
**Factors of Human Resource Management
Practices influencing on Job Satisfaction: With
reference to Teacher Librarians of Kilinochchi
Zonal Education Office, Sri Lanka.**

S. Shanmugathan

(PhD Scholar, Alagappa University, India)
Senior Asst. Librarian, University of Vavuniya
Sri Lanka
shan@vau.ac.lk

A. Thirunavukkarasu

Former University Librarian
Alagappa University, Karaikudi, India

Abstract

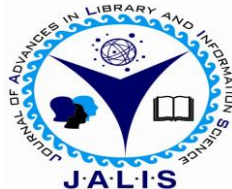
Human resource management is really employee management with an emphasis on those employees as assets of the organization. The objective of this study is to find out the correlation between the human resource management practices and job satisfaction of the teacher librarians of Kilinochchi Zonal Education Office, Sri Lanka. The results revealed that there is a positive relationship between compensation and the job satisfaction (0.625), between training and development, and job satisfaction (0.483), between performance appraisal and job satisfaction (0.524), between employee participation and job satisfaction (0.633) and between career development and job satisfaction of teacher librarians (0.295). Overall multi correlation relationship of independent variables to dependent variable i.e. job satisfaction of teacher librarians (0.627). The action should be taken by the education authority to improve the job satisfaction of the teacher librarians as they are not satisfied with their career development. Seminars and workshops should also be organized in a regular basis to improve the productivity of the teacher librarians

Keywords

Human Resource Management; Job Satisfaction;
Teacher Librarians.

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1. Introduction

Human resource management (HRM) is the management of human resources (HRs). It is a function in the organizations designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HRM is a strategic importance in all organizations. It contributes to the success of the organization and creates competitive advantage for the organization.

HRs are the people who are work for the organization, human resource management is really employee management with an emphasis on those employees as assets of the business. In this context, employees are referred to as human capital. Human resource professionals manage the human capital of an organization and focus on implementing policies and processes. HR departments are responsible for overseeing employee compensation, training and development, performance appraisal, employee participation and career development. The roles of teacher-librarians are very significant in every school. This is the way they can help in developing information literate person. Teacher-librarians are also information experts who help in developing information literacy skills among school students by cooperating with other school teachers to make sure learning become more effective and efficient including cooperating in administrative operation (Bahanuddin, & Saad, 2013). The objective of human resource management is about managing people, relationships between employers and employees. Specifically, it implies the use of labor productivity to achieve strategic business objectives of the organization and meet the needs of individual workers. Workers and human resource in general to become the leading factor determining success or failure of any business does. The main reason that human resources and human resource management in meaningful business activities in general and libraries in particular. Human resources management practices (HRM) and job satisfaction of employees have many significant benefits for organizations that have to manage many challenges to survive and competition. These practices help organizations to achieve higher flexibility, higher product quality and higher performance while remaining cost competitive by inducing workers to work harder and using the skills and information of their employees more effectively.

Therefore, the main purpose of the study is to empirically examine the relationship of the HRM

practices (compensation, training and development, performance appraisal, employee participation and career development) with job satisfaction of teacher librarians.

2. Literature Review

Human resource management practice plays an important role in any organization. Yeganeh (2008) stated that the most common HR practices are recruitment, selection, training and development, compensation, rewards and recognition. Murat, Mustafa Fedai, &Turgay (2014) indicated that there is a positive relationship between HRM practices (recruitment and selection, training and development, compensation and benefits, performance appraisals) and job satisfaction and organizational commitment. Pradhan, Dash,&Jena(2019) stated that HR practices in public sector undertakings play significant role in determining the satisfaction of employees towards their jobs. When organizations have good HR practices at workplace, it makes employees stay happy with their jobs. Good HR practices of the organizations promote engagement level of employees towards their jobs which ultimately results in increased level of job satisfaction of employees.

Osibanjo, Kehinde,&Abiodun (2012) found that equitable rewards system such as pay, working conditions, training and development, fair treatment, and fair human resources practices are determinants of employee job satisfaction. Existing literature and empirical evidence on human resource management practices and job satisfaction of employees were summarized.

3. Problem statement

Human Resource Management practices are most important element in achieving employee job satisfaction. Organization tries to provide constant Human Resource Management practices with the employee job satisfaction achieved by the employee.

