

An investigation of the perceptions, expectations, and behaviors of library employers on job negotiations as both employers and as job seekers

Abstract

Title: An investigation of the perceptions, expectations, and behaviors of library employers on job negotiations as both employers and as job seekers

Introduction: A literature review reveals articles encouraging applicants to negotiate and tips on how to negotiated, but no comprehensive study on the prevalence of librarian negotiations and if different demographic groups are more likely to engage in negotiation. Only when broadening the search to other fields can researchers investigate how different demographic groups engage in negotiation. This research fills a gap in the library literature and compares the results to similar studies in other disciplines.

Methods: The research question of this study was to investigate the perceptions, expectations, and behaviors of library employers on job negotiations as both employers and as job seekers. In addition to demographic data, including gender, age, position, and type of library respondents work in, the survey also collected data on respondents' reasoning of why they did or did not withdraw a job offer, their level of comfort in negotiating, and how much flexibility they believe there was for negotiating job offers. The research question was addressed through quantitative analyses of responses to multiple-choice and qualitative analyses of responses to open-ended questions.

Results: Out of 462 total respondents, 403 completed the survey. The high response rate combined with the research scope result in one of the most comprehensive studies on this topic.

130 respondents (29%) were in a position to handle one or more job offer negotiations as an employer in the last five years. The majority of the employers have never withdrawn a job offer because of an unsuccessful negotiation with the job candidate (71%, n=77). 13% (n=14) have only withdrawn job offer once; while 17% (n=19) have withdrawn job offers more than once.

More respondents who have had job negotiation(s) as employers felt more comfortable with the negotiation process, and fewer of them felt very uncomfortable. Chi-square statistical analysis shows that there is a statistically significant relationship ($\chi^2(4, N=405) = 0.00, p = .05$) between whether the respondent has handled one or more job offer negotiation(s) as an employer in the last 5 years and how they rate their level of comfort with the negotiation process.

Data indicate that there are differences in the perception of job offer flexibility from the employer's perspective and from the job seeker's perspective, from the same population. As EMPLOYERS, respondents who currently hold dean level positions (n=55), 32.73% (n = 18) believed that there is "a lot of flexibility" for negotiating; 45.45% (n=25) thought that there is "some flexibility" for dean level positions. As job seekers (n=44), the percentage of respondents (who have negotiated job offers as employers and who currently hold dean level positions) who selected "a lot of flexibility" dropped from 32.73% to 11.36% (n=5), while the percentage of

respondents who believed there was “some flexibility” increased from 45.45% to 63.64% (n=28).

Relevance: Negotiation is a valuable leadership skill. The data of this study provide insight for professional development for library leaders.

Introduction

The definition of “negotiation” according to the Merriam-Webster Dictionary (“Negotiation,” n.d.), is “a formal discussion between people who are trying to reach an agreement”. In professional settings, negotiation is ubiquitous - from developing a strategic plan, to solving disputes, to assigning projects - many activities involve some form of negotiating. The ability to negotiate is therefore an important skill for professionals to succeed in their career.

A job negotiation is the first formal negotiation between an employer and an employee. It is where the job seeker and the employer agree on the terms of an employment package. The job seeker wants to maximize the salary and other benefits, while the employer (i.e. the hiring organization) seeks to balance many interests, including cost, internal equity, and recruitment of the candidate. From the job seeker’s perspective, the starting salary can have compounding effect on their career earnings, and therefore it is advantageous for them to negotiate as high a starting salary as possible. Additionally, the perception of the outcomes of the job negotiation could influence the employee’s perception of their value in the organization, and the fairness of the organization. The outcome, whether financial or perceptual, could have an impact on the performance, loyalty, or perception of the employee.

The process of negotiating an offer could vary depending on how the offering library is structured. Some libraries have full time human resources managers who handle the job offers and are the person the candidate would negotiate with. In other libraries the library dean/director or possibly the immediate supervisor may handle all job offers. In school libraries, the person the applicant would negotiate with could be

the school principal or local superintendent.

The research objective of this study was to investigate two main questions: 1. How respondents on the employer side of job negotiations perceive, and behave in job negotiations with job seekers; 2. How do respondents with the experience of being on the employer side of job negotiations behave and perceive their own job negotiations. While the researchers did not limit the survey by geographical location, the invitations to participate in the survey were submitted to listservs of divisions, roundtables, and affiliates of the American Library Association (ALA) (see Appendix A for full list). Therefore, the researchers presume that the majority, if not all, of the respondents were United States (U.S.) based library employees.

The decision on whether to negotiate can be a difficult one for job seekers, with each applicant having their own reasons for choosing one way or the other. This study set out to explore the perceptions and actions of library employees who have been job seekers and employers, the first study to focus on this topic.

The researchers hope to benefit the profession by providing evidence for potential job seekers to make informed decisions on whether to negotiate a job offer. Understanding the behavior and perception of job seekers who have negotiation experience from the employer's side can help illustrate the obstacles job seekers face. The data could also provide useful information for organizations and library administration on recruitment and retention strategies.

