Presenting the Management Model of Public Libraries in Line with Social Justice Development

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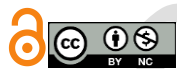
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A B S T R A C T

Objective: The concept of social justice and its relevant components in public libraries have created a new strategy beyond the libraries' perspective. In this lieu, libraries can enter these scopes and take unique measures to find the real needs of users and associated fields, and eliminate cultural deprivations. The research aim is to present a model for achieving social justice from the perspective of journalists and librarians.

Methodology: This study was applied in terms of objective and cross-sectional research in terms of type. Regarding the objective and nature of this paper, a mixed method (qualitative-quantitative) was used. For this purpose, the qualitative data were collected through the Delphi method then quantitative data were gathered. The quantitative approach examined the current situation; hence, it used the descriptive method with correlational type out of 479 librarians the by using cluster sampling based on the sample size. The data obtained from the questionnaire were analyzed through statistical SPSS software. The content validity of the questionnaire was greater than 0.79; hence, the validity index was confirmed.

Finding: Research findings, using the Pearson correlation and regression analysis, demonstrated that the model is significant. In other words, there is a relationship between public libraries and the reduction of social inequalities (with a decrease of 34.9 percent), relationship development (with an increase of 36.2 percent), social needs (with a 19.8 percent increase in attention), and democracy creation (with a 23.1 percent increase). The decrease and increase of these factors have been predicted.

Conclusion: This research examines the relationship between social justice and public libraries for the first time in Iran.

Keywords: *Public Libraries, Social Justice Development, Model, Iran*

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1   Introduction

Libraries are the largest sources of information distribution in the country that are sometimes available for a few individuals due to various reasons. Library indeed is a space for the software-based development of knowledge. In other words, the library provides the field for knowledge development by allowing access to various contents, thinking patterns, and academic communications. In particular, public libraries improve justice levels in knowledge and information accessibility (Beyranvand & Nik Kar, 2015). According to the history and cultural heritage of communities, books, and libraries have been inseparable elements that appeared to meet the information needs of people. Book-reading development has received great attention from national centers and international organizations over recent decades. In this lieu, UNESCO has established specialized committees, conferences, and global congresses on the development and promotion of book reading to suggest appropriate strategies. The mentioned actions have been done because book reading- like economic and political development- has been one of the concerns in developing countries. In addition to book-reading importance, the promotion of book reading is an underlying component of development and serves as one of the means for economic development (Ghiasvand, 2011). Although many attempts have been done to improve the literacy level for reading and writing among lower classes of society and improve education conditions at higher levels, the extracurricular study rate is not satisfying (Salari et al., 2014). Reading and studying might be considered a personal and inner case since a person creates a relationship with work when reads it, reading rate is affected by society. Individuals in a society usually are encouraged by the community. Accordingly, reading is a social phenomenon. Therefore, reading will be considered a value in a society where macro cultural policies pay more attention to reading and relevant factors, such as readers, publishers, libraries, etc. Therefore, reading is introduced as a precious action based on the value considered for reading by the macro policies of a society (Salari et al., 2014). We can see every society as a more or less autonomous and self-sufficient community in which individuals' relationships are created based on certain rules and principles. The social bond between individuals is created based on their obedience to these rules. Therefore, people cooperate and collaborate to achieve their goals and develop the society they live in. Although society has been shaped based on collective interests, we cannot find a society without conflicts between its members. Cooperation between individuals in society allows them to achieve some interests that are not available if they follow them alone. Therefore, some principles and rules are needed to select one of the social orders that determine privilege distribution. In this case, all society members agree on the suitable distribution of shares between themselves. We call the mentioned principles social justice. Social justice indeed is the main purpose of all ideologies, socialist and quasi-socialist movements that believe justice is not realized in absence of social justice. Social justice is indeed a new concept that assumes equality for all society members with an atomistic concept in which no organic and hierarchical relationship exists between society members. Therefore, social justice cannot be used for traditional communities that have organic structures. The contemporary economist and political philosopher, Friedrich August von Hayek, is one of the most popular critics of social justice. In his opinion, justice is an attribute of human behavior. Hence, social justice become meaningless if is used to describe a (social) status unless a certain person is responsible for such a situation. The importance of the book as a media influencing individual and group behavior is actualized in social influence like most of the media. Social influence includes a set of sociability processes, particularly the pressures imposed on individuals by others in the society, which make to behave in compliance with the society (Iristian, 2023; Jalili Marand et al., 2023). Social justice and its importance have been stated and investigated in the political thought of the West. Social justice became the main focus of political philosophy during Ancient Greek. Although social justice was no longer the main concept in political philosophy since the beginning of modernity, it is still one of the significant discussions in modernity's political philosophy. Social justice is still the focus of political philosophical discussions. For instance, social justice has been highlighted in the theory of John Rawls (Bayat, 2017). Public libraries have to pay attention to social deprivation to ensure their survival and organize their plans and goals by eliminating this deprivation. Therefore, the most important strategy that public libraries adopt for development is removing social injustice with the assistance of librarians, which is a process that can occur. The competition or conflict between the traditional skills of the librarian and the more general skills required to meet society's needs makes the situation more complicated. This difference between skills has led to the confirmed role of the

