

Job Satisfaction, Work Performance and Organizational Commitment of Academic Librarians

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Abstract

This study examined the job satisfaction of academic librarians and its relationship with work performance and organizational commitment in selected Higher Education Institutions in Sultan Kudarat. Anchored on Herzberg's Two-Factor Theory, the study investigated job satisfaction in terms of compensation, recognition, interpersonal relations, professional advancement and tenure, and job itself, and determined its influence on work performance and organizational commitment. A descriptive-correlational and comparative survey design was employed. Data were gathered using a researcher-made questionnaire adapted from Tabile (1999) and Lester (1984) and administered to 29 professional and paraprofessional librarians. Statistical analyses included frequency and percentage distribution, mean, One-Way Analysis of Variance (ANOVA), Pearson Product-Moment Correlation, and Multiple Regression Analysis. The findings revealed that most respondents were college graduates, employed in private institutions, held contractual positions, and had less than five years of service. Librarians were generally moderately satisfied with their jobs, with job itself obtaining the highest satisfaction rating, while compensation received the lowest rating. Work performance was very satisfactory in human and conceptual skills and satisfactory in technical skills. Significant differences in job satisfaction were observed based on employment status, with permanent librarians demonstrating higher satisfaction than contractual librarians. Significant positive relationships were also found between job satisfaction and work performance and between job satisfaction and organizational commitment. Regression analysis further indicated that job satisfaction explained 37% of the variation in work performance and 69% of the variation in organizational commitment. The study concluded that job satisfaction plays a significant role in enhancing employee performance and commitment. It recommends improving compensation, benefits, professional development opportunities, recognition systems, and career advancement programs to strengthen librarian satisfaction and organizational effectiveness. The study aligns with SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 16 (Peace, Justice, and Strong Institutions) by promoting effective educational support services, improved workplace conditions, and stronger institutional practices. Its sustainability impact lies in supporting educational, institutional, and human resource sustainability through enhanced librarian productivity, commitment, and service quality in higher education institutions.

Keywords: Academic librarians, Job satisfaction, Organizational commitment, Professional development, Work performance

1. Introduction

Job satisfaction is a critical factor influencing employee productivity, commitment, and organizational effectiveness. As human needs continue to evolve, failure to meet these needs may lead to dissatisfaction and reduced organizational contribution (Chahal, 2013). Job satisfaction, defined as an individual's reaction to job experiences and the fulfillment of important work values (Noe, 2003), is particularly significant in educational institutions where employee performance directly affects institutional success. Among academic librarians, job satisfaction is closely associated with work performance and organizational commitment, making it an essential concern for higher education institutions.

1.1 Job Satisfaction, Work Performance, and Organizational Commitment among Academic Librarians

Job satisfaction has been recognized as a determinant of employee productivity, creativity, and commitment (Filak & Sheldon, 2003; Ziller, 2012; Baack, 2012). Research indicates that dissatisfied employees often experience reduced motivation and performance, while satisfied employees are more likely to contribute positively to organizational goals. In librarianship, job satisfaction is equally important because librarians serve as key providers of information services. Despite technological advancements, librarians remain essential in delivering quality information services, and factors affecting their well-being may directly influence service effectiveness (Badawi, 2006; Murray, 1999). Consequently, understanding the relationship between job satisfaction, work performance, and organizational commitment among academic librarians is essential for institutional development.