Literature Review

Most of the literature concerning negotiating job offers in library science focuses on the logistics, including how to negotiate salary (Adelman, 2004; Dalby, 2006; Farley, 2002), the topic of pay equity (Zumalt, 2007) and/or on tools to help with job negotiations (Zumalt, 2007). While these sources are beneficial for librarians

who have decided to negotiate, they do not investigate the factors that lead to the decision on whether to negotiate or not, nor quantify the percentage of library employees negotiating their offers.

One study by Reed, Carroll, and Jahre (2015) investigated the prevalence and perceptions of successful first time academic librarian job applicants, finding that 60% of those interviewed did negotiate, with a 50% success rate. However, the study had a narrow scope, first time academic library candidates and a small sample size, $n=15$ (Reed et al., 2015). Taking the stance that increased salary, benefits and/or equipment considerations are a positive outcome for library employees as job seekers, the question remains: are library candidates negotiating for these considerations? And what are their reasons for making their decision? While the existing literature in library science cannot provide an insight to this question, there are some answers to be found by broadening the literature search.

A study of school psychologists faculty members found that negotiation rates were roughly similar between genders, 65% of female respondents and 68% of male respondents negotiated job offers, however female respondents reported much higher perceptions that they were penalized for negotiating, 14.7 %, than male respondents, 2.4% (Crothers, Hughes, et al., 2010). This study was one of the few to investigate both the prevalence and perceptions of job offer negotiations.

The field with the most research on this topic is business/human resources, but these fields have largely focused on two main topics. The first topic investigates the role of gender on negotiations. The literature is split on the role gender plays in negotiations, Gerhart and Rynes (1991) found that female MBA graduates were as likely to negotiate as males, but that they were not as successful as their male counterparts; with females getting a 2.7% starting salary increment to 4.3% for

males. O'Shea and Bush (2002) similarly found that there was not a significant difference in negotiation rates by gender, 15% for males and 22% for females. Crothers, Schmitt., et al (2010) also found no differences in negotiation rates for job offers between males and females, but that males do make more than females and those differences must be from reasons other than education, years in the position, and negotiation practices.

The second focus is on the outcomes, including starting salary and other perks, with less focus into why applicants choose whether to negotiate and how much do they ask for (Barron, 2003). The few studies on perceptions of job negotiations were performed in laboratory conditions and often with students playing the role of job seeker and/or employer (O'Shea & Bush, 2002). While beneficial, these studies cannot provide insight into the perceptions of applicants or employers dealing with real life circumstances and therefore may not provide the best evidence for to guide candidates as they weigh the decision to negotiate.

This topic is important because negotiating a higher starting salary results in increased earnings over one's lifetime, particularly if raises received are percentage based (Crothers, Hughes, et al., 2010). In their study, O'Shea and Bush (2002), found that negotiating starting salary also lead to an average of USD 1,559 more than the initial offer, compared to USD 124 for those who do not negotiate. With many librarians working in environments where salary raises come from government budgets and are often percentage based, every extra dollar earned at the start of employment will result in increasingly higher raises, when raises are available. For library employees the initial job offer may represent their only opportunity to negotiate salary and other perks, making that decision on whether to negotiate even more important than other fields where regular job negotiations are common.

Rynes, Gerhart and Minette (2004) found in a study of employee behaviors that salary was a key motivator even though employees, in self-reported surveys, claim that salary is not a motivating factor. This is important for employers to keep in mind, because while getting high performing workers at lower costs may look good on a balance sheet, having to recruit and train replacement workers for departing workers can cost more in the long run.

O'Shea and Bush (2002) explored variables that might have an effect on whether or not to negotiate and they found that gender, low initial offers, number of held offers, and number of previous jobs were not predictive of whether an applicant would negotiate. The only predictive factor they found of an applicant choosing to negotiate was if the applicant was given a chance to present their salary needs. It is important to note that this study investigated recent graduates and may not be representative of applicants with previous experience within the same field they applying for their next job in, but it does raise questions about why applicants are not negotiating.

Job applicants have reported choosing not to negotiate because they did not believe they had leverage to negotiate, because they believed that they would be rewarded after the employer has seen their good work, concern that they will be punished for negotiating and/or joy at the initial offer (Crothers, Hughes, et al., 2010; Reed et al., 2015). Although these concerns are valid, focusing on the potential negatives can put candidates at a psychological disadvantage, further harming their chances of a successful negotiation (Crothers, Hughes, et al., 2010).

The positive effects of negotiating are clear, but applicants have a variety of reasons for choosing not to negotiate. Some of these reasons may be internal, such as a perceived lack of leverage, joy at the initial offer, discomfort with process,

amongst other concerns. Their concerns may be external, such as a belief that an offer will be rescinded for negotiating or that they will be penalized for negotiating. The stage of one's career could also have an impact on the choice of whether to negotiate. A study of recent MBA graduates revealed that 21% of the graduates negotiated their job offer (Gerhart & Rynes, 1991). A follow up study with a broader respondent pool found that 15% of first time job applicants negotiated and that rate increased with more previous experience, 28% for one previous job and 38% with 2 previous positions (O'Shea & Bush, 2002). It is reasonable to expect that librarians would follow this pattern of increasing negotiation rate with increased experience.