library and the professional position of the staff who work in society-based roles related to social enjoyment.

Mahmoudzadeh and Noori (2017) concluded that the number of spatial distributions of the existing libraries is insufficient to meet the current demand, and all individuals do not have access to these libraries due to improper dispersion of them in the urban area (Mahmoudzadeh & Noori, 2017). Therefore, public libraries are highly important due to the role they play in improving the literacy and knowledge of people. Therefore, suitable distribution of public libraries in the city plays an important role in realizing social justice and removing the space shortage by establishing new libraries. Akbari Boorang and Nasrolahi (2016) studied the reading culture based on gender and found a significant difference in norm dimension; on the other hand, male students were at a higher level compared to female students (Akbari Boorang & Nasrollahi, 2016). A significant difference was observed in terms of the parents' literacy considering the norm and family dimensions. Those students whose parents had higher education levels were at a higher level of reading study. A significant difference was observed in terms of residence place regarding the value dimension. Those students who live downtown paid more attention to and valued dreading compared to those who live uptown. Noughanim (2007) found a positive and significant share of social, economic, and cultural capital in the probability of success and the gained score of students (Noughani, 2007). Johnson (2012) conducted a qualitative study on the content of social interactions between library staff and users. According to analyzed interviews in this study, public libraries can contribute to social capital through the relationships and interactions between librarians and users. Some solutions can be used to achieve social capital through mentioned relationships and interactions: creating the trust of users in the library and librarians, connecting individuals with the community through the library, social support for users, alleviating social alienation, and improving the users' skill for working in an online world (Johnson, 2012).

It is worth noting that public libraries must improve the comprehensive and cohesion of important management information about services and users. Mani activity lines, especially learning activities are crucial for children and adolescents; libraries must be capable of showing their effect on the welfare and health (Pateman & Vincent, 2016).

Cultural organizations, public libraries, educational and training centers, bookstores, and universities are places where research is done and results are implemented. This study aims to examine social inequality factors, create democracy, and describe the development process and social need through the public library to develop social justice. In other words, efforts must be done to provide a suitable field for social justice through the library. Therefore, public libraries play a vital role in social justice in Iran. Therefore, the present study aims to answer the following questions: what are the factors affecting the role-playing model of public libraries in developing social justice, and how this model is fit? Thus, the underlying research questions are as follows:

- What are the components confirmed by experts for the indigenous model of social justice in public libraries?
- Is there any relationship between public libraries and reduced social inequalities?
- Is there any relationship between public libraries and democracy creation?
- Is there any relationship between public libraries and development?
- Is there any relationship between public libraries and attention to social needs?

2   Methods and Materials

This was applied research in terms of objective and a cross-sectional study in terms of type. This study used a mixed method (qualitative-quantitative method) regarding the objective and nature of the study. For this purpose, qualitative data were collected based on the Delphi method then quantitative data were gathered. In this project, the research subject' qualitative nature was examined based on the opinions and comments of a few participants (22 experts) who were selected based on some inclusion criteria, including having a BA degree and 5 years of experience in this scope. The considered model was designed based on the qualitative findings in the next step. To examine the subject more deeply and identify factors affecting it, the Delphi technique was used in addition to theoretical foundations to understand the subject more precisely. Quantitative approaches were then used to confirm the qualitative results. This model is used when an initial qualitative step has been done to identify main variables, formulate the classification system or design a new theory. The mentioned findings are evaluated or examined in a secondary quantitative step. Judgmental sampling was used in the Qualitative Approach and the descriptive method with correlation types was used

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based on the sample size-centered cluster sampling in a quantitative approach that examined the status.

