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12-17-2019

## Measuring Person–Job Fit and Career Paths of Distance Learning Librarians

Jennifer J. Rundels

Central Michigan University, [runde1jj@cmich.edu](mailto:runde1jj@cmich.edu)

Anne Marie Casey

Embry-Riddle Aeronautical University, [caseya3@erau.edu](mailto:caseya3@erau.edu)

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### Scholarly Commons Citation

Rundels, J. J., & Casey, A. (2019). Measuring Person–Job Fit and Career Paths of Distance Learning Librarians. *Journal of Library & Information Services in Distance Learning*, 13(4). <https://doi.org/10.1080/1533290X.2019.1697788>

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## **Measuring Person-Job Fit and Career Paths of Distance Learning Librarians**

While person-job fit has been used to determine satisfaction in many professions, no research has been done among distance learning librarians. This study investigates person-job fit among librarians with primary distance learning responsibility compared to librarians with some distance learning responsibility and examines whether a common career path exists among the two groups. Responses indicate that librarians who work primarily in distance learning perceive a slightly better fit with their positions and the work itself while those with partial distance learning responsibility experience a slightly better fit within their library organizations. Career advancement is a common motivator for both groups.

Keywords: person-job fit; career paths; distance learning librarians

### **Introduction**

Historically, changing career paths and moving jobs was not the norm in the United States. Workers often expected to have a job for life. Job satisfaction was often measured in terms of attributes such as supervision, pay and the work itself (Balzer & Brodke, 2017). This was as true for librarians as for those in other professions. However, external factors, such as technological innovation, economic downturns, and greater societal mobility have altered career paths and fostered career change. In addition, other components related to disposition and mood now play into the measure of job satisfaction (Balzer & Brodke; Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Also new generations tend to find satisfaction with concepts such as freedom and autonomy in a job (Cennamo & Gardner, 2008) and take advantage of increasing career mobility to seek out the jobs that satisfy those desires.

Measuring job satisfaction among this changing workforce includes new forms of assessment, such as person-job fit, which is defined as the compatibility between workers and their job or the work they perform (Kristoff-Brown, 2017). Person-job fit, from the perspective of the organization, is concerned with the skills and abilities demanded of the work that the employee brings. From the employee point-of-view, which is the focus of this study, person-job fit relates to the compatibility between the needs and desires of the employee and what the job provides to meet those needs or desires.

While person-job fit has been used to determine satisfaction in many professions, no research has been done among distance learning (DL) librarians in the United States. This study will explore that concept by investigating the following questions: What level of person-job fit do librarians, who identify this specialization as their primary job, experience? What level of person-job fit do librarians with some DL responsibility experience? Is there a career path common to those who identify as DL librarians?

## **Literature Review**

### ***Person-Job Fit in Libraries***

There is little in the literature of Library and Information Science (LIS) that explores the concept of person-job fit, although some research into career paths and job satisfaction touches on aspects of fit. Allen (1993) focuses on the self-assessment and supervisor assessment of public services librarians based on a list of 75 typical acts of librarians who fit the job well and concludes that those with the highest degree of fit are concerned with good working relationships and possess an ability to cope with uncertainty.

Raubenheimer and Ngulube (2019) surveyed Open Distance Learning library middle managers at the University of South Africa to investigate their perceptions of their career success. The respondents, for the most part, “have a career orientation that measures achievement through fulfillment as a result of performing work (p. 388).”

Research into the sources of librarian job satisfaction, derived from survey data collected by the Workforce Issues in Library & Information Science study conducted between 2005 and 2012 reveal some components of fit (Morgan, 2014). Respondents reported that the work itself has a primacy that supersedes other factors (p. 648). In addition, co-worker support correlated very highly with job satisfaction.

In a survey of library information technology workers’ sense of belonging as related to job satisfaction, conducted in 2007, Lim (2007) found that overall job satisfaction was not high, nor was a sense of belonging. However, those with a master’s degree in LIS reported a higher sense of belonging and job satisfaction (p. 496).

Landry (2000) found in a survey of public services librarians serving populations of 1,000 or more that life satisfaction was the same or higher in this population as in similar groups. She also reported that lower life satisfaction among respondents was often accompanied by a stronger intention to quit (p. 172).

In an article discussing a self-evaluation a librarian might undertake at mid-career, Tucker (2008) poses questions that relate to job fit. Among his advice is to analyze how well your position fits with current personal interests (p. 244), and to ask yourself if the job is fulfilling expectations and if you are feeling happy and achieving personal goals (p.245).

Noh (2010) conducted two surveys in 2008 analyzing job movement among Korean librarians in one and Korean chief librarians in the other. Although the research focused more on career change from one type of library to another, Noh also captured

information on what respondents considered the primary factors influencing movement. While the top reason among librarians (26%) was compensation and working conditions, the largest group of chief librarians (19%) cited organizational culture (p. 336). Additionally, in a 2009 survey of public library directors in Korea, Noh and Moran (2011) again found that the most significant factor influencing public library directors to seek new positions was organizational culture (p. 317).

### ***Career Paths of Librarians***

Daniel Phelan introduces an issue of *Library Trends* on midlife career change by suggesting that the career stages of librarians are not as clear as they once were. In the past, a new librarian chose a path in a particular type of library or department specialty and followed it through to retirement. This pattern has changed due to influence by external factors, such as technological change and the aging of the profession (Phelan, 2002, p. 575).

Among the research conducted on career paths is a survey of library directors in baccalaureate institutions. Harris (2019) found in her study that almost 31% of directors had previously held administrative positions (p.33). Respondents also indicated they believe they had developed the necessary leadership skills for a director position after achieving the director position (p. 37).

Franks (2017) conducted a large survey in 2016 of academic, public, and special librarians, who participated on one or more of 15 different library electronic lists. Among the respondents, 26% indicated they had worked in more than one library environment but almost 61% indicated a willingness to work in a different environment (p. 286). Of those who had worked in more than one environment, the majority (51%) moved for unique opportunities (p. 295). In a survey Noh (2011) conducted among South Korean library professionals in 2009 regarding career movement, respondents

listed career movement support from a boss as the fundamental antecedent to moving (p. 221).

Other research on career paths of librarians explores those in a particular area of the profession. Hines and Baker (2008) surveyed business librarians in 2007 to determine from their work histories whether there was a particular path to this type of work. Results indicated that a majority of respondents had worked in other fields prior to entering the library profession and many of those were in business fields (p. 221).

DL librarianship is another area studied in terms of career path. Providing service to students and faculty engaged in distance education rose to prominence in academic libraries at the end of the 20<sup>th</sup> century. The first mention of a library position dedicated to DL, advertised by Central Michigan University, appeared in *American Libraries* in 1980 (Tang, 2013). For the next 20 years, the numbers of ads for positions in this specialization grew. As a newer aspect of academic librarianship, librarians were often moving into these positions from other areas of the field.

