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Relationship between innovation climate and innovative behavior of librarians: Case study in Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi

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Abstract

This study aims to determine the relationship between innovation climate and the librarians' innovative behavior in Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi, as the largest public library of Iran. The methodology for this study is based on a survey research. To this purpose, the innovative behavior questionnaire and Ekvall's (1996) innovation climate, developed by the Creative Problem Solving Group, Buffalo, USA, were used. The study population consisted of 104 librarians working in Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi. The results show that there is a significant relationship between innovative behavior of librarians and innovation climate in the library (44%). That is, innovation climate and innovative behavior factors can explain 44% of variation in each other. The findings show that innovation climate exists at an average level (mean: 3.24) in Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi. Among the dimensions of innovation climate, challenge (3.44) and trust (2.86) achieved the highest and the lowest mean respectively. In general, the librarians' innovative behavior was found to be at an average level (2.44).This behavior was above average at the two stages of idea discovery (2.6) and idea generation (2.54), whilst it was at the medium level at the two stages of idea support (2.321) and idea implementation (2.33). This is the first research to study the relationship between innovation climate and innovative behavior of librarians in the library organization.

Keyword: Innovation Climate, Innovative Behavior, Librarians, Organization Of Libraries, Museums And Documentation Center Of Astan Quds Razavi

Introduction and problem statement

How to use the talents and potential strengths of people in order to accelerate organizational initiatives is a major challenge that the 21st century managers have to deal with. Some researchers believe that successful innovation requires a climate that nurtures the identification, development and implementation of innovative ideas; a climate in which employees can receive messages of innovation and try new work strategies in the organization (Soken & Barnes, 2014). It is because innovation cannot be crystallized in an inappropriate and undesirable environment. In a climate opposed to the fostering of creativity and

innovation, employees are discouraged from risk-taking. In general, innovation is essential to create an effective work climate that provides a peaceful and intimate atmosphere, specifies objectives, reward creativity and innovation, supports determination and commitment of employees and prepares them for change (Qaemi, 2001, as quoted in Aqadavood, Hatami & Hakiminia, 2010). Also, as pointed by some researchers innovative behavior and innovation is promoted by the knowledge flexibility, which is an outcome of personality qualifications and workplace factors (West & Richards, 1999 quoted in Mathisen & Einarsen, 2004). Thus, the managers and employees of organizations, cognizant of the creativity and innovation climate in their organization, can take measures to promote such a climate in their organization. Such an organization is characterized by a revisiting past procedures, generation of new ideas, products and services based on the brainstorming of employees, which is one of the top priorities, and innovation as an institutional value, which is treated as the shared beliefs of the organization (Aghaei Fishani, 2011). It is under proper conditions and in a fertile environment that individuals can foster innovation at any time through integration, generation, support and finally application of their ideas (Scott & Bruce, 1994).

Innovation allows organizations, including libraries, to introduce constructive ideas vital to their existence rather than simply adopting a reactive position toward change (Evans, Layzell Ward & Rugaas, 2009). In public libraries, innovation can encourage the introduction of new organizational procedures and handling of daily affairs, optimization of the work environment, changes in external relations, reduction of administrative costs or transaction cost, etc. As a result, these changes enable the organization to provide more desirable services while the efficiency of human resources is also increased (Norouzi Chakly, 2010). Given the importance of this issue and the paucity of studies in this field, the present study aims to evaluate the innovation climate and innovative behavior of librarians working in Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi, as one of the most important public libraries and information centers at the regional and national level, to determine the relationship between innovation climate and innovative behavior in the Library of Astan Quds Razavi.

Theoretical Framework

Innovation Climate

Innovation climate is a subset of strategic organizational climate. Strategic climates are aimed at supporting specific organizational goals (Aarons & Sommerfeld, 2012). Since any climate is based on individual perspectives, it is readily susceptible to changes and capable of influencing the behavior of individuals (Payne & Pugh, 1976 as quoted in Shakeri, Tahari Mehrjardi, Dehghan Dehnavi & Kavandi, 2011). Climate is a moderating power as it influences organizational processes such as problem solving, decision making, communications, coordination and monitoring as well as psychological processes of learning, motivation and commitment (Ekvall, 1996). Thus, an organizational climate can play a vital role in promoting creativity and innovation among employees (Amabile, Conti, Coon, Lazenby & Herron, 1996). In a climate fertile for innovation, employees believe that innovation is valued and they will be rewarded for their innovative behavior. In a climate hostile towards innovation, employees may feel that innovation is undervalued, and that their

innovations and new ideas may be derided by others (Fakhrian, 2002, as quoted in Mohammad Kazemi, Jafari Moghadam & Sohaili 2002).