1.2 Themes and Insights from Related Literature on Academic Librarian Job Satisfaction

The literature emphasizes that job satisfaction is influenced by both individual needs and organizational factors. According to A.H. Maslow (1943, 1970) as cited by Robbins (2009), human needs progress from physiological and security needs to self-esteem and self-actualization needs. Similarly, Jordan (1996) as cited by Corpuz (2006) highlighted that job satisfaction is shaped by the interaction between employee needs and workplace conditions. Herzberg, Mausner and Snyderman's (1959) as cited by Robbins (2001) Two-Factor Theory distinguishes between hygiene factors and motivating factors. Hygiene factors such as salary, supervision, interpersonal relationships, and working conditions prevent dissatisfaction, while motivating factors such as achievement, recognition, responsibility, and advancement promote satisfaction and improved performance (Newstrom, 2002). Studies among librarians consistently reveal positive relationships between job satisfaction and organizational outcomes. Adio (2010), Tella (2007), and De Klerk (2005) found significant relationships between job satisfaction and career commitment. Williamson, et.al (2005) identified stress, freedom in the job, management style, and job content as major influences on satisfaction. Burd (2002) reported that organizational factors significantly affect satisfaction, commitment, and retention intentions. Local studies likewise demonstrate the importance of compensation, recognition, promotion opportunities, and professional development in influencing librarians' job satisfaction (Siaga, 2007; Gonda, 2006). Sharma (2005) further emphasized that satisfied librarians are generally more productive, committed, and efficient in their professional responsibilities. The major dimensions influencing job satisfaction include compensation (Medina, 2006; Society for Human Resource Management, 2009), job itself (Martires, 2003), interpersonal relations with supervisors and coworkers (Billiko, 2001; Hill, 2011), professional advancement and tenure (Simon, n.d.; Dyck, 2009), and recognition (Nelson, 2008; Harrison, 2005).

1.3 Local, National, and Global Context of Librarian Job Satisfaction

Globally, job dissatisfaction remains a major concern among professionals. Accenture (NYSE: ACN) (2011) reported that fewer than half of surveyed professionals worldwide were satisfied with their jobs, citing inadequate compensation, limited growth opportunities, and restricted career advancement as major concerns. Nationally, Filipino professionals exhibit similar concerns. Alimario (2011) reported that many Filipino workers seek better compensation, benefits, and work-life balance, while expressing willingness to pursue alternative employment opportunities. In Mindanao, Tolentino (2007) highlighted job security and social protection as significant concerns affecting employee satisfaction among SME workers. Within academic libraries, studies conducted in Metro Manila indicated that librarians generally demonstrate moderate to high job satisfaction but continue to express concerns regarding salaries, promotion systems, and professional development opportunities (Siaga, 2007; Gonda, 2006). These findings suggest the need to further examine librarian job satisfaction within specific local contexts such as Sultan Kudarat.

1.4 Theoretical and Conceptual Basis of Librarian Job Satisfaction, Work Performance, and Organizational Commitment

This study is anchored on the Two-Factor Theory of Herzberg (1959) as cited by Robbins (2009), which explains job satisfaction through motivators and hygiene factors. Motivators contribute to satisfaction and improved performance, while deficiencies in hygiene factors may result in dissatisfaction (Davies, 2008). The study conceptualizes librarians' job satisfaction as the independent variable, measured through compensation, recognition, interpersonal relations, professional advancement and tenure, and job itself. Work performance and organizational commitment serve as dependent variables. Work performance is assessed through technical skills, human skills, and conceptual skills (Newstrom, 2002; Christensen, 2013; Katz, 2012). Organizational commitment reflects employees' identification with organizational goals and willingness to exert effort for organizational success (Colquitt, 2010). Affective commitment, in particular, represents emotional attachment to the organization and contributes positively to organizational effectiveness (Slack, 2010).

1.5 Research Gaps and Rationale

Although numerous studies have examined job satisfaction across professions, relatively limited attention has been devoted to academic librarians, particularly in provincial settings. Existing studies have primarily focused on librarians in metropolitan areas and international contexts (Siaga, 2007; Gonda, 2006; Adio, 2010; Tella, 2007). Furthermore, limited research has investigated the combined relationship of job satisfaction, work performance, and organizational commitment among academic librarians in Sultan Kudarat. Given the essential role of librarians in supporting higher education institutions, there is a need to determine how specific job satisfaction factors influence librarians' work performance and organizational commitment. Addressing this gap may provide evidence-based recommendations for improving personnel management and organizational effectiveness in academic libraries.

