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Checking In: Job satisfaction survey for library workers, A measure development project

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BACKGROUND LITERATURE

WORKPLACE CHALLENGES IN LIBRARIES

Librarians are finding that their jobs are changing in new and challenging ways (Acadia, 2023; Henry et al., 2018), including…

- Low morale, burnout and high turnover
- Incivility, harassment, bullying, and destructive office politics
- Poor communication and lack of collaboration
- Overbearing bureaucracies, dictatorial leadership, and micromanaging
- Undervaluation and underpayment of education
- Discrimination and lack of workforce diversity, equity, and inclusion
- High stress environments
- Too much talk and no action
- Misplaced reward structures

CURRENT MEASURES IN JOB SATISFACTION

<u>Job Satisfaction Survey</u> (JSS; Spector, 1985)
- most widely used measure of job satisfaction
- 9 facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication

<u>Job Descriptive Index</u> (JDI; Smith et al., 1969)
- 5 facets in addition to Job In General Scale (JIG): people in your present job, work on present job, pay, opportunities for promotion, and supervision

LIMITATIONS OF EXISTING MEASURES

Martin (2020) documented JSS limitations, including:
- insufficient construct coverage: novel challenges for library workers
  - assisting patrons during a mental health crisis, connecting unhoused individuals to supports or navigating censorship issues (Oudshoorn et al. 2022)
- outdated content, that is not specific enough to the needs of library workers

Kinicki et al. (2002) documented JDI limitations, including:
- less comprehensive measure (6 facets) with biased language

PROJECT GOALS

1. To develop a measure of job satisfaction using nine facets that are relevant to library staff, using <u>evidence-based approach</u> to measure development

2. Administering measures using demographic items to examine if there are <u>specific between-group differences</u> related to the facets of job satisfaction

3. To examine <u>construct validity</u> of the novel measures, including its structural validity and external (convergent/discriminant) validity within the theoretically relevant nomological network of external validators

METHODS AND JOB SATISFACTION DOMAINS

EVIDENCE-BASED MEASURE DEVELOPMENT

Evidence based measure development, as described by Clark & Watson (1995) is a multi-step process used in scale construction.

1. Substantive validity phase - Literature review and determination if a scale is needed, definition of constructs and development of an initial item pool, pilot testing and expert review
2. Structural validity phase - Developing an item selection strategy, collecting data, psychometric evaluation and scale creation
3. External validity phase - Convergent and discriminant validity scales, criterion related validity studies, final changes to scale, report of scale development

NINE FACETS OF JOB SATISFACTION IN LIBRARIES

Facet	Homogeneous Item Clusters (HICs)	Sample Items
Workplace Culture	High Morale/Low Burnout Easy Recruitment/High Retention/Low Turnover	I look forward to going to work
Colleagues in the Workplace	High organizational intimacy Strong relational communication	My coworkers treat me with respect
Functional Communication in the Workplace	Proficient expressive and receptive language Extent of coordination and back and forth discussions Extent of utilizing social perception skills by employees	Employees of our library often collectively brainstorm ideas
Quality of Supervision in the Workplace	Positive mentorship High quality supervisor communication	My supervisor clearly communicates their expectations
Extrinsic Compensation	Sufficient direct compensation Sufficient indirect compensation	I am paid fairly at my job
Diversity and Inclusion	Diversity and inclusion of staff and patrons Diversity of collections Diversity of programming	My library carries materials for all ages
Workload Capacity	Reasonable task assignment/workload Well-developed employee intrinsic resources Adequate library extrinsic resources provided	I have time to take breaks to eat my lunch at work
Meaningfulness of Work	Intraindividual meaningfulness Intraorganizational meaningfulness Extraorganizational meaningfulness	I feel that my job creates positive changes in my community
Recognizing and Valuing Staff	Personal/existential recognition Recognition of work results and job dedication	Staff are celebrated when they achieve personal milestones

NEXT STEPS

RECRUITMENT

- purposive, non-probability sampling to gain participants who represent a portion of the target population
- minimum of 378 participants out of an estimated 22, 000 library workers in Canada (CUPE, nd).

TIMELINE

- **Jul. - Sept. 2024** - Survey items finalized
- **Sept. - Oct. 2024** - Pre-notice letters sent to libraries
- **Oct. 2024 - Feb. 2025** - Data collection
- **Feb. - Jul. 2025** - Data analysis and knowledge translation

PROJECT IMPLICATIONS

IMPROVING UNDERSTANDING OF LIBRARY WORKERS' JOB SATISFACTION

Understanding job satisfaction is important:
- to reduce stress levels, improve productivity, and job performance of library staff (Bui et al. 2021; Yanadori & Van Jaarsveld, 2014)
- workplace wellness programs (e.g., peer support programs) can be more effectively implemented (Jacobs et al. 2017)
- job satisfaction measure specific to library workers can be used to reduce turnover, absenteeism, and lower stress levels through timely intervention

INFORMATION & FUNDING

SAMPL LAB