An organizational climate supportive of innovation has several dimensions. In a study on evaluating the working environment in terms of creativity and innovation, Amabile et al (1996) identified several scales including stimulant scales (organizational encouragement, supervisory encouragement, work group supports, freedom, sufficient resources and Challenging work), obstacle scales (organizational impediment and workload pressure), and criterion scales (innovation and productivity). Also some researchers designed a questionnaire to assess the climate of workgroups for innovation in which they analyzed the factors of attitude, participatory safety, work tendency and innovation support and some evaluated the innovation climate using 6 dimensions of solidarity, autonomy, challenges, resources, openness to innovation and supervisory encouragement (Anderson and West 1996; Crespell & Hansen, 2007 quoted in Shakeri et al, 2011). Ekvall (1996) also proposes the dimensions of challenge, idea support, freedom, trust, dynamism, idea time, humor, conflicts, debates and risk taking. Further elaborating on this subject, he stated that these dimensions were environmental factors with a broader sphere of influence compared to the creativity and innovations. In this regard, it can be expected that dimensions of challenges, freedom, trust, humor and conflicts can both affect innovation and leave a positive effect on outcomes such as productivity, quality and comfort. Moreover, some other dimensions like idea support, debate and risk taking are particularly related to creativity and innovation.

Innovative behavior

Innovative behavior is defined as a process that offers new problem-solving ideas by providing a product, service or process to be used. Typically, innovative behavior is considered not as a part of employee's job, but as a conspicuous behavioral function which involves a voluntary behavior not specified in the job description (Katz & Kahn, 1978 quoted in Dörner 2012).

Researchers have offered a variety of steps for innovative behavior. A review of literature shows three different conceptualization of this matter. Some have summarized innovative behavior in three stages of idea generation, coalition building (idea promotion) and implementation (idea realization) (Scott & Bruce, 1994; Janssen, 2000). Some consider innovative behavior as a five-stage process including idea generation, constructive analysis, support and the application of the idea (Kleysen & Street, 2001). From another perspective, innovative behavior comprises of four stages of idea exploration, idea generation, idea support and idea implementation (De Jong & Den Hartog, 2010). In this study, the four-stage model proposed by De Jong and Den Hartog (2010) has been adopted for evaluating innovative behavior, as it distinguishes between the stages of idea exploration and idea generation presented by Basadur (2004), which requires various skills, attitudes and behaviors on the side of employees. This model fails to take into account the constructive analysis stage of Kleysen and Street (2001), but as Waenink (2012) points out, these four stages reflect innovation behaviors and innovative processes.

Literature Review

The literature review suggests that most relevant studies have been performed in non-

library organizations and there is a paucity of studies on innovative behavior of librarians and the relationship between innovative climate and innovative behavior of librarians.

In a case study, Coveney (2008) examined the perception of public library employees working in Bath and North East Somerset of UK about the innovation climate in their workplace. This study sought to determine the climate-related factors that could stimulate or hamper innovation by distributing a questionnaire among 116 subjects. The results of the study showed that the workload pressure acted as a barrier to innovation and factors like workgroup support, freedom and supervisory encouragement were the motivating factors of innovation.

Isaksen & Akkermans (2011) investigated the nature of innovation climate required for creativity and innovation by distributing a questionnaire among 103 organizations active in 31 industries across 10 different countries. According to their results, organizations that had received greater leadership support for innovation scored higher in innovative climate. They were followed by organizations that had received higher levels of innovative productivity. In their study, organizational climate had a moderating effect on the relationship between leadership behavior and innovation, which played an integral role in this regard.

Shakeri et al (2011) explored the impact of organizational climate on seven scales of solidarity, autonomy, challenges, resources, and openness to innovation, encouragement, monitoring and management of innovation process. To this end, they did a survey study by distributed a questionnaire among 50 members of a Car Leasing Company associated with Iran Khodro Industrial Group in Iran. They observed that there was a causal relationship between the subscales, except for the solidarity. It was also found that scales of monitoring and supervision, challenges, resources and openness to innovation influenced innovation process with the monitoring and supervision scale having the greatest effect and openness to innovation having a negative effect on innovativeness.

