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The Evaluation of organizational climate in college libraries and its relation with clients' satisfaction

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Abstract

Purpose: Healthy organizational climate have an important role in the promotion of customer services. The aim of this research is to evaluate the organizational climate of the college libraries and its relation to the clients' satisfaction.

Methodology: Research population is the staff and the clients of the college libraries of Shahid Beheshti University of Medical Sciences. The climateQUAL questionnaire was used to assess the libraries organizational climate. A researcher-made questionnaire was used to evaluate clients' satisfaction. Descriptive statistics and Spearman's correlation coefficient were applied in SPSS 19 for data analysis.

Findings: The organizational climate score of the libraries was more than average (4.42 of 7). "The climate for customer service" was ranked the first and the climate for justice was ranked the last. The clients' satisfaction of the libraries was a little more than average (3.3 of 5). "Physical and welfare services" of the libraries was ranked the first in the user satisfaction dimensions. There was no meaningful relation between clients' satisfaction and organizational climate scores.

Conclusion: The managers of libraries should pay more attentions to the various dimensions of organizational climate and clients' satisfaction to improve them in the libraries.

Keywords: Organizational Climate, ClimateQUAL, Client Satisfaction, Academic Libraries

1. Introduction

To manage any organization, its structural and behavioral dimensions should be examined and improved. While improving the structural dimension of the organization, it is necessary to know how the organization works and how it can increase its efficiency and effectiveness. Moreover, in order to strengthen the behavioral dimension of the organization, it is necessary to pay attention to the behavior of the people working in the organization, because the behavior of the

whole organization is determined by the behavior of each individual (Hitt, 2006). Organizational climatic studies are included in the organization's behavioral dimension.

The concept of organizational climate was first introduced in the late 1950s (Wright, 2005). The evaluation and assessment of the organizational climate of libraries were introduced by the Association of Research Libraries (ARL) in 2009 using the ClimateQUAL tool (Lee, 2010). This tool evaluates organizational climate in nine dimensions, each of which has four sub-dimensions. According to Hanges (2006), the ClimateQUAL tool gives libraries the opportunity to improve or change their management systems by better identifying weaknesses and shortcomings and understanding the true feelings of employees.

On the other hand, users of each organization are the core of the organization's dynamics, and libraries measure customer satisfaction from the library, services and information priorities in order to ensure that customers meet their growing needs (Chandrasekar et al., 2012). Since both the organizational climate and user satisfaction are of particular importance in the way the library operates, the present study intended to examine these two factors and their relationship within faculty libraries.

2. Objectives

1. Determining the status of organizational climate in Shahid Beheshti University of Medical Sciences (SBMU) libraries using the nine dimensions of ClimateQUAL;
2. Determining the clients' satisfaction in the SBMU libraries;
3. Determining the relationship between organizational climate and client satisfaction in SBMU libraries.

3. Literature review

Frimpong et al. (2016) examined the relationship between organizational climate and the use of evidence-based services in drug addiction centers and concluded that organizational climate could be more effective for evidence-based services. Zacher and Yang (2016), investigated 649 employees from 120 companies and concluded that a healthy organizational climate had a positive impact on successful aging. Yaminfirooz et al. (2015) and Jahani et al. (2015) presented a model for the organizational climate of the central libraries of Iranian governmental

universities. Rodrigues and Gowda (2011) asked 72 faculty library staff about the organizational climate of their libraries and concluded that the examined organizational climate of the libraries was desirable. In a research conducted at Cornell University, the satisfaction of library staff was assessed using the ClimateQUAL and users' satisfaction was investigated with the LibQUAL. Having shared the findings of the organizational climate assessment with the staff, the attempt was made to reduce the library's weaknesses, and during the time of the research, using the LibQUAL, the library users' perceptions of the work environment of the library was evaluated in four stages. The findings showed that Cornell University had a healthy organizational climate, and a healthy work environment from the perspective of its employees would lead to customer satisfaction (Li & Bryan, 2010). The findings of a research at the health sector research institutes at the University of Zululand showed that the organizational climate governing these institutions was not very appropriate (Urdaneta et al., 2009). Yaminfirooz (2011) showed that the organizational climate of the central libraries of Iran's governmental universities was desirable.

