Evaluation of the organizational commitment of librarians of libraries in Tehran

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Abstract

Background and purpose: Organizational commitment in management and behavioral science literature is an important factor in relationships between organizations and individuals. The current research aimed to identify and evaluate the organizational commitment of librarians in Tehran based on four indicators of participation and teamwork spirit, conscientiousness, values, administrative discipline, and financial and social. **Methodology:** The current research was applied in terms of purpose and survey research in terms of method. In the present study, data were collected using standard questionnaires and interviews. The statistical population included all librarians of academic and public libraries in Tehran, numbering 780 people. In this research, using Cochran's formula, 257 people were selected as a sample population. Also, the snowball technique was used in the interview method to collect data. **Results:** The results of the research showed that the public participation component is the most important component in discussing the organizational commitment of librarians in libraries in Tehran. The components of central justice and accountability are in the next ranks. Moreover, the results showed that the librarians of Iranian libraries are in first place in the index of participation and group spirit, the index of work conscience is in second place, the index of administrative, financial and social discipline is in third place, and the index of values is in the fourth place. Also, the results of the research showed that the level of adherence to organizational commitment in academic libraries and public libraries is similar. However, the situation of university library staff is slightly better than that of public library staff. **Conclusion:** The ultimate goal of performance evaluation in any field is the exchange of information between the evaluator and the employees to prevent and correct undesirable performance and encourage the desired performance of employees. For this purpose, care should be taken during the evaluation session to move toward the conclusion of the topics.

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Introduction

Universities, organizations, and scientific and research centers ultimately operate in national or international territories. They are required to respond to the needs of researchers, clients, beneficiaries, and clients so that they can achieve their goal, which is the complete and accurate implementation of legal duties and helping to achieve the organization's development and excellence goals (Alavi Brotherhood, 2013). Therefore, reviewing performance results is considered a necessary strategic process. If the performance evaluation is done from a process point of view and correctly and continuously, it will improve the responsiveness of organizations and public trust in their performance. It also improves resource management and customer satisfaction, helps in national development, creates new capabilities and sustainability and promotes the international class of organizations. (Mansoori, Azimi, and Mohammadi, 2022).

Performance evaluation in the organizational dimension is usually synonymous with the effectiveness of activities. The meaning of effectiveness is the degree of achievement of goals and plans with the characteristic of being efficient in activities and operations (Aghazadeh and Shirmohammadzadeh, 2021). If, in the simplest definition, we consider the ratio of output to data as efficiency, the performance evaluation system actually measures the efficiency of management decisions regarding the optimal use of resources and facilities. What we cannot measure, we cannot control, and what we cannot control will not be possible to manage. The main issue in all organizational analyses is performance and its improvements. This requires measurement, so an organization without a performance evaluation system is unthinkable. This importance is also taken into consideration in our religion, and it is stated in a hadith attributed to Hazrat Ali (AS) that: "A person is measured by his speech and evaluated by his behavior." In other words, performance evaluation is: "the process of quantifying the efficiency and effectiveness of operations". In other words, performance evaluation is a process by which employees' work is formally reviewed and measured at certain intervals. Recognizing proficient employees and rewarding them, and in this way, creating motivation to improve their performance and that of other employees, is one of the main causes of performance evaluation (Ahadzadeh, Daneshfard, and Memarian, 2021). In the past, classical managers used to perform performance evaluations only to control the work of employees, while nowadays, the guiding and guiding aspect of this practice has become more important. The main purpose of performance evaluation is to collect necessary information about the working forces in the organization and make it available to managers to make appropriate and necessary decisions to increase the quantity and quality of employees' work. Therefore, the ultimate goal of performance evaluation is to increase the efficiency and effectiveness of the organization, and performance evaluation is not done to reprimand or punish employees. Organizational commitment is one of the important and key evaluation parameters and

indicators. So, in the research done about the organization, three main attitudes have attracted the most attention from the researchers. These three attitudes are job satisfaction, job dependence, and organizational commitment (Reknejad, 2007). Organizational commitment, like other concepts of organizational behavior, has been defined differently. The most common way of dealing with organizational commitment is that they consider organizational commitment as a type of emotional attachment to the organization. According to this method, a person who is strongly committed takes his identity from the organization, participates in the organization, blends with it, and enjoys being a member of it (Sarooqi, 1996). Organizational commitment is people's positive or negative attitudes towards the whole organization (not the job) in which they work. In organizational commitment, a person has a strong sense of loyalty towards the organization and identifies his organization through it (Ahadzadeh, Danesh Fard, and Memarian, 1400).

