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Job Satisfaction of LIS Professionals: Comparative Analysis of Public/Private Sector's University of Karachi Sindh, Pakistan

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Abstract

Purpose of the study: the prime purpose of this research study is to investigate the fundamentals requirements for workplace satisfaction among library experts in both public and private sector university libraries of Karachi, Sindh.

Design / methodology/approach: the study explores the factors influencing the job satisfaction of Library professionals. Quantitative research design were used to accomplish the study further we have selected 150 professionals for this project. 95 where responded with complete data. The response ratio was 63% and Structured Questionnaire was used to gather data. The collected data were analyzed using statistical package SPSS- 5.

Findings: the findings of the study shows that majority of the respondents were female with 60 and 35 of them were male. As far as designations are concern that majority of them were librarians.

Practical application: A differentiated approach is necessary for fundamental requirements for workplace satisfaction among library experts. The research raises questions about the future of librarianship in Pakistan and makes a case for better job prospects for librarians among decision-makers, managers, and educators of libraries.

Originality: this study helps fill the void and contribute to the growth of knowledge and this study contributes library and information sciences about job satisfaction level.

Introduction

Libraries are regarded as a noble profession with high expectations from users about their educational and research needs, as well as their personal growth. The library is essential for advancing an organization and society as a whole. The phrase 'University Library' refers to a 'Central Library' within a higher education institution or university. A university library serves as the primary source of information and reading materials for many levels of society. A university's library is a significant factor in its evaluation. No university can do effective academic work without a good library at its core. As a result, the library's services are essential to the university's everyday operations and activities. Every library program must contribute to the overall success of the university. University libraries not only store knowledge, but also communicate it to the population. Ignoring or undervaluing libraries has a negative impact on the country and society as a whole. The quality of study, teaching, research, and development relies heavily on the services provided by university libraries. In this regard, Sri Phadya (1969) said: "University library is not merely storage of books and other reading and non-reading materials and preservation of them but is a dynamic instrument of education." Organizational academics have been interested in work satisfaction because of its relationship to job performance and/or organizational commitment. More importantly, employed people spend the majority of their time performing employment duties. As a result, individuals' attitudes about their work are likely to influence those in their general lives (somvir and sudha, 2012). Moreover, job satisfaction is job is an occupational act performed in exchange for a reward. Satisfaction encompasses feelings regarding events, rewards, relationships, and mental well-being at work. Job satisfaction is an emotional response to a job scenario that cannot be seen, but can be deduced based on how employees perceive their job and its components. Job satisfaction and job attitudes are often used interchangeably. Iverson and Deery (2007) emphasized that poor workplace conditions, slow work progress, insufficient work success, productivity issues, and understaffing can impact businesses negatively. Occupational accidents and grievances are also influenced by the level of employee's workplace satisfaction within the organization. According to Ikonne and Onuoha (2015), libraries serve as centers of learning and are integral components for all educational institutions, especially universities, because they provide information to meet the needs of both on-campus and off-campus users. Furthermore, libraries in higher education institutions serve as

crucial platforms for the exchange of knowledge and central repositories for preserving research and innovative ideas. They also play a pivotal role in promoting academic excellence within these institutions.However it is classified as a developing country primarily (Zembylas, 2004). In underdeveloped nations, there has been no study to date that examined the connection between librarians' work motivation and workplace satisfaction. However, in developed countries, prior research has consistently demonstrated a strong relationship between work motivation and workplace satisfaction (Thomas & Welthouse, 1990; Friedman & Farber, 1992; Rosenholtz, 1991). Through this study, we aim to determine how some factors mentioned in previous research, such as central system accountability, insufficient professional autonomy, ongoing mandatory job changes, and job performance, manifest in Karachi, Sindh. Additionally, we aim to explore how administrators' and librarians' motivation and satisfaction of workplace are influenced by factors like performance, attrition, turnover, and staff loyalty to their organizations.

Research objectives

1. To find out the job satisfaction levels among LIS professionals in public and private sector university libraries of Sindh.
2. To what extent does senior management acknowledge the basic needs for job satisfaction?
3. To identify the professional development including compensation, job nature, promotion opportunities and organizational culture

Research Questions

The following research issues were addressed in order to reach the study's goal.