This study was conducted to fill the gaps in the published literature, namely a survey of professional librarians that investigates how employers perceive job offer negotiations and what behaviors or actions they have enacted during the job search process as both employers and applicants on the hope that patterns or standard practices will be revealed.

Methods

Survey Design

The research design of this study was non-experimental. It sought to examine the correlational relationships of library employee's perceptions of job negotiation and their behavior contributing towards their decision to negotiate, as well as the rationale for their decisions and demographic characteristics (including age, gender, type of library they work in, position in their organization, and the size of their library).

Procedure

Potential participants received an invitation to engage in the research project via the electronic mailing lists listed in Appendix A. The invitation included an explanation of the survey, a statement of the goal of the project, and a hyperlink to

the survey. The survey, which was administered through Qualtrics, included a consent form at the beginning, and contained questions consisting of a mix of multiple choice, yes/no, ranking, and open-ended questions. Upon completion of the survey, participants received a message thanking them for their time. The survey was open between May 5th and June 2nd, 2015.

In order to protect respondents' confidentiality, all identifying information was stripped from responses before analysis, leaving no way to tie responses to a particular email address. All other responses were completely anonymous. The survey instrument was approved by the Institutional Review Boards of Kansas State University.

Participants

In order to recruit diverse respondents who work in libraries, the survey was distributed to the email lists listed in Appendix A. Of the 462 total respondents, 403 fully completed the survey.

The survey asked respondents to indicate the type of library in which they work. % Eighty-five percent (n=341) selected "Academic Library", 11% (n=45) selected "Public Library," 2% (n=9) selected the "Special Library" option; and 1% (n=5) selected "Other". No respondents selected "School Library" and "Law Library".

See figure

1.

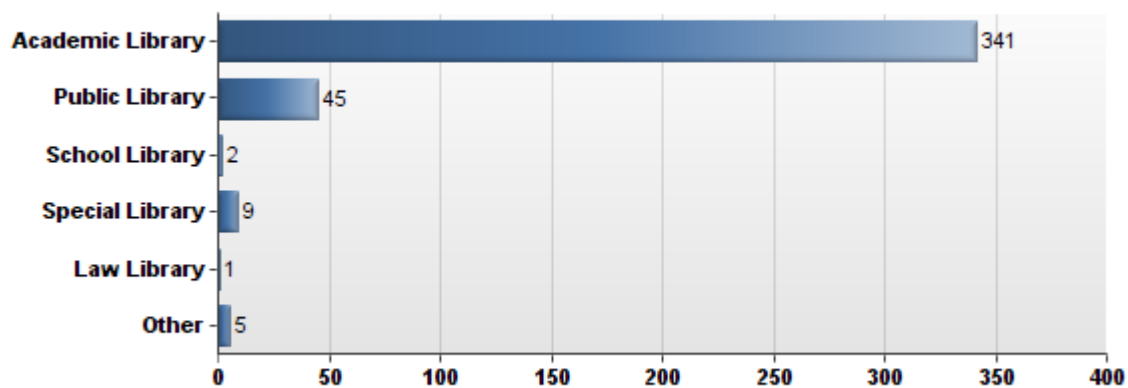


Figure 1. What type of library do you work at?

The survey also identified respondents' current positions at their libraries. Of the 403 individuals who responded to this question, 54% (n=218) indicated that they are in "Professional Librarian level" positions, which was by far the largest group. Much further back are "Manager or Department level position" (22%; n= 89) and "Dean/Director or Associate Dean/Director level position" (20%; n=82). "Support Staff level" has 1% (n=5). Human Resources (non-librarian rank) positions only has 0% (n=2).

Respondents were also asked to indicate their gender and age. This distribution of respondents' age is shown in Figure 2. The gender distribution of survey respondents (n=403) was 81% female (n=327) and 19% male (n=75) , which matches up exactly with the demographic information as reported in the ALA Demographics Studies of self-reported information, last updated September 17, 2014. The age breakdown was close, with ALA membership being 2.7% under 25, 20.9% between 25-34; 21.8% between 35-44; 20.7% between 45-54; 24.3% between 55-64; and 9.5% over 65("ALA Demographics Studies," 2014).

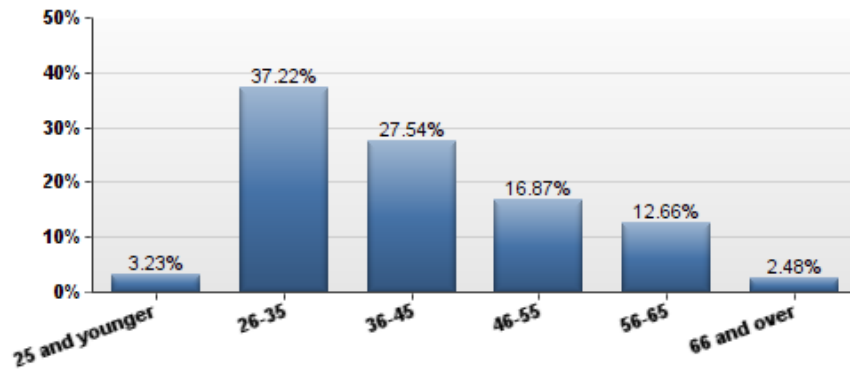


Figure 2. What is your age?