The attitude or orientation that connects the individual's identity to the organization is organizational commitment. Kanter also considers organizational commitment as the tendency of social agents to give their strength and loyalty to social systems (quoted by Akbari and Pourabrahim, 2021). According to Salansik, commitment is a state in a human being in which a person believes through his actions and through these actions that he will continue the activities and maintain his effective participation in doing them (quoted in Aghazadeh and Shirmohammadzadeh, 2021). Buchanan considers commitment as an emotional and biased dependence on the values and goals of the organization, that is, dependence on the role of the individual in relation to the values and goals and on the organization itself apart from its instrumental value (Mansouri, Azimi and Mohammadi, 2022).

Employees with higher organizational commitment are in a better condition in terms of physical and mental strength and adherence to the organization's values. From an organizational point of view, a high level of commitment reflects a favorable organizational atmosphere, which leads to the retention of employees in the organization. (Aghazadeh and Shirmohammadzadeh, 2021). Organizational commitment is an attitude and mental state that shows the desire, need, and obligation to continue working in the organization (Mansouri, Azimi, and Mohammadi, 2022).

In this article, organizational commitment is an attitude that shows the level of interest and loyalty of employees towards the organization and their desire to stay in the organization. Therefore, according to some researchers, organizational commitment is considered to include three parts, which include emotional commitment, continuous commitment, and normative or duty commitment. Emotional commitment means job challenge, role clarity, goal clarity, goal difficulty, management acceptance, co-workers' cohesion, organizational compliance, justice, personal importance, feedback, participation. Continuous commitment also means skills, education, change of residence, individual investment, understanding the

ability to achieve job alternatives, and normative commitment or assignment which means the norm of organizational commitment.

Madani and Zahedi (2005) have shown that the organizational support perception variable has the strongest direct and positive relationship with overall organizational commitment (including emotional, normative and implicit commitment). The variable of sense of organizational justice has a relatively strong direct correlation with organizational commitment, and the variable of sense of job security has a relatively weak direct correlation with organizational commitment.

Selajgheh (2001) classified the most important factors affecting the creation and maintenance of organizational commitment of managers of different levels in the form of 3 job satisfaction variables, health factors and the presence of environmental factors, and then tested their relationship with organizational commitment. The findings of his research showed that there is a positive linear relationship between the level of job satisfaction, health maintenance factors and the existence of environmental factors on one hand and the level of commitment of managers' organization on the other hand. There is a significant relationship between job satisfaction and organizational commitment. Allen (1996) showed that delegation has been effective on organizational commitment and job decisions of organization members. Harrison and Hubbard (1998) confirmed the effect of preliminary factors in the formation of employee commitment. The results of their research showed that the employees' confrontation with the job challenges designed by the managers plays an essential role in increasing the level of organizational commitment.

In a meta-analysis, Brick and Monte (1991) concluded that conscientiousness is the best personality trait that predicts job performance, and extroversion and neuroticism are also good predictors of job satisfaction.

Karak, Shamir, and Chen (2003) analyzed the relationship between the five personality domains and job performance and found conscientiousness as the strongest correlation with job performance. Byrne et al. (2005) investigated the relationship between job performance and personality traits and the results showed that conscientiousness significantly predicts job performance (cited by Noami, 2005). Thomas (2004), in the study of the relationship between organizational commitment and job performance of 3630 employees, found a strong relationship between organizational commitment and job performance by controlling age and other side variables.

Johns et al. (2004) in the first investigation of the relationship between the job performance of first-level managers and their emotional commitment and the durability of commitment and job satisfaction in a large food service company reported that there is a significant relationship between organizational commitment and emotional commitment with the job performance of employees.