1. What is the level of job satisfaction among LIS professionals working in public and private university libraries in Karachi, Sindh?
2. How can employee satisfaction levels be enhanced in public and private universities and educational institutions? What roles does institutional leadership play, and how are they influenced by administrative and managerial policies?
3. Regarding professional development, compensation, job nature, promotion opportunities, and organizational culture.
4. What are the issues and challenges associated with job satisfaction levels among LIS professionals
5. What are factors associated with job satisfaction levels among LIS professionals

Literature Review

The term "job satisfaction" signifies the evidence of gratification that employees express in their present position within an organization. Research on workforce satisfaction has been given significant focus in a number of studies conducted in the last few decades. Job Satisfaction has also been recognized as a crucial aspect of organizational research and is continually assessed to accomplishing this objective. It ensures that employees are genuinely committed to their duties and responsibilities. Despite widespread calls for educational institutions to regard their personnel as valuable human resources, the prevailing profit-driven environment in educational organizations seldom offers equitable compensation or takes measures to enhance their well-being. Consequently, turnover rates have experienced a substantial increase across all employment levels in most educational establishments. This underscores the significance of maintaining a reasonable level of workplace satisfaction among the workers of any educational institution, as it can significantly impact the institution's overall effectiveness.

Unfortunately, many educational institutions do not provide their employees with the support they need to be satisfied in their jobs. This is especially true for profit-driven educational institutions, which are more likely to focus on maximizing profits than on the well-being of their employees. As a result, turnover rates are high in many educational institutions. This is a problem for educational institutions, as it can lead to a loss of institutional knowledge and expertise. It can also be disruptive to students, as they may have to adjust to new teachers and staff members on a regular basis

Job satisfaction, as defined by Judge and Hulin (1993), is a multifaceted experience. They emphasize that both working environment and the nature of the job play equally important roles. According to them, factors such as job autonomy, employment security, compensation, and promotions can significantly impact employee job satisfaction, particularly when these factors are lacking.

Berry (1997) defines job satisfaction as an individual's response to workplace experiences. He also notes that human resource practitioners continually strive to enhance employees' job satisfaction, and this topic has garnered close attention from both academics and management. Berry's perspective is supported by Organ and Ryan (1995), who argue that a better

understanding of job satisfaction and the factors that influence it can help managers motivate their staff to improve their performance.

According to Farley, Brady-Preston, and Hayward (1998), job satisfaction depends on a well-designed organizational structure, human behavior, and participative management. They claim that people who like their own work and do it well feel fulfilled and proud of themselves. Organizational structure and human capital are the most important factors for any organization that should be taken into consideration while preparing the organizational change plan. They continued by saying that employees had to be given the chance to participate in decision-making, and at the same time, effective training and development opportunities, along with providing the necessary information to adapt to the changing environment, can speed up the management process

(Vroom, 2000) states that theoretically, job satisfaction examines how people have a favorable attitude towards their employment. According to the opposite perspective, a negative attitude toward one's work is tantamount to being dissatisfied with his/her position. Vroom consistently emphasizes that the definitions of job satisfaction, attitudes, and ethics are the same. Furthermore, (Weiss, 2002) claims that one's attitude towards their job or job position influences how satisfied they are with their jobs.

Lim (2008) argues that Locke's definition of occupational satisfaction is clear and widely accepted. According to Locke (1976, 1983), occupational contentment is described as a pleasant and fulfilling state of mind that arises after individuals reflect on their work or employment experiences. He also maintains that an employee's job satisfaction and emotional state can be gauged through a systematic evaluation of their work experience. Similarly, Hackman and Oldham (1976), as well as Fritzsche and Parrish (2005), support the notion that workplace satisfaction is an emotional response or a state indicator that stems from a comprehensive assessment of one's professional experiences.

Kareem (2008) argues that both one-dimensional and multidimensional models of job satisfaction have their strengths and weaknesses. One-dimensional models are easy to measure, but they may not be sensitive to the various aspects of a person's job that can contribute to their satisfaction. On the other hand, multidimensional models are more complex, but they can provide a more accurate picture of a person's job satisfaction overall. Matzler and Schubert (2004) contend that multidimensional job satisfaction is a more accurate representation of the complex

nature of job satisfaction. They suggest that a multi-factorial model of job satisfaction is the best way to capture the different factors that can contribute to a person's satisfaction with their job

Morse (1953) and Porter (1962) argued that job satisfaction can be perceived and appreciated as a way to reduce employee work stress. They also stated that satisfaction is related to basic human needs that cause stress. When these needs are met, stress is reduced or eliminated, which ultimately leads to job satisfaction. Mansell and Cole (2006) concluded that job control, reduced workplace anxiety, increased recognition and rewards, and increased supervisory support all contribute significantly to job satisfaction.