Table 1

Expert Characteristics

Characteristics	Sub-Categories	Number
Education	Bachelor's Degree	1
	Master's Degree	7
	Doctorate	14
Work Experience	5 to 10 years	8
	11 to 15 years	11
	Over 15 years	3

Underlying components and indicators obtained from the qualitative step were judged by the statistical population in the quantitative step to find their quantitative importance rates based on the factorial load. In this way, the descriptive method with correlational type was used in the second step then the obtained data were used to find the relationship between social justice and public libraries. The expert used the Delphi method with questions and designed an organized questionnaire as the main tool for collecting data about the main and secondary objectives and questions of the study. The components were derived from the theoretical foundations to assess social justice. Some sub-criteria were designed for each criterion based on a five-point Likert scale. To measure social justice from the viewpoint of librarians, a questionnaire with three appearance, content, and literature dimensions was designed. Items of this variable were formulated based on a five-point Likert scale. The statistical population of the study comprised subject matter book experts, librarians of public libraries in Iran, and public libraries of Iran, which are divided into five areas located in the north, south, west, east, and central. According to the population statistics, 1334 people are in the north, 1276 people in the south, 1565 people in the east, 1095 people in the west, and 1981 people in the central area. The total number of people equals 7251 of which, 479 members were selected and evaluated using the Morgan Table. The mentioned individuals were selected for statistical sampling randomly based on cluster sampling.

Table 2

Sample Size Distribution

Regions	Sample Size
North	97
South	81
East	108
West	72
Center	121
Total Sample	479

The results obtained from questionnaires were analyzed through SPSS23 software. The content validity of the questionnaire equaled 0.79, which was acceptable. The final questionnaire was distributed among 30 librarians. Table 3 reports the obtained results, which indicate the suitable reliability of the designed tool.

Table 3

Cronbach's Alpha Values

Variables	Cronbach's Alpha Value
Cognitive Factors	0.88
Motivational Factors	0.82
Professional and Technical Factors	0.84
Cultural Factors	0.86

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Communication Factors	0.87
Managerial Factors	0.81
Total Reliability	0.83

3   Findings and Results

Table 4 reports the factors affecting the role of public libraries in developing social justice. Results of the first stage indicated Kendall's coefficient less than 0.90 indicating no consensus among experts. Hence, the second stage of Delphi must be conducted. Moreover, Kendall's coefficient of the second step equaled less than 0.90,

indicating no consensus and agreement between experts. hence, the third step of Delphi ought to be conducted. According to the results of the third step of the Delphi technique, no item had a score less than 2.5, which is the cutoff point. Therefore, a considerable consensus existed among experts, and Kendall's coefficient>0.90 indicated high agreement between experts; hence, the Delphi process was terminated.

Table 4

Third Round Delphi Method Results

Factors	Item Number	Statements	Mean	Mean Category	Kendall's Coefficient of Concordance (W)
Cognitive Factors	1	Indicator of the scientific growth of users in social justice development	4.54	4.34	0.90
	2	Indicator of easy access for users to information resources in social justice development	4.32		
	3	Indicator of information literacy education to library members in social justice development	4.65		
	5	Indicator of updating user information in social justice development	4.32		
	6	Indicator of enhancing basic knowledge in social justice development	4.55		
	8	Indicator of cognitive factors on perception in social justice processes	4.65		
	10	Recognition and awareness of the current state of society in social justice development	4.32		
Motivational Factors	2	Indicator of the relationship between different groups in social justice development	4.51	3.87	0.92
	3	Indicator of creating opportunities for all members in social justice development	3.98		
	5	Indicator of encouraging users to engage in various cultural and artistic fields in social justice development	4.33		
	6	Indicator of creating a competitive environment with other library users in social justice development	4.81		
	7	Indicator of lack of motivation among users towards books and reading in social justice development	3.65		
	8	Indicator of lack of encouragement and user satisfaction in social justice development	4.53		
	9	Indicator of neglect by library officials towards reading spaces and user encouragement in social justice development	3.65		
	10	Indicator of not implementing a fun and cheerful space for users on the library website in social justice development	3.22		
Professional and Technical Factors	1	Indicator of forming various groups in public libraries in social justice development	4.53	4.23	0.91
	2	Indicator of member participation in ancillary activities in social justice development	4.34		
	3	Indicator of participation in library decision-making processes in social justice development	4.65		
	4	Indicator of member participation in the process of library service provision in social justice development	3.21		
	5	Indicator of broadening general knowledge and rationalism in social justice development	3.54		
	6	Indicator of facilitating access for all members to information resources in social justice development	3.51		
	7	Level of expertise among library staff in social justice development	4.33		

