THE EFFECT OF WORK ADJUSTMENT ON JOB INVOLVEMENT OF LIBRARIANS BASED ON WORK VALUE

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The Effect of Work Adjustment on Job Involvement of Librarians based on Work Value

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Abstract

Along with the information explosion era, librarians encounter the impact of new era, new technologies, new service styles, and new service concepts. Moreover, under the emergence of Internet and the rapid development of information technology, the operation styles and business models of libraries are facing revolutionary changes. Librarians therefore require adequate positive resources to cope with changes in external environment and long-term working pressure. Building correct work value could have librarians achieve successful work adjustment. Aiming at libraries in Shanghai, the supervisors and employees are distributed 280 copies of questionnaire. Total 237 valid copies are retrieved, with the retrieval rate 85%. The research results show significantly positive effects of 1.work value on work adjustment, 2.work adjustment on job involvement, and 3.work value on job involvement. According to the results, suggestions are proposed, expecting to enhance librarians' psychological capitals, establish correct work value, and reduce and prevent librarians from work maladaptation.

Keywords: library, work value, work adjustment, job involvement.

Introduction

Public libraries are established by the government or privately for the citizens. It aims to collect, organize, reserve, and utilize book materials, according to local or community characteristics and needs, for book borrowing, reference inquiry, and promotion so as to promote social education, enhance local culture, spread knowledge information, and promote proper leisure life. Community citizens,

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including children, youngsters, adults, disabled people, and institutions & groups, are the service objects of a public library. Services offered by public libraries would change with the size, space, manpower, and budget. Along with the information explosion era, librarians also encounter the impact of new era, new technologies, new service styles, and new concepts. Besides, under the emergence of Internet and the rapid development of information technology, the operation styles and business models of libraries are facing revolutionary changes. Political and economic factors also reduce the funds of libraries that librarians are facing heavy working pressure, frustration, and maladaptation caused by the fear of time change. The mass readers are the service objects of librarians, who present the daily work characteristics of various customer needs, inconsistent working hours, strong and healthy body and perseverance, knowledge management and performance, and emphasis on service etiquette to establish image. Furthermore, the long opening hours, heavy work, few manpower, and complicated readers, who are not easily to deal with, have libraries seriously lack of professional talents, insufficient staffing, and excess workload to result in work adjustment problems of librarians. Moreover, library size, human resources, and funds are limited, and the effects of business properties, personnel systems, leadership styles, and facing readers would discourage and exhaust librarians to result in maladaptation. Librarians therefore need adequate positive resources to cope with changes in external environment and long-term working pressure. A library therefore has to solve problems in the library with reasonable and effective methods. When building sufficient psychological capitals, establishing correct work value, reasonably expressing emotional labor, and actively enhancing the physical, mental, and spiritual health, librarians would achieve successfully work adjustment. Based on work value, this study therefore intends to discuss the effect of work adjustment on job involvement of librarians, expecting to enhance the psychological capitals, establish correct work value and reduce and prevent from work maladaptation.

Literature review

Work value

Value is an abstract idea, and the broad definitions are discussed in various social subjects to present diverse explanations. Different points of view show characteristic emphases to result in confusion. For instance, Humphrey, Ashforth, & Diefendorff (2015) defined value, from the viewpoint of sociology, as basic normative principles shared by society members to explain social actions. Zacher (2014), in the field of organizational behavior, regarded value as an important element of individual frame of reference as well as the basis to understand personal attitude, perceived motivation, and personality. From the viewpoint of anthropology, Cecile *et al.* (2014) emphasized value as an essential core of culture

to describe dominant culture. Jung & Yoon (2014) regarded work value as a key factor in an individual selecting occupation. Unsatisfactory personal work value would result in job dissatisfaction. It therefore presented significant meanings on society, enterprises, and individuals in the working environment nowadays. Chen *et al.* (2014) pointed out work value as a primary factor in individual job selection and career planning; the work value aimed to judge the results in the living process and ensure the attitudes or concepts with motive to enhance personal ability of job selection (Mullen & Uwamahoro, 2015). Tian & Fan (2014) considered that individual work value would affect the work willingness or goal and further influence the effort and work performance. Ahraemi & Barak (2015) found out the close relationship between personal value and personal work attitude and job performance. Individual opinions about work value would also influence individual job selection, development, and performance. Sanchez-Moreno *et al.* (2014) referred work value to individual affirmative belief and preference for job characteristics to judge work meaning, behavior, or goal, reflect personal intrinsic needs, and affect personal job selection, job performance, and pursuit of working objective. Sortheix, Chow, & Salmela-Aro (2015) regarded work value as an individual being influenced by the socialized persistent belief and attitude in the working process, including personal cognition, affection, and motion to present emphasis, preference, and evaluation of the work, as well as an important principle guiding individual work behaviors.