Washburn (2006) surveyed DL librarians subscribed to an electronic list in the field. She found that the largest number of respondents ended up in DL as a result of applying for an open position (p. 491). In addition, the majority of those who moved into DL from other jobs came with a public services background (p. 495). However, some of the respondents indicated that having been a DL student led to an interest in working in this area of the profession (p. 496). Reiten and Fritts (2004) conducted a random sample survey in 2003 of librarians who had attended the Off-Campus Library Services Conferences over several years. Approximately 25% of respondents indicated that they had moved into administration (p. 371). The authors hypothesized that the collaborative nature of distance learning work may be a path to administration.

## **Research Design and Methodology**

The population for this study consisted of the subscribers to the electronic list, DLS-L, which is the discussion list for the members of the Distance Learning Section (DLS) of the Association of College & Research Libraries (ACRL). DLS members are primarily academic librarians in the United States or Canada who work in or have an interest in the provision of library services to distance or online learning programs. At the time of this study, there were 715 subscribers to the list (D. Gall, personal communication, November 8, 2018).

The instrument is a survey designed by the investigators to solicit information on person-job fit and career paths of DL librarians. They consulted a variety of surveys measuring person-job fit and found two that contained questions that most closely fit the parameters of this study. Kennedy (2005) conducted an integrative study on person-environment, person-occupation, and person-job fit. Several of his questions from the person-job fit section were easily adaptable to DL librarianship and were selected for a section of the draft survey. Rathbun-Grubb (2009) focused her study on librarians who leave the profession. Some of her questions helped to form the basis of this study's larger demographic queries and questions on collegiality.

The investigators adapted 27 questions from the two surveys and added two demographic questions as well as a brief introduction. They shared this draft with reference librarians at both of their institutions (Central Michigan University and Embry-Riddle Aeronautical University) and solicited feedback. Based on the input from colleagues, they eliminated or revised similar-sounding questions, reorganized the questions into two thematic groupings – respondents' perception of their fit with their current position and their career paths. Researchers also added a series of demographic questions, which brought the total to 30. They also included a question asking respondents to identify interest in participating in a follow-up interview. This

information was separated from other answers in order to protect the anonymity of participants. The instrument was approved by the Institutional Review Boards of Central Michigan University and Embry-Riddle Aeronautical University.

*Measuring the Job-Fit of Distance Librarians: Does Career Path Matter?* was administered to the 715 subscribers to DLS-L for three weeks beginning on November 8, 2018 through the Central Michigan University instance of Qualtrics. Reminder email messages were sent out on DLS-L on November 27, 2018.

## **Findings**

In all, 105 responded to the survey, yielding a response rate of 15%. Of those, 84 answered the majority of the questions. Fifty of the 84, or 60% indicated their primary work was in DL librarianship and a further 26 or 31% have some DL responsibility. Of the remainder, two indicated they were public services librarians in a face-to-face setting, five were in library administration, and one specified other, describing it as online learning (not distance). Since the remaining eight respondents did not fit a major category, their answers are not included in the following analyses.

### ***Person-Job Fit***

#### *Perceived Fit with the Position*

Among the librarians whose primary responsibility is in DL, 56% strongly agree and 34% agree that their abilities are a good fit for their positions. In regard to the perceived fit of their personalities with the position, 54% strongly agree and 32% agree that this is the case. When asked about whether the position is a good fit with their interests, 40% of those with primary DL responsibility strongly agree and 34% agree. In the final question asking if the respondents are satisfied overall with their positions, 34% strongly agreed, 36% agreed and 28% somewhat agreed. (See Figure 1.)



[Insert Figure 1 here.]

Of those with some DL responsibility, 38% strongly agree and 46% agree that their abilities are a good fit for their positions. In regard to the perceived fit of their personalities with the position, 46% strongly agree and 27% agree that this is the case. When asked about whether the position is a good fit with their interests, 42% of those with secondary DL responsibility strongly agree and 35% agree. In the final question asking if the respondents are satisfied overall with their positions, 31% strongly agree, 38% agree and 15% somewhat agree. (See Figure 2.)

[Insert Figure 2 here.]

#### *Perceived Fit with the Library*

Eighteen percent of the respondents with primary DL responsibility strongly agree that the library meets their needs. A much larger 42% agree while 34% somewhat agree. In response to whether the library's values and culture fit the values of the individual, 26% strongly agree and 36% agree while 28% somewhat agree, 4% are neutral, and 6% somewhat disagree. When asked if they are happy with their work environment, 20% strongly agree, 42% agree, while 28% somewhat agree. (See Figure 3.)

[Insert Figure 3 here.]

Of the respondents with some DL responsibility, 12% strongly agreed that their current workplace meets their needs, while 58% agreed. In regard to the library culture and values fitting their personal values, 23% strongly agree and 54% agree. In answer to whether they are happy with their work environment, 8% strongly agree and 60% agree. (See Figure 4.)

[Insert Figure 4 here.]

#### *Perceived Fit with the Work*

Of those who identified as primarily working in DL librarianship, 36% strongly agree they are generally satisfied with the kind of work they do, while 38% agree and 24% somewhat agree. Asked whether they had the opportunity to develop and apply the skills they need to be successful, 32% strongly agree, 36% agree and 18% somewhat agree. In addition, 12% either somewhat disagree or disagree in response to this question. In regard to whether the respondents have opportunities for creative input and innovation in their work, 48% strongly agree, 30% agree, and 10% somewhat agree, while 8% somewhat disagree. (See Figure 5.)

[Insert Figure 5 here.]

Twenty-seven percent of the librarians with some DL responsibility strongly agree that they are generally satisfied with the kind of work they do and 62% agree. As far as having the opportunity to develop and apply the skills needed to be successful, 31% strongly agree, 46% agree, and 19% somewhat agree, while 4% somewhat disagree. When asked if they generally have opportunities for creative input and innovation in their work, 27% strongly agree, 54% agree, with 15% somewhat agreeing and 4% somewhat disagreeing. (See Figure 6.)

[Insert Figure 6 here.]

#### *Perceived Fit with Other Library Personnel*

When asked whether they feel part of the group with which they work, 30% of those with primary DL responsibility strongly agree, 32% agree and 18% somewhat agree. Of that same group, 8% neither agree nor disagree, 6% somewhat disagree, 4% disagree, and 2% strongly disagree. When asked if the support they receive from co-workers helps them to do a better job, 36% strongly agree, with 26% agreeing and 28% agreeing somewhat. In that same question, 4% are neutral and another 4% somewhat disagree, while 2% strongly disagree. (See Figure 7.)

[Insert Figure 7 here.]

Of those with some DL responsibility, 27% strongly agree, 38% agree and 19% somewhat agree that they feel part of the group with which they work. In addition, 8% are neutral, while 4% each somewhat disagree and disagree. In regard to feeling co-worker support helps them do a better job, 23% strongly agree and another 23% somewhat agree, 42% agree, 8% are neutral and 4% disagree. (See Figure 8.)

[Insert Figure 8 here.]

### *Accepting Their Current Position Again*

The final person-job fit question asks respondents if they would accept the same position if they knew at the time of the decision all that they know now. Fifty percent of respondents in both categories strongly agree that they would. In addition, 30% of those with primary DL responsibility agree while 14% somewhat agree, 4% somewhat disagree and 2% are neutral. Among those with some DL responsibility, 35% agree, 8% are neutral and 4% either somewhat or strongly disagree. (See Figure 9.)