1.6 Alignment with Relevant Sustainable Development Goals (SDGs)

This study aligns with several Sustainable Development Goals (SDGs), particularly SDG 4 – Quality Education, SDG 8 – Decent Work and Economic Growth, and SDG 16 – Peace, Justice, and Strong Institutions. Academic librarians play a vital role in supporting teaching, learning, and research by providing access to information resources and services, thereby contributing to the achievement of quality education. The study also supports SDG 8 by examining factors such as compensation, recognition, professional advancement, and work conditions that influence job satisfaction, work

performance, and organizational commitment among librarians. Furthermore, by generating evidence that may assist educational institutions in developing effective personnel policies and management practices, the study contributes to stronger and more efficient institutions, which is consistent with the objectives of SDG 16. Through improving the welfare, motivation, and productivity of academic librarians, the study promotes a sustainable and supportive work environment within higher education institutions.

1.7 Importance of the Study to Multidisciplinary Sustainability

The study contributes to educational sustainability by supporting the effectiveness of academic libraries and the quality of educational services. It promotes socio-economic sustainability through improved employee satisfaction, motivation, and retention. It also supports institutional sustainability by providing evidence that may guide administrators in developing policies, programs, and strategies that enhance librarian performance and organizational commitment. Moreover, the findings may contribute to human resource sustainability by identifying factors that foster productive, committed, and professionally fulfilled academic librarians. These outcomes may strengthen organizational performance, improve service delivery, and support long-term development within higher education institutions.

2. Material and methods

2.1 Research Design

This study employed a descriptive-correlational and comparative survey design to investigate the job satisfaction, work performance, and organizational commitment of academic librarians in Sultan Kudarat. Descriptive research was utilized to describe, explain, and interpret existing conditions and phenomena occurring at a specific place and time. According to Ezeani (1998), descriptive research aims to examine phenomena within a particular context, while Auerbach (2003) emphasized that it focuses on existing conditions, practices, relationships, opinions, processes, and trends. Correlational research was used to determine the existence and extent of relationships among quantifiable variables. The comparative aspect of the study enabled the examination of differences and relationships among the variables under investigation.

2.2 Locale of the Study

The study was conducted in selected Higher Education Institutions (HEIs) in the Province of Sultan Kudarat. These institutions included campuses of Sultan Kudarat State University and other private and public tertiary schools operating within the province. The selected institutions served as the setting for assessing the job satisfaction, work performance, and organizational commitment of academic librarians.

2.3 Respondents of the Study

The respondents of the study consisted of professional librarians and paraprofessional librarians employed in selected Higher Education Institutions (HEIs) in Sultan Kudarat. These library personnel were chosen because of their direct involvement in academic library operations and services. The study involved a total of twenty-nine respondents, comprising Directors of Libraries or Chief Librarians, Professional Librarians, and Paraprofessional Librarians from public and private higher education institutions within the province. Their participation provided the necessary data for assessing job satisfaction, work performance, and organizational commitment among academic librarians.

2.4 Sample and Sampling Procedure

The study utilized a researcher-made questionnaire adapted from the instruments of Tabile (1999) and Lester (1984), with modifications to align with the objectives of the study. The instrument employed a five-point Likert scale and consisted of four parts. The first part gathered demographic information, including educational qualification, employment status, and type of school. The second part measured the respondents' level of job satisfaction in terms of compensation, recognition, interpersonal relations, professional advancement, work conditions and workload, and nature of task performed. The third part assessed work performance through technical skills, human skills, and conceptual skills. The fourth part evaluated organizational commitment, particularly affective commitment. Prior to its administration, the instrument underwent pilot testing among non-participant librarians from selected academic libraries in Koronadal City to establish reliability. Validity was determined through the comments and suggestions of the pilot respondents, while content validity was evaluated by professional librarians.

2.6 Data Gathering Procedure

The researcher first secured permission from the presidents and heads of thirteen tertiary institutions through proper channels. Upon approval, coordination was made with library directors and college librarians regarding the schedule for administering the questionnaire. The researcher personally distributed and retrieved the questionnaires from the respondents. After collection, the responses were coded, organized, and entered into coding sheets for processing. Data tabulation and processing were performed by the researcher. The gathered information was then used to determine the association between job satisfaction, work performance, and organizational commitment among academic librarians. The instrument was subjected to pilot testing prior to implementation to ensure reliability and validity.