Referring to Wang & Liesveld (2015), work value contains two dimensions in this study: (1) Objective value: self-achievement orientation, self-realization orientation, dignity orientation; (2) Instrumental value: social interaction orientation, organizational safety and economy orientation, stability and freedom from anxiety orientation, and leisure health and transportation orientation

Work adjustment

Oshio, Tsutsumi, & Inoue (2015) explained "work adjustment" as individual work ability consistent to the ability required for the working environment (Chang *et al.*, 2014). In other words, "work adjustment" was the interaction between an individual and the working environment. Coetzee & Harry (2014) proposed to explain work adjustment from three points of view. From broad point of view, work adjustment was "career maturity", indicating that an individual would perform career behaviors consistent to the increasing age. From narrow point of view, adjustment referred to individual "career change orientation" process that an individual could acquire a job with stable and orderly promotion to achieve personal goal and expectation (Sullivan, 2014). Autonomy point of view regarded work adjustment as job satisfaction, i.e. personal pleasure and satisfaction with work, including internal satisfaction and external satisfaction. Internal satisfaction was acquired from job, while external satisfaction contained money, safety, power, and good working environment (Gabriel & Diefendorff, 2015). Amundsen &

Martinsen (2014) particularly stressed on personal autonomy in the environment and questioned whether an individual had to completely conform to the shared character in the organization or others' characters. It was indicated that good work adjustment was individual satisfaction with the engaged work and the promotion acquired at work as well as being able to easily conform to the requirements for work. Idil (2015) proposed to evaluate from three dimensions of the development of personal ability, aptitude, and interests at work, the satisfaction with basic psychological needs, and the acquisition of job satisfaction and career goals.

Referring to Guan *et al.* (2015), work adjustment is the interaction between an individual and the environment, and individual development contains work capacity, work personality, and working objective.

> *(1) Work capacity*: containing working habits, physical and mental skills suitable for work, and interpersonal relationship in the environment. Working habits are behavioral model, and interpersonal relationship is the proper reaction to supervisors and getting along with partners and other colleagues.
>
> *(2) Work personality*: including individual self-concept to be a worker, work motivation, and work-related needs and value. The development of work personality is mainly affected by family factors.
>
> *(3) Working objective*: affected by peer groups and reference groups of an individual. The goal has to match work personality and work capacity when developing working objective. A beneficial balance system is formed at each stage that other systems would change when one of the systems appears conditions.

Job involvement

Gatewood, Feild, & Barrick (2015) regarded it as an individual agreeing with the importance of job involvement or the importance in individual self-image. 1. It referred to an individual agreeing with the importance of job involvement, or the importance and status of work in individual self-image. 2. The degree of job involvement relied on the effect of work performance on self-dignity. Ingalhalikar *et al.* (2014) considered that job involvement was the degree of agreement being affected by current working situations. A person would engage in and more positively complete work when regarding the current work being able to satisfy personal needs. Cabaroglu (2014) pointed out job involvement as individual psychological and subjective agreement with and acceptance of the work, regarding work as the center of life and fun that job involvement did not need to be defined with too many dimensions, stress on situational factors, regarding work as the focus of life and interests, and enjoying working. Saks, Zikic, & Koen (2015) indicated that job involvement was individual perceived work value to present responsibility for work, automatically and unselfishly contribute, and insist on the intrinsic value of work. Chaudhuri *et al.* (2015) considered job involvement as individual psychological agreement with work, i.e. the importance of work performance

to self-worth. Katsikea *et al.* (2015) stated that job involvement was individual psychological agreement with work, i.e. the importance of work performance to self-value. Dahling & Librizzi (2014) indicated that job involvement was the effect of work performance on a person's self-dignity and the subjective perception of the status of work in life and the active participation.

Referring to Jo & Shim (2015), job involvement contains following dimensions: (1) Job identification: degree of individual agreement with job; (2) Work involvement: degree of individual participation in work and self-contribution; (3) Work concentration: individual attitudes toward job tasks.

