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mahdieyh khazanehha
khazanehm@yahoo.com

hamid ghazizadeh
ghazi.hamid@gmail.com

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The investigation of the relationship between staff organizational commitment and providing optimal service to clients in public libraries in the city of Mashhad

Mahdiyeh Khazaneha¹

Hamid ghazi zadeh²

Abstract

Objective: In this study the relationship between staff organizational commitment and providing optimal services to public libraries clients in the city of Mashhad is investigated.

Methods: In this research both library and field study have been used. The study group consists of the 70 librarians working in public libraries in the city of Mashhad, and the sample group was determined by using Morgan table. In this study, the main variables are measured by using the two questionnaires mentioned below. To measure the efficiency, the standard John Wagner questionnaire, and to measure organizational commitment, Allen & Meyer questionnaire were used.

Research findings: The result of this study shows that the average organizational commitment is equal to 3.28, the minimum amount is equal to 2.33 and maximum amount is equal to 4.40. It is clear that there is a relationship between librarians' organizational commitment in Mashhad and providing optimal services, the Pearson correlation coefficient is 0.543 and the significance test level is 0.000 as well. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected, i.e. there is a relationship between librarians' organizational commitment in Mashhad and providing optimal services.

Conclusion: This study can determine the importance of this variable and its impact on optimal service delivery to clients.

Keywords: organizational commitment, optimal services to clients, public library staff, Mashhad public libraries institution

Introduction and statement of the problem: In present organizations, human resources are regarded as the most important resources, and managers know well that the most important factor to earn competitive advantage is organizations' human resources. So today one of the

1- khazanehha, Mahdieyh.MS

2- ghazi zadeh, Hamid.PhD information science

managers' serious concerns is the issue of human resources' commitment and loyalty to the organization, and carrying out their roles and responsibilities as it is assigned to them, even their metafunction role in organization. Today organizations easily provide commodities and raw materials from other organizations and other countries but the only source that is not readily and ideally tradable is human resources, so we can say that the most important competitive investment is a country's standard and effective human resources. On the other hand, organizational commitment is one of the most important motivational factors that form the staff's identity in the organization so they strongly participate in the organization, combine with it and enjoy working there. Library staff organizational commitment can positively affect providing an optimal service to clients.

Organizational commitment is an important organizational and work attitude that has been of great interest to many researchers in the field of organizational behavior and psychology especially social psychology during the past years (Rokninezhad, 1386). This attitude has been changed in the past three decades and perhaps the most significant change in this area is related with the multi-dimensional approach and attitude to the concept rather than a one-dimensional one. Also considering the recent developments in the area of business, including our corporate downsizing and merger of the organizations made some experts to state that the effect of organizational commitment on other important variables such as turnover, absenteeism and performance decreased, so it is not the case for a review (Saqravany, 1388). But some other scholars rejected this view and believe that organizational commitment, has not lost its importance and can still be addressed (Farhangi, 1384). According to some disagreement about the effect of organizational commitment on employees' behavior in the organization, the review of organizational commitment of public libraries in the city of Mashhad for managers seems necessary, because of the facts that at present time the risk of global digital environment and competitive environment, are threatening the libraries, to deal with the threats and find opportunities to be seen in the society, libraries should increase the quality of their services and evaluate performance (Cullen, 2001). One of the reason of the importance of evaluation is the desire to build a qualified culture in academic libraries. Thus, the library can collect users' ideas and increase the quality of their services, for this reason the librarian administrators are interested in knowing the effect of organizational commitment on staff factors that affect providing optimal service to their clients.

Research questions:

- How is the staff organizational commitment in public libraries in the city of Mashhad?
- How is providing optimal service for their clients in public libraries in the city of Mashhad?
- What factors and under which order affect the organizational commitment and providing optimal service for their clients?

Research hypotheses:

Hypotheses 1: There is a relationship between providing services and librarians' organizational commitment in Mashhad.

Hypotheses 2: The organizational commitment of librarians in Mashhad is higher than average.