4. Methods

The present study was an applied research that was carried out through a descriptive survey method. The statistical population included all employees of 10 faculty libraries of SBMU (33 individuals) as well as all clients in these libraries. 220 of clients were selected as samples based on the Cochran formula and 25 questionnaires were completed in each faculty based on stratified sampling.

The instrument for collecting information for the organizational climate was ClimateQUAL questionnaire based on the Likert spectrum of 7 options that was localized by Yaminfirooz. The validity of this questionnaire was confirmed by experts and its reliability was confirmed by Cronbach's alpha of 0.876 (Yaminfirooz, 2011)

The data collecting tool for customer satisfaction in libraries was a four-dimensional Sarrafpour questionnaire based on the Likert scale of 5 options (Sarrafpour, 2011) whose validity was confirmed by experts and its reliability with Cronbach's alpha of 0.84 was confirmed. The relationship between organizational climate variables and user satisfaction was calculated by measuring the Spearman correlation coefficient. SPSS version 19 was used for data analysis.

5. Findings

In the studied libraries, the mean total organizational climate was 4.42 and the standard deviation of the total organizational climate was 1.06.

Out of 9 ClimateQUAL dimensions, the climate for customer service, the climate for teamwork, the climate for psychological safety had a higher average than the other indices and ranked first to third, respectively. The climate for justice and the climate for deep diversity were ranked in the last (Table 1).

Moreover, among the four dimensions of customer satisfaction, the physical and welfare dimension of the library with a mean of 3.46, the satisfaction rate of the library staff with a mean of 3.41, the library service dimension with a mean of 3.52, and then a variety of information sources with an average of 3.15 was ranked 1 to 4, respectively (Table 2).

In total, the mean of clients' satisfaction was 3.3 and the standard deviation of clients' satisfaction was 0.6 in the studied libraries.

In order to investigate the relationship between the scores of libraries in two parts of organizational climate and users' satisfaction, Spearman's correlation coefficient was used. The value of the coefficient was 0.013 and the value of p-value was 0.865. Therefore, no significant relationship was found between organizational climate and client satisfaction in the studied libraries.

6. Conclusion

The average for the organizational climate was 4.42. Due to the proximity of this mean to 4, it can be said that the organizational climate was moderate in the studied case. Only one aspect of organizational climate gained a good average, which was the climate for customer service with an average of 5.893. This finding was consistent with the findings of Yaminfirooz et al. (2015).

Among the ClimateQUAL dimensions, the climate for justice was less than the average of 2.727 and earned the lowest average. The climate for justice in the research of Yaminfirooz et al. (2015) also earned the lowest score after continuing education dimension. It should be noted that the terms of the climate for justice included distributive justice, which referred to the fairness of the distribution of rewards on the basis of employees' efforts, procedural justice, which referred to the existence of transparent and identical procedures for determining rewards, the individual

Table 1. Different dimensions of organizational climate in faculty libraries of SBMU