Kheng, June & Mahmood (2013) investigated the relationship between innovative climate, leadership style, leader-member exchange, social capital and their innovative behavior. They used a questionnaire, which was distributed among 1520 Malaysian employees, for data collection. The results showed that innovation climate, social capital and leader-member exchange were significantly related to the innovative behavior of employees. They also found that innovation climate was a strong predictor of innovative work behavior.

Zhao (2013) studied the impact mechanism between the organizational innovation climate and the business performance. He explores the intervening variable—the innovative behavior through the buffering effect model. Findings showed the innovative behavior is a direct impact on business performance. Except the staff characteristics, organizational innovation climate is also an important influencing factor. His study reveals that organizational innovation climate impacts more on performance through the intermediation of employee innovative behavior.

Pundt (2015) investigated the relationship between humorous leadership and innovative behavior and the moderator effects of creative requirement and perceived innovation climate, beyond transformational leadership, and leader-member exchange (LMX). In his research Questionnaire data were collected from 150 employees of various organizations in Germany. Findings showed Employees whose leader used humor more frequently reported to be more

innovative, when the employees perceived their tasks to require creativity and innovation. Perceived innovation climate did not moderate the relationship.

Research Objectives

- Evaluating the innovation climate in the Library of Astan Quds Razavi.
- Evaluating the innovative behavior of the librarians (in the process of idea exploration, idea generation, idea support and idea implementation) in the library of Astan Quds Razavi.
- Evaluating the relationship between innovation climate and innovative behavior of librarians working at the Library of Astan Quds Razavi.

Research Questions

1. What is the innovation climate like in the Library of Astan Quds Razavi?
2. What is the innovative behavior of librarians (in terms of idea exploration, idea generation, idea support and idea implementation) like in the library of Astan Quds Razavi.

Research hypothesis

H: There is a significant relationship between innovation climate and innovative behavior of librarians working at the Library of Astan Quds Razavi.

Type, method and population of the study

This is an applied research in term of its goals and a descriptive-analytical survey study in terms of its methodology. Also, since the study population was limited to the librarians working at the Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi, this research qualifies as a case study.

For the purpose of this study, the acquisitions department (which is responsible for the need analysis, selection, ordering, reception and dissemination of information) of Organization of Libraries, Museums and Documentation Center of Astan Quds Razavi was studied. The acquisitions department of the library comprises of 118 employees (including both librarians and administrators) who work at various library departments including library services (the section in charge of ordering and purchase of resources), Office of the Public Library (repository of printed books, the hall of researchers, open-shelf study halls for men and women, study halls and book exchange desks of young boys and girls, audio-visual materials halls, press rooms for men and women, foreign-language books hall, comprehensive electronic library, specialized libraries of Geography, History, Islamic Economics, Quranic and Hadith Science, literature and the Ahl al-Bayt Library (in Goharshad Mosque), documents and press administration (press group) and Digital Library Management, Museums and Documents Center of Astan Quds Razavi. Of the entire study population, 104 librarians filled out the questions.

Data collection tools

In this study, two questionnaires were used for data collection: 1) innovation climate questionnaire (Ekvall, 1996), which is a standard questionnaire, and 2) a self-administered questionnaire that investigates the innovative behavior in four stages: idea exploration, idea generation, idea support and idea implementation; for each stages two question were asked.

Ekvall's questionnaire (1996), after revision by Creative Problem Solving Group- Buffalo, was reduced from 10 to 9 dimensions. They removed the dimension of dynamism / vitality to be integrated in other dimensions (Lauer, 1996 quoted in Dorabjee, Lumley and Cartwright, 1998).

Ekvall (1996) describes these dimensions as following:

Challenge: The emotional involvement of the members of the organization in its operations and goals

Freedom: The independence in behavior exerted by the people in the organization.

Idea Support: The ways new ideas are treated.

Trust: The emotional safety in relationships.

Humor: The spontaneity and ease that is displayed.

Debate: The occurrence of encounters and clashes between view- points, ideas, and differing experiences and knowledge.

Conflicts: The presence of personal and emotional tensions (in contrast to conflict between ideas) in the organization.

Risk Taking: The tolerance of uncertainty in the organization.

The dimensions of innovation climate were measured on a 5-point Likert scale (from strongly agree to strongly disagree) with the following coding: strongly agree = 5, agree = 4, Neutral = 3, disagree = 2, strongly disagree = 1

In the following table, the scoring process of innovation climate questionnaire based on total points has been given (Moghimi & Ramezani, 2011).

