

Level of Job Satisfaction Among Librarians in Public Libraries of Ilam: Iran

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Abstract

Human resources play an important role in supporting organizations. These resources are valuable assets for any organization, serving as a strategic tool to help achieve the organization's goals in the market. The purpose of this study is to investigate the level of job satisfaction among librarians working in public libraries in Ilam, Iran. The variables examined in this survey include training and promotion opportunities, management policies, quality of interpersonal relationships, and job security. This was a quantitative study using an applied approach, with a research population consisting of 30 librarians working in public libraries in Ilam. Given the limited number of librarians at the surveyed libraries, a census approach was adopted, meaning all librarians were included in the research. Data collection was conducted using a standardized questionnaire with a reliability coefficient of 0.806. A total of 28 questionnaires were filled out by the participants. Data analysis was performed using Statistical Package for the Social Sciences (SPSS) software. The findings revealed a significant relationship between educational and promotion opportunities, management policies, quality of interpersonal relationships, job security, and job satisfaction among librarians at a significance level of 0.000. The results of the regression model demonstrated that 92 percent of the variance in job satisfaction could be explained by the research variables. The results showed that welfare conditions are poor, but human relations enjoy relatively better conditions. The findings of the present study can help policymakers develop better plans and improve the quality of work in public libraries.

Introduction and Problem Statement

Satisfaction means happiness and being pleased with something or someone, while job satisfaction is interpreted as enjoying the tasks required by a specific job (Hartika, Fitridiani, and Asbari 2023; Judge, Zhang, and Glerum 2020). Job satisfaction is a key factor contributing to occupational achievement and can help to improve organizational efficiency (Basalamah and As'ad 2021). The topic of job satisfaction has been investigated frequently in different organizations since the 1920s. According to many experts, it is one of the most challenging organizational concepts and the basis of numerous policies and management systems to

increase organizational productivity and efficiency (Judge, Zhang, and Glerum 2020). Job satisfaction refers to the general attitude of individuals toward their work and reasonable mutual expectations concerning proper management processes in an organization (Amin et al. 2021). Attention to job satisfaction in the field of information science and knowledge studies began in the 1970s, and many studies since then have examined conditions in all kinds of libraries. Libraries constitute important organizations functioning in societies, whose quality of service is determined by their human resources (Andreas 2022; Fitch 1990).

Different definitions of job satisfaction have been proposed in books and other sources. Locke (1976) believed that job satisfaction is an emotional response showing to what level individuals are pleased with their jobs while allowing them to acquire occupational values that are consistent with their needs (Hoff et al. 2020). Sherrer (1985) considered job satisfaction as a dynamic and changing concept that reflects an individual's attitudes and expectations toward their work (Nemteanu, Dinu, and Dabija 2021). Human capital, or the human factor, is undoubtedly the most important and valuable asset in an organization and is considered the most effective sign of progress in an organization's economic affairs. Naturally, individuals' satisfaction with their jobs has a direct relationship with enhancing organizational productivity. Libraries, especially public libraries, as determining factors of national development, are no exception. Considering the important mission of public libraries, it can be acknowledged that providing effective services to society depends on ensuring the job satisfaction of librarians (Ogungbeni, Ogungbo, and Yahaya 2013).

Job satisfaction is among the sensitive variables recognized in all organizations and institutions nowadays. Moreover, it can be a good indicator of job quality. This matter is so crucial in organizations that its absence often leads to lethargy and decreased organizational commitment; it can even be considered one of the factors contributing to employee turnover (Tella, Ayeni, and Popoola 2007). In addition, job satisfaction is considered an important precondition for increasing productivity, responsiveness, and customer service quality (Judge, Zhang, and Glerum 2020). Public libraries facilitate effective access to information, which is necessary for social and economic progress. These institutions work with people from all walks of life and play a key role in both macro and strategic aspects of society. Job satisfaction is of the utmost importance in improving employee performance within any organization. As a service industry, libraries should focus on preparing their staff to ensure they possess greater awareness and preparedness to tackle challenges. is especially important given the opportunities for creativity faced by libraries, which highlight the need to support librarians in

overcoming professional problems and reducing potential job dissatisfaction. (Tyagi, Paliwal, and Singh 2021).

In recent years, budget constraints and inadequate welfare facilities in Iran, coupled with the added stress of job overload, have turned job satisfaction into a critical issue among employees. This issue has affected the professional status of librarians and their efforts to provide high-quality services and enhance the condition of public libraries. Because work occupies a significant portion of an individual's life, it is essential to provide the necessary workplace welfare amenities. Therefore, it is crucial to pay attention to the work environment and factors such as physical, welfare, and health facilities at the workplace; training opportunities; career advancement prospects; opportunities for creativity through management policies and strategies; and the quality of interpersonal relations. Addressing each of these factors in the work environment can be a positive and constructive step toward improving the working conditions of librarians in public libraries, thus enhancing the quality of services and preventing burnout. Given these considerations, the main objective of this research is to assess the job satisfaction of librarians in Ilam, Iran. The study aims to answer the following questions: What is the current state of job satisfaction among librarians in Ilam? And what factors influence their level of job satisfaction?

Theoretical and Empirical Background

Understanding the theoretical foundations of any phenomenon can help steer the research direction and reveal more aspects of the subject. Various theories have been presented over time by different theorists on the topic of job satisfaction. These theories help us to identify and analyze the factors that affect employee satisfaction and dissatisfaction. Moreover, the understanding and application of these frameworks can help managers and organizations to improve working conditions for employees and thereby increase productivity, organizational commitment, and employee health. Two of the leading theories in this area are briefly discussed next.

