Surrey of Library Administrators' Strategic Planning Role to Improve the Library Staff of Iran University of Medical Sciences

Sedigheh Mohammad Esmaeil[1]
Assistant Professor of Library & Information Sciences, Faculty of Humanities and Social Sciences, Islamic Azad University Science and Research Branch, Tehran, Iran
Zahra Emami[2]
Ph.D. Student Library & Information Sciences, Endocrine Research Center, Institute of Endocrinology and Metabolism, Iran University of Medical Sciences (IUMS), Tehran, Iran
Hatam Emami
Islamic Azad University Sari Branch, Sari, Iran

Abstract: *The paper has been performed to review library administrators' strategic planning role to improve the library staff of medical sciences university of Iran. The study is survey-descriptive. The statistical population consists of 50 library administrators working in Iran medical sciences university, but 44 subjects responded to the questionnaire used to gather data. The reliability (91.7%) was calculated with Cronbach's alpha formula. To analyze the data, analytical-descriptive statistics was applied. Descriptive statistics indices such as frequency, percentage, and mean, Chart ... are considered to analyze the data. On the other hand, to respond the questions, Analytical statistics (Spearman non – parametric test) would be employed. The research data indicate that there is a significant relationship between strategic planning and job satisfaction, organizational commitment, working conscience, working motivation, productivity. The highest and lowest relationship is between strategic planning and working motivation (P= 0.000) and communicative skills (P= 0.709) respectively. The data indicate that there is a significant relationship between administrators' strategic planning and main components of the questionnaire. The whole subject matter particularly working motivation among the staff need to be considered by library administrators and authorities at each point, thus, the staff will benefit from optimal job satisfaction, organizational commitment, working conscience , job motivation, and human force productivity within their own tasks.*

Keywords: *Strategic Planning, Library Administrators, Library Staff.*

Introduction

Strategic planning signifies making plans for an organization′s future. Today, information is believed one of the most important power resources in the world. Libraries as information treasures are expected to develop required data for their users to support medicinal, educational, and research measures taken by professional medical/paramedical majors and medicine school. Thus, any organization needs strategic planning and so do libraries and information centers. It is prominent for libraries to formulate strategic planning. According to Peter Drucker, strategic planning is a consistent process of systematic and risk-taking decisions based on maximum knowledge of subsequent outcomes that can systematically organize attempts required for the decisions and measure the consequences against expectations through systematic/organized feedback (Stueart, 1998). Strategic planning is a process in which targets and plans can be arranged and performed, however both arrangement and performance trends are gradual and perpetual. The time scale for strategic planning is considered nearly 3 years and not more than 5 years. Although the long-term perspective may reflect at a macro level, it needs to be flexible enough to respond to changes (Corrall, 2001). Making plans tends to be a comprehensive, integrated, and beneficial project developed in an organization to compete environmental factors and accomplished to achieve organization′s goals properly. [3] This coordinated project may connect various departments of an organization to one another and unify them to utilize the organization′s current resources optimally (Mohebali, 2000). A strategy consists of measures along with common comprehension focusing on how to achieve a particular goal. Strategies are developed to move libraries to their visions and to eliminate the gap between their current position and the position they desire to acquire. A strategy, therefore, will be appreciated by how well it could provide long-term values-added for organization′s clients and how successful it is to make services appropriately contributing to its clients

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[1] Email: m.esmaeili2@gmail.com

[2] Corresponding Author

(Ardashiri, 2003). The library administration team is responsible for realizing value-added development and pertinent strategy for the library. Today, undoubtedly, strategic thinking and strategic leadership/management upon strategic development/performance in different social fields is inevitable and it is even considered one of development indicators by governments and international institutions. The important issue in this paper is that "would strategic planning affect library staff's performance improvement?" Strategic planning is the main component of strategic management and libraries as information centers need to establish it to improve the organization's practice. Thus, strategic administrators' function on staff's performance will be notably important. This paper has been performed to review library administrators' strategic planning role to improve the library staff's performance of Medical Sciences University of Iran. The statistical population consists of 50 library administrators of Iran Medical Sciences University, but 44 subjects responded to the questionnaire, a researcher – made tool to gather data. The reliability of the questionnaire including 34 questions and 7 sections has been tested.