[Insert Figure 9 here.]

### ***Career Path***

#### *Years in Current Position*

Most respondents in both categories have worked in their current position for less than five years. Fifty-two percent of librarians with primary DL responsibility and 65% of librarians with some DL responsibility have held their current position for less than five years. Among librarians with primary responsibility in DL, 10% have five to nine years in their current position, while 38% have 10 years or more. Among those with some DL librarian responsibility, 19% have five to nine years, while 15% have 10 or more years in their current position. (See Figure 10.)

[Inset Figure 10 here.]

*Experience Prior to Obtaining Current Position*

Only a relatively small percentage of librarians in both groups had experience in DL prior to their current position. Twenty-four percent of librarians currently working in positions with primary DL responsibility had experience in DL in their prior position, while 27% of librarians currently working in positions with some DL had experience in DL in their prior position. (See Table 1.) When asked to describe their experience prior to obtaining their current position, 26% of librarians with primary DL responsibility responded *other, professional librarian*. Sixteen professional librarian positions were specified. (See Table 2.) Thirty-five percent of librarians with some DL responsibility described their experience prior to obtaining their current position as *Public Services, face-to-face*.

[Insert Table 1 here.]

[Insert Table 2 here.]

*Primary Reason for Leaving Last Position*

Most respondents in both categories responded that career advancement was the primary reason for leaving their last position. Specifically, 46% of librarians whose primary work is in DL and 54% of librarians with some DL responsibility left to advance their career. (See Table 3.)

[Insert Table 3 here.]

*Primary Reason to Accept Current Position*

When asked about the primary reason they accepted their current position, 37% of librarians whose primary work is in DL responded that they were attracted to the job description while 31% responded their current position provided a way to advance their career. Librarians with some DL responsibility responded similarly, with 42% accepting their current position because it provided a way to advance their career while

23% responded they were attracted to the job description. The researchers noted that only 4% of librarians in both categories responded that the reputation of the institution or library was the primary reason for accepting their current position. Even fewer DL librarians accepted their current position because of the salary and benefits. (See Table 4.)

[Insert Table 4 here.]

#### *Plans to Seek New Job Opportunities*

Half (50%) of the librarians with primary work responsibilities in DL have no plans to seek new job opportunities, while librarians with some DL responsibilities are evenly split between having no plans (42%) and planning to seek new opportunities every four or more years (42%). (See Table 5.)

[Insert Table 5 here.]

#### **Discussion**

The findings show there is a great deal of similarity across the responses between the two groups of librarians regarding job satisfaction and perception of person-job fit. Responses are primarily positive. Generally, if the strongly agree, agree, and somewhat agree categories were combined for each response, the aggregate for both those who work primarily in DL and those with partial responsibility would add up to a similar percentage. The differences, while somewhat subtle, fall more into where in the agreement continuum each percentage falls.

In the questions related to fit with the position, a higher percentage of the DL librarians strongly agree that their abilities, education, training, and personalities fit their positions, while those with partial DL responsibility have a slight edge in terms of their interests fitting the position. Perhaps the majority of those with partial DL responsibility were unsure if the DL responsibilities would be a good fit but accepted

the position anyway because it not only aligned with their interests but also afforded a sampling of what a full time DL position would entail.

In expressing their overall satisfaction with their jobs, a higher proportion of the DL librarians reported in the agreement continuum while a larger number of librarians with some DL responsibility disagreed with overall job satisfaction. More of those with primary DL responsibility *agree strongly* that they are satisfied with the kind of work they do, that they have the opportunity to develop and apply skills, and that they have opportunities for creative input and innovation; whereas more of those with some DL responsibility answered *agree*. The DL librarians' strong acknowledgement of opportunities for creative input and innovation is most notable.

These findings show that DL librarians—and to a slightly lesser extent librarians with some DL responsibility—perceive a positive job fit when examining the position and work itself. These findings also reinforce the existing research which claims librarians find fulfillment as a result of performing the work itself and are happy when their positions fit with their personal interests (Landry, 2000; Raubenheimer and Ngulube, 2019; Tucker, 2008).

When we examine the questions related to fit with the library, *agree* is the strongest answer for both groups. However, a much higher proportion of those with partial DL responsibility agree that their needs are met, the values and culture of the library fits with their values, and they are generally happy with their work environment. For the DL librarians, more of them answered, *somewhat agree* or were neutral.

These findings show that DL librarians—and to a slightly greater extent librarians with some DL responsibility—perceive a positive job fit when examining fit with the library, its values and culture, and the work environment. They also reinforce previous studies which claim organizational culture and working conditions are

significant factors in determining job satisfaction (Chwe, 1978; Karim, 2009; Landry, 2000; Moran, 2014) and career movement (Noh, 2010; Noh & Moran, 2011; Rathbun-Grubb, 2009).

In regard to feeling part of the group and receiving support from co-workers, those with primary responsibility responded across the spectrum of possibilities, with a high proportion strongly agreeing, while the most notable response among those with partial responsibility was simple agreement. These findings reinforce previous studies which stress the importance of good working relationships, co-worker support, and a sense of belonging for increased job satisfaction (Allen, 1993; Lim, 2007; Morgan, 2014).

Responses indicate that DL librarians perceive a better fit with their position and the work itself while those with partial DL responsibility perceive a better fit with the organization. Without more information on the types of work each of the respondents is engaged in, it is difficult to determine why the difference exists. Further research may reveal that those with partial DL responsibility work in a department and share duties with others while those with primary DL responsibility may be engaged more in solo positions.

Many similarities also exist between the two groups of librarians when we examine responses to the survey questions related to career path. The majority of librarians in both groups have worked fewer than five years in their current position. This might suggest a significant number of newly created positions in DL librarianship. Another possibility might be due to high turnover in the field of distance librarianship.

Another similarity is that both groups had relatively little DL experience prior to obtaining their current positions. This suggests that the required qualifications for DL librarian jobs place a greater significance on experiences other than prior DL

experience. Future research might explore what those required qualifications are. One notable difference was the prior experience each group brought to their current positions. The majority of librarians whose primary work is in DL held a variety of different professional librarian positions prior to obtaining their current position, while the majority of librarians with some DL responsibility held face-to-face public services positions.

Evidence from this study suggests that librarians with partial DL responsibility come from more traditional backgrounds than DL librarians who enter distance librarianship from a wider range of working experiences. This might explain why librarians with partial DL responsibility indicate a better fit with the organization since primary DL positions tend to rely less on tradition or more on incorporating new technologies and services.

Both groups of librarians had similar responses when asked about their plans for seeking new job opportunities. Half of the librarians whose primary work is in DL have no plans to seek new job opportunities while the same response was given by 42% of those with some DL responsibility. These responses appear to suggest that DL librarians are generally satisfied with their current positions, which correlates with the overall positive person-job fit among librarians who responded to this survey.