ALA Membership Age Breakdown

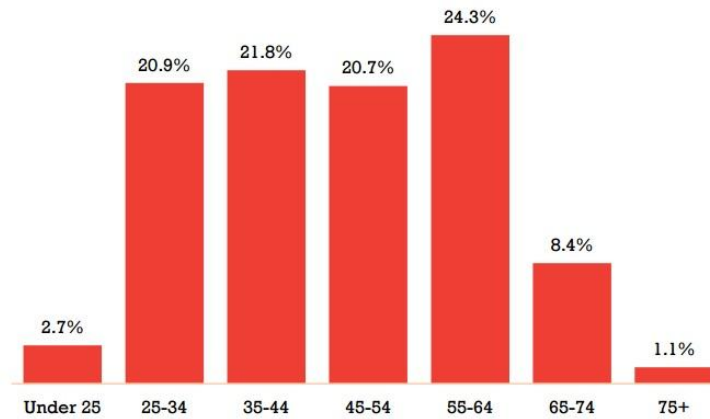


Figure 3. American Library Association members' age distribution from 2014 survey (ALA 2014)

Respondents were asked to indicate their ethnicities. Of the 399 responses, 83% (n=332) selected “White”. 6% (n=24) indicated African American. 5% (n=19) replied Asian American; 3% (n=10) selected Hispanic; 0% (n=0) selected Native American; while 4% (n=14) replied “Other”. As with gender, the respondents for the survey reflect the population of ALA members, 87.1% White, 3.9% Hispanic or Latino; 4.3% Black or African American; 3.7% Other; 3.5% Asian; 1.1% American Indian or Alaska Native; and .3% Native Hawaiian or Other Pacific Islander (“ALA Demographics Studies,” 2014).

Results and Analysis of Data

Employers' perspective

The survey first asked respondents to indicate if they were in a position to handle one or more job offer negotiation(s) as an EMPLOYER in the last 5 years? Of the 449 who answered, 29% (n=130) selected “yes”, and 71% (n=319) selected “no”. Respondents who selected “yes” were directed to 6 questions specifically for them. Respondents who selected “no” were directed to the job seeker specific questions.

The researchers wanted to find out how much flexibility there is for salary (and/or other benefits) negotiation for different types of positions. As expected, data indicate that Director/Dean or AD level positions have the most flexibility according to respondents who have handled one or more job offer negotiation(s) as an employer, followed by manager/department head level positions, and then professional librarian positions, while support staff level positions have the least flexibility.

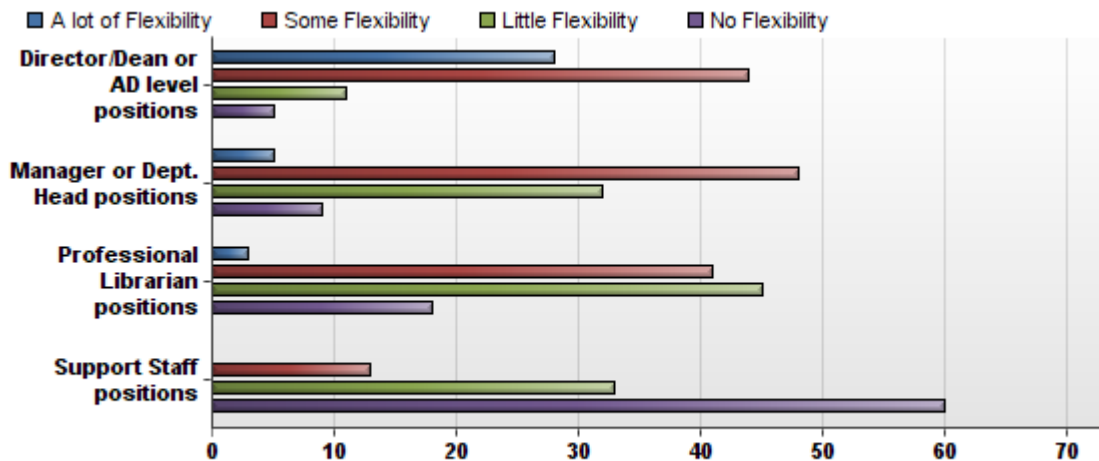


Figure 4. In general, how much flexibility is there for negotiating salary, and/or other bonus/benefits (e.g. relocation expenses, professional development funding, etc.) for the following positions at your library?

Respondents were asked if they expect job candidates to negotiate salary, and/or other bonus/benefits. Out of 112 responses, 71%, (n=79) answered “yes”, and 29% (n=33) answered “no.”

One of the biggest fears that job seekers tend to have during job negotiations is the risk of the employer withdrawing the offer. However, out of 109 responses, the majority of the employers have never withdrawn a job offer because of an unsuccessful negotiation with the job candidate (71%, n=77). Thirteen percent (n=14) have only withdrawn job offer once; while 17% (n=19) have withdrawn job offers more than once. Some of the more common reasons include, candidate demanding unrealistic or unreasonable salary that the employer could not offer; issues arose during background check; candidates did not accept one or more elements of the offer; and suspicions that the candidate was delaying negotiation to wait for another offer.