Job satisfaction: Satisfaction refers to spiritual pleasure resulting from meeting needs, tendencies, and hopes that one can obtain from his career (Javadin, 2002). Job satisfaction signifies a person's total positive/negative attitudes to his career. It is influenced by several factors such as income, communications, policies, procedures, working aspects, job arrangement and staff's personality traits (Estrone, 1998).

Organizational commitment: It illustrates personnel's positive/negative attitudes to the organization (not an occupation) as a whole. Employees place a high value on loyalty to the organization and recognize it by this way (Bakhtiarizadeh, 1998).

Working conscience: It shows sincere satisfaction and practical obligation to specified tasks of an employee. Working conscience is a person's inner tendency to a career. [8] All people possess it at different levels (Goleman, 2004).

Communicative skills: These social skills help people communicate with others, stimulate other's emotion, inspire them, progress intimate relationships, persuade other people, influence and ensure them (Rezaei, 2004).

Job motivation: Motivation is a prominent stimulus in an organization and an important element to manage intellectual capitals (Ahmadvand, 2007). The more motivation employees have, the more efficient they are in an organization. Motivation includes a desire along with a great deal efforts towards organizational goals to satisfy some personal needs (Griffin RW, 2012).

Productivity: It is acquired by dividing an output into one of production elements. In other words, productivity is a labor's per capita production indicating that how much goods /services a labor can produce on average in a specific time (Goudarzvand, 2010).

The purpose of the study is to review library administrators' strategic planning function to improve library staff's performance and also how effective administrators' strategic planning is on improving productivity, job satisfaction, organizational commitment, working conscience, job motivation, and communicative skills. To analyze the data, inferential and descriptive statistics has been used to reply the research hypothesis and questions (Spearman non-parametric test), and to make table, frequency, frequency percentage and descriptive analysis of the data respectively.

Results

In data analysis section, regarding the data type, the whole hypotheses are tested to assign the interdependence between dependent/independent variables relevant to reviewing the relationship between administrators' strategic planning to improve productivity, job satisfaction, organizational commitment, working conscience, job motivation, and communicative skills of staff. In this part, data normality and Spearman correlation coefficient tests are applied to measure hypotheses.

Table (1): Distribution of library administrators' of Iran University of Medical Sciences based on Demographic Characteristics

Characteristic	Frequency	Percentage
Gender		
Female	38	86.4%
Men	6	13.6%
Age		
20-30	7	15.9%
31-40	26	59.1%
41-50	8	18.2%
5-More	3	6.8%
Field		
LIS	30	68.2%
Non-LIS	14	31.8%
Education		
Diploma	6	13.6%
BS	21	47.7%
MS	16	36.4%
PhD	1	2.3%
Experience		
Under 5 Year	8	18.2
Between 6-10 Year	13	29.5%
11-15 Year	10	22.7%
16-20 Year	5	11.4%
21-More	8	18.2

As shown in the table relevant to gender, the most and least frequency includes 38(86.4%) female respondents and 6 (13.6%) males respectively. The most and least frequency indicates 26 (59.1%) 31-40-year–old subjects and 3(6.8%) over-50-year-old respondents respectively. The most and least frequency indicates 30(68.2%) respondents majored in information-knowledge science and 14(31.8%) subjects with irrelevant major respectively. The most and least frequency shows 21(47.7%) Bachelors and 1(2.3%) Ph.D. respectively. As the data in the table show relevant to seniority, the most and least frequency indicates 13 (29.50%) subjects with 6-10-year and 5(11.4%) respondents with 16-20-year seniority respectively. There is a significant relationship between administrators′ strategic planning and staff′s satisfaction. Regarding the reported P-value, a significant linear relationship between strategic planning and staff′s job satisfaction can be seen and the linear correlation value is 0.498.Thus, administrators′ strategic planning plays main role in library staff′s job satisfaction.

