

# Employment Issues of Philippine Academic Librarians in the Private Higher Education Sector

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## Abstract

*Presents the current conditions of librarians employed in private higher education institutions (HEI) and their views on the ideal practice of every private HEI. Five cycles of employment were investigated: recruitment and selection, compensation and benefits, career development, performance management, and training and staff development. Respondent librarians from private higher education institutions (HEI) were selected regardless of their rank, current employment status, gender preferences, and years of service. Results show that librarians in institutions supporting their well-being promoted high employee retention and increased job morale. Factors contributing to high employee retention include comprehensive salaries and benefits, regular salary increases, and transparent promotions. Factors related to job satisfaction and career development include honesty regarding work descriptions, job responsibilities and workload, service recognition, support for career and professional growth, and post-retirement assistance. A thorough review of the recruitment and selection techniques should be implemented, establishing clear duties and responsibilities of librarians through librarian and human resource department coordination. A living wage should be used as the baseline wage for librarians, and the employer's support for professional growth, standardization of the performance evaluation scheme, and analysis of performance evaluation should be considered.*

**Keywords:** Employment factors, Higher education institutions, Academic libraries, Librarian's compensation, Librarian's benefits.

## INTRODUCTION

Private higher education institutions (HEI) are owned and managed by private individuals or corporations. Some could be for profit, such as those owned by private capitalists, or non-profits, like those owned by religious orders or non-government organizations.

The passage and subsequent implementation of Republic Act No. 9246, also known as The Philippine Librarianship Act of 2003 (2004), regulated the practice of librarianship. The law provided the licensure of librarians, which resulted in a growing demand for licensed professional librarians. The need for licensed librarians has become more critical, especially as various

sectors realize the importance of library and information management. In 2014, DOLE reported that librarians are on the list of most in-demand jobs in the Philippines. In 2018, the National Library of the Philippines (NLP), in its final report on the research entitled Status of Philippine Public Libraries & Librarianship, highlighted the need for hiring professional librarians. NLP reported that many employees in provincial and municipal libraries are not licensed librarians yet are tasked to manage these public libraries. With more than 60,000 private schools that provide basic education to learners, including Philippine schools overseas (PSOs) SY 2021-2022 (Department of Education, 2022), there is a great opportunity for librarian jobs. However, common labor issues concerning private institution librarians have

arisen, such as job security and wage, benefits and financial stability, and faculty status and tenure (Silva et al., 2017).

Libraries in the private sector must meet the demands of the Professional Regulation Commission (PRC) concerning hiring licensed librarians. Lourdes David of the Professional Regulatory Board for Librarians (PRBFL) noted that some of the 9,000 licensed librarians no longer practice due to retirement or work abroad (LibRadio, 2020). Many of them prefer working in higher education institutions, special libraries, and/or private institutions. As of the Academic Year 2020-2021, there are 1,735 registered private higher education institutions in the Philippines (Commission on Higher Education, 2022). This number continues to grow due to the increasing number of enrollees in tertiary education, according to the World Data Bank website (World Bank, n.d). The number of private higher educational institutions (HEIs) greatly outnumbers that of public HEIs. In a 2016 report by the Commission of Higher Education (CHED), private HEIs are 88% of the total HEIs in the country.

Nagendra (2014) proposed an employment cycle to fully understand human resource management. She listed the following processes: onboarding, orientation, career planning, career development, and termination or retirement. In these different processes, issues and concerns could be identified. Some employment concerns are related to social factors, such as relationships with colleagues, career advancement, and promotion privileges (Applegate, 1993; Butkus et al., 2018). While private and public sectors require licensed librarians for their libraries, the management style and work environment are very different. There are huge discrepancies between private and public librarians, ranging from the type of clientele to the type of collection that would be managed. These factors include standardized salary rates, long-term benefits (Franks, 2012; Fulmer & Li, 2022), scalability of employment status (Capitin, 2014), work experience qualifications (Agboola, 2001), job description mismatch (Warrach & Ameen, 2011; Kim & Choi, 2018), and licensure renewals. These factors derail the overall experience and morale of librarians in these sectors. With varied factors and issues related to the employment of private school librarians in the country, this study endeavored to identify the practices and perceptions of librarians on their current and ideal employment cycle to propose recommendations for them.