Empirical study table.1

Author	Year	Variable	Methodology	Results
Judge and Hulin	1993	Reflection of emotional disposition, subjective well-being, and job satisfaction on workplace; re-evaluation of simplistic theories about job attitudes and their mechanisms	Experimental and non-experimental research	Hypothesized causal model supported a dispositional influence on job attitudes.
Berry	1997	Four strategies based on how immigrants relate to their heritage culture and the host culture	Quantitative Research; Empirical studies	Discussed both heritage culture maintenance and host culture engagement with societal attitudes and support. Adaptation outcomes include psychological and sociocultural aspects.
Organ and Ryan	1995	Attitudinal and dispositional factors, including job satisfaction, organizational	Meta-analysis of existing empirical studies	The strength of relationships varied across different forms of OCB and contexts.

				commitment, perceptions of fairness, and personality traits		Attitudinal and dispositional factors were significant predictors of OCB. Job satisfaction, organizational commitment, and perceptions of fairness positively related to OCB.
Farley, Broady-Preston, and Hayward	1998	Changes in academic libraries during the 1990s, and organizational restructuring	Case study	Academic libraries underwent significant changes in the 1990s, including the adoption of new technologies and changes in management and service practices. Staff responses to change varied, with some experiencing challenges while others adapted well. Overall, changes generally led to improvements in service quality and user experiences.
Vroom, V.H.	2000	Work and motivation	Literature review	Vroom's work focused on expectancy theory, exploring the relationship between effort, performance, and outcomes in motivation.
Weiss, H. M.	2002	Deconstructing job satisfaction: Separating	Conceptual research	Provides a nuanced view of job satisfaction by

		evaluations, beliefs, and affective experiences		separating evaluations, beliefs, and affective experiences, which may help clarify how employees perceive job satisfaction.
Lim, S.	2008	Job Satisfaction of Information Technology Workers in Academic Libraries	Empirical study	Explores factors related to job satisfaction among IT workers in academic libraries, focusing on personal and organizational variables such as workload and support.
Locke, E.A.	1976, 1983	The nature and causes of job satisfaction	Conceptual research	Explored factors affecting job satisfaction, such as nature of work, pay, opportunities, and relationships. Defined and analyzed job satisfaction.
Hackman, J.R. and Oldham, G.R.	1976	Motivation through the design of work: Test of a theory	Empirical study	Introduced Job Characteristics Model, which outlines how certain job features influence employee motivation, job satisfaction, and performance.
Fritzsche, B.A. and Parrish, T.J.	2005	Theories and research on job satisfaction	Literature review	Explored various theories and research on job satisfaction, discussing factors influencing it and

				how it affects employees and organizations.
Karim, N.H.A.	2008	Investigating the correlates and predictors of job satisfaction among Malaysian academic librarians	Empirical study	Examined factors such as personal and organizational variables influencing job satisfaction among Malaysian academic librarians, finding significant relationships with work environment and support.
Matzler, K., Fuchs, M., and Schubert, A.	2004	Employee satisfaction: Does Kano's model apply?	Empirical study	Investigates whether Kano's model, a theory of customer satisfaction, applies to employee satisfaction. Study finds certain aspects of the model relevant to understanding employee satisfaction.
Morse, N.C.	1953	Satisfaction in the white-collar job	Empirical study	Examines job satisfaction among white-collar workers, focusing on personal and organizational factors influencing their job satisfaction.
Mansell, A., Brough, P., and Cole, K.	2006	Stable predictors of job satisfaction, psychological strain, and employee retention: An evaluation of organizational change	Empirical study	Examines how stable predictors, such as personality and support systems, influence job satisfaction,

within the New Zealand Customs Service	psychological strain, and employee retention during organizational change in the New Zealand Customs Service.

Research Methodology

The research technique encompasses the systematic procedures employed by researchers to conduct their studies. Planning is recognized as the crucial aspect to successfully complete each research step. In this context, the aim of this investigation was to determine the factors influencing the job satisfaction of library professionals. To achieve the research objectives, the researcher selected 150 employees with a grade of BPS 16 or above from 21 public and private universities in Karachi, Sindh. Among these, 61 library professionals were chosen from 9 public sector university libraries, and 89 were selected from 12 private sector university libraries. This group included chief librarians, deputy librarians, senior librarians, librarians, assistant librarians, and classifiers/catalogers, all possessing master's degrees in library science, collectively referred to as "library professionals."

Research methodology

Research design: the quantitative research design was used to justify the study with respect of its background.

Research method: survey method was used to collect the data from the chosen population.

Population of the study: the population of the study comprises upon public and private Sector university libraries of Sindh.

Data analysis: the data were analyzed using SPSS and MS office to clarify the metrics.

