarian while only 17(24%) of the respondents agreed.

Participants wanted to refer this profession to their friends/relatives but not to their sons/daughters. This result showed clearly that how satisfy the librarians were with their profession.

Salary

Salary is also a very strong component that contributes towards overall job satisfaction. The respondents' opinions about salary are reported in Table 6.

Table 6
Respondents' Opinions about Salary

Statements	N	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1. I am satisfied with my current salary package.	71	12 (17)	29 (41)	14 (20)	10 (14)	6 (9)
2. I get the annual increment well on time.	70	17 (24)	33 (47)	13 (19)	3 (4)	4 (6)
3. I am satisfied with the annual increments of my salary.	71	13 (18)	23 (32)	17 (24)	14 (20)	4 (6)

Note: Percentages have been rounded

Table 7
Respondents' Opinion about Promotion (N= 71)

Statements	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1. The institution has a clear policy about the library professional's promotion.	1 (1)	30 (42)	17 (24)	20 (28)	3 (4)
2. I am satisfied with the promotion structure of my institution.	1 (1)	20 (28)	23 (32)	24 (34)	3 (4)
3. I got due promotions timely.	2 (3)	16 (23)	26 (37)	26 (37)	1 (1)

Note: Percentages have been rounded

It was found that 41(58%) of the respondents agreed with the statement that they are satisfied with their current salary package while 16(23%) disagreed. A majority of the respondents 50(71%) believed to be agreed that they got the annual increments well on time.

Promotion

The results for this component of job satisfaction are interesting. Thirty-one (44%) of the participants agreed that the institution has a clear policy about the library professional's promotion while 23(32%) disagreed. Twenty-seven (38%) of the respondents were not agreed with the promotion structure of their institution while 21 (30%) agreed. Again in this section of questionnaire most of the respondents did not express their opinions in all the three statements however a majority of the individuals 26(37%) did not expressed their opinions regarding the statement of getting due promotions timely.

Nature of Work

This is the last component derived from the literature used for this study. Four statements were constructed for this component and the related data are presented in Table 8.

A large majority of the participants 62(87%) agreed that they perform variety of professional tasks. Forty-nine (69%) respondents felt that they were free to try out their ideas at work in the library. It is interesting that more respondents 40(57%) disagreed that their job is repetitive and boring while only six (9%) were agreed that their job is repetitive and boring. A large majority of the respondents 62(87%) believed that their duties are clearly defined.

Independent sample t-test results

The independent sample t-test was applied to see the difference in both the groups, private and public sector universities/institutes with alpha level of 0.05 (Table 9).

Table 8
Respondents' Opinion about Nature of Work

Statements	N	SA (%)	A (%)	NO (%)	D (%)	SD (%)
1. I do variety of professional tasks.	71	14 (20)	48 (68)	7 (10)	2 (3)	0
2. I am free to try out my own ideas at work in the library.	71	14 (20)	35 (49)	13 (18)	6 (9)	3 (4)
3. My job is repetitive and boring.	70	0	6 (9)	24 (34)	34 (49)	6 (9)
4. My duties are clearly defined.	71	9 (13)	53 (75)	4 (6)	2 (3)	3 (4)

Note: Percentages have been rounded.

Table 9
Opinions about Job Satisfaction Aspects with T-Test

Job Satisfaction Aspects	Public M	Private M	t-est	Sig. (2-tailed)
Physical Environment & ICT Infrastructure	3.82	4.09	1.90	.062
Personal Growth	3.69	3.69	.017	.987
Organizational Culture	3.71	3.68	.310	.759
Social Prestige	3.45	3.39	.440	.664
Salary	3.80	3.26	2.28	.026
Promotion	2.83	3.09	1.30	.201
Nature of Work	3.53	3.52	.023	.981

Table 10
Ranking of Job Satisfaction aspects for Public and Private Sector Universities/Degree awarding institutes