Next, respondents ranked how often job candidates negotiate salary at their library. Of the 103 responses the two most selected choices were “Rarely” (36%, n= 37) and “Sometimes” (34%, n= 35). Twenty-one percent (n=22) of the respondents selected “Often”; while low percentages of respondents chose “never” (5%, n=5) and “Very Often” (4%, n=4).

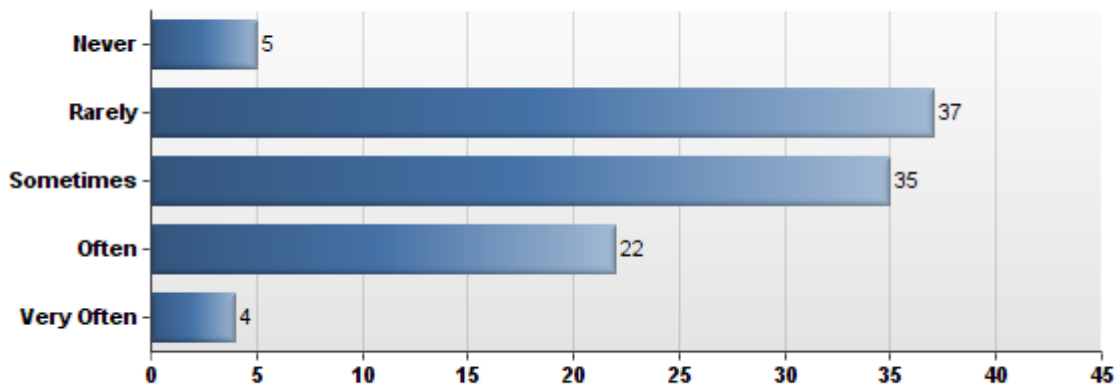


Figure 5. How often do job candidates negotiate salary at your library?

Comparatively, fewer job candidates negotiated bonus/benefits. When asked how often do job candidates negotiate bonus/benefits (e.g. relocation expenses, professional development funding, etc.) at your library, 24% (n=25) of the respondents (n=104) answered “Never”, compared to only 5% (n=5) of those whose candidates never negotiated salary. “Rarely” was the most selected choice again with 38% (n=39), followed by “Sometimes” (24%, n=25), and further behind was “Often” (13%, n=13). Only 2% (n=2) answered “Very Often”.

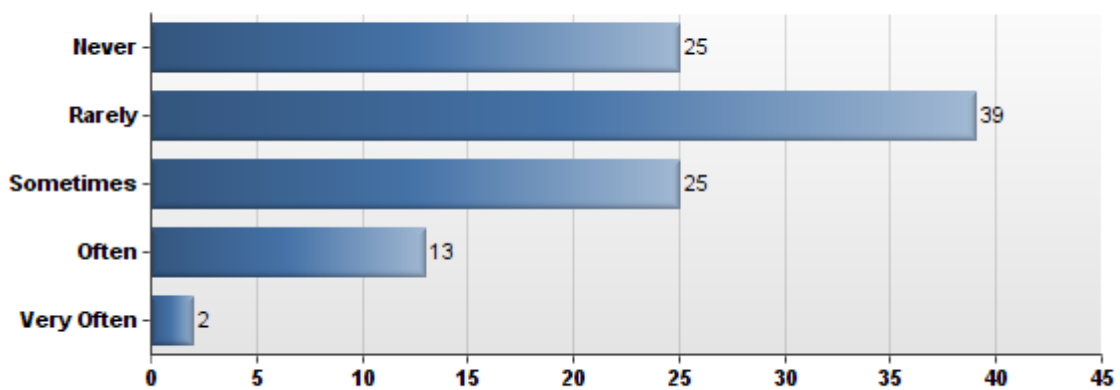


Figure 6. How often do job candidates negotiate bonus/benefits (e.g. relocation expenses, professional development funding, etc.) at your library

Job seekers who have handled job offer negotiations as employers

The objective is to compare the job offer negotiation perspectives and behaviors of job seekers with employer side negotiation experience with those who do not have that insight and experience.

The researchers asked respondents who have handled one or more job offer negotiations as employers if they negotiated their salary, and/or other bonus/benefits for their first job. Out of 77 responses, 62% (n = 48) did not negotiate, 38% (n = 29) did.

Out of 106 respondents, 73% (n = 77) have negotiated their salary and/or bonus/benefits in their careers, and 27% (n = 29) have not. The ratio is similar to respondents who have not been on the employer side of a job negotiation: Out of 312 responses, 75% (n = 233) answered “yes”; and 25% (n = 79) answered “no”. When controlling for gender the researchers found almost identical rates of negotiation for their current position, 66% (n=55) of female respondents negotiated their current position, 67% (n=14) of males negotiated.

Respondents who have handled job negotiation as employers tend to have more professional jobs than those who have not. Out of 105 responses, over half (56%, n=59) were on their 4th or more professional jobs. Comparatively, only 16% (n = 50) of the respondents who have not been on the employer side have had 4 or more professional jobs. Both groups had ~19% of respondents in their 3rd professional jobs. See figures 7 and 8.