As Human Resource Management practices plays a pivotal role in determining employee job satisfaction, teacher librarians in Sri Lankan schools face some difficulties in their promotions, further studies and career advancement due to the prevailing government circulars.

4. Objectives of the study

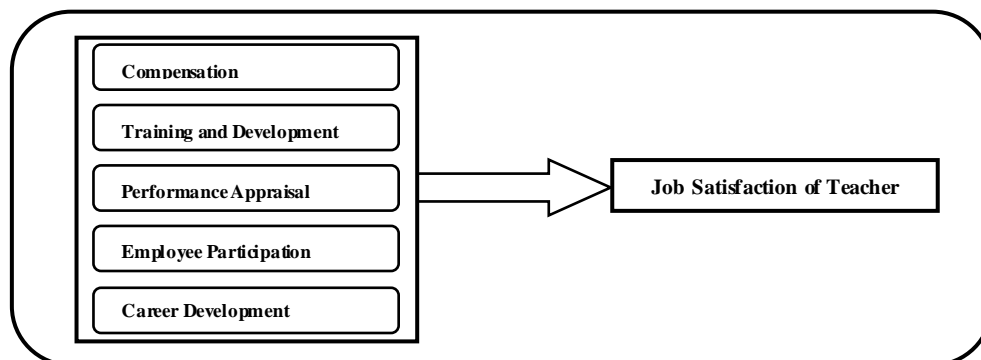
The main objective of the study is to investigate the effect of selected human resource management practices on job satisfaction of teacher librarians. In order to materialize this objective, the following specific objectives have been considered:

- a) To identify the impact of HR practices on job satisfaction of teacher librarians.
- b) To determine which of selected human resource management practices influence on job satisfaction of teacher librarians.
- c) To investigate the relative importance of basic HR practices (compensation, training and development, performance appraisal, employee participation and career development) for job satisfaction of teacher librarians.

5. Methodology

In order to study the impact of human resources management practices on job satisfaction of teacher librarians, the researcher has developed a conceptual framework by considering Human Resources Management practices such as compensation, training and development, performance appraisal, employees' participation and career development as an independent variables and job satisfaction of teacher librarians as dependent variable.

Conceptual framework



Population and Sample

There are four Divisional Education Offices functioning under Kilinochchi Zonal Education Office. The population was 104 teacher librarians and the sample of the study consisted of 79 teacher librarians who were selected with the adoption of stratified random sampling technique from each category of schools of Kilinochchi Zonal Education Office, Sri Lanka. The response rate was 92% (73).

Table 01: Details of Schools

Sl.No.	Divisional Education Offices (DEOs)	1AB	1C	Type II	Type III	1AB
1	Karachchi	08	05	14	15	42
2	Kandawalai	02	04	05	13	24
3	Poonagary	02	06	09	07	24
4	Pallai	01	-	08	05	14
	Total	13	15	36	40	104

(Source: Handbook of Zonal Education Office - 2021)

6. Hypotheses of the research

In order to conduct this research finally, these hypotheses were tested whether it is acceptable or not. In relation to this research, the following hypotheses were formulated:

H₁: There is a positive relationship between compensation and job satisfaction of teacher librarians.

H₂: There is a positive relationship between training and development, and job satisfaction of teacher librarians.

H₃: There is a positive relationship between performance appraisal and job satisfaction of teacher librarians.

H₄: There is a positive relationship between employees' participation and job satisfaction of teacher librarians.

H₅: There is a positive relationship between career development and job satisfaction of teacher librarians.

7. Data Analysis and Discussion of Findings

This research study consisted of five Human Resource Management practices, those five independent variables: compensation, training and development, performance appraisal, employees' participation and career development were taken into consideration. Then how these variables impact on the dependent variable: Job satisfaction of teacher librarians in Kilinochchi Zonal Education Office was analyzed by using statistical tools.

The following table shows the descriptive statistics calculated for five independent variables and the dependent variable of the study.