In the final question, asking librarians if they would accept this job again knowing all they know now, half of the people in both categories strongly agreed. The only difference in this question was the number of those who were neutral or disagreed was higher among the librarians whose DL responsibility is partial. The findings suggest that the librarians with partial DL responsibility, who would not accept their current position again, might be those who perceive a lack of fit with the position or



work, while those with primary DL responsibility who would not accept their current position again might be those who perceive a lack of fit with the library organization.

### **Limitations of the Study**

The response rate to the survey (15%) was low. In addition, the researchers did not define what percentage of a job was considered primary versus partial DL responsibility or what other duties a respondent might have. Thus, the conclusions reached are broad and warrant further research to explore them further. Additionally, the researchers did not have the opportunity to follow up the survey with interviews of those who indicated a willingness. Such interviews may have assisted them in refining the results.

### **Conclusion**

This study investigates the perception of person-job fit among librarians with primary distance learning responsibility compared to librarians with partial distance learning responsibility in an attempt to answer the following questions: What level of person-job fit do librarians, who identify this specialization as their primary job, experience? What level of person-job fit do librarians with some DL responsibility experience? There was not a marked difference between the two groups of librarians in terms of their person-job fit. For the most part they agreed that they fit with all of the categories of work explored by the questions. Librarians who work primarily in DL indicate a slightly better fit with their positions and with the job itself. Their colleagues with partial DL responsibility appear to experience a slightly better fit within their library organizations.

There could be many reasons for these small differences. DL librarians may seek out the positions they are in because of their education, abilities, and personalities. If they are in separate or somewhat separate units (e.g., the online librarian) they may not feel as closely aligned with colleagues who work in a more homogenous work group. Future research on the fit between DL librarians and their organizations is

recommended to help determine the relevant importance of a stronger sense of fit with the organizational culture.

This study also examined the career paths of the same two groups in an attempt to answer the following questions: Is there a career path common to those who identify as DL librarians? Does a common career path exist among the two groups?

While there were some differences, a substantial number of those with both primary and partial DL responsibility state they left their last positions and accepted the current one as a means to advance their careers. This corresponds to the findings of Reiten and Fritts (2004) in their research on the career paths of distance learning librarians.

Perhaps the nature of a primarily distance learning position, which appears to be somewhat less-aligned with others in the library and somewhat more conducive to innovation and creativity, may provide a solid and as-yet little-explored avenue to leadership positions in academic libraries. Indeed, DL librarianship may provide some of the required leadership skills that the participants in Harris' (2019) study perceive they did not acquire until assuming an administrative position. Future research focusing on the correlation between leadership skills and DL librarianship may prove beneficial to libraries engaged in succession planning and leadership development.

This study identified primary reasons for leaving their last position and primary reasons for accepting their current position. Future research is recommended to explore the primary reasons why DL librarians would leave their current position for another. According to previous research, the majority of librarians who have worked in more than one library environment moved for unique opportunities (Franks, 2017). Since a significant percentage of DL librarians have worked in different types of libraries, these

librarians might be more willing to take advantage of new opportunities, such as administrative positions as suggested by Reiten and Fritts (2004).

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Table 1. Experience Prior to Obtaining Current Position.

Table 2. Other Professional Librarian Positions Held Prior to Obtaining Current Position in Distance Learning.

Table 3. Primary Reason for leaving Last Position.

Table 4. Primary Reason to Accept Current Position.

Table 5. Plans to Seek New Job Opportunities.

Figure 1. Fit with Position – Primary DL.

Figure 2. Fit with Position – Some DL.

Figure 3. Fit with Library – Primary DL.

Figure 4. Fit with Library – Some DL.

Figure 5. Fit with Work – Primary DL.

Figure 6. Fit with Work – Some DL.

Figure 7. Fit with Library Personnel– Primary DL.

Figure 8. Fit with Library Personnel– Some DL.

Figure 9. Willingness to Accept Current Job Again.

Figure 10. Years in Current Position.