Hypotheses 3: The amount of providing service by librarian in Mashhad is above average.

Hypotheses 4: There is a relationship between the amount of staff organizational commitment and their gender in Mashhad.

Hypotheses 5: There is a relationship between the amount of providing service by librarian and their gender in Mashhad.

Hypotheses 6: There is a relationship between the amount of staff organizational commitment and their marital status in Mashhad.

Hypotheses 7: There is a relationship between the amount of providing service by librarian and their marital status in Mashhad.

Methodology:

The research has the applicable purpose and the method of data collection, is correlational descriptive. This study is so applicable that the results can be used to improve the performance of public libraries in the city of Mashhad, and that's descriptive because the study considered the efficiency of the status quo. And as the researchers intend to study the relationship between the two variables, it is the correlational.

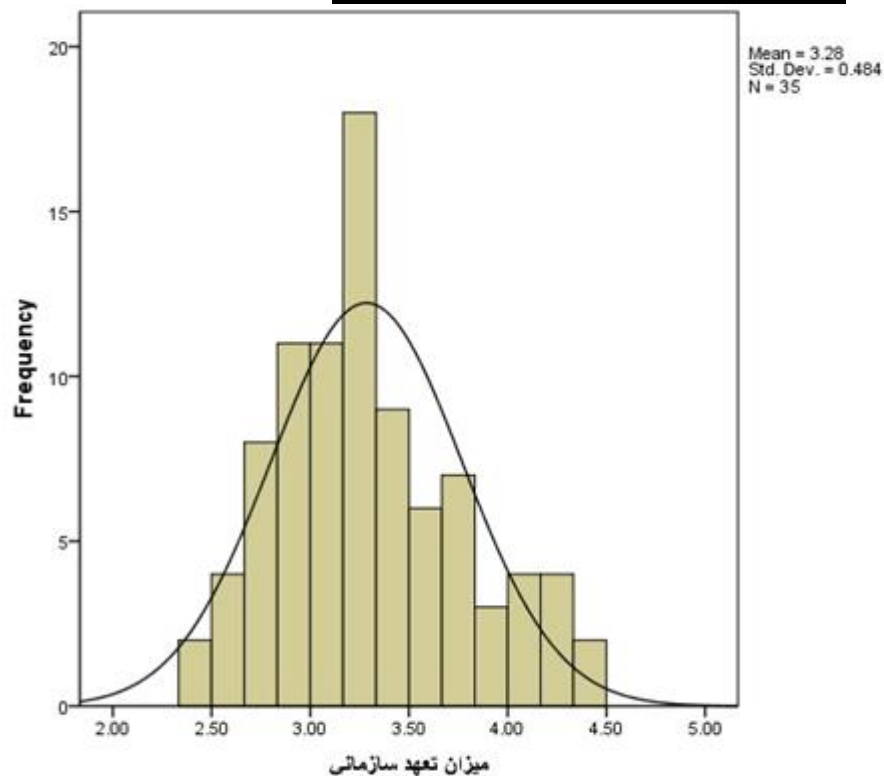
Population: The population of this study consists of all 70 public libraries staff in Mashhad in 1393.

Research Findings: In this section, the collected data will be analyzed. The analysis is presented in two parts: descriptive and inferential statistics.

The organizational commitment value: For variable of organizational commitment, the number of samples, mean, median, standard deviation, variance, minimum and maximum histogram is calculated and plotted. The scores are in the range of 1 to 5. Mean is equal to 3.28. The minimum value is equal to 2.33 and maximum value is equal to 4.40.

organizational commitment value

N	Valid	35
	Missing	0
Mean		3.2845
Median		3.2083
Std. Deviation		.48401
Variance		.234
Minimum		2.33
Maximum		4.40



The provision of services to clients: For the provision of services to customers, the number of samples, mean, median, standard deviation, variance, minimum and maximum histogram is

calculated and plotted. The scores are in the range of 1 to 5. Mean is equal to 3.12. The minimum value is equal to 2.08 and maximum value is equal to 4.15.