Table 02: Descriptive Statistics

	Compensation	Training and Development	Performance Appraisal	Employees' participation	Career Development	Job Satisfaction
N Valid	73	73	73	73	73	73
N Missing	0	0	0	0	0	0
Mean	4.34	4.44	4.34	4.14	4.28	4.24
Std. Deviation	.268	.273	.340	.445	.315	.327
Minimum	3	3	3	3	3	3
Maximum	5	5	5	5	5	5

Source: (Survey Data)

According to table 02 shows that training and development has the highest mean value 4.44 and 0.273 standard deviation. Employees' participation has the lowest mean value (4.14) and 0.445 standard

deviation. And also compensation has 4.34 mean value and standard deviation is 0.268. The other variables i.e. performance appraisal, career development and job satisfaction respectively achieve

4.34, 4.28 and 4.24 mean values and 0.340, 0.315 and 0.327 standard deviations. According to the above table all variables mean values are greater than 3.5 and it indicates satisfactory level and also all standard deviation seem less than 1, further proves the evidence. Therefore, the five independent variables (compensation, training and development, performance appraisal, employees' participation and career development) impact on the dependent variable (job satisfaction).

Relationship between compensation and job satisfaction of teacher librarians

Table 03: Correlation – Compensation

		Job satisfaction	Compensation
Job satisfaction	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	73	73
Pay	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed). Source: (Survey Data)

According to the table shows the correlation analysis between compensation and job satisfaction of teacher librarians, there is a positive relationship between compensation and job satisfaction of teacher librarians. The Pearson correlation value of .625 and significance (p value) is .000, this is less than 0.05, and therefore there is positive relationship between compensation and job satisfaction of teacher librarians.

Relationship between training & development, and job satisfaction of teacher librarians

Table 04: Correlation - Training & Development

		Job satisfaction	Training and development
Job satisfaction	Pearson Correlation	1	.483**
	Sig. (2-tailed)		.000
	N	73	73
Training and	Pearson	.483**	1

		development	Correlation
development	Sig. (2-tailed)		.000
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed)

Source: (Survey Data)

According to the table 04, it shows the correlation analysis between training and development and job satisfaction of teacher librarians and there is a positive relationship between training and development, and job satisfaction of teacher librarians. The Pearson correlation value of .483 and significance (pvalue) is .000, this is less than 0.05, and therefore there is positive relationship between training and development and job satisfaction of teacher librarians.

Relationship between performance appraisal and job satisfaction of teacher librarians

Table 05: Correlation - Performance appraisal

		Job satisfaction	Performance appraisal
Job satisfaction	Pearson Correlation	1	.524**
	Sig. (2-tailed)		.000
	N	73	73
Performance appraisal	Pearson Correlation	.524**	1
	Sig. (2-tailed)	.000	
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed). Source: (Survey Data)

According to the table 05, it shows the correlation analysis between performance appraisal and job satisfaction of teacher librarians and there is positive relationship between performance appraisal and job satisfaction of teacher librarians. The Pearson correlation value of .524 and significance (p value) is .000, this is less than 0.05 and therefore there is positive relationship between performance appraisal and job satisfaction of teacher librarians.

Relationship between employees' participation and job satisfaction of teacher librarians

Table 06: Correlation - Employees' participation

		Job satisfaction	Employees' participation
Job satisfaction	Pearson Correlation	1	.633**
	Sig. (2-tailed)		.000
	N	73	73
Employees' participation	Pearson Correlation	.633**	1
	Sig. (2-tailed)	.000	
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed).Source: (Survey Data)

According to the table 06, it shows the correlation analysis between employees' participation and job satisfaction of teacher librarians and there is a positive relationship between employees' participation and job satisfaction of teacher librarians. The Pearson correlation value of .633 and significance (p value) is .000, this is less than 0.05, and therefore there is positive relationship between employees' participation and job satisfaction of teacher librarians.

Relationship between career development and job satisfaction of teacher librarians

Table 07: Correlation - Career Development

		Job satisfaction	Career Development
Job satisfaction	Pearson Correlation	1	.295**
	Sig. (2-tailed)		.000
	N	73	73
Career Development	Pearson Correlation	.295**	1
	Sig. (2-tailed)	.000	
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed).Source: (Survey Data)

According to the table 07, it shows the correlation analysis between career development and job satisfaction of teacher librarians and there is a

positive relationship between career development and job satisfaction of teacher librarians. The Pearson correlation value of .295 and significance (pvalue) is .000, this is less than 0.05, and therefore there is positive relationship between career development and job satisfaction of teacher librarians.