**Figure 1.** Fit with Position – Primary DL

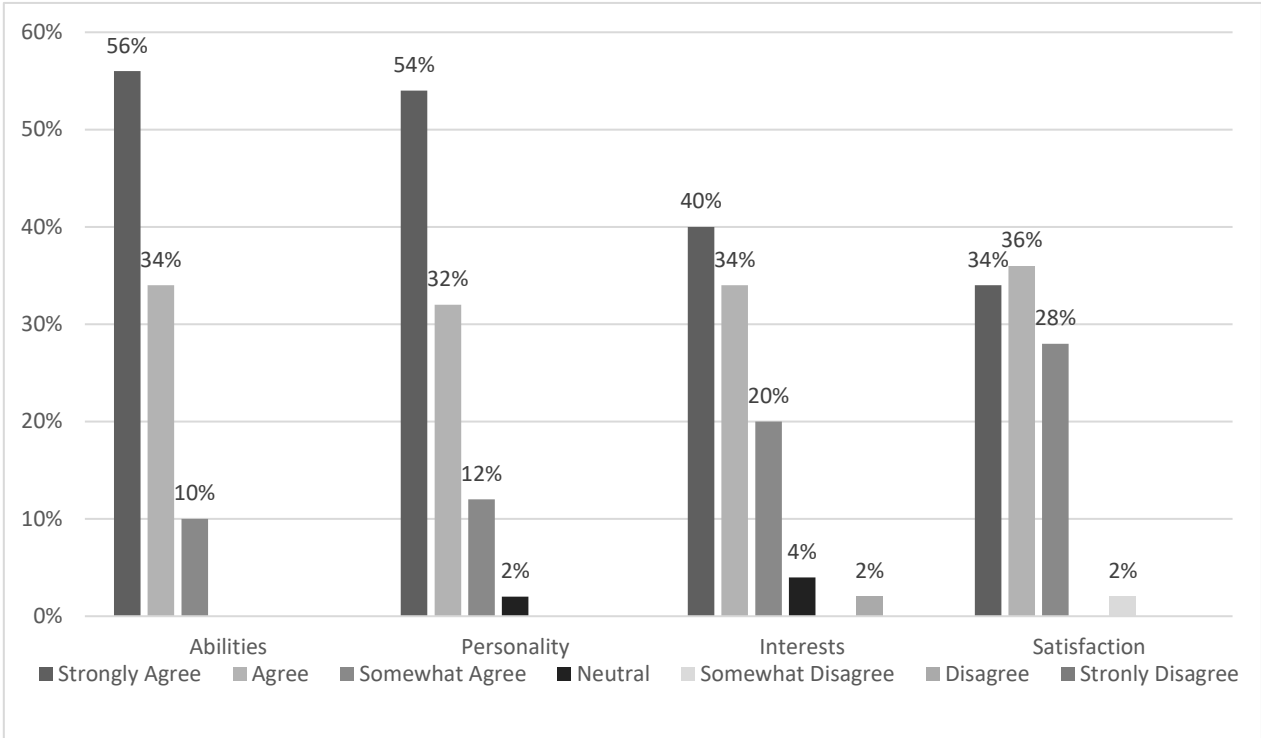
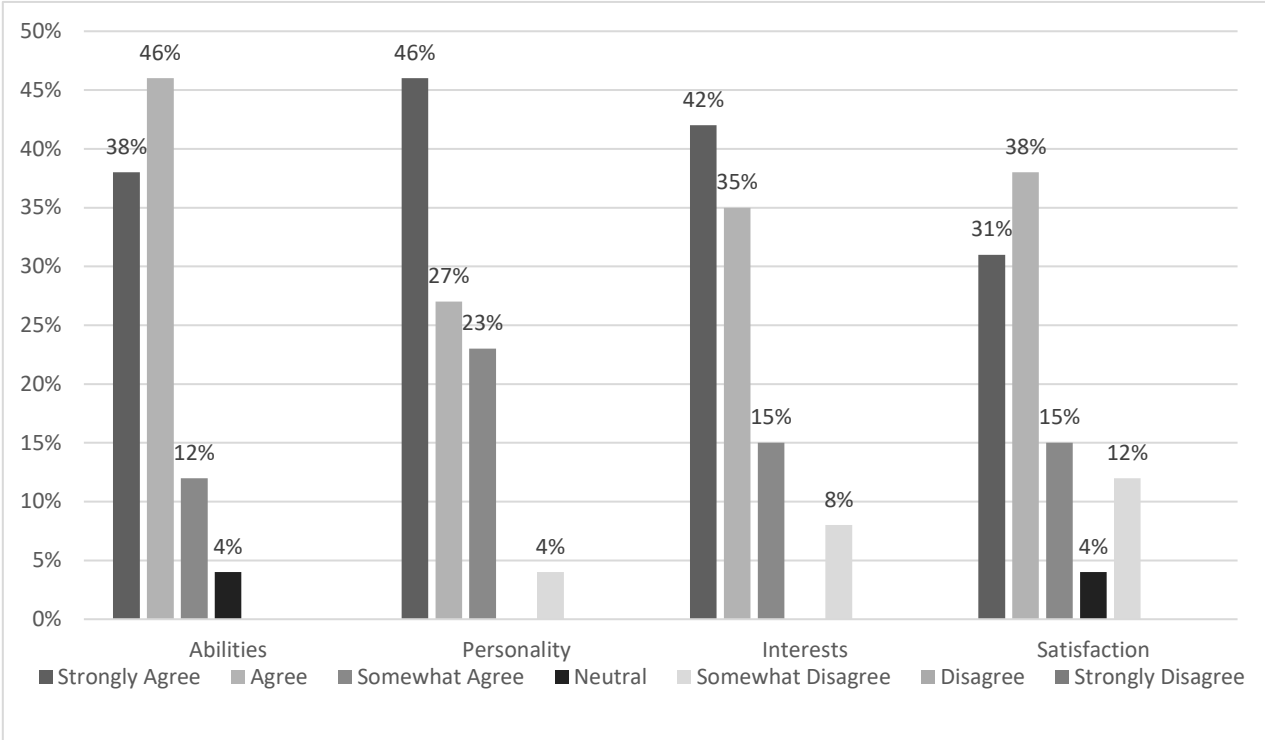
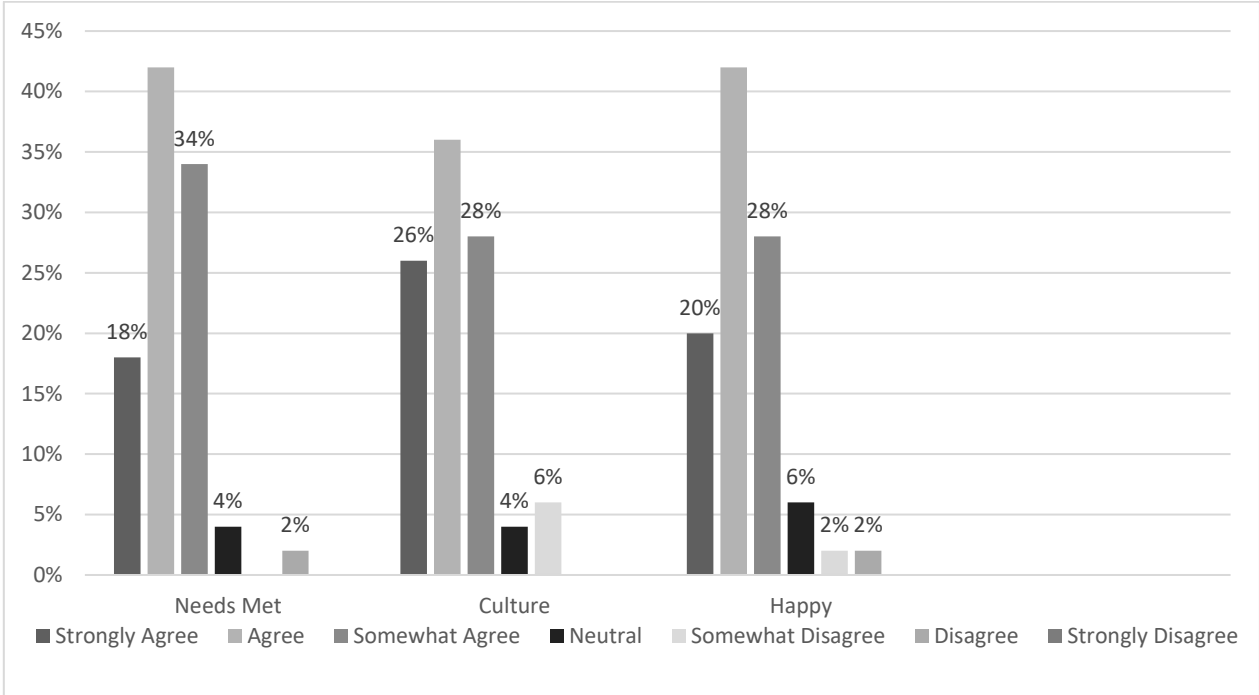