Smith (2004) investigated the effects of supervisors' personality traits on subordinates' attitudes in 131 managers and 467 subordinates and concluded that managers' personality is related to subordinates' attitudes. High levels of agreeableness, emotional stability, and extroversion of managers and low levels of work conscientiousness are related to the level of subordinates' satisfaction towards managers, overall satisfaction, emotional commitment, and leaving the job of subordinates.

Amirkhani (2001) investigated the relationship between organizational commitment and participation in decision-making by the employees of the General Department of Environmental Protection of Hamadan province and concluded that one of the effective factors in the formation and strengthening of organizational commitment is the participation of individuals in the affairs and decisions of the organization. If the employees have real participation in the process of planning and setting the goals of the organization and feel that the decisions they participate in affect their destiny and satisfy their basic needs, they will commit to the organization. In addition, they know the goals and values of the organization in the direction of their goals and will not spare any efforts to achieve them. Therefore, it is suggested that managers of organizations provide the necessary platforms for the all-around participation of employees. Considering this importance, we can pay attention to the following things to increase the organization's productivity and efficiency.

Kazemi (2013) showed a positive and meaningful relationship between group culture, developmental culture, and transformational leadership style in Ilam hospitals. There is no positive and meaningful relationship between hierarchical culture and transformational leadership.

Abbasi and Majidi (2013) investigated the relationship between personality traits with organizational commitment and employees' job performance. Their findings showed a significant positive relationship between personality traits and conscientiousness with two job characteristics of organizational commitment and job performance. Also, the findings of this research showed a significant positive relationship between the personality trait of agreeableness and organizational commitment, while no significant relationship was observed between this personality trait and job performance. As expected, a significant negative relationship was observed between the personality trait of neuroticism and organizational commitment, but no significant relationship was observed between this personality trait and job performance. The findings of this research showed a positive relationship between extroversion and organizational commitment. In contrast, it did not show a significant relationship between this personality trait and job performance, and no significant relationship was observed between openness to experience and job performance. In contrast, the relationship between this personality trait and commitment Organization was curvilinear. In this way, the highest level of organizational commitment

was observed in the average personality trait of openness to experience. Finally, the findings of this research showed a significant positive relationship between organizational commitment and job performance. Shekari et al. (2011) investigated the relationship between organizational justice and organizational commitment of the employees of Mizan Financial and Credit Institution in Mashhad city. The results indicated that organizational justice and its three components had a positive and significant correlation with each of the areas of organizational commitment, i.e., emotional, organizational commitment, normative organizational commitment, and continuous organizational commitment. The results of multiple regression analysis also indicated that three types of organizational justice, i.e., distributive justice, procedural justice, and interactive justice, had significant multiple correlations with organizational commitment.

Methodology

The current research was applied in terms of purpose; and in terms of method, it was preliminary research. The present study collected data through a standard researcher-made questionnaire and interview. The research population included all employees working in university libraries affiliated with the Ministry of Science, Research and Technology of Tehran, as well as all employees working in public libraries affiliated with the Public Libraries Institution and Tehran Municipality who received the Shabka National Library. According to the website of the Public Libraries Institution, the website of the Tehran Municipal Cultural and Artistic Organization, the National Library, and the survey of all public universities in Tehran, the number of public libraries was equal to 119 libraries with 298 employees and the number of university libraries was equal to 14 central libraries with 482 employees. Therefore, the research population included 780 people. According to Cochran's formula, the number of people in the sample was measured as 256 people. The questionnaires were given to the librarians, and 240 questionnaires were collected after the checks. After reviewing the questionnaires, 36 were removed from the evaluation process due to non-compliance with the research principles, and finally, 204 questionnaires were analyzed. The questionnaire and questions were as follows, which were graded by each unit, the planning director of the group, and finally, the head of the group.

Table 1: Criteria and indicators examined in library librarians

	Criteria	Indicator
1	Values	Central justice
2		Islamic ethics
3		Public participation
4		Success
5		Knowing the priorities
6		Joy and hope for the future
7		Management principles
8	work conscience	Accuracy and quality of work

9		responsibility
10		work conscience
11		Criticism of
12	Administrative,	legality
13	financial and social	Inability to manage time
14	discipline	Cost and budget
15		Commandability
16		Planning and discipline
17		grooming system
18		Timely presentation of reports and documents
19	Participation and	Interaction with consultants and activists
20	teamwork spirit	Team participation and cooperation to improve the quality of work

Results

Before analyzing the research questions, first, the distribution of the studied variables should be checked to determine which method (parametric or non-parametric) should be used to analyze the research questions. Therefore, the Kolmogorov-Smirnov test was used to check the normality of the distribution of the primary research variables. The test results are presented in Table 2.