The provision of services to clients

N	Valid	35
	Missing	0
Mean		3.1156
Median		3.0833
Std. Deviation		.47071
Variance		.222
Minimum		2.08
Maximum		4.15

The evaluation of the normal distribution of variables scores: To evaluate the normal distribution of variables, Kolmogorov-Smirnov test was used. In this test the null hypothesis is the variable normal distribution. If the significance test level is less than 0.05, the null hypothesis is rejected, and it is concluded that the distribution of the mentioned variable is not normal. According to the obtained significance levels, it is resulted that the variables of providing service and organizational commitment are normally distributed (significance level greater than 0.05).

One-Sample Kolmogorov-Smirnov Test

	N	Normal Parameters ^{a,b}		Most Extreme Differences			Kolmogorov-Smirnov	Asymp. Sig. (2-tailed)
		Mean	Std. Deviation	Absolute	Positive	Negative		
organizational commitment value	35	3.2845	.48401	.113	.113	-.066	1.063	.208

The provision of service to clients	35	3.1156	.47071	.064	.064	-.039	.599	.865
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a. Test distribution is Normal.

b. Calculated from data.

Hypotheses 1: There is a relationship between providing services and librarians' organizational commitment in Mashhad.

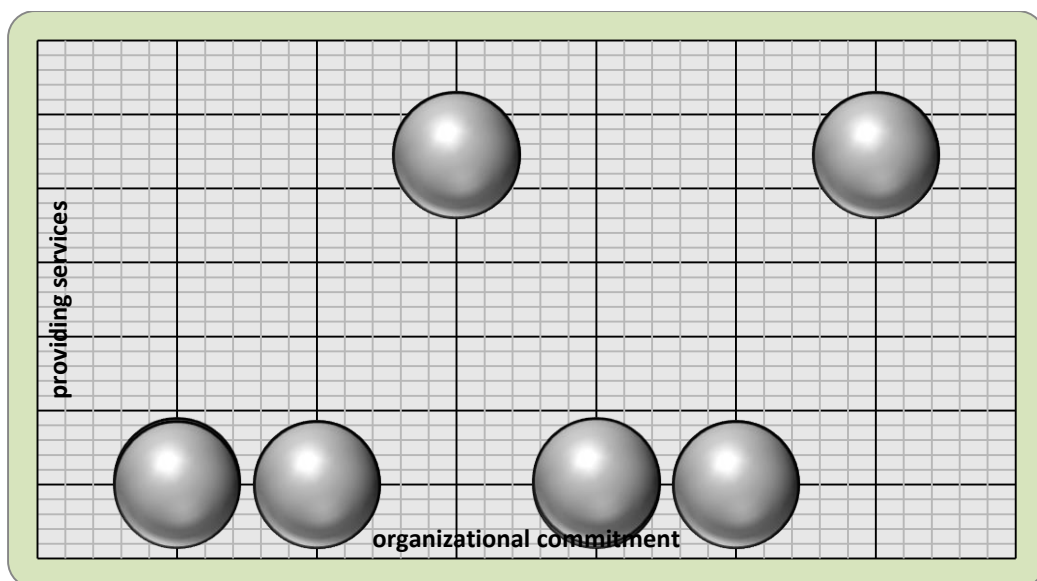
To test this hypothesis, the Pearson correlation test was used. In this test the null hypothesis is the correlation coefficient being zero (no relation). If the test significance level (sig.) is less than 0.50, the null hypothesis will be rejected, so in this case there will be a relationship between variables. In this study the Pearson correlation coefficient is equal to 0.543 and significance test level is 0.000. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected, i.e. there is a relationship between librarians' organizational commitment in Mashhad and providing optimal services.

Correlations

		Organizational commitment	Service provision
Organizational commitment	Pearson Correlation	1	.543**
	Sig. (2-tailed)		.000
	N	35	35
Service provision	Pearson Correlation	.543**	1
	Sig. (2-tailed)	.000	
	N	35	35

**Correlation is significant at the 0.01 level (2-tailed).

Pro



Hypotheses 2: The organizational commitment of librarians in Mashhad is higher than average.