Maslow's Hierarchy of Needs

Abraham Maslow, an American psychologist, proposed the theory of a hierarchy of needs in the 1940s. Also known as Maslow's pyramid, it is one of the most famous and widely used theories in the field of management. This pyramid presents a five-stage model of human motivation, suggesting that individuals progress through these levels in pursuit of self-actualization (Gawel

2019). Each level of need requires a degree of satisfaction before an individual can advance to the next.

- **Physiological needs:** These are the most fundamental requirements for survival, including air, water, food, sleep, clothing, and shelter. Without meeting these basic needs, an individual's life and survival are at risk. In the workplace, these needs include proper working conditions such as proper temperature, adequate rest, and access to food and water.
- **Safety needs:** Once physiological needs are met, individuals seek security and stability in their lives, which encompass personal safety, financial security, job security, and family stability. In other words, individuals strive to create a sense of security and stability in their lives after ensuring their basic survival (i.e., physiological) needs are met. In the workplace, these needs include job security, health insurance, safe working conditions, and financial stability.
- **Social needs:** These include the need for belonging and social connections, including friendship, love, membership in groups, and family ties. After satisfying physiological and safety needs, people seek social connections and a sense of belonging to groups and communities. In the workplace, these needs include positive relationships with coworkers, teamwork, and a sense of belonging.
- **Esteem needs:** These are related to a person's need to gain respect for oneself and from others, including self-esteem, self-confidence, success, and recognition. After satisfying physiological, safety, and social needs, people seek to gain respect and status in society and the workplace. In the workplace, these needs include encouragement and recognition of efforts, progress opportunities, and a sense of accomplishment and self-confidence.
- **Self-actualization needs:** These relate to a need to realize individual potential and achieve long-term goals and dreams, including creativity and self-expression. This is the highest level of needs, and only after satisfying all previous needs do people seek self-actualization and the realization of their personal potential. In the workplace, these needs include opportunities for continuous learning and growth, creative projects, and an environment that allows individuals to actualize their potential (Maslow and Lewis 1987; Poston 2009).

Accordingly, Maslow believed that human needs are classified in order from physiological needs to self-actualization needs. In the context of job satisfaction, lower needs (such as job

security and adequate pay) must be satisfied in order for the individual to reach higher levels of needs (such as respect and self-actualization).

Herzberg's Two-Factor Theory

Frederick Herzberg divides factors affecting job satisfaction into two categories: motivational factors and affective/hygiene factors. Hence, this theory is called Herzberg's two-factor theory. Herzberg believed that these two categories independently affect job satisfaction and dissatisfaction (Alshmemri, Shahwan-Akl, and Maude 2017; Stello 2011).

Hygiene factors are factors whose absence or inadequacy leads to job dissatisfaction; however, their presence alone does not guarantee job satisfaction. These include the following:

- Work environment conditions (e.g., physical work environment, safety, facilities, and work instruments)
- Salary and benefits (as well as insurance and other financial rewards)
- Job security (i.e., confidence in having a job and its stability)
- Work relations (i.e., the quality of social relationships in the workplace and support from colleagues and managers)
- Organizational policies and regulations (i.e., laws, policies, and organizational culture that affect employee behavior)
- Work-life balance (i.e., harmony between work and the personal lives of employees)

It is worth noting that the presence of these factors prevents dissatisfaction but does not necessarily create motivation or job satisfaction.

Motivational factors are factors whose presence leads to job satisfaction and motivation, while their absence does not cause dissatisfaction. These include the following:

- Work's nature: The inherent challenges and appeal of occupational duties
- Responsibility: Opportunities to accept responsibility and make decisions
- Recognition: Appreciation and encouragement of efforts and successes
- Advancement: Opportunities for learning, growth, and career advancement
- Achievement: Success and positive results that give individuals a sense of achievement

These satisfiers create job satisfaction and motivation, while also making employees feel successful, valued, and growing.

Overall, Herzberg's two-factor theory is prominent in the field of motivation and job satisfaction, which examines and analyzes the effects of these factors. By dividing factors into hygiene and motivational categories, the theory assists managers and organizations in adjusting

workplace conditions and job design to minimize dissatisfaction and maximize employee motivation and job satisfaction (Alshmemri, Shahwan-Akl, and Maude 2017; Stello 2011).

Empirical evidence suggests a strong correlation between job satisfaction and the performance of library staff. For instance, Mohseni Tabrizi and Fadayi Saber (2012) examined the effect of interpersonal relationships among staff on their assessment of work-life quality. The findings indicated that employee assessments of work-life quality are influenced by workplace relationships, including social trust, social cohesion, and social participation. The results of Mansouri, Hossein Hosseinzadeh, and Navahand (2015) showed that job satisfaction, job security, and organizational justice have a significant relationship with work alienation. In their study on the level of job satisfaction among librarians at the National Library and Archives of Iran, Mirhosseini and Fattahi (2017) found that job satisfaction among librarians was below average.

Mohammadnia (2021) analyzed the relationship between job satisfaction and burnout among librarians in specialized and university libraries, finding a strong and inverse relationship between job satisfaction and work efficiency. In addition, the type of employment was closely related to the level of satisfaction and burnout. Shabani et al. (2022) investigated the job satisfaction of librarians during the period of remote work amid the COVID-19 pandemic. They found a significant positive relationship between the variables studied, leading to improved service provision to users. Ebadollah Amoughin and Derikvand (2022) investigated the relationship of organizational intelligence with job satisfaction and quality of life among university librarians. This research indicated that job satisfaction boosts employee productivity, creates commitment to the organization, and ensures the physical and mental well-being of the individuals. Rahimi et al. (2023) discovered a significant relationship between the job satisfaction of public library librarians and their perception of the ethical climate. In this study, it was found that job satisfaction, organizational commitment, and ethical climate levels were higher than average in the public libraries of Kermanshah.