### Statement of the Problem

This research aims to identify the employment issues and concerns of private HEI librarians and propose ways to

address them. Specifically, this study aims to answer the following:

1. What are the current practices of private HEIs for librarians in terms of recruitment, selection, training and staff development, compensation and benefits, performance management, and career development?
2. How have these employment practices affected the librarians in terms of their professional and personal careers as librarians?
3. How would the ideal employment practices be developed for librarians of private HEIs?

### Significance of the Study

This study hopes to present the sentiments of Filipino librarians regarding their employment as well as their desire for better working conditions to develop a fuller understanding of the present employment situation of Filipino librarians in private higher education institutions. First, it attempted to find the persistent employment concerns of private academic librarians and their plight. Second, it seeks to demonstrate how employment concerns affect their professional morale. The study will emphasize the feelings of librarians about their present condition and how they see themselves in the future. Third, this research aims to demonstrate the hindrances to the librarian's professional development and desired career path while employed in private higher education institutions. Finally, this research will identify possible strategies to improve the situation of Filipino librarians in private higher education institutions.

### Related Literature

In many countries worldwide, there have been extensive studies regarding employment concerns librarians face. These studies tackle and reveal topics such as problems in the marketability of the professional, job security, management and its treatment, and wages. These factors affect the general welfare and employment of librarians. Hiring professional librarians helps an institution run its libraries. Thus, librarians serve as a great asset in supporting the information needs of the library's intended patrons. This supports the idea that librarians should be hired and, more importantly, retained in these institutions. As Omeluzor (2018) stated, employee turnover is problematic for libraries because it may cause a brain drain to the organization, thus affecting the continuity of its programs. In Nigeria, a study found the factors influencing librarians' turnover intention; positive organizational practices such as training, promotion, payment of salaries, and rewards were revealed to be beneficial to reducing librarian turnover. Obille and Golfo-Barcelona (2022) presented a case study on using a multimodal model for online education

to capacitate library paraprofessionals in the Philippines. They concluded that self-paced learning proved to be ineffective for the study participants. The NLP (2018) provided training for paraprofessionals in libraries to enable them to keep the libraries open.

Keisling and Laning (2016) further argued that the first 18 to 24 months of a newly hired employee is crucial for exploring the potential of an individual. These crucial months were very important to getting to know the employee rather than limiting the process to the recruitment process. Employment concerns of workers in the academic library being studied revealed that employees expected employers to pay attention to their first 18 months so that employees could explore their strengths and exploit their positive traits for the benefit of the organization.

Concerning the selection criteria for librarians, Warrach and Ameen (2011) concluded that the curriculum taught at the University of Pakistan must be continually changing to increase employability. Their study showed that graduates must possess market-oriented skills, good communication skills, knowledge of storage and retrieval of information, presentation skills, and proficiency in English. This insight is supported by Ufuoma and Omekwu (2022) when they mentioned in their study that “recruitment of librarians is paramount to learning, reading, and research in the university” (p. 31). It means there is a constant need, and even motivation, for librarians to improve themselves and learn complementary skills to be more desirable to possible employers.

Another common problem is job security. As Bertola (1990) stated, poor job security was the most common factor in poor employment in European economies. This is a huge factor since permanent status would mean that employees would enjoy benefits as mandated by Philippine laws and regulations. Ortego (2016), in her study of the 49 libraries in the First and Second Legislative Districts of Leyte, found that none of the libraries have fully complied with the standards specified in the Standards for Philippine Libraries, such as the lack of qualified personnel to manage these libraries. Parida (1999) reported that librarians prefer having academic status rather than faculty status and that librarians prefer to have “their ranking system rather than to be equated with teachers” (p. 268). It meant that one effective strategy was to define and retain the roles of librarians in their institution. Further, regarding the faculty status of librarians, having faculty status does not equate to having higher status or better employment stature. Faculty status might also contribute to low morale among librarians (Kendrick, 2017).