Organizational Climate Dimensions	Mean	Standard deviation	median	Items	Mean	Standard deviation	median
customer service	5.89	1.36	6.25	Knowledge and Skills	5.73	1.55	6
				respect to customer	6.24	1.58	7
				Specified policy	5.36	1.69	6
				Fixing the Information Need	6.24	1.65	7
team work	4.98	1.60	5.0	Interest in the workgroup	5.91	1.77	7
				Facilitating the workgroup	5.09	1.97	5
				Encourage teamwork	4.97	2.05	6
				Specified policy	3.97	2.19	3
psychological safety	4.72	1.68	5.0	Freedom to comment	4.21	2.29	5
				Free discourse	4.79	2.25	6
				The amount of complaints of affairs	4.82	1.99	5
				Future ahead	5.06	1.92	6
continual learning	4.66	1.49	4.75	Occupational training during work	4.30	1.63	4
				Favorable conditions for participation	4.94	2.05	5
				self learning	4.73	1.79	5
				Educational content	4.70	1.93	5
demographic diversity	4.46	2.11	4.75	Ethnic and ethnic composition	4.85	2.41	6
				Employee gender	4.24	2.37	4
				Employee religion	4.55	2.4	5
				The ineffectiveness of staff ratings on workplace valuation	4.21	2.4	4
innovation	4.45	1.84	4.50	Support for ideas	3.91	2.36	4
				Employee progress	4.18	2.30	4
				Implementing Ideas	5.27	1.84	6
				Encourage Innovations	4.45	2.29	5
leadership	4.31	1.62	4.75	Friendly relationship	4.76	2.38	6
				control	3.58	1.90	3
				support	4.21	2.12	4
				One being the letter and the act	4.70	2.05	5
deep diversity	3.59	1.87	3.50	Diversity level	3.33	1.90	3
				support of diversity	3.55	2.09	3
				Pay attention to different perspectives	3.82	2.02	4
				Fair treatment	3.67	2.25	4
justice	9.0	2.73	2.12	Distributive justice	2.97	2.35	2
				Procedural justice	2.58	2.36	2
				Individual justice	2.73	2.21	2
				Information justice	2.64	2.19	2

Table 2. The Users' satisfaction of SBMU libraries

Dimensions of Users' satisfaction	Mean	Standard Deviation	Median
The physical and welfare library aspects	3.46	0.64	3.50
Types of Information Resources	3.15	0.57	3.12
Library Services	3.20	0.68	3.16
Satisfaction with library staff	3.41	0.84	3.43

justice, which referred to the fair behavior of the authorities responsible for determining rewards with employees; and information justice, which referred to explaining the ways of determining rewards by authorities (Lee, 201). Therefore, as Yaminfirooz et al. (2015) and Rodrigues and Gowda (2011) pointed out, changing managerial and incentive policies in libraries could improve the organizational climate.

The climate of deep diversity also implied that paying attention to the micro, insignificant, negligible values, ideas and beliefs were as important as for macro values, ideas, and beliefs (Kyrillidou, 2009). Deep diversion gained an eighth place among the nine dimensions of organizational climate, which indicated that librarians' participation and their point of view were not much appreciated.

Given the nature of ClimateQUAL dimensions, according to the results of other researches that showed a positive relationship between the organizational climate with the provision of evidence-based services (Frimpong et al., 2016) and the organizational climate with user satisfaction (Li and Bryan, 2010), it was expected that the same relationship was found between organizational climate and user satisfaction, but the correlation coefficient did not show a significant relationship between organizational climate and customer satisfaction in faculty libraries of Shahid Beheshti University of Medical Sciences. This difference may be due to the research method by Li and Bryan (2010). Their research observed the relationship between a healthier organizational climate and user satisfaction only in practice and did not calculate this relationship based on ClimateQUAL and user satisfaction scores.

Also, in this regard, it should be noted that several factors are effective in satisfying users, one of which is an organizational climate and it seems the other factors are more important than

organizational climate in user satisfaction. Perhaps one reason which causes some libraries, despite the unfavorable organizational climate, can obtain a satisfactory user satisfaction, is the professional commitment of librarians. The professional commitment of librarians prevents organizational climate from affecting user satisfaction and as the findings showed, customer service atmosphere got the highest score among organizational dimensions.

The study of Schneider (1987) showed that employee support for organizational policies and strategies had a positive impact on customer service, and given that the leadership climate in the libraries did not rank well, this seems to be related to managerial change. Management changes result in new policies and organizational strategies, and if these policies be not in line with employees' attitudes, they would be difficult to be accepted. This would negatively affect the organizational climate perceived by the staff. Therefore, establishing a platform for employee participation and collaboration through organizational climate improvement should be at the top of the libraries' agenda, thereby employee behavior and motivation enhance will be enhanced.

Finally, it is suggested that, considering the importance of ongoing evaluations in libraries, planning for continuous evaluation of organizational climate and customer satisfaction and its influencing factors in the libraries should be considered.

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