Lund (2003) investigated the role of organizational culture in job satisfaction. The research results showed that a collaborative and supportive organizational culture can significantly improve the job satisfaction of librarians. The results of a study by Adio and Popoola (2010) indicated that job satisfaction has a significant effect on the work commitment of librarians working in Nigerian libraries. Ademodi and Akintomide (2015) conducted a comparative analysis of job satisfaction levels among librarians in private and public universities in Ondo State, Nigeria. They found no significant difference among librarians in private and public universities

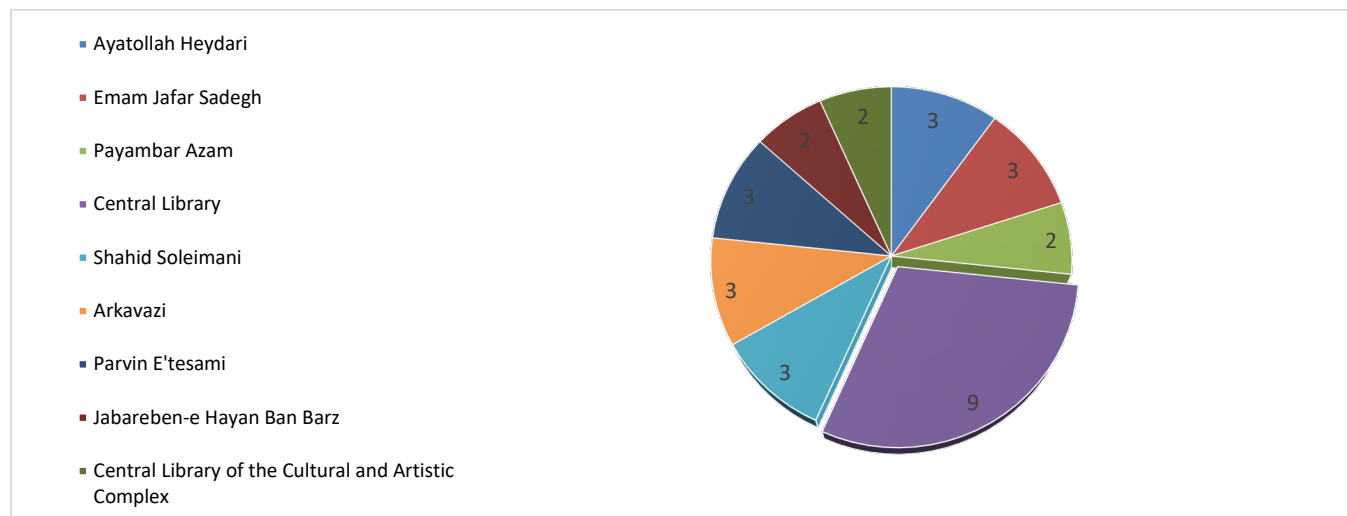
concerning job satisfaction levels based on factors such as salary, policies, management style, and relationships with colleagues.

Anyaku, Osuigwe, and Oguaka (2015) examined the role of leadership style and librarian attitudes. They found a positive and significant relationship between innovative, dynamic, and flexible leadership styles in technology allocation and job satisfaction of librarians. The findings of a study by Smith, Bazalar, and Wheeler (2020) titled “Public Librarian Job Stressors and Burnout Predictors” revealed that environmental factors (e.g., the physical library space), access to resources and equipment, managerial support, and organizational communication are key factors influencing librarian job satisfaction. Martin (2020) identified several important factors that affect librarians’ satisfaction, including culture and work environment, cooperation, leadership, diversity and inclusiveness, workload, and the values of the library. In 2022, Naseer examined the job satisfaction levels of library and information science professionals working in eight state universities in Kerala, India. The results indicated that these professionals were highly satisfied with their interactions with users but expressed dissatisfaction with certain administrative university policies that affected their work.

Research Methodology

This was a survey-analytical study. The research population consisted of librarians working in the public libraries of Ilam, namely, Ayatollah Heydari, Emam Jafar Sadegh, Payambar Azam, Markazi, Shahid Soleimani, Arkavazi, Parvin E'tesami, Jabareben-e Hayan Ban Barz, and the Central Library of the Cultural and Artistic Complex (Figure 1).

Figure 1. Libraries in Ilam, Iran, and population size per library



Considering the small population size, the census method was used, and all librarians were included as the research population. (A strong statistical population in research is necessary to ensure validity and generalizability. The present sample consists of civil servants who are under supervision and follow a specific administrative process. This sample can represent the realities of the entire population, as the process in government organizations is nearly identical. We acknowledge that the low number of librarians included in this study is a limitation. However, this limitation is due to the growing novelty of the topic. Nevertheless, we ensured that the selected sample was highly relevant and accurate. Our study aims to provide valuable initial insights and establish a foundation for further research. This allows us to conduct a detailed and accurate sample analysis and offer deeper insights. The sample size can reveal hidden issues and points at an exploratory level, shaping appropriate changes and perspectives at a fundamental level. Regardless of the sample size, this study adds to the existing body of knowledge and can help librarians and library management.)