Most studies compared the salary trends of academic librarians with faculty. Salary and wage are mostly economy-dependent, and obviously, countries with larger GDPs will have better headroom for allotment of the budget in the library and information sciences. In the U.S., librarians can negotiate salaries (Farrell & Geraci, 2017). There are not many studies of librarian salaries in the Philippines setting. However, consensus shows that the salaries of the average Philippine librarian may typically range from Salary Grades 11 (licensed librarian)

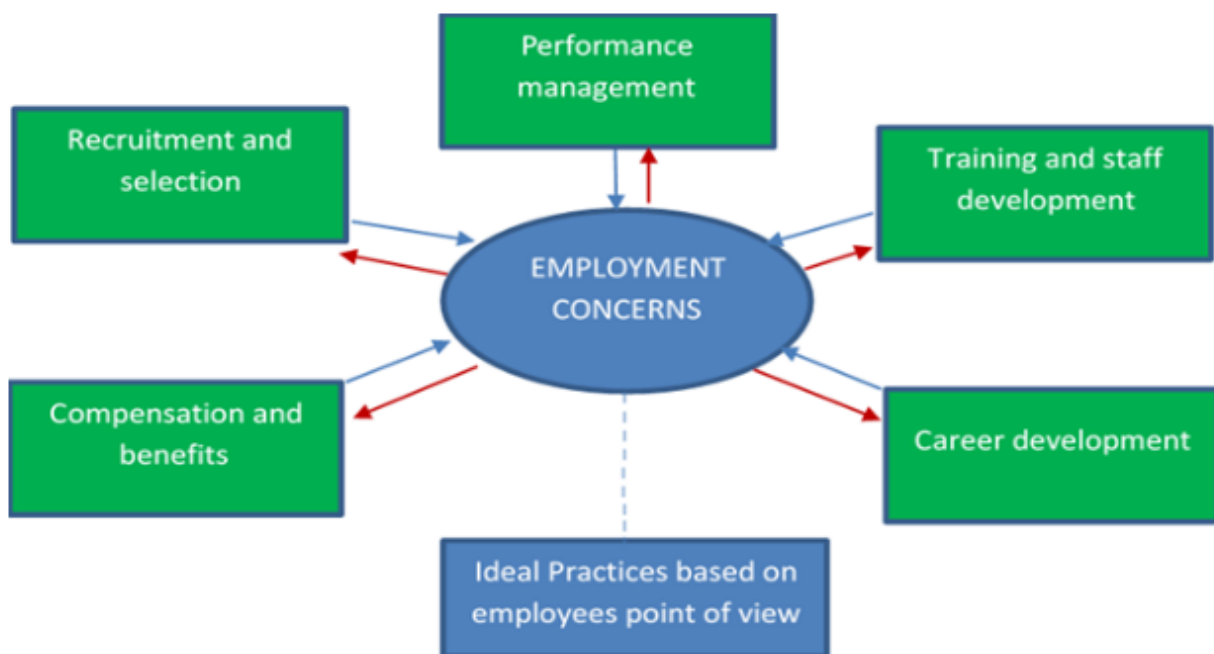


Figure 1 *Conceptual Framework on Employment Concern*

to 21 (head librarian), with the highest being 24 for the University Librarian. However, these figures are only for public/government librarians.

### Conceptual Framework

This study investigated the employment concerns of private higher education institution librarians in the Philippines. This revolved around the employment cycle outlined by Nagendra (2014), namely Onboarding, Orientation, Career Planning, Career Development, and Termination or Retirement. Onboarding (recruitment and selection) refers to the first stage, where employees are oriented about and become members of the organization. Orientation is when employees are integrated into the culture and practices, familiarized with co-employees and management, and determined their organizational roles. Career planning (performance management) includes agreeing with the employee to craft career goals jointly. Career development is when the employee matures within the organization. Termination is the final stage when the employee leaves the organization by resignation, firing, or retirement. In this research, the current HEI practices on recruitment and selection, training and staff development, compensation and benefits, performance management, and career development are argued to directly affect the employee's employment concerns, represented by a blue arrow. On the other hand, a red arrow represents the variable influence of respondents' feedback. Using key informant interviews, ideal practices are drawn to help determine the employment concerns, represented as a variable connected with broken lines.