Sampling: the purposive sample was used to justify the respondents' interest with respect of the study area.

Data instruments: semi structured questionnaire were designed to collect the data from the chosen population which were librarians, assistant librarians, catalogues, classifiers .library assistant, chief librarian, senior librarians.

Instrument validity: the validation of instrument were checked from the LIS professionals to check it's validity and feasibility as per criteria of the study.

The researcher gathered information to assess job satisfaction from the population of public and private sector university libraries in Karachi, Sindh, considering various standards of literature, research methods, and the nature of research, study population, statistical parameters, and instruments. Various methods were employed to collect data. Some universities were personally visited, and discussions with librarians were conducted to gather information. Additionally, questionnaire-based surveys were emailed to some librarians, using email as an efficient tool. The researcher also utilized interview strategies to collect relevant data that would facilitate understanding the satisfaction levels of library staff.

Out of the 150 respondents, 97 librarians completed emailed questionnaires, while responses from 53 librarians were obtained through meetings and interviews. The Job Satisfaction Survey (JSS) utilized a five-point Likert scale with a range of 1 - 5 (ranging from highly dissatisfied to highly satisfy) (Spector, 1985). It comprised six facets, with five to seventeen statements for each, measuring the employee's attitude toward the job and its various aspects. There were a total of 36 statements, addressing factors such as fairness in pay, opportunities, frequency of raises, chances for promotions, regularity of employment, supervision competency, concern for subordinates, benefits range, comparison value, contingent rewards, and nature of the task, gratitude, rewards, interest, importance, enjoyment, and communication. This study was conducted to assess the instrument's reliability, and the results demonstrated a satisfactory level of dependability. The collected data were analyzed using descriptive and inferential statistics, including mean and standard deviation (SD).

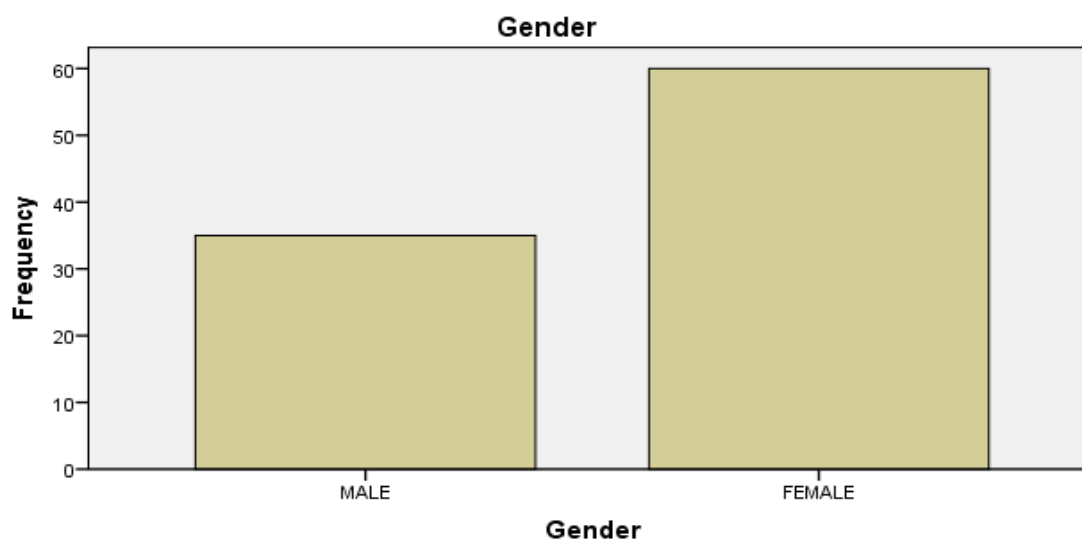**Data Analysis and Discussion**

Gender Distribution

Table.2 shows the gender distribution where Female ration is higher than the Male. The female were 60(63.2%) and Male were 35(36.8%) respectively.

Table.2. Gender

Respondents	Frequency	Percent	Valid Percent
MALE	35	36.8	36.8
FEMALE	60	63.2	63.2

|	Total	95	100.0	100.0

Figure.1. Gender Distribution

Gender

Age Distribution

Table 3 shows the age distribution where majority of the respondents were age range 26 to 35 years that is 40(42.1%) and least age found were above 55 years that is 5(5.3%).moreover, 20(21.1%) were age range of Below 25 years and 36 to 45 Years Respectively. As far as 46 to 55 years they are 10(10.5%). The complete data has displayed in below table.