Public sector Universities/ Degree awarding institutes (N=38)				Private sector Universities/ Degree awarding institutes (N=33)			
Rank	Aspects	M	SD	Rank	Aspects	M	SD
1	Physical environment & ICT infrastructure	3.82	.67	1	Physical environment & ICT infrastructure	4.09	.52
2	Salary	3.80	1.01	2	Personal growth	3.69	.70
3	Organizational culture	3.71	.46	3	Organizational culture	3.68	.52
4	Personal growth	3.69	.85	4	Nature of work	3.52	.50
5	Nature of work	3.53	.42	5	Social prestige	3.39	.56
6	Social prestige	3.45	.64	6	Salary	3.26	.99
7	Promotion	2.83	.90	7	Promotion	3.09	.78

Scale 1= Strongly disagree, 2= Disagree, 3=Neither agree nor disagree, 4= Agree, 5=Strongly Agree

The t-test results revealed that in general there was no significant difference in the various six aspects of job satisfaction except salary (Table 9). It seems from the statistics that librarians working in both groups have same level of job satisfaction regarding the six aspects of job satisfaction.

As far as salary is concerned, the seventh component of job satisfaction used in study, surprisingly there is significant difference ($p < .05$, $p = .026$) of opinions among both the groups of librarians in public and private sector universities/institutes.

Results showed that public sector librarians are more satisfied with their salary packages than private sector librarians. The results are interesting in such a way that normally private sector perceived to pay higher their employees than public sector. It may be because some private sector universities/institutes offer young librarians low salaries as they intend to fill the librarian seat of their institute due to binding of hiring Librarian/s to be recognized from HEC (Higher Education Commission). This can also be confirmed from the fact that majority of the study participants were young.

Ranking of Job Satisfaction aspects for Public/Private sector Universities/Degree awarding institutes

Ranking of seven aspects of job satisfaction (Table 10) in public sector shows that participants are more satisfied with physical environment & ICT infrastructure with mean 3.82 and salary with mean 3.80. In Pakistan public sector librarians' promotions are based on experience of employees or annual reports. Librarians felt dissatisfaction with these procedures and want change in promotion strategies.

Ranking in private sector universities/institutes (Table 10) shows that librarians are very satisfied with their physical environment & ICT infrastructure with mean 4.06. Here the personal growth aspect is ranked at number two ($M = 3.62$), whereas it was ranked at number four in public sector. The aspect of promotion is ranked very low by both sector librarians. The study contradicts the general concept that private sector offers good salaries to their employees.

Conclusion & Discussion

The analysis of data concludes that librarians working in both sectors were almost satisfied with the seven aspects of job satisfaction discussed in the study. Majority of them were young and earned more than 10,000/Rs. in a month. A person is earning more than 10,000/Rs. in a month can maintain his/her lower middle class economic status in Pakistan.

It can be concluded from statistics that librarians working in both sectors seem having the same level of job satisfaction without having any significant difference regarding physical environment & ICT infrastructure, personal growth, organizational culture, social prestige, promotion and nature of work. It seems from the results that librarians are satisfied with the above mentioned components of job satisfaction in both sectors.

It can also be established from statistics that librarians working in public sector are more satisfied than private sector librarians in terms of salaries. However, the public sector librarians findings are in contrast with the previous study conducted by Khan & Ahmad (2013) that public sector university librarians are slightly satisfied (M=3.86) with their pay or salaries.

The results of the private sector university librarians are confirmed the previous studies (Leysen & Boydston 2009; Karim, 2008; Edem & Lawal, 1999) findings that librarians preferred organizational tenure, personal growth, environment and co-worker relationships for job satisfaction. Although both sector librarians are satisfied with their physical environment and ICT infrastructure, the findings are different in this respect that previous studies pointed out poor library infrastructure in the country. It may be because all participants belong to university/degree awarding institution libraries which are HEC recognized and the situation in these libraries is better than other institutes.

The findings of the study implicate that private sector universities/institutes should devise and implement proper pay structure including annual increments and fringe benefits. Promotion policies and procedures should be revised and implemented in both sectors. Job satisfaction policies should be devised and revised regularly in both sectors by competent authorities such as salary, promotion and provision of career infrastructure. The statistical findings of the study can be used in devising job descriptions, pay structures, professional development and promotion strategies of university librarians in the country.

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