	9	Level of education among library staff in social justice development	2.99		
Cultural Factors	1	Indicator of introducing indigenous and local cultures from different regions of Iran in social justice development	3.21	3.76	0.90
	2	Indicator of introducing and promoting Iranian culture in social justice development	3.44		
	3	Indicator of cultural formation among library users in social justice development	3.43		
	5	Development of book culture and reading among librarians in social justice development	3.22		
	6	Sociology books and their introduction to users in social justice development	4.54		
	7	Formation of cultural campaigns by librarians in social justice development	3.22		
	10	Dry and uninviting library space in social justice development	4.54		
Communication Factors	1	Exchange of books as a communication channel in social justice development	3.22	3.24	0.91
	3	Communication problems between users and librarians in social justice development	3.25		
	5	Prolonged use of virtual space instead of the library in social justice development	3.65		
	10	Lack of communication between library users in social justice development	2.98		
Managerial Factors	2	Indicator of providing informative resources to prevent cultural invasion and promote Iranian culture in social justice development	3.44	3.46	0.91
	3	Indicator of recognizing the positive and negative aspects of other cultures in social justice development	3.87		
	4	Lack of participation by library managers in fruitful societal activities in social justice development	4.34		
	5	Lack of cooperation by library managers in social activities in social justice development	3.24		
	7	Lack of equipped library spaces in social justice development	4.36		

Descriptive data, mean, and SD values of studied variables have been explained herein. The table below reports the dispersion of variables. Since variables were measured based on a 5-point Likert scale, Table 5 indicates that all mean values of the model's dimensions are greater than the cutoff point of the Likert scale (2.5), and the highest mean value is related to communication factors (4.9854) with a standard deviation of 0.3983. Moreover, the lowest mean value was related to cognitive factors (2.8764) with an SD value of 0.5674, which is greater than the scale cutoff point, so is acceptable. According to the results mentioned above, respondents answered the questions in line with research objectives, and data were distributed around mean value with suitable standard deviation.

Table 5

Analysis of Mean and Standard Deviation for Model Dimensions

Model Dimensions	Mean	Standard Deviation
Cognitive Factors	2.876	0.5674
Motivational Factors	3.543	0.6543
Professional and Specialized Factors	3.2875	0.7222
Cultural Factors	3.662	0.6722
Communicational Factors	4.9854	0.3983
Managerial Factors	3.9855	0.3655

In SEM-based data analysis, data distribution, variables' homogeneity, and overlapping must be considered. The mentioned tasks have been examined herein:

Table 6

Normality Test of Data Distribution for Model Dimensions

Model Dimensions	Kurtosis	Skewness
Cognitive Factors	0.633	0.53
Motivational Factors	0.546	0.73
Professional and Specialized Factors	0.455	0.43
Cultural Factors	0.376	0.56
Communicational Factors	0.733	0.71
Managerial Factors	0.436	0.23

The normal distribution of data must be examined by calculating skewness and kurtosis to find how much data are scattered from normal distribution although the normal distribution of data is not the underlying condition in the partial least square method. According to Table 6, the data distribution of all variables is normal since skewness and kurtosis were at [-1,1] intervals. Variance homogeneity of variables is one of the presumptions for EEM-based analysis that is tested through Levene's test. It can be stated that all dimensions of the model are equal and homogenous regarding the significance level that was greater than 0.05.

Table 7

Levene's Test for Homogeneity of Model Dimensions

Model Dimensions	Levene's Test	Significance Level
Cognitive Factors	0.454	0.123
Motivational Factors	0.564	0.563
Professional and Specialized Factors	0.601	0.121
Cultural Factors	0.765	0.103
Communicational Factors	0.984	0.200
Managerial Factors	0.675	0.120

Lack of collinearity between variables is one of the presumptions required for SEM-based analysis. Variance inflation factor (VIF) and tolerance are used to examine this presumption. Accordingly, IVF>5 and tolerance<0.1 indicate collinearity between variables. As seen in Table 8, the model's dimensions do not have IVF>5 and tolerance<0.1 indicating no collinearity between the model's dimensions.

