

Extended Abstract

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Influence of supervisory behavior on job satisfaction among university library assistants in Sri Lanka

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1. Abstract

Job satisfaction is the amount of overall positive effects or feelings that individuals have towards their jobs. The study of job satisfaction enriches management with a range of information pertaining to job, employee, and environment. which facilitates decision making and correcting the path of organizational policies and behavior. The purpose of this study was to evaluate the impact of supervisors on job satisfaction among University Library Assistants in Sri Lanka. The six components, which directly affect on the job satisfaction of Library Assistants due to their supervisors were measured through: guidance of duties, performance evaluation, facilities provided, decision making, distribution of duties and impartiality. The study population was 280 Library Assistants attached to the libraries of 13 National Universities. A mail questionnaire was used as the main data collection instrument. 208 individuals responded out of 280 Library Assistants. The overall response rate was 74.29%. The results indicated that the majority of Library Assistants were positive on all measured parameters of the activities of their supervisors. Out of the six parameters, guidance of duties has become a strong facet that contributes to overall job satisfaction of Library Assistants under their supervisors. It was found that 119 respondents (57%) were satisfied and 43 (21%) were highly satisfied regarding the guidance of duties of supervisors. Satisfaction (highly satisfied and satisfied) on performance evaluation, facilities provided, decision making, distribution of duties and impartiality were 57%, 56%, 55% 57% and 59% respectively. Further, this study reveals that more than half of the Library assistants of National Universities are satisfied with supervision of the supervisors. The finding of the study will be helpful for the university authorities and librarians for the quality development of the effective service of Library Assistants of University Libraries in Sri Lanka.

Key words: Job satisfaction; Library Assistants; Paraprofessionals;

2. Introduction and research problem/issue

Job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, supervision, and numerous other aspects of their jobs. Human are the

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most important assets of any organization. Employees are organization's livelihood. How they feel about the work they are doing and the results received from that work directly impact an organization's performance and ultimately its stability. Normally employees will be more satisfied when they feel that they are rewarded fairly for the work they have done by making sure rewards for them are genuine contributions to the organization and consistent with the reward policies.

The supervisor can make or **mare(Check)** an employee. The way the

supervisor relates with the subordinates and how the employee perceives him can influence his satisfaction and performance. For the context of this study, supervision can be defined as how the supervisor treat the employee in terms of guidance of duties, praise, distribution of duties, providing facilities and equal treatment for all employees etc. Wise decisions should be taken when it comes to appointing someone to the role of supervising. This role is difficult and requires good leadership skills and the ability to treat all employees fairly. There should also be positive feedback and a set means of evaluating or appraising employees. The environment, under which employees work, has a tremendous effect on their level of pride for themselves and for the work they do. The provision of modern equipment and facilities, quality furniture, wellventilated offices, well-spaced offices, secured, and so on are some of the conditions that should be provided by supervisors in order to avoid the dissatisfaction of the employee.

3. Research Methodology

In order to collect data about influence of supervisors on job satisfaction level among university library Assistants in Sri Lanka, the survey methodology with prepared questionnaires was employed. For this purpose, a questionnaire was developed which was divided into six sections named, guidance of duties, performance evaluation, facilities provided, decision making, distribution of duties and impartiality respectively. To measure the job satisfaction level, respondents were asked to mark one of the five levels of satisfaction according to their feeling. Five percentage scales, as mentioned below, was used in the instrument.

Highly satisfied, Satisfied, Not satisfied, never satisfied, no idea

The population of the study was the paraprofessional Library Assistants serving in thirteen national universities in Sri Lanka. It was decided to carry out the study on those universities where large numbers of Library Assistants in five grades are working at present. The total number of library assistants working in thirteen universities was 280.

4. Results and findings

Survey Response

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

Guidance of duties

It is pleasing to see that the results for this question inferred that 57% of the Library Assistants were satisfied with the guidance of duties of their supervisors, 21% the Library Assistants were not satisfied and 5% of the Library Assistants were strongly dissatisfied with the way of guidance of duties by their supervisors. 4% of respondents did not give answers while 3% of respondents have no idea about the way of guidance of duties of their supervisors.

Performance evaluation

As shown in the study, it indicated that 43% (89) of the Library Assistants were satisfied with the evaluation of job performance, 12% (24) of the Library Assistants

were highly satisfied, and 24% (50) of the Library Assistants were dissatisfied while 9% (18) of the Library Assistants were highly dissatisfied with the way of evaluation of job performance. 6% (12) of respondents have no idea whereas 7% (15) of respondents did not answer this question.

Facilities provided by the supervisors

It is inferred that 47% of the Library Assistants were satisfied with the facilities provided by their supervisors, 10% of the Library Assistants were highly satisfied with the facilities provided by their supervisors, 25% of the Library Assistants were not satisfied and 9% of the Library Assistants were highly dissatisfied with the facilities provided by their supervisors. 5% of respondents did not give answers while 4% of respondents have no idea about the facilities provided by their supervisors.

Decision Making

The 47% of the respondents were satisfied with decision making authority of their supervisors while 9% of respondent were highly satisfied. 23% of the respondents were dissatisfied and 10% of the respondents were

highly dissatisfied with decision making authority of their supervisors. 5% of respondent have no idea whereas 7% of respondent did not answer this question.

Distribution of duties

As identified in the study, 46% (95) of respondents were satisfied with distribution of duties by supervisors whereas 11 % (22) were highly satisfied.23% (47) of respondents was dissatisfied while 12% (24) were strongly dissatisfied. 4 % (9) of respondents have no idea whereas 5% (11) had no answers to this question.

Impartiality behavior of the supervisors

It is inferred that 49% of the respondents were satisfied with the impartiality behavior of their supervisors while 10% of respondent were highly satisfied, 21% of the respondents are dissatisfied with the impartiality behavior of their supervisors and 10%

of the respondents are highly dissatisfied. 6% of respondents have no idea whereas 5% of respondent had no answers to this question.

5. Conclusions, implications and significance

The results didn't indicate much difference of satisfaction through six parameters. The satisfaction from six parameters, the guidance of duties is a strong facet that contributes to overall job satisfaction of Library Assistants. Satisfactory percentage was around 75%. Although, performance evaluation, facilities provided by supervisors, decision making, distribution of duties and impartiality behavior of supervisors are satisfactory level, they are not up 60 percent. Further, the study reveals that the overall job satisfaction was better towards the way of supervisors' guidance of duties of National University Libraries.

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