The data were collected through a standard questionnaire, following Tahavori (2005), with new questions regarding job satisfaction incorporated. Face validity was used to test the questionnaire's validity, and Cronbach's alpha was used to determine its reliability. The reliability values for the main variables are presented in Table 1. The overall Cronbach's alpha in this study was estimated at 0.806, confirming the acceptable reliability of the developed indicators. The face validity was determined based on the views of experts in information science and knowledge studies. Moreover, the reliability of the research was tested by first distributing the questionnaire to 20 percent of the research population. Then, the questionnaires were distributed among all 30 librarians after visiting the public libraries. Among these, 28 filled out the questionnaires. The first part of the questionnaire collected demographic information, and the second part contained 28 main questions, with a five-point Likert scale ranging from "very little" to "very much." After collecting the questionnaires, the data were analyzed using descriptive and inferential statistical analysis via the Statistical Package for the Social Sciences (SPSS) software (IBM Inc., Armonk, New York). The demographic characteristics of the participants were examined using descriptive statistics. This involved tools such as frequency tables, frequency percentages, cumulative frequency, pie charts, and measures of central tendency like mean, variance, standard deviation, minimum, maximum, skewness, and kurtosis. Meanwhile, inferential statistics was employed to test the research hypotheses using the simple linear regression technique.

Table 1. Results of Cronbach's coefficient

Variable	Cronbach's alpha
Material, welfare, and health facilities	0.897
Educational facilities and promotion	0.803
Management policies	0.725
Quality of interpersonal relations	0.760
Job security	0.865
Job satisfaction	0.806

In this study, Abel emphasizes the importance of the relationship between study components and Herzberg's theory. Abel highlights that every human being requires basic needs such as water, air, and food in their environment. Additionally, a job also necessitates certain components for one to continue their career peacefully. The most crucial components are identified based on Maslow's hierarchy and Herzberg's theory. The significance of each research component is determined by Herzberg's theory (Table 2).

Table 2. The relationship between research components and Maslow's hierarchy of needs and Herzberg's two-factor theory

Herzberg's theory	Level of Maslow's hierarchy	Research components
Emotional/Health	Basic level (physiological needs)	Necessary materials and welfare facilities
	Second level (safety needs)	Job security
Motivation	Third level (social needs)	Quality of human relations in the job
	Four Level (self-esteem, self-confidence, success, and mutual respect)	Educational opportunities, career advancement, and necessary areas for expressing creativity
	Fifth level (self-fulfillment and self-motivation)	Management policies and guidelines

Findings

This section presents the research findings obtained through descriptive statistics and inferential statistics. The results of descriptive statistics based on socio-demographic characteristics can be seen in Tables 3 through 6. Moreover, inferential statistics were used to analyze the data. This section also provides a multivariate analysis using simple regression.

The study initially analyzed respondent demographics and background, including age, gender, work experience, and education. According to the analysis, 70 percent of the participants (21 people) were women and 30 percent (9 people) were men. Nearly 70 percent of the respondents were in the 30 to 40 age group, while about 27 percent were more than 40 years old. Concerning the education level, the majority (56.7 percent) of the respondents had a master's or higher degree. And finally, respondents with 10 to 20 years of work experience comprised 60 percent of the population.

Table 3 shows descriptive statistics according to job satisfaction variables. As can be seen, the highest mean value was obtained for managerial policies (26.2) and the lowest for job security (7.2). Management policies have a high impact on the satisfaction and dissatisfaction of librarians, showing the importance of the role of the library manager in approving or rejecting the policies.

Table 3. Descriptive statistics of the job satisfaction variable

Variable	Mean	Standard deviation	Skewness	Kurtosis
Material, welfare, and health facilities	20.60	3.5	0.573	0.289
Educational facilities and promotion	21.26	3.7	0.006	-0.595
Management policies	26.20	3.4	-0.212	0.133
Quality of interpersonal relations	10.73	2.0	-0.305	0.866
Job security	7.20	2.5	0.235	-0.66
Job Satisfaction	96.10	8.4	0.310	-0.749

Table 4 shows the Pearson correlation of the main research variables with job satisfaction. The findings indicated that there is a significant relationship (at the 5 percent error level)

between these variables and job satisfaction. According to Table 4, it can be said with 95 percent confidence that improving material, welfare, and health facilities; educational facilities; job promotion; management policies; quality of interpersonal relations; and job security will lead to an increase in job satisfaction, and vice versa.

Paying attention to these variables and their influencing role on job satisfaction shows that these basic variables are needed for the growth and dynamism of the library. Whenever librarians have job satisfaction, it can create better accountability.

Table 4. The relationship between the main research variables and job satisfaction

Dependent and independent variables	Job satisfaction	
	Pearson value	Significance level*
Material, welfare, and health facilities	0.641	0.004
Educational facilities and promotion	0.475	0.031
Management policies	0.122	0.011
Quality of interpersonal relations	0.712	0.007
Job security	0.621	0.001

*5% level of significance

In most parametric tests, there are many presumptions without which the test results will be invalid. The most important one among these is data normality. When assessing data normality, researchers typically assume a normal data distribution for the null hypothesis with a significance level of 5 percent. The Kolmogorov-Smirnov test is one method for testing data normality, which examines whether the variables are normally distributed. Accordingly, data normality was tested before correlation and regression analyses. A significance level exceeding 5 percent in the Kolmogorov-Smirnov test suggests a high likelihood of data normality. This level was above 0.05 for job satisfaction and all its components (Table 5). This indicates that the research data has a normal distribution, allowing the use of linear regression analysis to address the main research question, that is, the level of job satisfaction of librarians working in the public libraries of Ilam.