The result generated for the multiple correlation relationship of independent variables (compensation, training and development, performance appraisal, employee participation and career development) to dependent variable i.e. job satisfaction of teacher librarians was 0.627. It shows a positive and moderate correlation.

Hypotheses Testing

In connection with hypotheses, correlation analysis was conducted with job satisfaction of teacher librarians as the dependent variable, and compensation, training and development, performance appraisal, employee participation and career development as the independent variables. These variables are taken into consideration for testing the following hypotheses;

H₁: There is a positive relationship between compensation and job satisfaction of teacher librarians.

The independent variable (compensation) has a significant positive relationship with job satisfaction of teacher librarians, because the beta value (0.658) and correlation (0.625) show the positive relationship between compensation and job satisfaction of teacher librarians. Therefore the null hypothesis is rejected and the alternate hypothesis that is the above stated hypothesis has been accepted.

H₂: There is a positive relationship between training and development, and job satisfaction of teacher librarians.

The independent variable (training and development) has a significant positive relationship with job satisfaction of teacher librarians, because the beta value (0.497) and correlation(0.483) show the positive relationship between training and development and job satisfaction of teacher librarians. Therefore, the null hypothesis is rejected and the alternate hypothesis that is the above stated hypothesis has been accepted.

H₃: There is a positive relationship between performance appraisal and job satisfaction of teacher librarians.

The independent variable (performance appraisal) has a significant positive relationship with job satisfaction of teacher librarians, because the beta value (0.556) and correlation (0.524) show the positive relationship between performance appraisal and job satisfaction of teacher librarians. Therefore, the null hypothesis is rejected and the alternate hypothesis that is the above stated hypothesis has been accepted.

H₄: There is a positive relationship between employees' participation and job satisfaction of teacher librarians.

The independent variable (employees' participation) has a significant positive relationship with job satisfaction of teacher librarians, because the beta value (0.586) and correlation (0.633) show the positive relationship between employee participation and job satisfaction of teacher librarians. Therefore, the null hypothesis is rejected and the alternate hypothesis that is the above stated hypothesis has been accepted.

H₅: There is a positive relationship between career development and job satisfaction of teacher librarians.

The independent variable (career development) has a significant positive relationship with job satisfaction of teacher librarians, because the beta value (0.387) and correlation (0.295) show the positive relationship between career development and job satisfaction of teacher librarians. Therefore, the null hypothesis is rejected and the alternate hypothesis that is the above stated hypothesis has been accepted.

It is summarized that all the independent variables (compensation, training and development, performance appraisal, employee participation and career development) have positive relationship with job satisfaction of teacher librarians. Therefore, the Human Resource Management practices impact on job satisfaction of teacher librarians.

8. Conclusion

This study investigated the factors of Human Resources Management practices influencing on job satisfaction of teacher librarians. Human Resources Management practices positively influences on job satisfaction of teacher librarians. Compensation, training and development, performance appraisal, and

employee participation are the factors of HRM practices, which have positive and moderate correlation with job satisfaction, but career development factor which shows a positive but low correlation relationship with job satisfaction. If government increase the job satisfaction of teacher librarians, teacher librarians' performance will also be increased. Compensation, training and development, performance appraisal, and employees' participation highly and significantly contribute the job satisfaction of teacher librarians. This research concluded that there is a positive relationship between HR practices and the job satisfaction of teacher librarians. That is, high level of compensation, reasonable training facilities, appropriate performance appraisal systems, good employees' participation and prospective career development lead to the job satisfaction of teacher librarians. In other words, best Human Resource Management practices have positive impact on the job satisfaction of teacher librarians. Government can improve the job satisfaction of teacher librarians through the implementation of proper human resource management practices.

9. Recommendations

1. The action should be taken by the authority to improve the job satisfaction of the teacher librarians as they are not satisfied with their career development.
2. Seminars, workshops, conferences and training programmes should be organized by the government coping with the emerging needs for developing new skills and knowledge relevant to the profession in a periodical manner to improve the teacher librarians' productivity.
3. Continuing education should also be provided for all teacher librarians to increase their interest and involvement to render the best possible service.
4. Opportunities for teacher librarians should be facilitated to carry out researches and funds should also be made available for it.
5. Promotional prospects should properly be paved.

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