Research hypothesis

Wang & Liesveld (2015) studied elementary school teachers and revealed that teachers' work value could positively predict work adjustment, and "achievement and reputation" showed the best predictability. Tolentino *et al.* (2014) discovered that elementary school teachers' work value could significantly predict organizational sharing intention, where organizational sharing intention was similar to interpersonal adaptation. Ahraemi & Barak (2015) showed that sports coaches or teachers' work value could positively predict organizational commitment. Wright & Bonett (2015) pointed out the positive predictability of junior high school teachers' work value on job involvement. Humphrey, Ashforth, & Diefendorff (2015) revealed that elementary school teachers' work value could negatively predict alienation. Zainol *et al.* (2014) pointed out negative correlations between teachers' work value and working pressure. Oshio, Tsutsumi, & Inoue (2015) indicated that high school and college teachers' work value could positively predict job satisfaction, where job involvement, happiness, alienation, working pressure, and job satisfaction were "change of attitude", which could stand for adaptation. It therefore becomes an argument basis in this study. The following hypothesis is further proposed in this study.

H1: *Work value shows significantly positive effects on work adjustment.*

Idil (2015) mentioned that domestic male police officers' age and marital conditions would affect the work adjustment and job satisfaction, while the education standard and seniority appeared no relation with work adjustment and job satisfaction. Furthermore, the lower working pressure would relatively enhance work adjustment and satisfaction to be glad to devote to and enjoy working to make more significant job involvement. Warner *et al.* (2014) discovered that criminal police's working pressure and social support presented remarkable correlations with work adjustment and job satisfaction. Criminal police's supervisor support showed notable predictability on work adjustment and job satisfaction that the job involvement intention would be relatively higher. Guan *et al.* (2015) found out the positive correlation between police's work adjustment and job involvement,

and no significant difference of police's personal attributes in work adjustment and satisfaction. Few police professional units, such as foreign affairs police, juvenile delinquency prevention brigade, and women and children protection brigade, appeared higher work adjustment, satisfaction, and job involvement than administrative police in offices (Gabriel & Diefendorff, 2015). Accordingly, the following hypothesis is proposed in this study.

H2: *Work adjustment reveals remarkably positive effects on job involvement*.

Chaudhuri et al. (2015) considered that individual work value would affect work willingness to further influence the effort and work performance. In other words, value would affect personal effort, goal satisfaction, and job involvement. In the research on work value, relationship quality, and involvement, Wong et al. (2014) discovered that internship work value presented remarkable effects on internship job involvement. Aiming at junior high school teachers, Gatewood, Feild, & Barrick (2015) found out the notably positive correlation between achievement in work value, the importance of new knowledge, safety, interpersonal relationship, material rewards and job involvement. Katsikea et al. (2015) discovered that five dimensions, except "attitude toward compensation", were remarkably correlated with job involvement; and, "intrinsic value" and "organization and people ethics" in work value were notably correlated with "importance of job identification". The following hypothesis is therefore proposed in this study.

H3: *Work value reveals notably positive effects on job involvement*.

Sample and measuring indicator

Research sample and object

Aiming at libraries in Shanghai, the supervisors and employees are distributed 280 copies of questionnaire, and 237 valid copies are retrieved, with the retrieval rate 85%.

Reliability and validity test

The questionnaire items are referred to domestic and international research, and the pretest is preceded before the formal questionnaire that the questionnaire presents certain content validity. Dimensions of work value, work adjustment, and job involvement in this study are tested the overall structural causality, and the linear structural relation analysis reveals that the overall model fit achieves reasonable range that it presents favorable convergent validity and predictive validity. Item-to-total correlation coefficients are used for testing the construct validity of the questionnaire content, i.e. reliability analysis. The calculated item-to-total correlation coefficients are used for judging the questionnaire content. The

item-to-total correlation coefficients of dimensions in this study are higher than 0.7, revealing certain construct validity of the dimensions.

Reliability analysis is proceeded to further understand the reliability of the questionnaire. The formal questionnaire is developed according to the standard, and the measured Cronbach's α appears in 0.75~0.93, apparently conforming to the reliability range.

Empirical result analysis

LISREL evaluation indicator

LISREL (linear structural relation) model contains factor analysis and path analysis in traditional statistics and adds simultaneous equations in econometrics that it could calculate multiple factors and multiple paths at the same time. The model fit could be evaluated from preliminary fit criteria, overall model fit, and fit of internal structure of model. The research data are organized as below. The preliminary fit criteria, overall model fit, and fit of internal structure of model are further explained.