Table 5. Results of the Kolmogorov-Smirnov concerning the normality of job satisfaction variable and its components

Variable	Test statistics	Significance level	Normality
Educational facilities and promotion	0.098	0.200	Normal
Management policies	0.123	0.200	Normal
Quality of interpersonal relations	0.105	0.200	Normal
Job security	0.156	0.061	Normal
Job satisfaction	0.152	0.075	Normal

The results of regression analysis are presented in Table 6. As can be seen, the significance level for the material, welfare, and health facilities variable was 0.000, which is less than the error value of 0.05, indicating the positive effect of this independent variable on the dependent variable, that is, job satisfaction. The resulting beta coefficient (Table 6) showed that 25 percent of variations in job satisfaction are determined by material, welfare, and health facilities. The level of significance was reported at 0.000 for the educational facilities variable, indicating that educational facilities and job promotion have a 50 percent effect on job satisfaction. The level of significance for management policies was less than 0.05 (0.000), confirming its positive effect at 41 percent on job satisfaction. Meanwhile, human relations showed a 25 percent effect at the 0.05 (0.000) significance level. Job security at the 0.05 (0.000) significance level showed a 31 percent effect on the job satisfaction variable.

Table 6. Regression coefficients for the research model

Model	Nonstandard coefficients		Standard coefficients		
	Beta coefficient	Standard error	Beta coefficient	Test statistics	Significance level
Y-intercept	14.53	5.592		2.598	0.016
Material, welfare, and	0.619	0.151	0.258	0.093	0.000

health facilities					
Educational facilities and promotion	0.137	0.145	0.504	7.862	0.000
Management policies	0.994	0.148	0.410	6.702	0.000
Quality of interpersonal relations	0.042	0.217	0.258	4.801	0.000
Job security	1.027	0.171	0.313	5.992	0.000
R	0.969				
R-square	0.939				
Adjusted R-square	0.927				
Significance	0.000				

The correlation coefficient (R) showed the strength of association between observed and predicted values of dependent variables, that is, the job satisfaction of librarians in Ilam. This coefficient quantifies the extent of correlation among independent and dependent variables, with values closer to 1 signifying a robust correlation. The value of the correlation coefficient was obtained at 0.969, indicating a strong correlation between the dependent variable (i.e., job satisfaction) and the independent variables of material, welfare, and health facilities; educational facilities and job promotion; management policies; quality of interpersonal relations; and job security (Table 5). The coefficient of determination (R^2) illustrates the explanatory power of the model. This coefficient determines to what extent the variations in the dependent variable can be explained by the independent variables. According to Table 6, R^2 was equal to 0.939. In other words, 93 percent of the variations in job satisfaction were determined by material, welfare, and health facilities; educational facilities and job promotion; management policies; quality of interpersonal relations; and job security. A model exhibiting a high R^2 (close to 1) is deemed appropriate; hence, the regression model used in this study is highly suitable. With a significance level of 0.000, it can be concluded that the fitted model is significant and the regression model is suitable.

Limitations

One of the most significant limitations that the researchers encountered was the lack of access to a large community of librarians due to the geographical area in which they lived, as well as the absence of online contact information for librarians. Therefore, since there was no centralized database to reach all librarians, only those working in the nine libraries in Ilam were selected as the research population.

Discussion and Conclusion

Human resources play a vital role in supporting organizations. Human resources are valuable assets to any organization, serving as a strategic tool that supports the organization's goals in the market. When employees are satisfied with their jobs, this satisfaction ultimately contributes to the organization's advancement. On the other hand, employee dissatisfaction can lead to organizational failure (Oraman, Unakitan, and Selen 2011). Therefore, managers need to assess the level of job satisfaction in their organizations. This study investigated the level of job satisfaction among librarians working in public libraries in Ilam, Iran. The research focus was particularly on the role of factors such as material, welfare, and health facilities; training facilities; job promotion; managerial policies; and the quality of interpersonal relations on job satisfaction.

The statistical findings revealed that the highest mean score for job satisfaction was obtained for the variable of managerial policies and the lowest for job security. Moreover, a significant relationship was found between the main research variables and job satisfaction at a significance level of 0.05. Results showed that an increase in each of the studied variables can lead to an increase in job satisfaction, whereas a decrease in these variables results in a decrease in job satisfaction among librarians in Ilam. The Kolmogorov-Smirnov test indicated that all components are normally distributed.

Analysis of the research results suggested that only 25 percent of the necessary material and welfare facilities are provided to librarians in their work environment. This dissatisfaction points to poor workplace conditions, such as material facilities, including physical conditions, work environment, and equipment essential for performing tasks. This fundamental need, residing at the base of Maslow's hierarchy, must be met before higher-level needs can be addressed. According to Herzberg's theory, these amenities are among hygiene factors. While they may not directly boost satisfaction, their absence can result in significant dissatisfaction. This low level of satisfaction requires authorities to actively try to improve the welfare facilities in the work environment for employees, allowing them to serve the community with greater peace

of mind. The research findings are consistent with those of Mirhosseini and Fattahi (2017). They identified material and welfare facilities as factors that contribute to increased job satisfaction and highlighted that the level of satisfaction among librarians in the Iran National Library and Archives Organization was below average in this regard. Smith, Bazalar, and Wheeler (2020) highlighted that the physical space of the library, as well as access to adequate resources and equipment, are crucial factors that contribute to reduced stress and increased job satisfaction. Similarly, Ademodi and Akintomide (2021) identified library size, welfare facilities, and sufficient budget as key factors influencing job satisfaction.