Table.3. Age Distribution

| Respondents Age	Frequency	Percent	Valid Percent
Below 25 years	20	21.1	21.1
26 to 35 years	40	42.1	42.1
36 to 45 years	20	21.1	21.1
46 to 55 years	10	10.5	10.5
above 55 years	5	5.3	5.3
Total	95	100.0	100.0

Figure.2
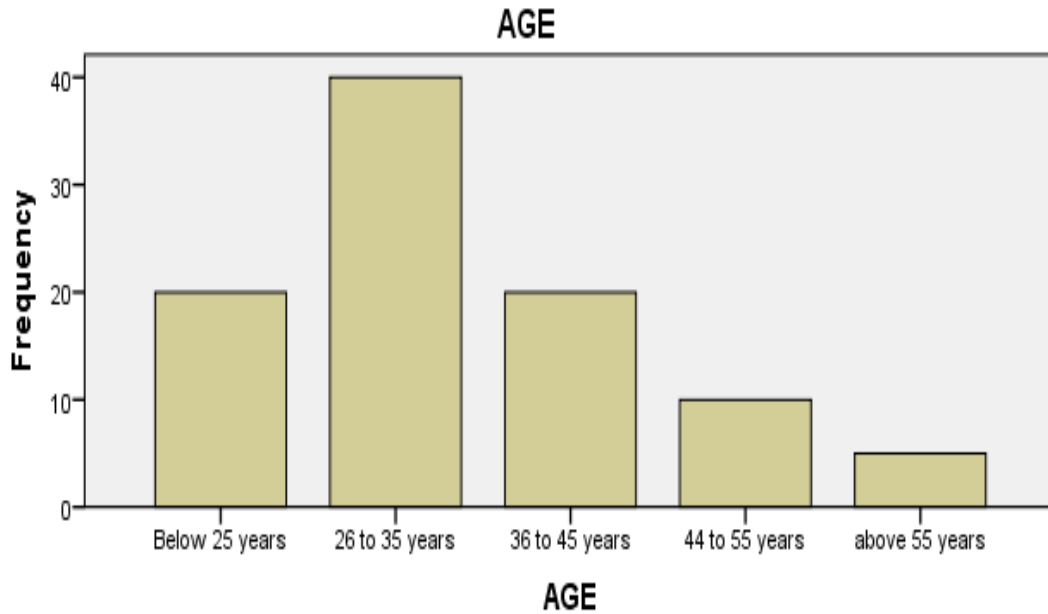
Designation of the Respondents

Table.4 shows the complete information about the respondents designation where majority of them were Librarians 44(46.3%) and least numbers were distributed among Assistant Librarians and Library Assistant which were 7(7.4%). There were 8(8.4%) chief Librarians and Senior Librarians respectively. Moreover, 12(12.6%) were cataloguers and classifiers and where 9(9.5%) were Deputy Librarians.

Table.4. Designation

Respondents Designation	Frequency	Percent	Cumulative Percent
Chief Librarians	8	8.4	8.4
Librarians	44	46.3	54.7
Deputy Librarian	9	9.5	64.2
Cataloguer Classifier	12	12.6	76.8
Assistant Librarian	7	7.4	84.2
Library assistant	7	7.4	91.6