Table I

Scoring process of innovation climate questionnaire based on total points

Based on the total scores	Score description
Less than 100	It indicates the lack of an innovation climate in an organization
Between 100 and 175	It indicates the relative presence of innovation climate in an organization
Between 175 and 250	It indicates the strong innovation climate in an organization

As for the dimensions of innovation climate, if the mean value of a dimension is less than 2, 2 to 3.5 and 3.5 to 5, it will be treated as undesirable, medium and desirable respectively.

The innovative behavior of librarians was measured on a 5-point Likert scale (very high=4, high=3, moderate=2, low=1, none=0). Accordingly, the means less than 1 were assumed as undesirable and low, means between 1 and 2.5 as moderate and means between 2.5 to 4 as desirable.

Results

Q1: What is the innovation climate like at the Library of Astan Quds Razavi?

The sum of scores calculated for the innovation climate at the Library of Astan Quds Razavi is depicted in Table II.

Table II
Statistical indices (mean and standard deviation) for innovation climate

Variable	Mean	SD	No
innovation climate	158.54	23.56	104

According to Table II, the sum of scores computed for innovation climate is between 100 and 175 (i.e. 158.54). Thus, according to Table I, it can be stated that innovation climate is relatively at work at the library of Astan Quds Razavi.

The descriptive statistics of innovation climate is presented in the following table.

Table III
Statistical indices (mean and standard deviation) of innovation climate with respect to its dimensions

dimension	Mean	SD	No
Challenge	3.44	0.57	104
Freedom	3.1	0.61	104
Trust	2.86	0.64	104
Idea time	3.12	0.68	104
Humor	3.43	0.59	104
Conflict	3.082	0.7	104
Idea support	3.37	0.65	104
Debate	3.35	0.55	104
Risk taking	3.084	0.48	104

The results of Table III show that among the dimensions of innovation climate, *challenge* (mean = 3.44) and *trust* (mean= 2.86) gained the highest and lowest scores respectively. The mean values of other dimensions are found to be at the medium level (2 to 3.5).

Q2: What is the innovative behavior of librarians (at the stages of idea exploration, idea generation, idea support and idea implementation) like at the libraries of Astan Quds Razavi?

Table IV
Statistical indices (mean and standard deviation) of innovative behavior variable

Variable	Mean	SD	No
Idea exploration	2.6	0.73	104
Idea generation	2.54	0.6	104
Idea support	2.31	0.77	104
Idea implementation	2.33	0.78	104

Innovative behavior	2.44	0.57	104

As shown in Table IV, the innovative behavior of librarians is desirable at two stages of idea discovery (2.6) and idea generation (2.54) and moderate at the two stages of idea support (2.31) and idea generation (2.33). According to the results, the innovative behavior of librarians of Astan Quds Razavi Razavi was found to be at the medium level (2.44).

In light of the above points, the research hypothesis can be tested.

H: there is a significant relationship between innovation climate and innovative behavior of librarians at the Library of Astan Quds Razavi

For this purpose, the normality of the two main variables, i.e. innovative behavior and innovation climate, were evaluated by Kolmogorov–Smirnov test.

Table V

Kolmogorov–Smirnov test to check the normality of the data distribution for variables innovative behavior and innovation climate

Variable	Kolmogorov–Smirnov test		
	P-value	df	statistics
Innovation climate	0.011	104	0.102
Innovative behavior	0.200	104	0.071

As shown in Table V, since P-value>0.01 for both variables of innovative behavior and innovation climate, it can be concluded that both variables are normally distributed.at 99% confidence level.

Accordingly, Pearson correlation can be used to examine the relationship between these two variables.

Table VI

Pearson correlation test to evaluate the significance of relationship between innovation climate and innovative behavior

		Innovative behavior	Innovation climate
Innovation climate	Pearson correlation	0.440	1
	Sig. (2-tailed)	0.000	
	No	104	104
Innovative behavior	Pearson correlation	1	0.440
	Sig. (2-tailed)		0.000
	No	104	104

As shown in Table VI, P-value of Pearson correlation test is equal to 0.000, which is less than the significant level of 0.05 (P-value=0.000<0.05). Therefore, it can be said that there is a significant relationship between innovative behavior of librarians and innovation climate (0.440), which can explain 44% of variation in each of the variables.