Additionally, the results revealed that job security is not adequately provided in the public libraries of Ilam, as the librarians showed a mere 31 percent satisfaction with this component. This need is located on the second level in Maslow's pyramid, under the category of safety needs. Job security is crucial for creating a sense of calm and concentration at work. When employees are uncertain about the stability of their jobs, the fear of losing their source of income can decrease their efficiency and motivation. According to Herzberg's theory, job security is also considered a hygiene factor. The lack of job security not only leads to employee dissatisfaction but also harms their job commitment and productivity. This dissatisfaction stemmed from shortcomings in areas such as benefits, continuance in the continuity of employment, and contentment with the conditions of employment. Mansouri, Hossein Hosseinzadeh, and Navah (2015) identified job security as a crucial factor in increasing job satisfaction, which is aligned with the findings of the present study. This highlights the failure to create a calm and secure environment in public libraries in Ilam. Library managers should foster trust in the system among employees by ensuring job security and providing fair benefits.

The quality of interpersonal relations (managers' ethical attitudes, human relations, and colleague friendship) was determined at 25 percent, highlighting that friendly and human relations among the employees of the public libraries of Ilam are in poor condition. Establishing close relations within an organization has many benefits, including increasing self-confidence, increasing participation and cooperation, reducing work pressure, and nurturing trust and social participation, ultimately improving job satisfaction. This component is situated at the level of social needs on Maslow's pyramid. According to Maslow's theory, human communication is one of the basic needs that fosters a sense of belonging and solidarity. The absence of this element can distance employees from solidarity and job satisfaction. In Herzberg's theory, human relationships are recognized as a motivational factor. While the absence of this component may not result in severe dissatisfaction, its presence can enhance motivation, engagement, and productivity. Tabrizi (2013) concluded that human relations in an organization can enhance trust

and teamwork among the staff. Nevertheless, meager attention has been given to this component in the public libraries of Ilam. These results disagree with the findings of Rahimi et al. (2023), who stated that job satisfaction, organizational commitment, and ethical climate were higher than average in public libraries in the Kermanshah Province of Iran. The present study, however, suggests that the the level of morale in these libraries is unacceptable. Lund (2003) introduced open communication and mutual respect in the workplace as key factors in increasing job satisfaction. Therefore, it is necessary to identify and examine factors that can promote interpersonal relationships in these public libraries. Ademodi and Akintomide (2015) also emphasized the importance of building relationships with colleagues to increase job satisfaction.

According to the results, training opportunities, promotion, and opportunities for expressing creativity determined 50 percent of job satisfaction among librarians. Falling in the average range, this score indicates that some level of attention has been given to training opportunities and promotion, leading to increased job satisfaction among these librarians. However, this level is still not sufficient. This component is related to the levels of esteem and self-actualization in Maslow's pyramid. According to Maslow's theory, these factors are at the level of respect and self-esteem, and they are necessary to create self-confidence and a sense of worth. Training and development opportunities allow librarians to develop their skills and feel valued in the organization. Additionally, in the framework of Herzberg's theory, these components are known as motivational factors that are directly related to job satisfaction and motivation. Herzberg emphasizes that career advancement and learning new skills are ways to increase satisfaction and motivation. The absence of these facilities can stifle employee progress and create a sense of stagnation. To improve training facilities in a library, it is necessary to take measures such as organizing conferences and seminars in the field of librarianship, promoting staff to higher positions, and taking advantage of employee talents and creativity. Similar findings were not found in the research literature.

Management policies and styles, which account for 41 percent of librarian job satisfaction, were found to be deficient (below the 5 percent level) **This factor—management policies and styles—is related to the need for respect and appreciation, which helps employees develop hidden talents and increase problem-solving skills (self-actualization) in Maslow's hierarchy of needs..** When employees feel that their opinions are not valued or that management policies are unfair, they may feel psychologically neglected and unjustly treated. Additionally, according to Herzberg's theory, fair and transparent management is one of the key

factors for employee satisfaction. If management policies are ineffective, dissatisfaction will increase among employees. Because management is of high importance in a library and inefficiency in this arena can cause executive dysfunction, it is recommended that library managers be more cognizant of their policies. To increase employee motivation, managers should do their best not to discriminate or be unfair to their employees while also considering their opinions. They should strive to develop job satisfaction policies for librarians through adequate facilities, work, and incentives. These results align with those of Mirhosseini and Fattahi (2017), who introduced management policies as one of the factors influencing job satisfaction and stated that the level of satisfaction among librarians regarding this component was below average. In their research, Adio and Popoola (2010) emphasized job satisfaction policies—including the proper facilities, work, and work incentives—to ensure organizational commitment among librarians. Ademodi and Akintomide (2015) also listed factors such as rights, policies, and library management style as drivers of job satisfaction. Anyaoku, Osuigwe, and Oguaka (2015) pointed to a positive and significant relationship between creative, dynamic, and flexible leadership styles in the allocation of technology and the job satisfaction of librarians. According to Naseer (2022), administrative policies of universities can lead to job dissatisfaction, which is consistent with the results of the present study.