To test this hypothesis, one sample t-test was used. The test scores are between 1 and 5, so the average rate is considered the average score (3). If the average is more than 3, it is indicated that the situation is favorable.

Null hypothesis: the level of organizational commitment is equal to the average of (3).

Assuming hypothesis: the level of organizational commitment is not equal to the average of (3).

The average organizational commitment variable is equal to 3.28 and the significance level of the test is 0.000. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected. Since the average is higher than 3, it is concluded that the staff organizational commitment in Mashhad is considerably more than average.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
organizational commitment	35	3.284	.48401	.05131
	5			

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
organizational commitment	5.546	88	.000	.28453	.1826	.3865

Hypotheses 3: The amount of providing service by librarian in Mashhad is above average.

To test this hypothesis, one sample t-test was used. The test scores are between 1 and 5, so the average rate is considered the average score (3). If the average is more than 3, it is indicated that the situation is favorable.

Null hypothesis: the level of productivity is equal to the average of (3).

Assuming hypothesis: the level of productivity is not equal to the average of (3).

The average productivity variable is equal to 3.12 and the significance level of the test is 0.023. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected. Since the average is higher than 3, it is concluded that the staff productivity in Mashhad is considerably more than average.

T-Test

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Providing service	35	3.1156	.47071	.04990

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

					Lower	Upper
Providing service	2.316	88	.023	.11556	.0164	.2147

Hypotheses 4: There is a relationship between the amount of staff organizational commitment and their gender in Mashhad.

To test this hypothesis, one sample t-test was used. The null hypothesis means organizational commitment is the same for male and female. If the significance level of the test is less than 0.05, the null hypothesis is rejected.

The average organizational commitment in female is equal to 3.36 and in male is equal to 3.19 and the significance level of the test is equal to 0.092. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between male or female librarian organizational commitments.

T-Test

Group Statistics

gender		N	Mean	Std. Deviation	Std. Error
					Mean
organizational commitment	female	20	3.3645	.51326	.07408
	male	15	3.1909	.43494	.06793

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	1.607	.208	1.706	87	.092	.17369	.10183	-.02870	.37609

organizational commitment	Equal variances not assumed			1.728	86.997	.088	.17369	.10051	-.02608	.37347
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Hypotheses 5: There is a relationship between the amount of providing service by librarian and their gender in Mashhad.

To test this hypothesis, one sample t-test was used. The null hypothesis means productivity average is the same for male and female. If the significance level of the test is less than 0.05, the null hypothesis is rejected.

The average productivity in female is equal to 3.15 and in male is equal to 3.07 and the significance level of the test is equal to 0.437. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between male or female librarian productivity.

T-Test

Group Statistics

gender	N	Mean	Std. Deviation	Std. Error Mean
female	20	3.1516	.47511	.06858
male	15	3.0733	.46780	.07306

Hypotheses 6: There is a relationship between the staff organizational commitment and their marital status in Mashhad.

To test this hypothesis, one sample t-test was used. The null hypothesis means average organizational commitment is the same for married and single librarians. If the significance level of the test is less than 0.05, the null hypothesis is rejected.

The average organizational commitment in single librarians is equal to 3.28 and in married librarians is equal to 3.29 and the significance level of the test is equal to 0.908. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between married and single librarians in their organizational commitments.

T-Test

Group Statistics

Marital status	N	Mean	Std. Deviation	Std. Error Mean
single	14	3.2771	.49739	.08407
married	21	3.2354	.47980	.06529

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
organizational commitment	Equal variances assumed	.055	.815	-.116	87	.908	-.01226	.10563	-.22220	.19769
	Equal variances not assumed			-.115	70.847	.909	-.01226	.10645	-.22452	.20001

Hypotheses 7: There is a relationship between the amount of providing service by librarian and their marital status in Mashhad.