Conclusion

According to the findings of the study, a total score of 158.54 was obtained for the innovation climate (Table II). This indicates the relative presence of innovation climate in these sections. The analysis of nine dimensions of innovation climate suggests that they are all at the medium level. Meanwhile, the *challenge* dimension gained the highest mean (3.44) as shown in Table III. In fact, *challenge* refers to the extent of one's engagement in daily activities, long-term goals and organizational perspectives (Isaksen, Fritz, Lauer & Ekvall, 2001). According to Ekvall (1996) in a challenging climate, individuals have a pleasurable experience in their jobs, which makes them invest more energy and effort in their job. Accordingly, if the situation is ripe for greater participation of employees in workplace activities, their sense of responsibility will be strengthened, they will attach more value to their work and find ways to improve business processes.

The mean value of humor dimension (3.43) suggests that a relatively relaxed atmosphere lightened by humors and laughter is presents at the Library of Astan Quds Razavi

Obviously, provided that librarians enjoy their work, a more relaxed atmosphere with low tension will be created. The dimension of idea support gained a mean value of 3.73. In a supportive climate, ideas and suggestions are more likely to be noted and supported by directors and managers. People tend to listen to alternative ideas and initiatives and innovations are encouraged.

Thus, the current mechanism of idea support should be developed to allow for the ideas of employees as well. The dimension of debate gained a mean value of 3.73. One way to gain the support of coworkers for new ideas is through debates, as it allows employees to freely express and exchange their ideas with their colleagues, thereby sharing their experience and knowledge in different fields.

In this case, not only is the ground prepared for the support and implementation a plan, but the exchange of different views may lead to the discovery of news ideas. In the absence of debates, people are required to obey the dictated models blindly. Certainly, under such circumstances, the proper conditions for the generation and implementation of new ideas would be hardly achieved.

Another dimension of innovation climate is *idea time* for which a mean value of 3.12 was obtained. Considering that engagement in innovative activities is beyond the librarian's job, even if they manage to identify innovation opportunities and spot potential problems, in the absence of sufficient time to evaluate such problems and find possible solutions, the innovation would not be realized.

When the situation is not ripe to the generation of ideas, if the organization obliges the librarians to do things differently and offer new solutions, time constraint would probably prevent the idea generation outside the instructions and planning process.

As such, it is necessary to provide motivated individuals with opportunities to evaluate and test their ideas. Further, employees can benefit from some training in time management skills. According to the results, a mean value of 3.1 was obtained for freedom dimension. In a favorable innovation climate, employees have the freedom to discuss their problems and alternatives, do planning and make decisions and undertake various initiatives (Ekvall, 1996).

Provided that librarians have enough freedom and autonomy, they can discuss their ideas beyond the organizational constraints and adopt a critical view of work processes. The lack of centralization and participation of librarians in decisions makings gives the impression that the dominant climate is supportive of innovation.

Another dimension of innovation climate was *risk taking* with a mean value of 3.084.

A climate welcoming or even supportive of change is capable of controlling uncertainty. In fact, the more librarians are supported to take risks in a timely manner, the more likely they are to come up with innovations. Risk taking should be bilateral, meaning that the successful introduction of innovation is not only a variable of the readiness of the librarians to face the potential risks , but also the acceptance of changes by colleagues and management and attempts to integrate them into the usual work routine.

In this regard, the organization can benefit from periodic training classes that inform employees about the latest changes and developments in the library environments, which can enhance their flexibility in face of variations in work processes.

A mean value of 3.082 was achieved for the dimension of *conflict*. When conflicts and disagreements are properly managed in an organization, the tension between employees is significantly reduced. By reinforcing open communications and nurturing an atmosphere of free expression, libraries can mitigate tensions that may give rise to the spread of rumors and conspiracies against people.

As pointed by Isaksen (2007) individuals blessed with a psychological insight are capable of controlling conflicts. Thus, taking the psychological state of employees into account and organizing training courses and conferences with a view of psychological purposes can help reduce potential stresses. Also, in an environment in which employees can get what they deserve without any discrimination imposed by senior managers, there would be a remarkable decline in rumors and conflicts.

Among the dimensions of innovation climate, *trust* obtained the lowest score (mean: 2.86) Thus, in the absence of a trustful climate, employees would be unwilling to share their knowledge and experience with others, for the growing suspicion in such environments would make them cautious about the theft or misuse of their innovative ideas. As such, trust can be seen as the most important dimension of an innovation climate for increased trust amongst libraries working at difference departments can have a positive effect on other dimensions such as challenge, humor, idea support and risk taking. According to Clegg, Unsworth, Epitropaki and Parker (2002) trust motivates innovation in the organization and there is a significant relationship between trust and the application of new ideas in organizations that are after innovative ideas.