### METHODOLOGY

The study employed a qualitative approach. A qualitative approach uncovers trends through gathering opinions and thoughts (DeFranzo, n.d.). The main instrument was a structured interview method designed to elicit from participant librarians their employment issues and concerns, as well as ways to deal with them. The respondents of the study are librarians working in a private academic library. These chosen institutions specified that they hire graduates of degree holders in Library and Information Science with a license according to the Professional Regulation Commission's (PRC) standards. Additionally, the respondents had at least 2 years of work experience in the private sector.

The researcher conducted the interviews through various modes such as online discussions, phone, and other forms of communication. Initially, 50 respondents were chosen and contacted via e-mail or social media, with several follow-ups via cellular phone messaging. After performing the preliminary interview, the researcher

scheduled interviews with librarians in the various regions of the Philippines to be surveyed. All regions yielded respondents except for the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM). A period of 3 months per region was given to collect the data fully in a well-represented manner. For representativeness and to ensure the diversity of responses for each region and in big and small institutions, a minimum quota of at least three private HEI librarians per region was established, with the highest number of participants (14) coming from the National Capital Region (NCR). The total number of respondents yielded 59 respondents, with nine from NCR added due to the large number of academic institutions from this region.

Questions were developed based on Nagendra's (2014) five employment cycles. Each employment cycle stage contains problems and issues that were later reflected in the questionnaire. Questions were related to the method of recruitment and selection employed by their institution during pre-employment, the sufficiency of their current salary to their needs, provisions for training and development support from their employers, their career progression in their institution, and their benefits. Data from interviews were recorded and immediately transcribed to increase validity and reliability. These were done for the accuracy and trustworthiness of data transcription. Participants were also asked to check on the validity of the transcription as part of member checking. To maintain privacy and confidentiality, participants were given code names used in their responses, which are discussed in the next section.

### RESULTS AND DISCUSSION

As mentioned in the conceptual framework, the research focused on the employment cycle, namely: (1) recruitment and selection, (2) training and staff development, (3) compensation and benefits, (4) performance management, and (5) career development. The questions were grouped according to stages in the employment cycle.

#### Recruitment and Selection

It has always been assumed that larger institutions had better recruitment and selection of staff, given their prestige and reputation. It was also generally accepted that big or well-known institutions have meticulously selected qualified applicants, given their tedious process, thus imparting a certain sense to the few who have selected that they are the best, and possibly the brightest, in the field. However, most of the applicants were referred to a job opening at an institution intended as a replacement for a soon-to-be job vacancy. Rose DP of

Region III expressed, “I was recommended by someone who was already employed by the company.” Arem of Region IV also stated, “I was referred to by a family member. Because the librarian is resigning, and they are looking for an immediate replacement.” Au of Region II stated that:

“The previous librarian was about to retire, so she recommended me [to the college]. I was not yet a librarian then, but she persuaded me to study LIS and take the board. It [was] very hard to look for librarians back in our time since only a few people [were] taking this [library science] course. The previous librarian cannot just leave the library on its own; she needs someone who is well trained to pass her legacy.”

These findings are interestingly contrasted with the norm, in which job postings or advertisements through social media are the usual practice nowadays due to their wider reach; this practice falls on the walk-in spectrum. As Anastasiou (2014) mentioned, social recruiting through social media platforms, such as Twitter and Facebook, is often used as an informal recruitment mode for potential candidates. Job postings or advertisements should include several important components to attract potential applicants.

Due to these concerns, the respondents think of an ideal recruitment and selection process to have clarity or transparency on salary, benefits, job description, and duties and responsibilities; consensus, such as bargaining between the company and applicants; selection based on meritocracy; systematic or follow specific protocols; specialized or librarians will be consulted to design the job description, and; proven to be effective by other institutions. Liz of NCR said:

“I think the ideal recruitment & selection process are as follows: 1. Identify the hiring needs (Prepare the Job Description, Salary Matching); 2. Select platforms for Job Posting; 3. Screening & Shortlisting; 4. Interview; 5. Evaluation; 6. Job Offer; 7. Contract Signing.”

On the other hand, some respondents see the practice of referral to be favorable on their part since they do not need to undergo the rigorous process of application like in the case of Rich, Jan, Valdez, and Leth of NCR, Mel from Region 10, and Kakashi from Region IV-A.