In general, it can be stated that without the assurance of job stability and security, welfare and training facilities, suitable managerial policies, and intra-organizational communication, it is unreasonable to expect quality service delivery. The absence of any of these components within an organization can lead to anxiety among individuals, lowering their motivation to continue working. Addressing employee job satisfaction comes with substantial benefits, including improved efficiency and the mental well-being of employees. The public library system as a whole is expected to take necessary steps to improve the working conditions and security of library staff, empowering them to continue their work with hope and a positive attitude. These findings revealed that none of the measured components reached a satisfactory level in the public libraries of Ilam. Therefore, library managers are urged to devise solutions to enhance job satisfaction. Mohammadnia (2021) identified low job satisfaction as a significant contributor to burnout and pointed to a robust parallel relationship between job satisfaction and productivity within such occupations. The findings of Shabani et al. (2022) indicated that remote work helps to diversify the responsibilities of librarians. Hence, the development of essential technologies and infrastructure would foster positive outcomes within these centers. Ebadollah Amoughin and Derikvand (2022) demonstrated that job satisfaction leads to enhanced employee productivity, strengthens organizational commitment, contributes to improved physical and

mental well-being, and boosts employee spirits and overall life satisfaction. In addition, these conditions enable employees to acquire new job skills and help to advance organizational goals. Martin (2020) identified factors such as organizational culture and work environment, collaboration, leadership, diversity and inclusiveness, workload management, library value, and gratitude as key drivers of increased job satisfaction among librarians. Failure to address these challenges will inevitably result in burnout and diminished motivation among librarians, ultimately transforming public libraries into lifeless and unused spaces.

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Appendix A: Statistical Data

Figure 2. Distribution of respondents by age.

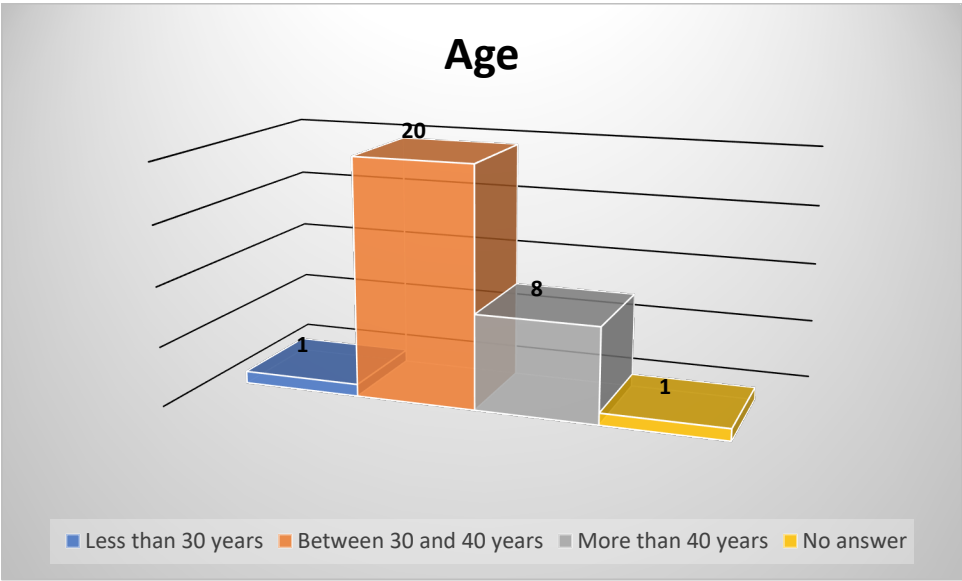


Figure 3. Distribution of respondents by gender.

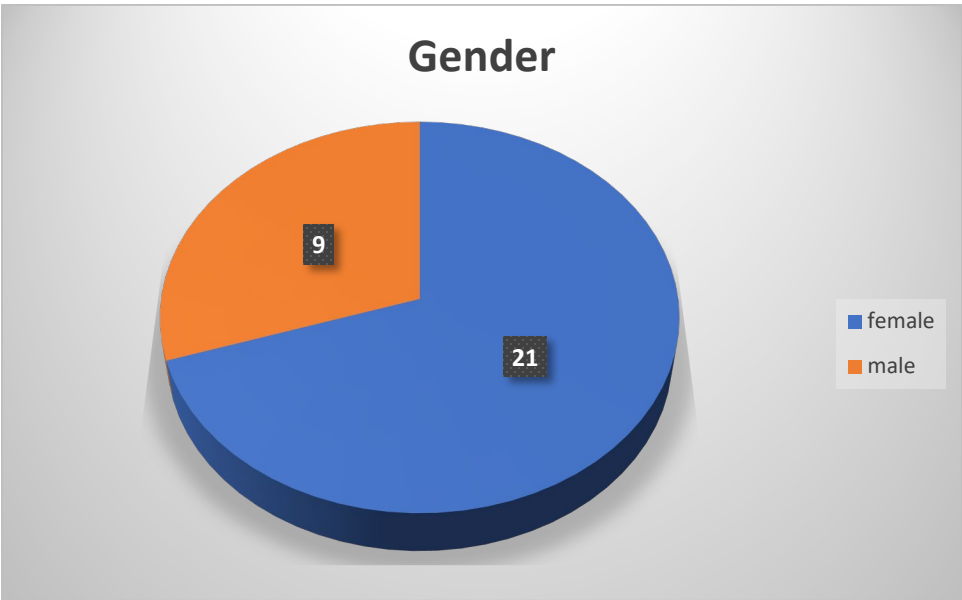


Figure 4. Distribution of respondents by work experience.