Senior	8	8.4	100.0
Total	95	100.0	

Figure.3
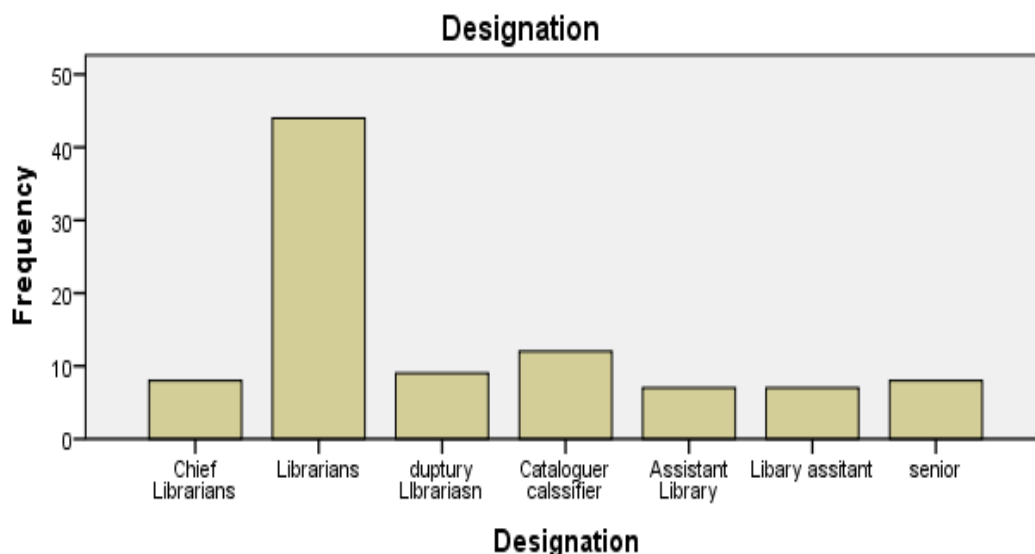
Working Experience

Table.5 shows the complete analyzed information about the working experience of respondents where majority of the respondents 25(26.3%) working experience 11 to 20 years and least 9(9.5%) respondents working experience were less than a year. Moreover, 22(23.2%) were having experience of 1 to 10 years and 20(21.1%) of them were having experience of 21 to 30 years. Rest of them 19(20.0%) were having more than 30 years of working experience.

Table.5

Working Experience

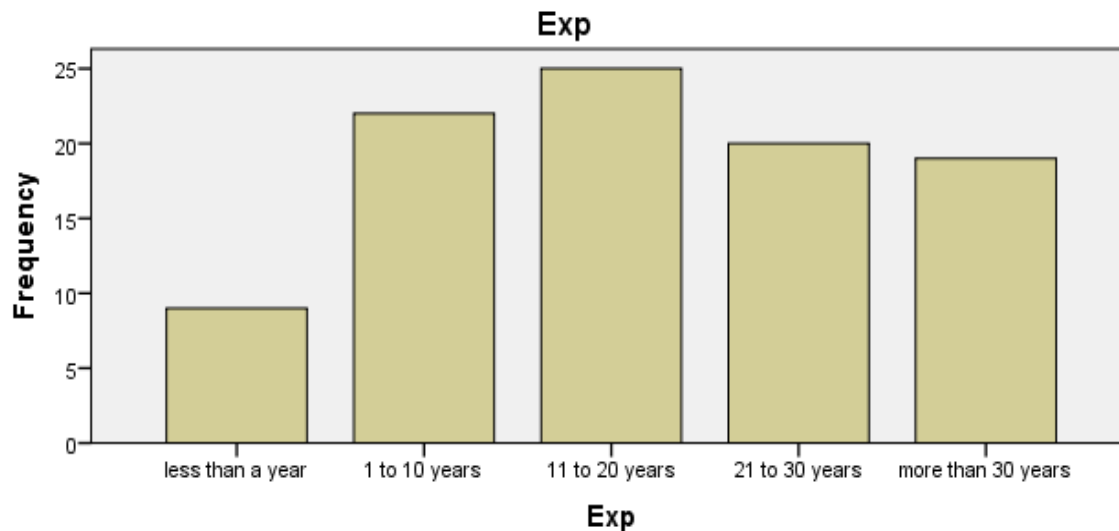| Working Experience	Frequency	Percent	Cumulative Percent
Less than a year	9	9.5	9.5
1 to 10 years	22	23.2	32.6
11 to 20 years	25	26.3	58.9
21 to 30 years	20	21.1	80.0
More than 30 years	19	20.0	100.0
Total	95	100.0	

Figure.4

Job Satisfaction

Table.6 shows the job satisfaction level among the LIS professional about the job satisfaction levels where majority of the respondents were showed their satisfaction about job security m.4.2211 and least LIS professionals showed their dissatisfaction as "promotion policey"Mean.3.3053. Followed by "Rewads"4.1053 and "working environment"M.4.0105. The analyzed data shows where respondents were asked about the "role of leaders " M.3.9684 where they showed little satisfaction about the job satisfaction levels. Clarke and postel(2009) agreed that job security is the most influenced aspect of job satisfaction at any level of organisation to create environment support organisational growth.The complete data has been displayed in the following table.6.

Table.6

Job Satisfaction	N	Mean	Std. Deviation
Job Security	95	4.2211	.48770
Rewards	95	4.1053	.92798
Working Environment	95	4.0105	.80550
Role of Leaders	95	3.9684	.67560
Moral of Colleagues	95	3.9474	.87966

	N	Mean	Std. Deviation
with your Job Responsibilities	95	3.9474	.39595
Supervisor Care and Advice	95	3.9263	.74722
Collection Development	95	3.9158	.70956
Own Moral	95	3.9158	.42933
with the Values and Views	95	3.8421	.36658
Feeling Fairness	95	3.8211	.56454
Direct Supervisor	95	3.8105	.80285
Team Spirit	95	3.8105	.76206
Reasonable Balance	95	3.8000	.69343
Appropriate Recognition	95	3.7368	.71772
Environment Influences	95	3.7368	.71772
your Goals	95	3.7263	.76412
Unofficial Comments	95	3.7263	.76412
Rate of Increment	95	3.6316	.74452
With Personal Feelings Accomplish	95	3.6211	.67128
Boss Update	95	3.5895	.92822
Salaries Package	95	3.4105	.88118
Promotion Policy	95	3.3053	1.01136