2.7 Data Analysis Techniques

Data were analyzed using the Statistical Package for Social Sciences (SPSS). Frequency and percentage distributions were employed to describe the respondents' profile in terms of educational qualification, employment status, and type of school. Mean scores were computed to determine the levels of job satisfaction, work performance, and organizational commitment. One-Way Analysis of Variance (ANOVA) was utilized to determine significant differences and relationships involving job satisfaction and work performance variables. Pearson Product-Moment Correlation was used to examine the relationship between job satisfaction, work performance, and organizational commitment. Multiple Regression Analysis was applied to determine the extent of the relationship between job satisfaction variables and the dependent variables of work performance and organizational commitment. All statistical interpretations were based on the 0.05 level of significance.

3. Results and Discussion

3.1 Profile of the Academic Librarians

3.1.1 Educational Qualification

The findings revealed that most respondents were college graduates, comprising 79.31% of the total population. Only 10.34% were master's degree holders, while another 10.34% had earned units in a master's degree program. This indicates that most academic libraries in Sultan Kudarat are staffed by librarians who have not yet completed graduate degrees. The result suggests the need for continued professional development and advanced academic preparation among library personnel.

3.1.2 Status of Employment

The majority of the respondents were employed on a contractual basis, accounting for 51.72% of the total respondents. Permanent employees comprised 31.03%, while probationary employees accounted for 17.24%. The findings suggest that a large proportion of academic librarians in Sultan Kudarat do not enjoy permanent employment status. This observation supports the findings of Rubin (1993), who reported that librarian turnover rates are generally high and that only a limited number of librarians hold permanent positions.

3.1.3 Type of School

More than half of the respondents were employed in private institutions, representing 51.72% of the sample, while 48.27% were employed in public institutions. The results indicate a relatively balanced representation of librarians from both private and public schools, allowing the study to capture perspectives from different institutional settings.

3.1.4 Years in Service

Most respondents had less than five years of service, representing 65.51% of the population. Only a few respondents had longer years of experience, with small percentages distributed across higher service categories. The findings suggest that the librarian workforce in Sultan Kudarat is relatively young and has limited professional experience. This may influence perceptions of job satisfaction, organizational commitment, and work performance.

3.2 Levels of Job Satisfaction and Work Performance

3.2.1 Job Satisfaction of Academic Librarians

The results showed that librarians were generally moderately satisfied across all dimensions of job satisfaction. Among the indicators, job itself obtained the highest mean score, followed by interpersonal relations, recognition, professional advancement and tenure, and compensation. Compensation received the lowest rating among the dimensions assessed. The findings indicate that librarians derive greater satisfaction from the nature of their work and their relationships with colleagues than from compensation and career advancement opportunities. This supports the findings of Tsigilis, Koustelios and Togia (2004), who asserted that limited opportunities for advancement, unfair promotion policies, and slow promotion procedures are major sources of dissatisfaction among librarians.

3.2.2 Work Performance of Academic Librarians

The respondents demonstrated very satisfactory performance in terms of human skills and conceptual skills, while technical skills were rated satisfactory. The results imply that librarians possess strong interpersonal and conceptual competencies but may require further enhancement of their technical capabilities. This finding is consistent with Gonda (2006), who emphasized the need for opportunities that support librarians' professional growth and skill development. Similarly, Anderson (2002) noted that continuous training is essential in a workplace characterized by technological change and evolving job demands.

3.3 Difference in Job Satisfaction Based on Employment Status

3.3.1 Variation in Job Satisfaction among Employment Groups

The analysis revealed a significant difference in job satisfaction when librarians were grouped according to employment status. This indicates that job satisfaction levels vary among permanent, contractual, and probationary employees. The findings suggest that employment status influences librarians' perceptions of job satisfaction. This result supports the study of Bamigboye (2011), which found that employment status affects the welfare benefits received by academic librarians and consequently influences their level of job satisfaction.

3.3.2 Pairwise Comparison of Employment Groups

Further analysis showed that permanent librarians were significantly more satisfied with their jobs than contractual librarians. However, no significant differences were observed between permanent and probationary librarians or between contractual and probationary librarians. These results indicate that job security associated with permanent employment may contribute to higher satisfaction levels. Meanwhile, probationary and contractual librarians appear to experience similar workplace conditions and perceptions regarding their jobs.