### Compensation and Benefits

Unlike in the public sector, where a standard salary scaling method is practiced nationwide, compensation

and benefits in private institutions largely depend on tuition fees. In fact, the Commission on Higher Education, as per its Memorandum Order No. 3, Series of 2012, reiterates that seventy percent (70%) of tuition fees should be used for salaries, wages, allowances, and benefits of academic and non-academic personnel.

The common notion that big institutions can afford to pay very well is a given stereotype since they earn enough to cover academic and non-academic personnel’s salaries and benefits. This happens to be true based on the response of the subjects since many well-known institutions provide better compensation and benefits. However, about the individual’s satisfaction versus their salary, it is evident that there is no correlation between salary and satisfaction and well-being. This was supported by the study of Stevenson and Wolfers (2013), which said that “The relationship between well-being and income is roughly a linear log and does not diminish as incomes rise” (p. 598). Moreover, “If there is a satiation point, we are yet to reach it.” (p. 602). Potpot of Region IV-B, when asked if the salary is enough, said, “No. I am currently the breadwinner of the family. Sometimes, I need to get a loan in SSS just to make it sufficient.” Sabelle of Region VII, with 32 years of service, simply answered, “Insufficient.”

Furthermore, on the benefits, all participants had benefits. However, a few exclaimed that the only benefits they received were the government-mandated ones. On the other hand, big institutions provided benefits besides those mandated by the government, like health cards and rice subsidies. Gaelie of Region 3 stated,

“Yes, the institution has its hospital [and the] doctor’s fee is free for all university employees. Plus, they also give discounts. They also provide health cards which could cover hospital expenses of close relatives when and if they avail the services of the University hospital.”

Gord of Region IX happily shared, “We have educational benefits [for] employees with kids. Even singles can also avail of the benefits. There are annual salary increases, hospitalization and medical assistance, rice subsidy, 13th month, and bonus. I will retire here at our school.” Some of these benefits are due to the welfare and high employee valuation of their institutions, and others are fruits of their union’s collective bargaining agreement. This poses problems for smaller institutions due to the small number of employees. Moreover, small institutions do not have unions; therefore, employees cannot show solidarity and collective voice to express their demands.

Small institutions usually have one librarian plus a few other employees. With such few workers within the

institution, the employees will have difficulty demanding or establishing a collective bargaining agreement. Perhaps the most applicable notion for this issue is the living wage. Sinha and Sinha (2015) argued that a living wage makes workers live with dignity and contribute as active members of society. The living wage deals with the basic quality of life and the provision of basic needs with a minimum level of consumption regardless of the source of income (Carr et al., 2016). Since the living wage is pegged to the economic situation in a particular geographic location, the employee can live with dignity by receiving enough salary to sustain their needs. This might be the basis for setting universal basic income for entry-level librarians. Thus, librarians will no longer need to demand or negotiate for their welfare. Neneth of Region IX said, "I hope our salary is Manila-rate." Gaelie of Region III proposed that the "starting salary of 20,000 is the ideal since the librarian's job nowadays is not just limited to library work only."

### Training and Staff Development

In terms of training and development, the size of the respondents' institution is a significant factor, with the observation that big institutions provide proper tools and equipment. In contrast, smaller institutions rely heavily on librarians' resourcefulness in finding a way to augment an institution's deficiency. Kris of Region II expressed:

"I have to be resourceful. If I don't do that, my library will be left behind. Tools are very expensive, and I don't want to catalog manually. It is very hard to catalog manually, plus this is time-consuming. I feel that the institution does not prioritize the library. They have money to build a gymnasium, buying unnecessary machines and expenses for travels in a foreign country, but for a library system, no, they don't really prioritize it."

Bert of Region VI lamented that:

*"Lagi na lang sinasabi na walang budget. Ang problema po dito ay maraming librarians ang umaalis kasi noon pa hinihingi na 'yan (cataloging tools) pero hindi binibigay. Pati collections dito, pinabayaan na. hindi na nadedevelop. Lagi kami nanghingi ng evaluation copy sa mga book vendors tapos hindi naman bumibili. Nakakahiya diba? Siyempre, kami yung naka-front sa kanila. [They always say 'we have no budget. The problem here is many librarians resign because long ago, they were requesting it (cataloging tools), but it was never granted. Even the collections here were abandoned. It was no*

longer developed. We always ask for an evaluation copy from book vendors, but we never buy anything. Shameful, isn't it? Of course, we are the ones seeing them]."

