

Impact of Leadership Style on Job Satisfaction among the Library Professionals in Tamilnadu

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Abstract

Library professionals are deeply passionate about the vital role libraries play in providing access to information, supporting learning and literacy, and strengthening communities. Many of them take on leadership roles within library organizations, advocating for the resources and policies needed to enhance library services. They actively engage with stakeholders to highlight the value of libraries and the work of library professionals. Beyond their leadership roles, these professionals bring a wealth of knowledge, expertise, and dedication to their work, making a significant impact on the mission and values of libraries worldwide. This study looks at the key factors influencing job satisfaction among library professionals in Tamil Nadu, with a particular focus on how leadership styles contribute to their overall job satisfaction.

Keywords: Job satisfaction, Library Professionals, Leadership

Introduction

Job satisfaction among library professionals varies based on factors like the type of library, job responsibilities, education, experience, and work environment. Many report high satisfaction due to the meaningful impact they have on their communities, such as promoting literacy, lifelong learning, and access to information. They value diverse tasks like collection development, programming, and integrating technology. However, challenges such as low pay, limited advancement, and insufficient support can cause dissatisfaction.

Effective leadership significantly influences job satisfaction, motivation, and performance. Positive leadership fosters a collaborative and inclusive environment, supports professional development, and provides recognition and clear communication. Leaders who prioritize diversity and equity create welcoming workplaces, benefiting both staff and users. Library professionals' adaptability to new technologies and user needs underscores their critical role in advancing libraries' missions to serve diverse communities.

Review of Literature

(Kaya) found that job satisfaction is lesser in developing nations than it is in developed nations. If librarians do not achieve peer status by upholding fundamental academic standards, they will dominate the new electronic information age in terms of influence over librarian matters.

(Berry) carries out a thorough survey of the library staff of public and academic libraries, and he notes that older library staff members are happier at their employment than younger ones compared to the younger age group.

(Bii and Wanyama) investigated the effect of automation on work satisfaction among Kenyan librarians and the authors claim that the employees see automation as a source of enrichment and work satisfaction. However, it is important to note that one specific issue facing librarians in developing nations is the widespread fear and disapproval of the use of information and communication technologies (ICTs).

(Todaro and Smith) investigated that the latest technological advancements and trends highlight the need for organisations to establish staff development objectives in order to increase their job satisfaction by offering opportunities for CPD (continuous professional development) and training on the job.

Methodology

Library professionals from arts and science colleges as well as engineering colleges in Tamil Nadu were chosen for this study, from which the sample respondents were drawn. Purposive sampling was used to select 300 library science professionals working in various educational institutions across Tamil Nadu. Data for the study were collected using structured questionnaires and organized systematically for analysis.

Analysis and Discussion

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin's Measure of Sampling Adequacy		.939
Bartlett's Test of Sphericity	Approx. Chi-Square	264.32
	df	300
	Sig.	.008

The KMO value of 0.939 indicates that variables chosen for the study are highly correlated. However, the Bartlett's test of significance value is 0.08, which is above the commonly accepted threshold of 0.05, suggesting that Factor Analysis may not be entirely appropriate for the selected variables.

Communalities

Principal Component Analysis can be used to extract the communalities for the variable and that is followed as;

Table 2 Communalities

Factors	Initial	Extraction
Orientation	1.000	.632
Team work	1.000	.582
Leadership	1.000	.637
Innovation	1.000	.724
Lack of Recognition	1.000	.611
Career	1.000	.557
Co-operation	1.000	.611
Family Welfare	1.000	.683
Representation	1.000	.632
Job Satisfaction	1.000	.648
Salary and Benefits	1.000	.594
Library environment	1.000	.601
Communication	1.000	.609
Initiative	1.000	.594

Source: Primary data

This leads to the verification of individual variances, as shown in the communalities, where the 14 variables have variances ranging from 0.557 to 0.724. This indicates that the 14 variables are statistically significant.

Rotated Component Matrix

The Rotated Component Matrix revealed the correlation of each variable with each factor. After performing factor analysis, eight factors were derived from the nineteen statements. Variables with high factor loadings were prioritized and considered significant. These factors were identified and appropriately named as follows

Table 3 Rotated Component Matrix

Factors	Components			Factor name
	1	2	3	
Orientation	.742			In-house factors
Representation	.694			
Job Satisfaction	.666			
Salary and Benefits	.707			
Co-operation	.641			
Lack of Recognition		.591		General factors
Career		.673		
Family Welfare		.599		
Library environment		.682		

Team work		.627	Personal factors
Leadership		.583	
Communication		.608	
Initiative		.625	

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation Converged in 6 Iterations

The table indicates that, based on the given relationships, five variables are loaded onto the first factor, which is named 'In-house Factors.' Four variables are loaded onto the second factor, identified as 'General Factors,' and four variables are loaded onto the third factor, referred to as 'Personal Factors'.

Multivariate Analysis of Variance to Test the Impact of Leadership Style on the Job Satisfaction of Library Professionals

Multivariate Analysis of Variance has been used to analyze the significance of differences between the library professionals and leadership styles.

H₀₁: There is no significant difference between leadership and factors of library professionals job satisfaction

Table 4 Multivariate Analysis of Variance

General Linear Model: Leadership styles versus Library Professionals job satisfaction

MANOVA for Library Professionals Job satisfaction S=2; m=- 0.5; n=100			
Criterion	Test Statistic	F	P
Wilk's	0.57301	11.59852	0.00**
Lawley-Hotelling	0.40231	8.312651	0.00**
Pillai's	0.71253	9.547820	0.00**
Roy's	0.432683		0.00**

Source: Primary data

Table presents the results of the multivariate analysis between leadership styles and the job satisfaction of library professionals. The significant p-values indicate the rejection of the null hypothesis, confirming that different leadership styles have a significant impact on the job satisfaction of library professionals.

Recommendation and Conclusion

Leadership style significantly impacts job satisfaction among library professionals. Collaborative and supportive leaders who actively listen, encourage feedback, and foster professional growth typically enhance team motivation and satisfaction.

Transformational leadership inspires staff by focusing on shared goals and professional development, creating a sense of purpose and increasing job satisfaction.

Transactional leadership emphasizes goals and performance rewards, which may achieve short-term success but can lead to feelings of micromanagement and undervaluation.

Laissez-faire leadership allows independence but risks confusion and lack of direction, potentially making staff feel unsupported.

Authoritarian leadership enforces structure but may stifle creativity and autonomy, often resulting in dissatisfaction.

A study of library professionals in Tamil Nadu found high satisfaction with job nature, autonomy, and colleague support but lower satisfaction regarding salaries and job security. These findings highlight the influence of factors like leadership style, library type, education, and experience on job satisfaction.

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