Table 7 shows the perception of LiS professionals about the management support about the job satisfaction. Where they showed their satisfaction about "as a good place to work"M.3..9368 and least satisfied at "job training"M.3.3263. The table shows more about the management support where respondents showed nor satisfied nor satisfied about the question has been displayed been asked they answered "career expectation"M.3.7263. The table further found that "monitoring relationship"M.3.6842. pendita and domnic(2016) agreed that training plays a vital role in term of prospering organisation and make healthy environment at the organisation progression. The following table shows the complete data.

TABLE.7

	N	Mean	Std. Deviation
As a good place to work	95	3.9368	.61559

	N	Mean	Std. Deviation
Career Expectation	95	3.7263	.72114
Monitoring Relationship	95	3.6842	.73315
Identify your Strength	95	3.6316	.58442
Personal Development	95	3.6000	.69036
Manager Cooperation	95	3.5895	.67627
Honest Performance Evaluation	95	3.5895	.75081
Opportunities for Advancement	95	3.5368	.82269
Professional Development	95	3.4842	.75601
Quality Training and Development	95	3.4316	.75305
Official Permission	95	3.4211	.83257
Job Training	95	3.3263	.86838

Table.8. Shows the benefits at job satisfaction at university libraries of Sindh Karachi LIS professionals where analyzed data determined that majority of the respondents showed their satisfaction about "with leave"M.4.2105 and respondents showed their dissatisfaction about "life insurance"M.3.0632. The respondents were showed their satisfaction levels about the "medical benefits"M.3.7684. On the certain scales they showed their dissatisfaction and satisfaction levels like "other facilities "M.3.7263.parvin and Kabir (2011) agreeed upon that salaries are most important aspects that put positive impact on employees to work with deligently and honestly.odaunlade(2012) agreed at job satisfaction salaries are playing vital role to done work properly and accurately.The complete data has been displayed to the following table to identify the other benefits and satisfaction levels among LIS professionals at Karachi.

TABLE.8

	N	Mean	Std. Deviation
With Leave	95	4.2105	.72779
Medical Benefits	95	3.7684	.84366
Other Facilities	95	3.7263	.85604
Transfer Facility	95	3.0316	.83095
Accommodation	95	2.9158	1.29371

	N	Mean	Std. Deviation
Transport Facility	95	2.7895	1.14757

Table 9 is showing the complete data analysis about the benefits to LlS professionals at job satisfaction levels at University libraries of Karachi where are majority of them showed their dissatisfaction about the "housing plan 3.8632 and least dissatisfied about the "life insurance"M.3.0632.the complete data has been displayed in the following table with complete analysis.

TABLE.9

	N	Mean	Std. Deviation
Housing plan	95	3.8632	1.38080
Medial plan	95	3.7684	1.29198
Personal plan	95	3.4316	1.04833
Awards	95	3.4000	1.20637
Life Insurance	95	3.0632	1.41279

Major Findings of the study

1. The analyzed data shows that the female ratio is higher than the make ratio which is 60(63.2%) and male ration 35(36.8%) in numbers.

2. The analyzed data confirmed that majority of the respondents were Librarians by designation 44(42.1%) at both private and public sector university libraries.

3. Data shows the age group where majority of the respondents from both sectors were range of 26 to 35 years.

4. The analyzed data shows that most of the respondents working experience were 11 to 20 years in their respective institutions.

5. As per job satisfaction level at both private and public sectors university libraries "with job security"(Mean:4.2211) and "With rewards"(Mean:4.1053) Respectively.

6. Data shows the training and development from the chosen population at both public and private sector University Libraries where "With the dedication to making our institution a

great place to work"(Mean: 3.9368) and "Career Expectation" (Mean: 3.7263) respectively.

7. The analyzed data disclosed that private and public sector University libraries professionals' Satisfaction with Facilities and Management Policy where "With paid leave (short and long term)" (Mean: 4.2105) and "With medical benefit" (Mean: 3.7684) respectively.

8. Data shows the importance of benefits at job satisfaction level both public and private sector "housing plan" (Mean: 4.2105) and "medical plan" (Mean: 3.7684) respectively.