From *Table 1*, two dimensions of work value (objective value and instrumental value) could significantly explain work value (t>1.96, p<0.05), three dimensions of work adjustment (work capacity, work personality, and working objective) could remarkably explain work adjustment (t>1.96, p<0.05), and three dimensions of job involvement (job identification, work involvement, and work concentration) could notably explain job involvement (t>1.96, p<0.05). Apparently, the overall model shows good preliminary fit.

Table 1. Overall linear structural relation analysis result

evaluation item	Parameter/evaluation standard		result	t
Preliminary fit criteria	Work value	objective value	0.702	9.44**
		instrumental value	0.714	9.69**
	Work adjustment	work capacity	0.682	8.83**
		work personality	0.673	8.51**
		working objective	0.665	7.62**
	Job involvement	job identification	0.722	10.12**
		work involvement	0.745	11.26**
		work concentration	0.731	10.97**

Note: * stands for p<0.05, ** for p<0.01, and *** for p<0.001.

Table 2 shows positive and remarkable correlations between work value and work adjustment (0.851, p <0.01), work adjustment and job involvement (0.873, p <0.01), as well as work value and job involvement (0.884, p <0.01) that H1, H2, and H3 are supported.

Table 2. Overall linear structural relation analysis result

Evaluation item	Parameter/evaluation standard	result	t
Fit of internal structure of model	Work value→work adjustment	0.851	27.35**
	Work adjustment→job involvement	0.873	32.44**
	Work value→job involvement	0.884	35.28**

Note: * stands for p<0.05, ** for p<0.01, and *** for p<0.001.

Table 3 reveals the overall model fit standards χ2/Df=1.655, smaller than the standard 3, and RMR=0.006 that the results of χ2/DF and RMR are appropriate. Moreover, chi-square is sensitive to sample size that it is not suitable for directly judging the fit. However, the overall model fit standards GFI=0.972 and AGFI=0.914 are higher than the standard 0.9 (the closer GFI and AGFI to 1, the better model fit) that this model presents favorable fit indicator.

Table 3. Overall linear structural relation analysis result

	X2/Df	1.655
Overall model fit	GFI	0.972
	AGFI	0.914
	RMR	0.006

Note: * stands for p<0.05, ** for p<0.01, and *** for p<0.001.

Conclusion

From the research results, librarians' work value is the common factor in work adjustment and job involvement. Work adjustment and job involvement could be used for understanding librarians' work value. It reveals that librarians should positively regard the job as the career and keep good work value. For instance, objective value refers to librarians being able to acquire spiritual rewards of intelligent stimulation, altruism, independency, aesthetics, achievement, and creativeness. Instrumental value refers to librarians being able to acquire the sense of stability, e.g. economic rewards, safety, and working environment. In fact, librarians should form the imaginary creativity from social & cultural value, experience accumulation, and preference and constantly present active interaction with the library environment to form the working meaning and further transfer

into librarians' work value and form the work adjustment for the job involvement and performance.

Suggestion

According to the research results and findings, practical suggestions are proposed as followings.

(1) It should focus on reinforcing the psychological capital to shape more positive work value of librarians and further cultivate librarians' quality work adjustment. In this case, the hidden meanings behind library work should be dug to realize the major influence and changes. To avoid exhausting library work, librarians should challenge more innovative affairs at work, e.g. more care about customers and more consideration of customers' status and dilemmas. Those are the methods to cultivate librarians achieving self-fulfillment.

(2) Librarians should often recharge themselves through leisure activities, e.g. outdoor tours, sports (better team sports with more than two people), voluntary activities, and religious gathering, to make the life more interesting. Returning the work after receiving strength would be more energetic. Librarians could reinforce the psychological capital and enhance the positive thoughts of self-fulfillment, organizational safety, and leisure health to achieve quality work adjustment and promote job involvement.

(3) Administrative teams of libraries are suggested to get rid of defect-centered problem-solving methods in the past and apply affirmative inquiry to duplicate librarians' peak experiences, build positive vision of libraries, and enhance positive climate of libraries to reinforce the work value. Moreover, various practical trainings and teaching workshops could be held to reinforce librarians' self-efficacy and rational thinking. Furthermore, librarians could cultivate functional optimism and thinking, and engage in various problem-solving routes. Besides, community counseling groups could be combined for advantage center consultation teaching or positive psychology courses to reinforce librarians to positively cope with various problems and further enhance librarians to form quality work adjustment.

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