The findings on the innovative behavior of librarians show that at the Library of Astan Quds Razavi, there is a moderate level of innovative behavior at work (Table IV). Waenink (2012) and De Jong & Den Hartog (2008) in their study on the innovative behavior in a Technology Company and an Institute of Economic Research found results comparable to ours. The study of De Jong (2007), however, suggested the innovative behavior of Institute of Economic Research was at the desirable level. The study of innovative behavior at all four stages of idea exploration, idea generation, idea support and idea implementation revealed that it was desirable at the stages of idea exploration and idea generation, though the former

had a higher chance of success. In other words, after identifying opportunities, they were less successful in integrating and evaluating ideas and information to reach practical solutions.

The lack of necessary experience and uncertainty about gaining the support of others to put the ideas into action are the possible reasons that can hamper the development of ideas.

As a result, at the stage of idea support, the unwillingness of librarians to take risks of introducing new ideas and bearing the possible resistances and oppositions of management are the factors that lessen their motivation to gain support for the implementation of their idea. In this regard, librarians can win support necessary for the implementation of their ideas by gathering information and resources that reflect the merits and benefits of their idea, establishing proper relationships and maintaining the organizational objectives of influential authorities at different departments.

In this way, they will find the confidence required to explain their ideas and elaborate on benefits and concessions associated with the implementation of their idea.

That the mean score of idea implementation stage is greater than the idea support stage suggests the importance of supporting innovative people in an organization as these people are not only capable of proposing innovative ideas, but also good at putting these ideas into practice.

The results of the study show that there is a significant relationship (44%) between innovative behavior of librarians and innovation climate (Table VI). Thus, it can be concluded that innovation climate can largely explain the manner and extent of an organization to promote innovation and innovative behaviors. Conversely, the innovative behavior of librarians shows the success of Astan Quds Razavi Library in creating a fertile innovation climate.

Innovation, as one of the main factors affecting innovative behavior, has been the subject of growing attention (Scott & Bruce, 1994; Amabile et al., 1996; Dorabjee et al., 1998; Isaksen et al., 2001; De Jong, 2007; Coveney, 2008; Kheng et al., 2013 & Madrid 2013) and the extent of its impact on innovation and innovative behavior has been evaluated in many organizations.

Kheng et al. (2013) introduced the innovation climate as a significant predictor of innovative behavior. The relationship between these two variables enables an organization to improve the innovation climate and consequently innovative behavior by establishing a competitive environment. In a competitive environment, librarians feel more challenged to improve business activities and promote organizational objectives, participate actively in debates, take risks associated with work activities, dedicate more time to ways of improving work processes and focus their efforts on promoting innovation.

Overall, it seems that the moderate innovative behavior of librarians can be rooted in the lack of a full-fledged innovation climate. In fact, the moderate desirability of innovation climate has engendered a medium innovative behavior.

Recommendations

1. Since the overall innovative behavior of librarians at the Library of Astan Quds Razavi is at the moderate level, providing the necessary ground for the support of innovative ideas will likely boost their innovative behavior. This can be achieved through a variety of

measures such as the establishment of cooperative groups, specialized social networks and so on. Establishing a reward system is another way of supporting innovative ideas. It should be noted that the rewards granted to employees to support innovative activities is not limited to financial bonuses. For example, an organization can encourage innovative employees by mentioning their name in news bulletins and appreciate their contribution to the organization. Planning tours to visit successful organizations for employees can be another strategy.

2. In light of the fact that the innovative behavior of librarians at the stage of idea exploration is greater than other stages, organizing tours for innovative employees to visit well-known libraries in other countries can prepare a fertile ground for adoption of successful model and plans. As discussed earlier, although the librarians are relatively good at the idea exploration stage, they displayed a poor performance at idea generation and idea support stages.

3. Given the moderate presence of innovation climate at the library of Astan Quds Razavi and the fact that innovation climate accounts for 44% of variations in innovative behavior, some measures should be taken to improve innovation climate. For this purpose, the view of senior management and leadership of the organization toward innovative activities should be explained for the employees, and the degree of correlation between organizational structure and innovative behaviors as well as the power and authority of employees in expression and application of innovation should be revisited.

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