Table 2: The test to determine the normality of the main research variables

Variable	Mean	Standard deviation	Kolmogorov-Smirnov Z	p
Organizational Commitment	3/496	0/923	0/063	0/055

As can be seen in Table 2, the Kolmogorov-Smirnov test for the organizational commitment score is not significant (p=0.055). Therefore, the organizational commitment of librarians has a normal distribution, and parametric analysis can be used for it. The first question of the research was to check the level of organizational commitment of the employees of Tehran city libraries in each of the main indicators. The results of the investigations are presented in table three.

Table 3: Examining the organizational commitment of library staff in Tehran based on the main criteria of the research

Criteria	Indicator	Frequency	Percentage	Rank
Values	Central justice	169	83	2
	Islamic ethics	140	68	7
	Public participation	180	88/23	1
	Success	109	54/43	13
	Knowing the priorities	103	50/49	15

	Joy and hope for the future	75	36/76	16
	Management principles	129	63/23	8
work conscience	Accuracy and quality of work	142	69/60	6
	responsibility	152	74/50	3
	work conscience	114	55/88	11
	Criticism of	73	35/78	17
Administrative, financial and social discipline	legality	118	57/84	9
	Inability to manage time	63	30/88	18
	Cost and budget	150	73/52	4
	Commandability	117	57/35	10
	Planning and discipline	103	50/49	15
	grooming system	112	54/90	12
	Timely presentation of reports and documents	149	73/03	5
Participation and teamwork spirit	Interaction with consultants and activists	142	69/60	6
	Team participation and cooperation to improve the quality of work	107	52/45	14

As it is clear from the findings, according to the surveys, the public participation component is the most important component in discussing the organizational commitment of the librarians of libraries in Tehran. After that, the components of central justice and accountability are located. In order to examine the general situation of the four main criteria of organizational commitment, the average of each category was calculated and compared.
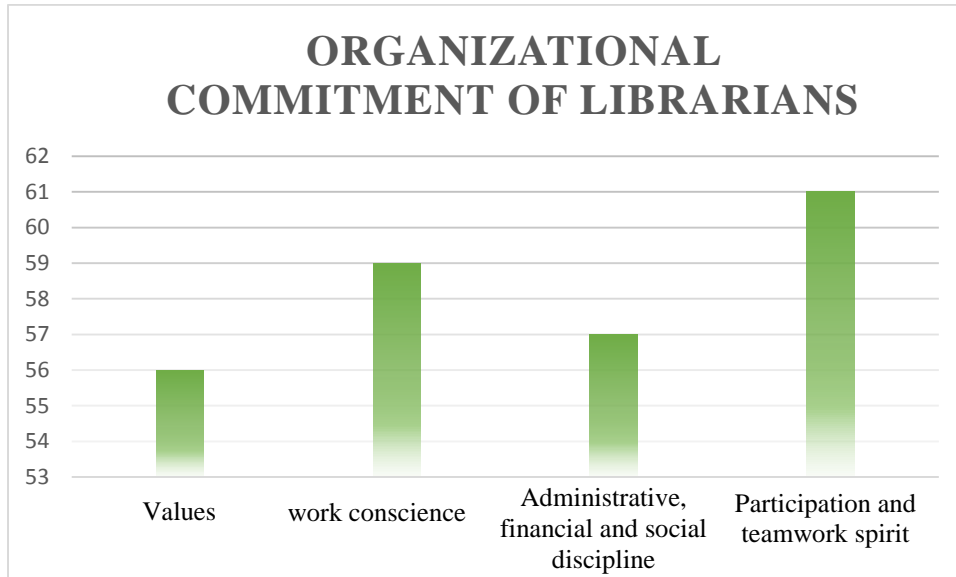
Figure 1: The final chart of the 4 points of the organizational commitment index in library librarians

The second research question was to evaluate the organizational commitment of librarians based on the type of library, public and academic. The results of the investigations are presented in Table 4.