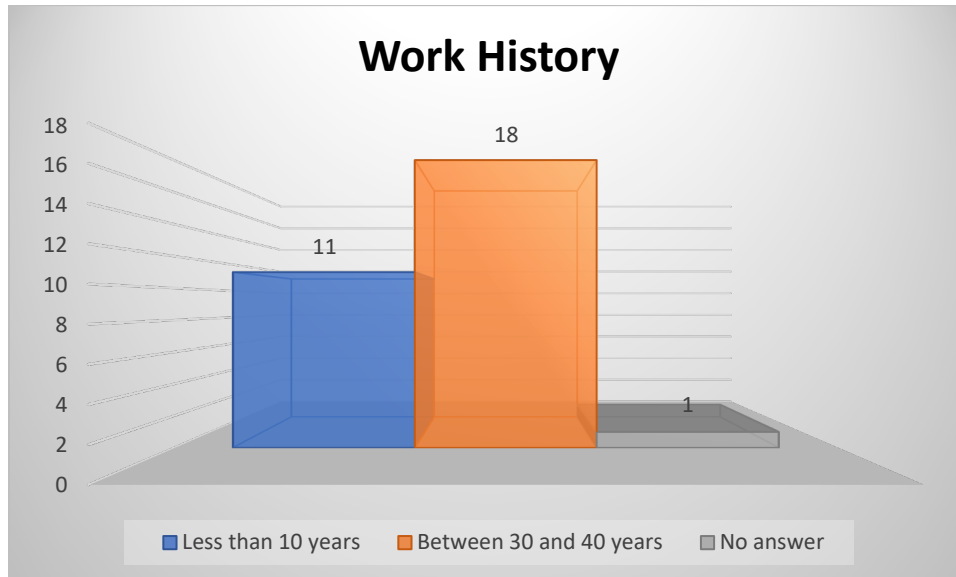
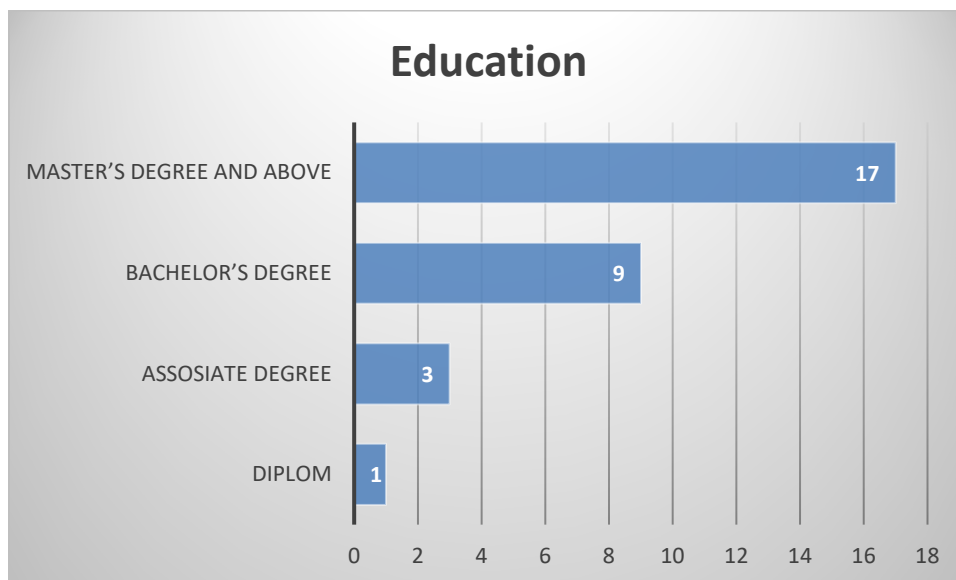


Figure 5. Distribution of respondents by education level.



Appendix B: Survey Questions

Table 7. Demographic information

Library Name			
Job Title	Director	Librarian	Staff, Other
Educational Degree	Associate's Degree Degree and above	Diploma, Bachelor's Degree	Master's
Service Experience	Less than 10 years years	Between 10 and 20	More than 20
Gender	Male	Female	
Age	Less than 30 years years	Between 30 and 40	More than 40

Table 8. Survey questions on job satisfaction

Cases	Row	What is the extent of each of the following factors in your organization?	Very weak	Weak	Average	A lot	Very much and satisfying
Material, welfare, and health facilities of the workplace	1	Physical conditions of the workplace					
	2	Equipment and tools needed to do the work					

	3	Available welfare facilities (commuting service, self-service, kindergarten, etc.)					
	4	Proportion of salary received with ability, experience, and work skills					
	5	Proportion of salary received with level of education					
	6	Proportion of salary received with workload					
	7	Job benefits					
Job security	8	Future job benefits					

	9	Assurance of continuing the current job in the organization					
	10	Satisfaction with employment status					
Quality of human relations in the job	11	Ethical treatment of the department manager with employees					
	12	Mutual work relations with other colleagues					
	13	Degree of intimate and friendly relationships between employees					
Educational opportunities, career advancement,	14	Educational facilities					

and necessary areas for expressing creativity	15	Level of career advancement and progress					
	16	Information about holding conferences and seminars in the field of librarianship					
	17	How the organization deals with opportunities for continuing education					
	18	Possibility of promotion and reaching higher positions					
	19	Permission to express creativity and innovation					
	20	Creating opportunities for advancement					

		and progress					
Management policies and guidelines	21	Management methods and policies					
	22	Satisfaction with responsibilities and tasks assigned by the manager					
	23	Fairness and nondiscrimination by the manager					
	24	Giving importance to the opinions of employees in decision-making and various matters					
	25	Manager's attention to attracting specialized personnel					
	26	How to transfer from one department to another					

	27	Performance evaluation at intervals					
	28	Encouragement and appreciation for good work performance					