Problems like these are the usual reasons for librarians to leave the company. This could be prevented if the library is included in the institutions' development priority. The respondents were also asked about discrimination. In terms of opportunities to attend professional events, most of the respondents do not feel discriminated against. However, four (4) respondents feel that their institutions prefer a particular sector within the institution over the other. One of them, Candy of NCR, stated, "Teachers were usually allowed to attend professional conferences with full financial support. We, librarians, are usually denied, or if given a chance, they give us only 50% of financial subsidy."

In the case of respondent Fatimah, it seemed that having professional development assistance encouraged employees to grow further and gave them a reason to stay in the organization due to happy pronouncements of getting incentives and earning more once she finished her studies. On the other hand, some employers do not give any assistance at all to those librarians who wish to continue their studies. Most of the time, these institutions were very small, with enrolment populations of less than one thousand students. This was primarily due to the financial constraints of the institution.

### Career Development

Gyansah and Guantai (2018) defined career as "the involvement of the various functions and roles one engages in throughout life, and these include education, training, paid and unpaid work, family, volunteer work, leisure activities, and more" (p. 40). A career is supposed to be a lifelong endeavor. Mathis and Jackson (2011) proposed that different views exist to explain lifelong career processes. First is the Protean View, which focuses on eagerness to drive careers according to the desired lifestyle. Second is the Career Without Barriers, when the person has various possible career routes. Third is the Portfolio Career, which is when a person builds his career by earning different skills and interests and is self-managed. Last is the Authentic Career, where people achieve a high level of personal insight and follow a true-to-self career.

Though most views discuss how individuals manage their careers, it does not reject the fact that institutions have a critical role in career development. Organizations that invest in their employee's career development can benefit from a highly skilled workforce. According to the

respondents, employee promotion varied from employer to employer. Barnes (2021) stated that each institution employed different approaches to career promotion, namely:

- Dry promotion, where an employee is given bigger responsibilities without additional compensation,
- Vertical promotion, when employees upgrade their rank while having a bigger salary,
- Horizontal promotion, where employees receive an increase in salary without increasing their responsibilities, and
- Open/closed promotion: When opened, job postings for a higher position were announced to every eligible employee, even to outsiders. Close promotion is when a job opportunity is unannounced, and the administration selects who to promote.

All librarians in small HEIs only receive a dry promotion since there is a lack of higher positions for librarians. As for bigger HEIs, a regular horizontal promotion is mandatory due to the availability of salary scaling methods and open/closed promotions if there are vacancies for higher positions. Vertical promotion usually applies to chief or director-level positions and is only available to big institutions. Respondents collectively agree that promotions should be available should they earn merits such as outstanding performance, years of service, or earning graduate units.

Giving post-retirement assistance to retired librarians motivated current employees to strive harder and look forward to their retirement in the institution. Big institutions provide retirement packages for their retirees, while many small institutions only give what the government mandates. However, three small institutions give retirement packages and post-retirement benefits, such as contractual or consultancy positions. As to what their idea of a promising career development program is, many focused their concern on professional development, some on educational achievements, some on retirement packages, and lastly, promotion. While there is no right or wrong in terms of what path an individual would want to take for their career development, there is no doubt that the organization plays a crucial role in keeping their employees on track to their desired career path.

### Performance Management

McDonnell, Gunnigle, and Murphy (2018) defined performance management as a process that enables employees to perform their roles to the best of their abilities to achieve or exceed established targets and

standards directly linked with the organization's objectives. The main goal of performance management is setting targets and evaluating employees' performance to measure productivity. Participants interviewed from institutions confirmed the use of specific performance evaluations. However, how these performance evaluations make an impact on the organization varies. Many respondents stated that though they have regular performance evaluations, only a few use a standard method. Only five out of 59 respondents say that their employers use the standard method regularly and evaluate it thoroughly. Trish of Region IV-A mentioned

“Our institution conducts regular performance evaluations; however, it seems that every year, they use different forms. The success indicators used two years ago were not the same as what was used last year. I am wondering if they are taking performance evaluation seriously. If they do, how will they know if we become more productive this year than the following year?”