Table 4: Scored points for evaluating organizational commitment based on the type of library

Library type	Mean	Percenteage	Rank
University Library	16/65	83	1
General Library	15/70	79	2

As it is clear from Table 4, academic library librarians have a better status in terms of organizational commitment criteria than public library librarians.

Discussion and Conclusion

As it is clear from the research results, according to the surveys, the best component of organizational commitment to which librarians were bound is the component of public participation. Public participation is one of the most important components in the field of social activities. As one of the country's important social and cultural institutions, libraries are subject to an important principle called public participation. Therefore, it is natural that librarians have more commitment to libraries than public participation and cooperation with patrons. The second component is the discussion of justice, followed by accountability. Components that are effective as key links in the performance of libraries should be given special attention. Also, the results of the present research showed that the

librarians of Iranian libraries are in first place in the index of participation and group spirit in the indicators of organizational commitment, the index of work conscience is in second place, the index of administrative, financial and social discipline is in the third place, and the index of values is in the fourth place.

Also, the results of the research showed that the level of adherence to organizational commitment in academic libraries and public libraries is similar. However, the situation of university library staff is slightly better than that of public library staff. The ultimate goal of performance evaluation in any field is the exchange of information between the evaluator and the employees in order to prevent and correct undesirable performance and encourage the desired performance of employees. For this purpose, care should be taken during the evaluation session to move toward the conclusion of the topics. Finally, researchers and managers who intend to evaluate performance are suggested to consider the following points in order to witness the reduction of errors in the evaluation system and create more effective evaluations. Library managers should be encouraged to constantly monitor their employees and take notes on their performance and justify them for this. Also, care should be taken to measure important and work-related factors in evaluating scales. Also, for each of the important and effective factors in the job, a separate scale should be designed so that by mentioning different examples of performance, the meaning of different degrees of performance is completely clear for the evaluator. It is also important that the evaluator should be able to evaluate only a few units at one time or in a short and limited time. The evaluator should be made aware of mistakes such as tolerance, strictness, conservatism, etc., which usually occur in evaluation, and eliminate such problems by giving the necessary training. A formal interview with people at the end of the performance evaluation and offering suggestions to improve the current performance should also be implemented, which is one of the most important and effective parts of the evaluation. Through this research, recommendations can be made to the planners, managers, and employees of financial and credit institutions to select managers or design training and courses for them (such as educational management and leadership, organizational behavior, etc.) . In this way, the employees' sense of equality, their job satisfaction and organizational commitment and finally, the productivity of the organization increases. To achieve this important goal, the following sub-goals have been pursued:

1- Increasing the morale and quality of working life of the employees and consequently achieving a more productive, satisfied and committed workforce in the organization and, ultimately, organizational productivity.

2- Establishing proper communication between employees, repairing and improving the organizational environment and work facilities, and creating an atmosphere full of trust.

3- Preventing the wastage of material and human resources in the organization; when the employees in the organization feel injustice, this feeling of injustice leads to lack of

commitment and occupational and organizational dissatisfaction, and this causes the wastage of human resources and organizational resources.

4- Creating encouragement and confidence among employees and creating the spirit and the attitude that the organization treats them based on equality.

5- Preventing pessimism and misunderstandings in the work environment, which causes resignation, lack of work, and lack of occupational and organizational commitment.

6- To draw managers' attention to the point that they should be aware of the process of social comparisons and the implementation of justice in a continuous manner and as a result always consider commitment as an important concept.

7- Creating a suitable platform for making a rational decision to eliminate the shortcomings of organizational policies

8- More profit and productivity of the institution, if we put it in a cause and effect system, the sense of justice leads to more commitment and more commitment leads to more involvement and attraction of customers and more customers lead to more profit and productivity.

9- Creating a feeling of equality and its correct perception

10- Cultivation of justice and its correct implementation, culture is a set of values, dos and don'ts, and organizational norms that are accepted by the people of that organization.

11- Identifying the root causes of non-implementation of organizational justice in organizations

12- The effect of justice implementation on other aspects of the organization

Ethics
This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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Conflict of Interest
According to the authors, this article has no financial sponsor or conflict of interest.

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