Figure 2. Fit with Position – Some DL





**Figure 3.** Fit with Library – Primary DL



**Figure 4.** Fit with Library – Some DL

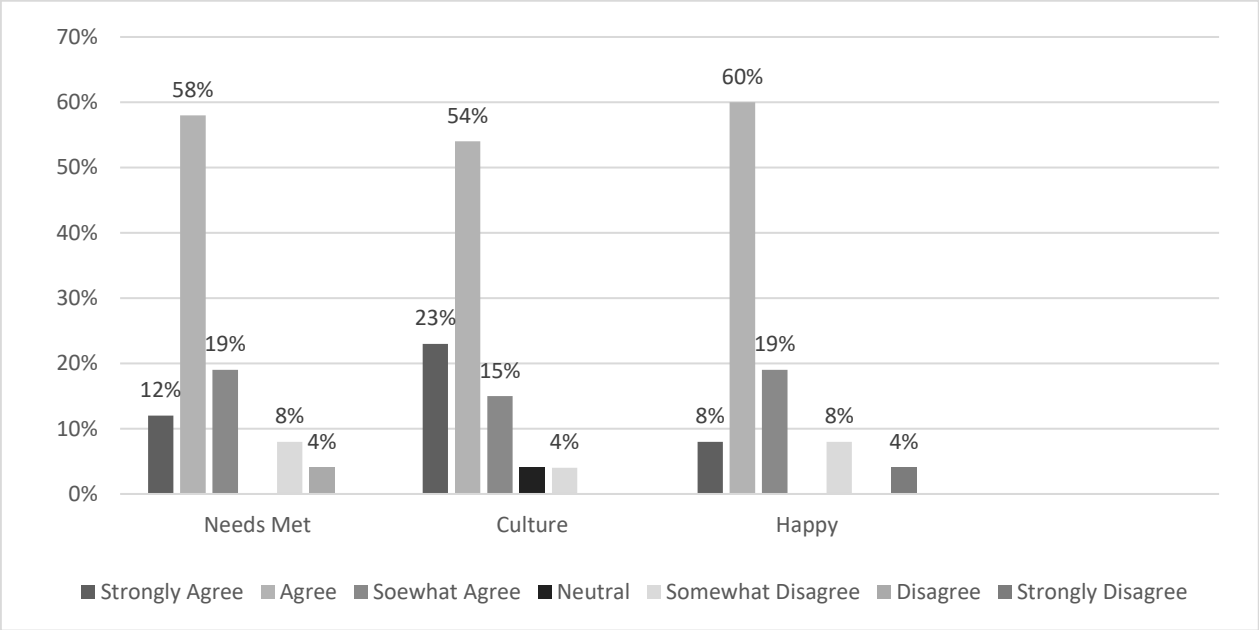


Figure 5. Fit with Work – Primary DL