Table (2): The Test Variable

Variable	N	Spearman	P-Value
Strategic Planning & Job satisfaction	44	0.498	0.001
Strategic Planning & Organizational Commitment	44	0.411	0.006
Strategic Planning &Working Conscience	44	0.584	0.000
Strategic Planning & Communicative Skills	44	-0.006	0.971
Strategic Planning & Job Motivation	44	0.709	0.000
Strategic Planning & Productivity	44	0.583	0.000

There is a significant relationship between administrators′ strategic planning and staff′s organizational commitment. Regarding the reported P-value, a significant linear relationship between strategic planning and staff′s organizational commitment can be seen and the linear correlation value is 0.411. As a result, administrators′ strategic planning mainly contributes to library staff′s organizational commitment .The study data are in conformity with Salehi & Safarian′s (Salehi, 2007; Safarian, 2012). (Table 2)

There is a significant relationship between administrators′ strategic planning and working conscience. Reading the reported P-value a significant relationship between strategic planning and staff′s working conscience can be seen

and the liner correlation value is 0.584. So, administrators' strategic planning is important for library staff's working conscience. The study data agree with Salehi & Safarian's. (Salehi, 2007; Safarian, 2012). (Table 2) There is a significant relationship between administrators' strategic planning and communicative skills. Regarding the reported P-value a significant linear relationship between strategic planning and staff's communicative skills cannot be seen and the linear correlation value is 0.971. It indicates that administrators' strategic planning may not involve library staff's communicative skills. (Table 2)

There is a significant relationship between administrators' strategic planning and staff's job motivation. Regarding the reported P-value a significant linear relationship between strategic planning and staff's job motivation can be seen and the linear correlation is 0.709. It shows that administrators' strategic planning contributes to library staff's job motivation. The study data are in conformity with Salehi & Safarian's (Salehi, 2007; Safarian, 2012). (Table 2)

This finding contributing to Bafu's study on achievement of three strategies of human resources management includes:

1. Stabilization: applying payroll system, specific benefit, and employee partnership;
2. Mobilization: applying bsc model such as goal setting, monitoring and providing feedback evaluating operations and granting rewards;
3. Supporting flexible regulations, considering ideas, and satisfying needs that lead to staff's job motivation.

There is a significant relationship between administrators' strategic planning and staff's productivity. Regarding the reported P-value, a significant linear relationship between strategic planning and staff's productivity can be seen and the linear correlation value is 0.583. It indicates that administrators' strategic planning mainly contributes to library staff's productivity. The study data are in conformity with Salehi's (Salehi, 2007). (Table 2)

Conclusion

Library administrators need to make efforts to focus more on variables relevant to job satisfaction in the library agenda considering the significant relationship between strategic planning and job satisfaction. Staff practices, for example, should be evaluated by library authorities, and staff's accurate tasks and performance ways could be established and let administrators/ staff cooperate in decision – making. Finally, proper library organization have to be developed with respect to expectations, capabilities, and interests of different departments' staff such as cataloguing, reference and organization to encourage them to experience more job satisfaction within their tasks. Library administrators need to focus more on variables relevant to organizational commitment in their library agenda considering the significant relationship between strategic planning and organizational commitment. For example, they should provide appropriate working conditions for employees. In this case, employees will enjoy being in their workplaces and experience excessive commitment. Library administrators need to focus more on variables relevant to working conscience in their library agenda considering the significant relationship between strategic planning and working conscience. They need to unify employees , organize working teams, meet staff's expectations and needs, pay attention to environmental/ physical factors, improve labor culture and value it in libraries and information centers to have employees present intense working conscience within their tasks. Library administrators need to focus more on variables relevant to job motivation in their library agenda considering the significant relationship between strategic planning and job motivation. They should try, for example, to improve control/ monitoring ways that lead to optimal practices of the staff, employ managers with high competence, encourage/ recognize employee, consider staff's views for library decision – making to have employees show extreme job motivation. Library administrators need to focus more on variables relevant to productivity in their library agenda productivity in their library agenda considering the significant relationship between strategic planning and productivity. They may, for example, grant awards to the staff due to their performances, conform managers' personality/ expectations with staff's, support employees to do well, encourage the staff to suggest practical innovation , connect staff's risk – taking and creativity with organization's goals to have employees show intense human force productivity within their tasks.

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