To test this hypothesis, one sample t-test was used. The null hypothesis means average amount of providing service by librarian is the same for married and single librarians. If the significance level of the test is less than 0.05, the null hypothesis is rejected.

The average productivity service by librarian in single librarians is equal to 3.28 and in married librarians is equal to 3.29 and the significance level of the test is equal to 0.908. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between married and single librarians in their amount of providing service.

T-Test

Group Statistics

Marital status	N	Mean	Std. Deviation	Std. Error Mean
single	14	3.1560	.46110	.07794
married	21	3.0353	.47928	.06522

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.000	.935	.651	87	.517	.06673	.10248	-.13697	.27042
Unequal variances			.657	74.770	.513	.06673	.10163	-.13574	.26919

Conclusion:

The purpose of this study was to investigate the relationship between productivity and organizational commitment of librarians in Mashhad. The collected data from a sample of 35 people was analyzed by using SPSS version 18 and the summary of the results are provided below.

53.9 % of the sample population are female and 46.1% are men.

39.3 % are single and 60.7 % are married.

29.2 % have work experience of 5 years and less, 32.6 have work experience of 6-10 years, 23.6 % have work experience of 11-15 years, 14.6 % have work experience of 16-20 years.

The average age is of 33.82 years, with the minimum of 23 and maximum of 42 years.

The average commitment is 3.28, with the minimum of 2.33 and maximum of 4.40. The average productivity is 3.12, with the lowest of 2.08 and the highest 4.15.

Hypotheses 1: There is a relationship between providing services and librarians' organizational commitment in Mashhad.

In this study the Pearson correlation coefficient is equal to 0.543 and significance test level is 0.000. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected, i.e. there is a relationship between librarians' organizational commitment in Mashhad and providing optimal services.

Hypotheses 2: The organizational commitment of librarians in Mashhad is higher than average.

The average organizational commitment variable is equal to 3.28 and the significance level of the test is 0.000. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected. Since the average is higher than 3, it is concluded that the staff organizational commitment in Mashhad is considerably more than average.

Hypotheses 3: The amount of providing service by librarian in Mashhad is above average.

The average productivity variable is equal to 3.12 and the significance level of the test is 0.023. As the significance level is less than 0.50 in Pearson test, the independence of variables is rejected. Since the average is higher than 3, it is concluded that the staff productivity in Mashhad is considerably more than average.

Hypotheses 4: There is a relationship between the amount of staff organizational commitment and their gender in Mashhad.

The average organizational commitment in female is equal to 3.36 and in male is equal to 3.19 and the significance level of the test is equal to 0.092. As the significance level is more

than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between male or female librarian organizational commitments.

Hypotheses 5: There is a relationship between the amount of providing service by librarian and their gender in Mashhad.

The average productivity in female is equal to 3.15 and in male is equal to 3.07 and the significance level of the test is equal to 0.437. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between male or female librarian productivity.

Hypotheses 6: There is a relationship between the amount of staff organizational commitment and their marital status in Mashhad.

The average organizational commitment in single librarians is equal to 3.28 and in married librarians is equal to 3.29 and the significance level of the test is equal to 0.908. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between married and single librarians in their organizational commitments.

Hypotheses 7: There is a relationship between the amount of providing service by librarian and their marital status in Mashhad.

The average productivity service by librarian in single librarians is equal to 3.28 and in married librarians is equal to 3.29 and the significance level of the test is equal to 0.908. As the significance level is more than 0.05 in T-Test, the null hypothesis is not rejected. So there is no significant difference between married and single librarians in their amount of providing service.

Research Proposals:

Creating commitment through equity in the distribution of rewards and opportunities for development, effective and fair feedback on job performance and staff participation in strategies and library programs for librarians.

Evaluating the performance of libraries by library managers with respect to their commitment and provide better service to library users and work for positive and constructive feedback.

Librarians' participation in decision making and library policy development through more attention to their views and make comments on the decision so that the organizational commitment of librarians increase and that leads to better service to clients.

Establishing a system of appropriate incentives and penalties in order to eliminate discrimination and poor relations in the library environment.

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