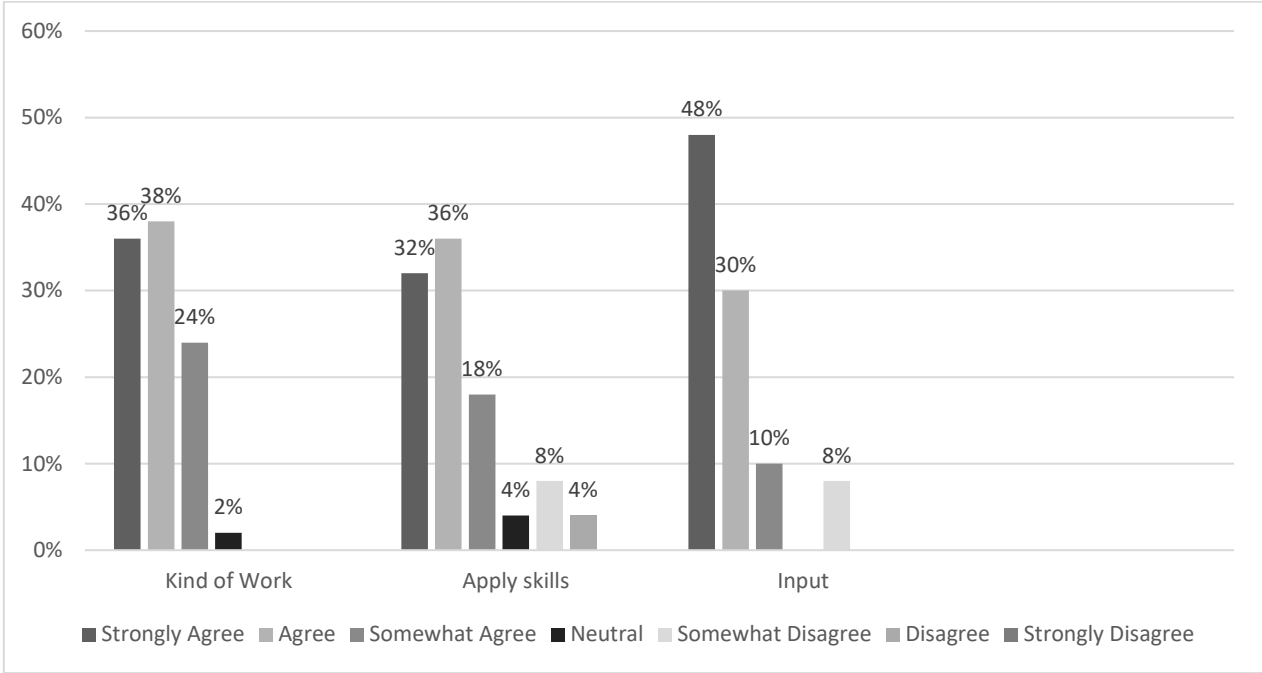


Figure 6. Fit with Work – Some DL

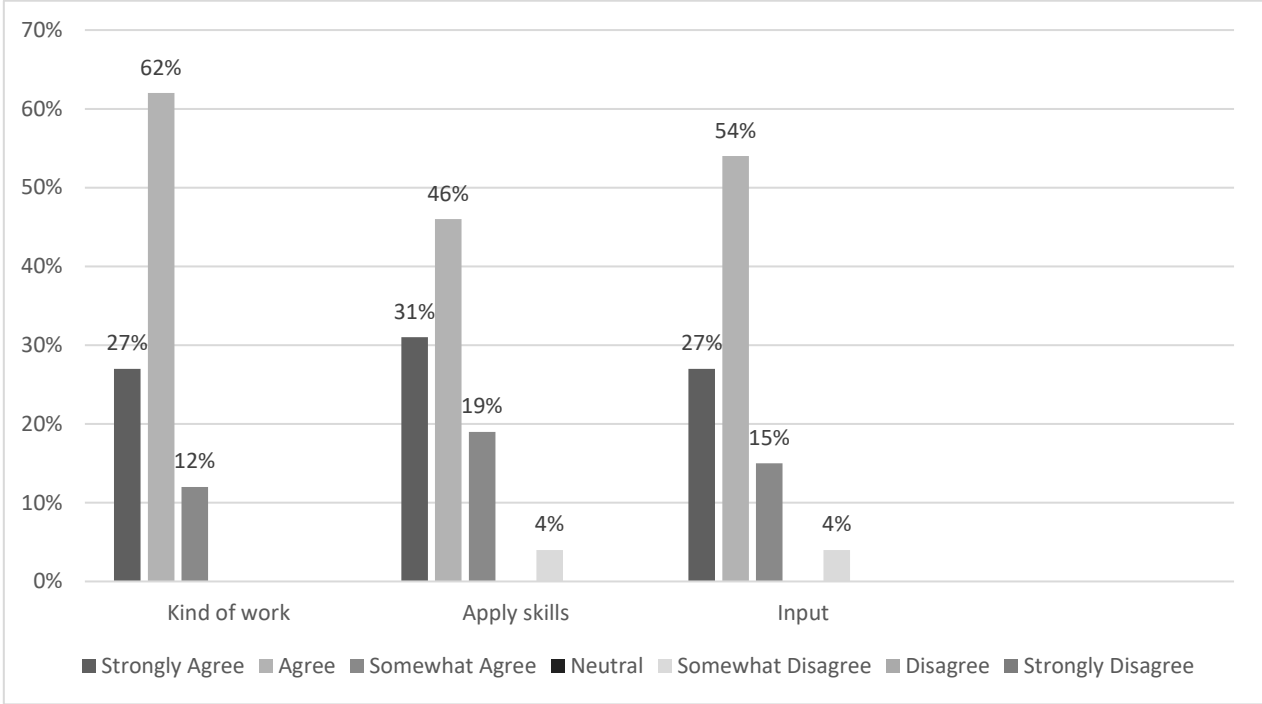
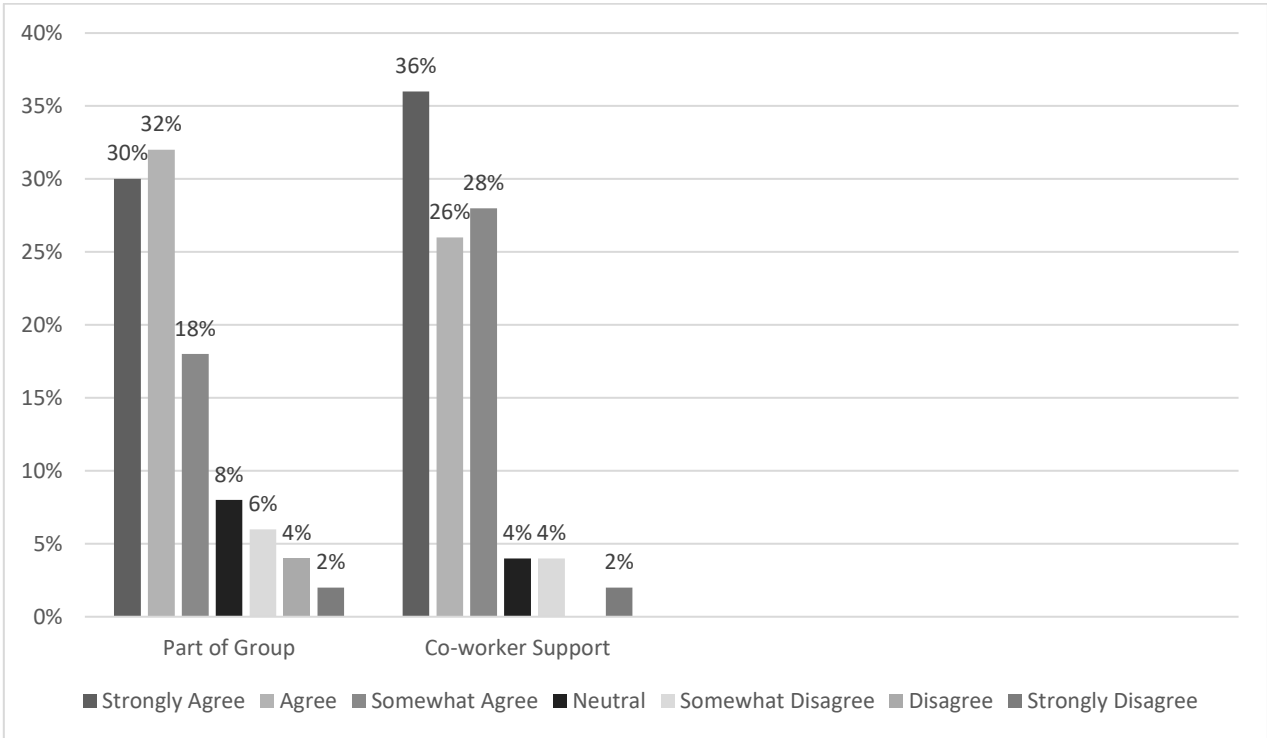
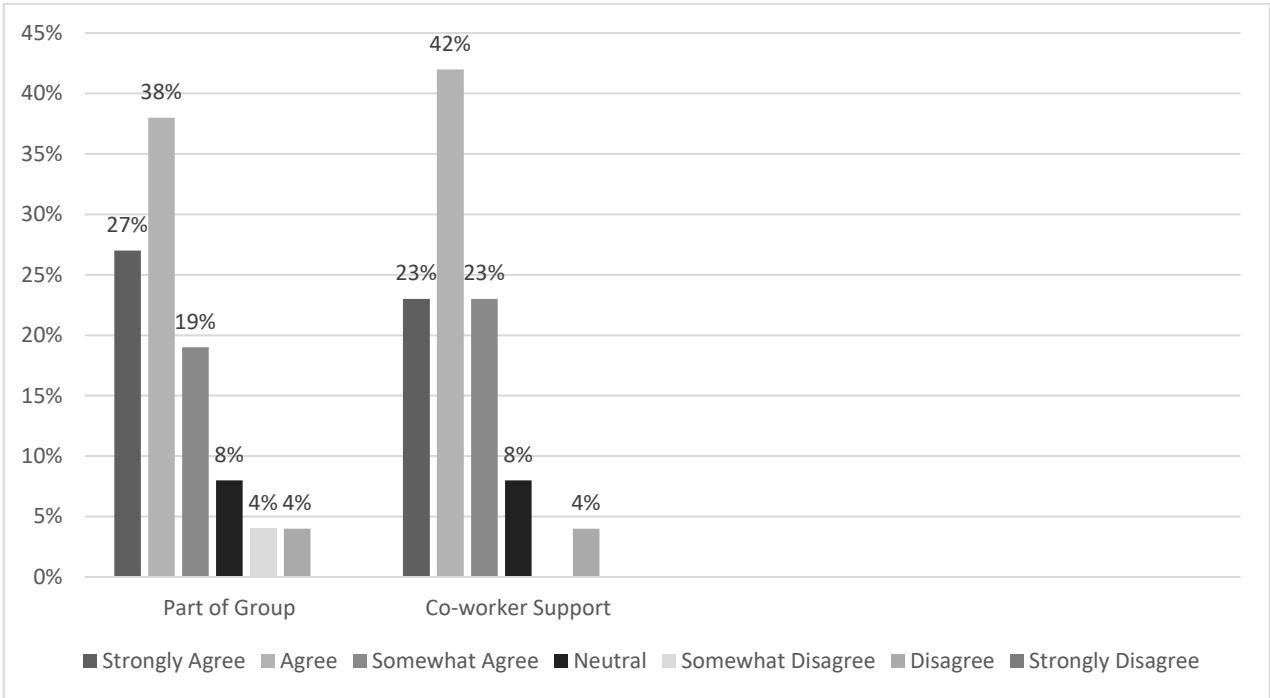