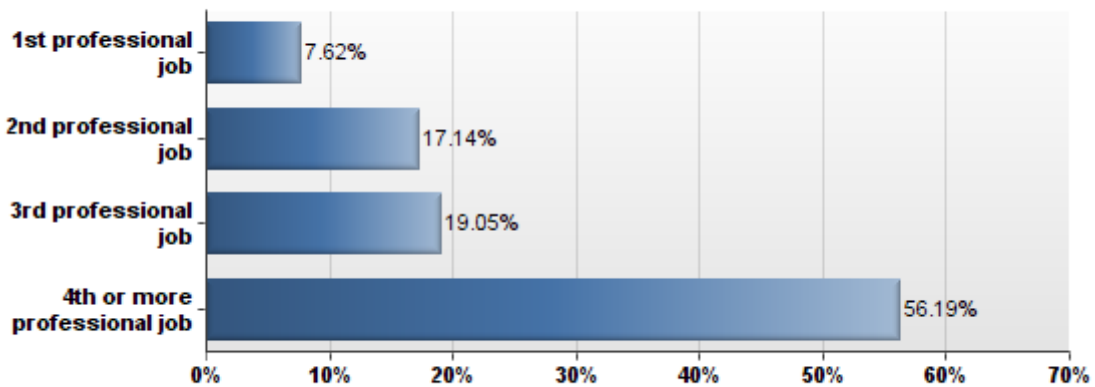


Figure 7. My current library position is my ... (Respondents who have handled job negotiation as an employer in the last 5 years)

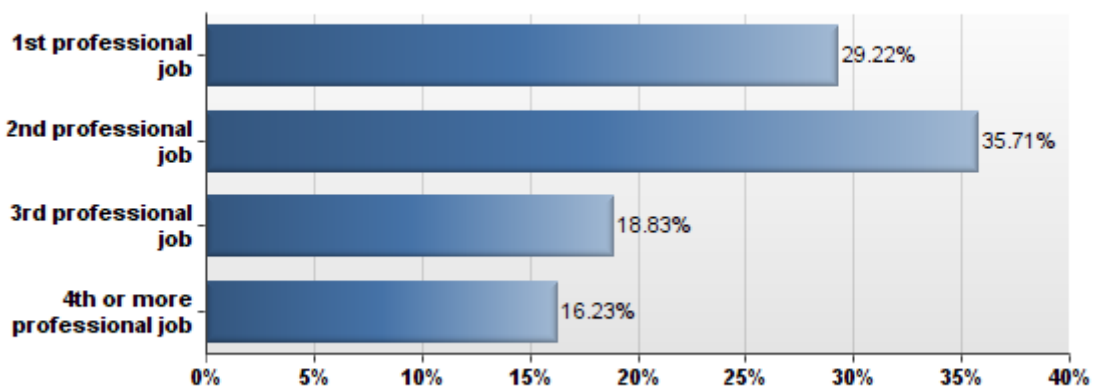


Figure 8. My current library position is my ... (Respondents who have not handled job negotiation as an employer in the last 5 years)

More respondents who have participated in job negotiation/s as employers felt more comfortable with the negotiation process, and fewer of them felt very uncomfortable. Out of 104 responses, 19% (n = 20) rated themselves as “very comfortable” with the negotiation process; 24% (n = 25) were “somewhat comfortable”, 17 % (n = 18) were “neither comfortable nor uncomfortable”. Thirty-one percent (n = 32) rated themselves as “somewhat uncomfortable” and 9% (n=9) were “very comfortable”. Comparatively, out of the 301 responses from respondents who

have not handled job negotiation as employers, only 4% (n=11) felt “very comfortable” with the negotiation process. Twenty-three percent (n=68) were “somewhat comfortable”, 14% (n=43) were “neither comfortable nor uncomfortable”. 42% (n = 125) rated themselves as “somewhat uncomfortable” and 18% (n=53) were “very comfortable”. See figures 9 and 10.

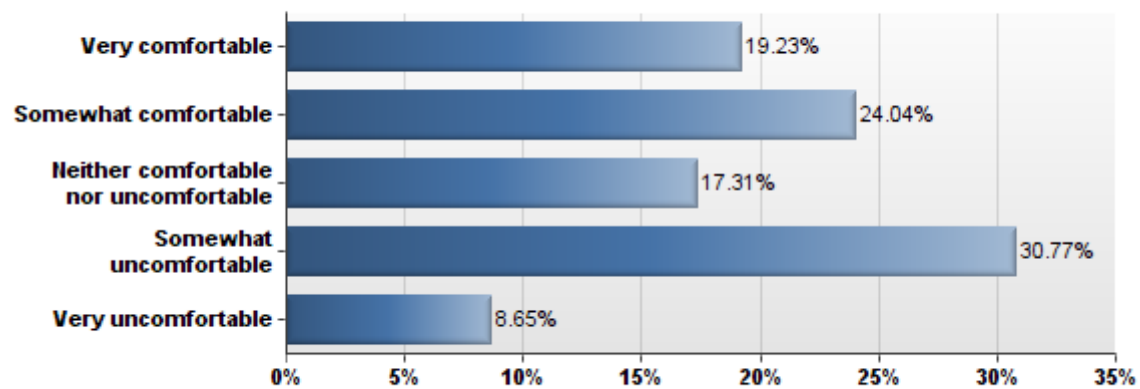


Figure 9. How would you rate your level of comfort with the negotiation process? (Respondents who have handled job negotiation as an employer in the last 5 years, n=104)