Based on the findings and conclusions, the following recommendations are made:

1. University administrations in both public and private sectors should prioritize creating a pleasant work environment with suitable facilities to promote the job satisfaction of LIS experts.

2. Policies controlling and reducing factors leading to job dissatisfaction, such as unscheduled overtime and unrealistic performance expectations, should be devised by university administrations.

3. Well-defined selection and promotion standards for LIS experts should be established by the management of both public and private sectors.

4. Private sector institutions should guarantee job stability, raise remuneration packages, and implement regular raises to ensure parity with public sector professionals.

5. LIS professionals should be supported in attending national and international conferences, seminars, workshops, and lectures to advance their professional knowledge and ICT skills.

6. The National Library of Pakistan, library schools, and organizations should contribute to restructuring employment and expanding career prospects for LIS professionals.

7. Vacant library posts in both sectors should be filled by young professionals based on merit.

8. Library administrations should devise communication strategies to increase transparency and trust among LIS experts.

Conclusion

The conclusion of this research highlights the interrelation between job satisfaction and librarians' professional output, encompassing factors such as performance, social standing, and relationships with colleagues and administrators. Employee satisfaction with the work environment is deemed crucial for obtaining high performance. The study also examines the satisfaction levels of librarians in public and private institutions in Karachi, revealing variations in satisfaction with different job characteristics. Majority of the respondents of the private University libraries were quite satisfied with their job level but on the other hand Private Sector University librarians not satisfied with some terms like security, benefits and service training. The government and higher authority of the both side should take it on serious note to accomplish the needs of the library staff regarding its benefits, job satisfaction, job security and other privileges that would make greater impact on library services and other areas of development.

This study was purely administered at Karachi Sindh level private and public sector university libraries at job satisfaction level but in future this study can be replicate at broader level at overall Sindh province or all academic libraries of Karachi.

Discussion

In the present research study many job satisfaction factors were analyzed and results shows that library professionals found not satisfied with like, salary , job security, good working hours, social and faculty status, training facilities and good behaviour or attitude from top authorities. They were found dissatisfied with the following facets like, no service structure, there is no opportunity for ICT trainings, no reward system like housing scheme for the library professionals at these institutions.

This study shows that the library professionals of private and public sector university libraries librarians are qualified and they need to get higher degrees such as MS-LIS and PhD. They also need chances of national and international scholarships.

It is revealed from this study that all LIS professionals who are working at public and private sector university libraries of Sindh not much satisfied about their job occupied at different levels of designations.

Several aspects of the job satisfaction were examined in this present study, and the findings indicate that library professionals form the two prominent sector of libraries are satisfied and not satisfied with their pay and yearly raise, job stability, good working hours, lack of workload, social and other issues. The study found the following aspects to be unsatisfactory: no reward system, no possibility for ICT training, no service structure, and no legitimate means of applying for national and international scholarships for these University librarians. In a similar vein, there is no opportunity to take part in conferences, workshops, or book fairs but some extent there is little chance to groom skills and expertise as per requirement of the institutions. Although these University librarians are not happy with everything, they nevertheless enjoy what they do. According to Schneider and Snyder (1975), job satisfaction is a useful indicator of how well employees are doing their jobs and the organization. According to Ejiogu (1980), job satisfaction is the culmination of an individual's social and psychological well-being, supposing elements such as appropriate communication, engagement in decision-making, compensation, benefits, and fringe benefits. According to Middlemist and Hilt (1981), one's perception of their job and workplace environment has a greater influence on their level of job satisfaction. According to Arnold and Feldman (1986), having a good impact on one's work, the atmosphere in which one works, and having an emotional attachment to one's employment are all necessary for job satisfaction. According to Karim (2008), a significant portion of the empirical research conducted on librarians in developed nations has focused on the factors that precede job satisfaction, such as the disparities in job satisfaction between male and female librarians as well as between librarians working in different departments within the library. Furthermore, a large portion of research has examined the relationship between the job satisfaction of librarians and their age, years of experience, pay, and prospects for advancement within the library.

The findings indicate that a number of important factors contribute to the achievement of job satisfaction among the librarians at public and private sectors University libraries of Sindh Karachi. These factors include job security, a positive relationship with my supervisor, satisfactory interactions with coworkers and clients, job duties and schedules that are satisfactory, job challenges that are satisfying, task variety and work autonomy, and job status and recognition at work. The study also found that employees were not very satisfied with things like pay, working conditions, opportunity for research, managerial styles and so on.

It is concluded from the above-mentioned discussion that following need to be addressed for improving job satisfaction levels of public and private sector university libraries of Sindh that would help them to work for their life satisfaction.

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