3.4 Relationship between Job Satisfaction, Work Performance, and Organizational Commitment

3.4.1 Relationship between Job Satisfaction and Work Performance

The results revealed a significant positive relationship between job satisfaction and work performance, with a moderate correlation coefficient. Librarians who reported higher levels of job satisfaction also tended to exhibit better work performance. The findings suggest that increased satisfaction contributes to improved employee productivity and effectiveness. This supports the study of Velnampy (2008), which found that job satisfaction positively influences employee performance and that performance and satisfaction are mutually reinforcing.

3.4.2 Relationship between Job Satisfaction and Organizational Commitment

A significant positive relationship was also found between job satisfaction and organizational commitment, with a high degree of correlation. Librarians who were more satisfied with their jobs tended to demonstrate stronger commitment to their organizations. The findings indicate that job satisfaction is a major contributor to organizational commitment. This result is consistent with Moser (1997), who emphasized that low job satisfaction leads to reduced organizational commitment. It also supports the findings of Tella (2007), which showed that increased compensation, better policies, improved working conditions, and supportive work environments contribute to stronger career commitment among library personnel.

3.5 Extent of the Influence of Job Satisfaction

3.5.1 Influence of Job Satisfaction on Work Performance

Regression analysis revealed that job satisfaction significantly predicts work performance. The coefficient of determination indicated that 37% of the variation in work performance could be explained by job satisfaction. The findings suggest that job satisfaction plays a substantial role in shaping employee performance. Although other factors may also influence performance, more than one-third of the variation in work performance was associated with librarians' level of job satisfaction. This finding supports Samad (2007), who reported that satisfied and committed employees are generally high performers who contribute positively to organizational productivity.

3.5.2 Influence of Job Satisfaction on Organizational Commitment

The regression analysis further showed that job satisfaction significantly predicts organizational commitment. Approximately 69% of the variation in organizational commitment was explained by job satisfaction. The results indicate that job satisfaction is a strong determinant of organizational commitment among academic librarians. The substantial proportion of explained variance demonstrates the importance of satisfaction in fostering loyalty and attachment to the organization. This finding is congruent with Ayeni and Phopoola (2007), who found a strong relationship between job satisfaction and organizational commitment and emphasized that satisfaction largely depends on how well organizations meet employee expectations.

4. Conclusion and Recommendations

The study found that most academic librarians in Sultan Kudarat were college graduates, employed in private institutions, held contractual positions, and had less than five years of service. The respondents were generally moderately satisfied with their jobs, with the nature of the job receiving the highest satisfaction rating. Work performance was highest in human and conceptual skills, while technical skills showed a need for improvement. Employment status significantly influenced job satisfaction, and significant positive relationships were found between job satisfaction, work performance, and organizational commitment. Furthermore, job satisfaction accounted for a substantial proportion of the variations in both work performance and organizational commitment, indicating its important role in enhancing librarian productivity and commitment to the organization.

Management should review and improve salary schemes, benefits, employee development programs, rewards, incentives, merit systems, and promotional plans to enhance job satisfaction, productivity, and organizational commitment among librarians. Academic institutions should also hire licensed professional librarians, conduct regular performance appraisals, and encourage participation in professional associations, trainings, and seminars to strengthen professional competencies and improve library operations. Additionally, future studies may expand the scope of investigation beyond Sultan Kudarat to include a wider geographical area.

The study was limited to academic librarians from selected academic libraries in Sultan Kudarat and focused only on the relationship among job satisfaction, work performance, and organizational commitment. The respondents consisted of professional and paraprofessional librarians from participating institutions, and the findings are therefore confined to the context and population covered by the study.

Compliance with ethical standards

The authors declare no conflict of interest. This study received no external funding and was conducted among professional and paraprofessional librarians from selected Higher Education Institutions in Sultan Kudarat. Participation was voluntary, and informed consent was obtained prior to data collection through non-invasive questionnaire administration. The researchers ensured the confidentiality of all responses by not disclosing any identifying information, and they acknowledge the cooperation and participation of the librarians and academic institutions involved in the study.

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