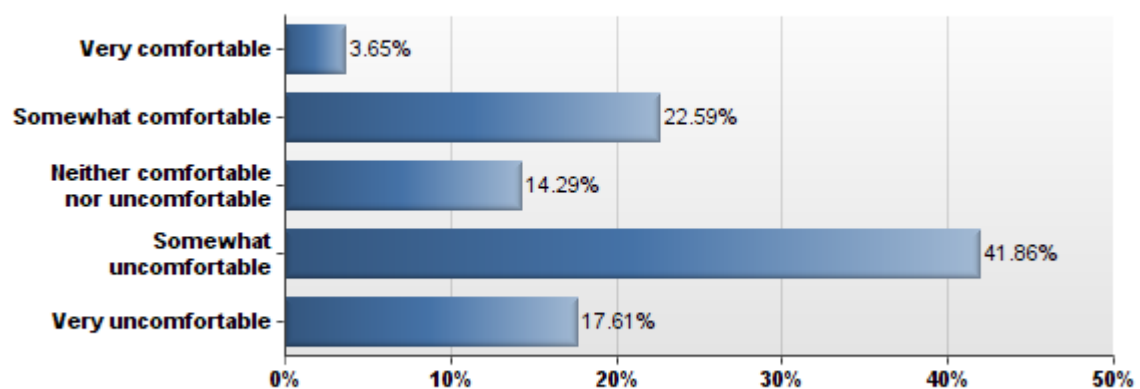


Figure 10. How would you rate your level of comfort with the negotiation process? (Respondents who have NOT handled job negotiation as an employer in the last 5 years, n=301)

Chi-square statistical analysis shows that there is a statistically significant relationship (X^2 (4, N= 405) = 0.00, $p = .05$) between whether the respondent has handled one or more job offer negotiation(s) as an employer in the last 5 years and how they rate their level of comfort with the negotiation process. The positive correlation suggests that the more negotiation experience one has, the more comfortable they become in the process.

To find out if there are any differences in the perception of job offer flexibility from the employer's perspective and from the job seeker's perspective, we look at how respondents who have negotiated job offers as employers and who are in dean/director, associate/assistant dean/director positions answer two specific questions. First, the researchers asked them, as EMPLOYERS, how much flexibility in negotiating salary, and/or other bonus/benefits for the dean/director, associate/assistant dean/director type of positions at their current library. Out of 55 responses, 32.73% (n = 18) believed that there is "a lot of flexibility" for negotiating; 45.45% (n=25) thought that there is "some flexibility"; 14.55% (n=8) thought that there is "little flexibility"; and 7.27% (n=4) believed that there is "no flexibility". Later in the survey, the researchers asked the same population (respondents who have negotiated job offers as employers and who are in dean/director, associate/assistant dean/director positions), as JOB SEEKERS, how much flexibility did they think there was for negotiating their salary, bonus and/or benefits for their current position (dean/director, associate/assistant dean/director positions)? Interestingly, as job seekers (n=44), the percentage of respondents who selected "a lot of flexibility" dropped from 32.73% to 11.36% (n=5), while the percentage of respondents who believed there was "some flexibility" increased from 45.45% to 63.64% (n=28). 20.45% (n=9) thought that there was "little flexibility", and 4.55% (n=2) believed that

there was “no flexibility” in the job offer negotiation of their current position. This finding suggests that 1. job seekers tend to underestimate the flexibility in senior level job negotiation; and/or 2. being on the job candidate side lowers the respondent’s estimation of the flexibility of the job negotiation for senior level positions.

Discussions

One of the main goals for conducting this study was to provide insight to job applicants about the job offer negotiation process. It was the researchers’ hope that investigating the behaviors of hiring managers would answer some of the concerns that job seekers have about starting a negotiation over a job offer. The good news for applicants is that 71% of the hiring managers who replied to this survey expect applicants to negotiate. The other main concern applicants may have about negotiating a job offer is fear that the offer will be pulled if they negotiate. The results from this study showed that the strong majority of hiring managers (71%) have never withdrawn a job offer, and 13% have only done so once. Of the job offers pulled, the reasons given for withdrawing the offer were outrageous demands, failed background checks, and suspicion that the candidate was using the job offer for leverage elsewhere. This is a useful insight for candidates worried about negotiating, because the only reason provided by hiring managers that would affect a typical candidate would be outrageous demands. If an applicant has a strategy behind their request and they have done their research on the market value for the advertised position in that area, combined with their skills and experience; they can be confident the offer is not likely to be rescinded because of their negotiation.