Evaluating employee performance is crucial to determine which employee is performing and which is underperforming. If evaluation matters in an employee's promotion, an efficient and effective performance evaluation will give accurate details about the strengths and skills of a certain employee. However, this is not the case for institutions that take performance evaluation for granted. For instance, if the employer promotes Employee A, other employees will question the basis of the administration in promoting Employee A. This will create jealousy among employees. From then on, employees will start to put their eyes on each other, waiting for a chance for others to commit a mistake. This is because there is no actual evaluation happening, and there is no way to tell if they are working hard or not and if an employee deserves a promotion. Jane of Region XIII lamented

“It seems that evaluation has no impact on employee promotion. I really don't know their basis for promoting my co-worker. She's just new to this institution, but it seems that they are favoring her over me. I was first here and have proven [to] the administration about [sic.] my loyalty for 6 years versus her 2 years, and yet there she is, promoted as a graduate school librarian. The only thing she got is her 18 units in graduate studies.”

Other respondents revealed that their respective institutions systematically evaluate staff through standard performance tools. These respondents preferred to stay until retirement in their current employer. Liz of

NCR said, “As of now, I don’t have any plans to transfer or work abroad because I’m satisfied with my current status even though the situation is getting worse.” BL of NCR stated

“I may stay put here; my life needs are met so far. The location is good, the salary is enough, and the schedule is acceptable. I would consider leaving if the working environment becomes toxic and co-workers start burdening you with responsibilities that they should be doing.”

Most of them are working in reputable universities with comprehensive salaries and benefits. The respondents also highlighted transparency in all financial aspects. These employees also experience regular promotions based on merit and tenure; both are recognized for promotion. Lastly, their current employer provides financial and non-monetary support for their lifelong learning activities and professional and career development.

## CONCLUSION

The study revealed three main methods in selecting and hiring librarians: walk-in, referral, and by invitation. HEIs in the provinces prefer referrals, especially on a personal level. A mismatch between job postings and the actual workload of newly hired librarians usually occurs. Some duties are not supposed to be assigned to the librarian, like cashiering or administrative work, due to either a lack of staff or actual library work.

Intentionally supporting the librarian’s career is an essential factor in professional growth. Private HEIs must be willing to support their librarians in seminars, training, and even further studies. Investing in workforce training and career development benefits both librarians and the institution. Promotion and a clear salary scaling method are factors in improving employee morale and productivity.

There is no satiation point between well-being and income. However, there is a need for a comprehensive salary and benefits congruent with their needs to prevent employee dissatisfaction.

Employment concerns of librarians vary, and there is no such thing as a perfect employer or a perfect employee. What matters is putting effort into being a good employer by providing good employment experience, benefits, and salary, supporting employees in their professional growth and desired career path, providing monetary and non-monetary assistance, and creating a

working environment that gives them a sense of belongingness.

Effective, efficient, and honest performance management and measures are also necessary to identify who needs help for career improvement and who is given service recognition for exemplary service to the institution.

## RECOMMENDATIONS

The research reveals several issues about the employment concerns of private higher education institution librarians. Based on the concerns exhibited in this research, the researcher gives the following recommendations:

1. Institutions should review their current job recruitment and selection processes and techniques, such as posting clear and concise job advertisements. They should also establish close coordination between librarians and human resource personnel to define the duties and responsibilities of librarians in the institution through a clear job description that may be used for job postings.
2. Smaller HEIs should create a succession plan to preserve the continuity of operation of the library.
3. Support for librarians in their professional growth must be institutionalized by creating a policy standard for academic librarians, including providing a continuing professional development support plan.
4. Policymakers should consider the living wage and not the minimum wage as the baseline of the basic salary of librarians to meet the economic needs of librarians so that they may live with dignity.
5. The PRBFL of the PRC or the Philippine Librarians Association, Inc. (PLAI), as its accredited professional organization, should create and adopt a standard performance evaluation scheme for librarians across all academic institutions.

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