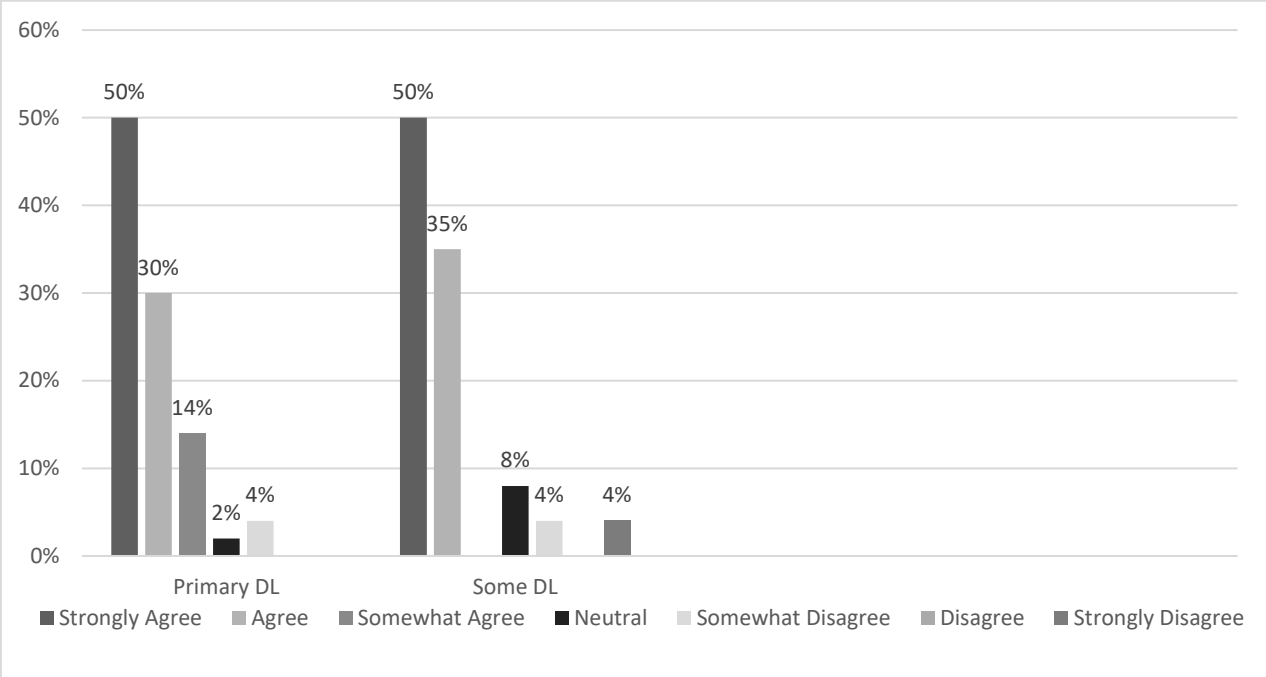
Figure 7. Fit with Library Personnel– Primary DL



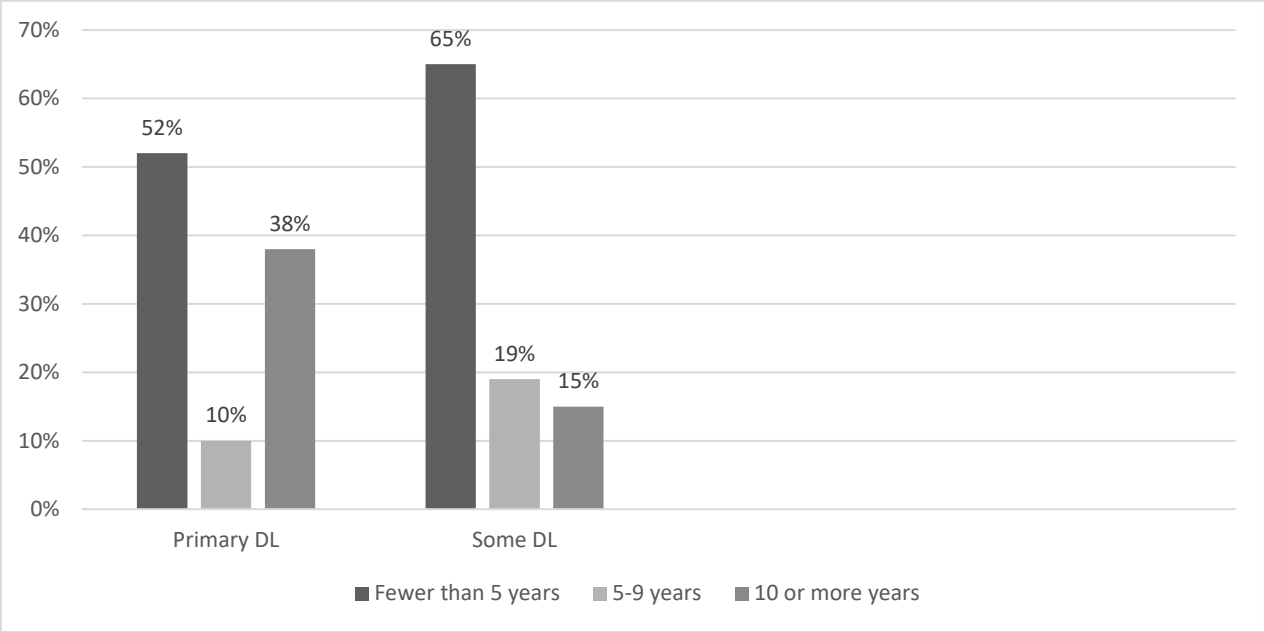
**Figure 8.** Fit with Library Personnel– Some DL



**Figure 9.** Willingness to Accept Current Job Again



**Figure 10.** Years in Current Position





**Table 1. Experience Prior to Obtaining Current Position**

Prior Experience	Primary DL	Some DL
Primary DL	6%	15%
Some DL	18%	12%
Public Services, f2f	14%	35%
Technical Services	4%	0%
Library Administration	2%	0%
Other, Professional Librarian	26%	12%
Library Paraprofessional	6%	8%
Employment in Education	10%	4%
Employment outside Education	6%	8%
Student	6%	4%
Out of workforce	0%	0%
Other	2%	4%

**Table 2. Other Professional Librarian Positions Held Prior to Obtaining Current Position in Distance Learning**

Campus Librarian
Career College Librarian
Company/Business
Content Specialist for Online Library
Electronic Resources and Web Services Librarian
Education College Librarian, also Special Library
Information Assistant in the main library of a private university
Instructional Librarian
Librarian in Art Museum Library
Library Consortium
Library Consortium Directory
Mixture of JISC projects, NHS Librarianship, and other HE Librarianship
Part-time Academic Librarian at a satellite campus
State Librarian at a large multi-site university library service
University and Special Library
Web Services and Electronic Services

**Table 3. Primary Reason for Leaving Last Position**

Primary Reason for Leaving Last Position	Primary DL	Some DL
Position was eliminated	4%	0%
Duties of position were changed	2%	4%
I did not fit into culture of library or department	0%	8%
To advance career	46%	54%
Personal (e.g., family moved, change in marital status)	21%	19%
To change career to librarianship	6%	12%
Other	21%	4%

**Table 4. Primary Reason to Accept Current Position**

Primary Reason to Accept Current Position	Primary DL	Some DL
I was attracted to the job description	37%	23%
I had prior experience working in this type of position	4%	12%
It provided a way to advance my career	31%	42%
The location	12%	15%
The reputation of the institution of library	4%	4%
The salary and benefits	4%	0%
Other	8%	4%

**Table 5. Plans to Seek New Job Opportunities**

Plans to Seek New Job Opportunities	Primary DL	Some DL
Every 1-3 years	12%	15%
Every 4 or more years	38%	42%
I have no plans to seek new job opportunities	50%	42%