Even though 71% of the hiring managers reported that they expect applicants to negotiate, when asked how often applicants negotiated salary, 36% choose

“rarely” and 34% chose “sometimes”. These responses were even lower for applicants negotiating benefits with 24% reporting applicants never negotiate and 38% choosing rarely. These numbers indicate that relatively few library job applicants are taking advantage of their best opportunity to negotiate their salary and benefits. It is also important to emphasize that benefits can include professional development funding, flex scheduling and/or equipment for work use. While it can be difficult to know what one might need in a new position, the job offer stage represents the highest level of leverage an employee may have, and the result can have lasting implications, particularly starting salary.

Comparing the rates of negotiation amongst for their first position shows that the hiring managers in this study negotiated at a higher rate, 38%, than the numbers reported for recent graduates in other fields, 21 % (Gerhart, 1991) and 15% (O’Shea and Bush, 2002). It is not until looking at respondents in the O’Shea and Bush (2002) study with two previous positions prior to applying for their first post-graduation job that the rate of those who do negotiate climbs to 38%. Possible reasons for this difference could be a reflection of changing mindsets for employees, with more professional programs stressing the importance of negotiating job offers now and/or because library workers tend to work in a field that does not have yearly negotiations, making it important for library employees to negotiate right away. It is also possible that the respondents in this study are suffering from recall bias and do not accurately remember if they negotiated their first job offer.

The results of the survey showed that males and females who have been in the position to serve as a hiring manager negotiated at the same rate for their current position, 66% for females and 67% for males, which was consistent with previous studies of different populations that found no difference in rate of negotiation by

gender (Crothers, Hughes., et al; Gerhart and Rynes, 1991; and Crothers, Schmitt., et al)

The second focus for this project was investigating the perceptions and behaviors of hiring managers in their role as a job applicant. The ratio of responding hiring managers who have negotiated at any stage in their career was very similar to the percentage who expected applicants to negotiate, 73% of hiring managers have negotiated a job offer before, and 71% expect applicants to negotiate.

Correspondingly, job applicants with experience as the employer, were more confident with the negotiation process. The most likely explanation for this increased comfort is that this group has more experience with the process and with increased experience can come increased comfort. This same explanation can be partially used to explain why respondents were more likely to negotiate as the number of positions they reported having increased. It is also possible that these individuals believed they had more leverage in these negotiations and less pressure if they were in a current position while looking for their next opportunity.

Limitations for this study include that the majority of respondents were academic library employees and that the results may not be comparable across other librarianship fields. Respondents were solicited via numerous listservs, which may not be a representative sample of all types of library employees, as most subscribers to these listservs tend to be professional librarians. As with any survey, there is also a chance of self-reported bias, recall bias, and not understanding the question.

Future Directions and Conclusions

One demographic trait that was not collected in this research was nationality. Librarianship is practiced all around the world and shares many traits, but it is not known if cultural differences play a role in a decision to negotiate or not negotiate a job offer. This is a natural area for expansion of this study, an investigation into the possible role of cultural and/or nationality on job offer negotiations.

Another possible avenue for related research would be to compare library employees with other similar careers, for example comparing academic librarians to faculty in other departments. Additionally, as the majority of the respondents work in academic libraries, the researchers are curious about the differences between the various “tracks” of academic librarians. In the United States, some academic librarians have faculty status with tenure; some have faculty status but without tenure; and some are considered administrative professional staff. With the different nature of the various “tracks”, it is possible that it would affect how candidates negotiate for their salaries and other benefits.

Finally, a longitudinal study that begins with masters students starting their first job search and tracks their careers to investigate what impact, if any, the choice to negotiate has on their career progression, salary, and job satisfaction could provide a lot of insight into ramifications on the decision to negotiate or not negotiate a job offer.

In conclusion, this study is the first research to investigate the perceptions and behaviors of professional library hiring managers in regards to job offer negotiations, including investigating hiring managers both in their role as employer and as an applicant. It is hoped that shedding light on this process will empower job applicants to feel confident in negotiating future job offers, knowing that the majority of hiring

managers expect applicants to negotiate and that the majority have never pulled a job offer because the candidate negotiated.

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Appendix A

Email List used in Participant Recruitment

- coll-lib (a mailing list for the ACRL's College Libraries section),
- rusa-l (the email list for the Reference & User Services Association);
- ILI-L (Information Literacy Instruction Discussion List);
- large-psd - Public Service Directors of Large Research Libraries
- acrl-rig - ACRL Residency Interest Group
- diversity-l - LLAMA Diversity Officers Discussion Group
- scholcomm@lists.ala.org (ACRL Scholarly Communication);
- uls-l@lists.ala.org (a mailing list for the ACRL's University Libraries section);
- nmrt-l@lists.ala.org (ALA New Members Round Table Discussion Listserv);
- acr-igts@lists.ala.org (ACRL Technical Services Interest Group);
- aclassesdg@lists.ala.org (ACRL Assessment Discussion Group);
- nps-l@lists.ala.org (LLAMA NPS Discussion List);
- libadmin@lists.ala.org (LLAMA administrator list);
- Black Caucus of the American Library Association (BCALA) listserv;
- APALA-L@lsv.uky.edu (Asian/Pacific American Librarians Association (APALA) listserv).