Table 8

VIF Test for Multicollinearity of Model Dimensions

Model Dimensions	VIF	Tolerance
Cognitive Factors	2.207	0.433
Motivational Factors	1.870	0.535
Professional and Specialized Factors	2.765	0.382
Cultural Factors	2.045	0.473
Communicational Factors	2.893	0.481
Managerial Factors	2.713	0.391

The Fornell Locker test is used to measure divergent validity. Table 9 reports the results for the model's dimensions. Accordingly, constructs are separated; it means that diagonal values for each latent variable are greater than the correlation of this dimension with other reflective latent dimensions of the model.

Table 9

Fornell-Larcker Criterion for Convergent Validity or Discriminant Validity

Row	Dimensions	1	2	3	4	5	6
1	Cognitive Factors	0.831					
2	Motivational Factors	0.764	0.886				
3	Professional and Specialized Factors	0.868	0.879				
4	Cultural Factors	0.774	0.888	0.839			
5	Communicational Factors	0.900	0.892	0.900	0.888		
6	Managerial Factors	0.659	0.576	0.740	0.630	0.650	0.740

The redundancy index and coefficient of determination are used to examine the model quality. Positive values indicate the suitable quality of the model. coefficient of determination is the main metric used to evaluate the structural model. This index indicates how many percent of variations in the dependent variable is explained by dependent variables. According to Table 10, 88.7% of variations in the model are predicted by independent variables (model's dimensions). If the redundancy index is greater than zero, the observed values are well-constructed, and the model can predict. In this research, the redundancy index of social justice development was greater than zero.

Table 10

Model Quality Evaluation Indicators

Model	R-Squared	Goodness-of-Fit
Role of Public Libraries in Social Justice Development	0.887	0.566

Variables were measured based on the 5-point Likert scale. According to Table 11, all mean values of the model are greater than the cutoff point (scale cutoff) of the 5-point Likert scale (2.5). On the other hand, the highest mean value is related to communication factors (4.9854) with a standard deviation of 0.3983. Moreover, the lowest mean value is related to cognitive factors (2.8764) with an SD value of 0.5674, which is greater than the scale cutoff point, so is acceptable. According to the results mentioned above, respondents answered the questions in line with research objectives, and data were distributed around mean value with suitable standard deviation.

Table 11

Mean and Standard Deviation of Model Dimensions

Model Dimensions	Mean	Standard Deviation
Cognitive Factors	2.876	0.5674
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Cultural Factors	3.662	0.6722
Communicational Factors	4.9854	0.3983
Managerial Factors	3.9855	0.3655

The model was quantified by using partial least squares and Bootstrapping t-test. Accordingly, all of the coefficients obtained for the model's dimensions were positive and all t-values were greater than 1.96 in the Z table; hence, the model is significant and the results are reliable.

Model fit indicates to what extent a theoretical model is matched with an empirical model. Goodness-of-fit indicators are used to indicate to what extent the model is designed based on the theoretical framework, and the experimental background is matched with collected data. In this case, the more suitable the indicators, the higher the support of data for the theoretical model will be. The good fit indicators include GFI, AGFI, and RMSEA. The indicators reported in Table 12 indicate the reliability of the results. GFI and AGFI had values greater than the expected rate, and this statistic was greater than the criterion limit of 0.90. Moreover, the chi-squared-to-degree of freedom ratio (χ^2/df) had a suitable value. Moreover, the error criterion of RMSEA equaled 0.06, which was less than the allowed value of 0.08. According to the proposed estimations, it is

concluded that the model tested in the considered society had a relatively good and acceptable fit. Therefore, model results indicate the goodness of fit of the model.

Table 12

Fit Indices for Model Goodness-of-Fit

Fit Indices	Obtained Values	Standard Index	Fit Indices
Good Fit	$\chi^2/df = 4/2$	$\chi^2/df \geq 3$	Chi-Square to Degrees of Freedom Ratio
Good Fit	RMSEA = 0.06	RMSEA $\leq$ 0.08	Root Mean Square Error of Approximation
Good Fit	CFI = 0.93	CFI $\geq$ 0.9	Comparative Fit Index
Good Fit	TLI = 0.91	TLI $\geq$ 0.9	Tucker-Lewis Index
Good Fit	IFI = 0.91	IFI $\geq$ 0.9	Incremental Fit Index
Good Fit	NFI = 0.92	NFI $\geq$ 0.9	Normed Fit Index
Good Fit	RFI = 0.90	RFI $\geq$ 0.9	Relative Fit Index
Good Fit	PNFI = 0.93	PNFI $\geq$ 0.9	Parsimony Normed Fit Index
Good Fit	$R^2 = 0.76$	$R^2 \geq 0.67$	Coefficient of Determination

Figure 1
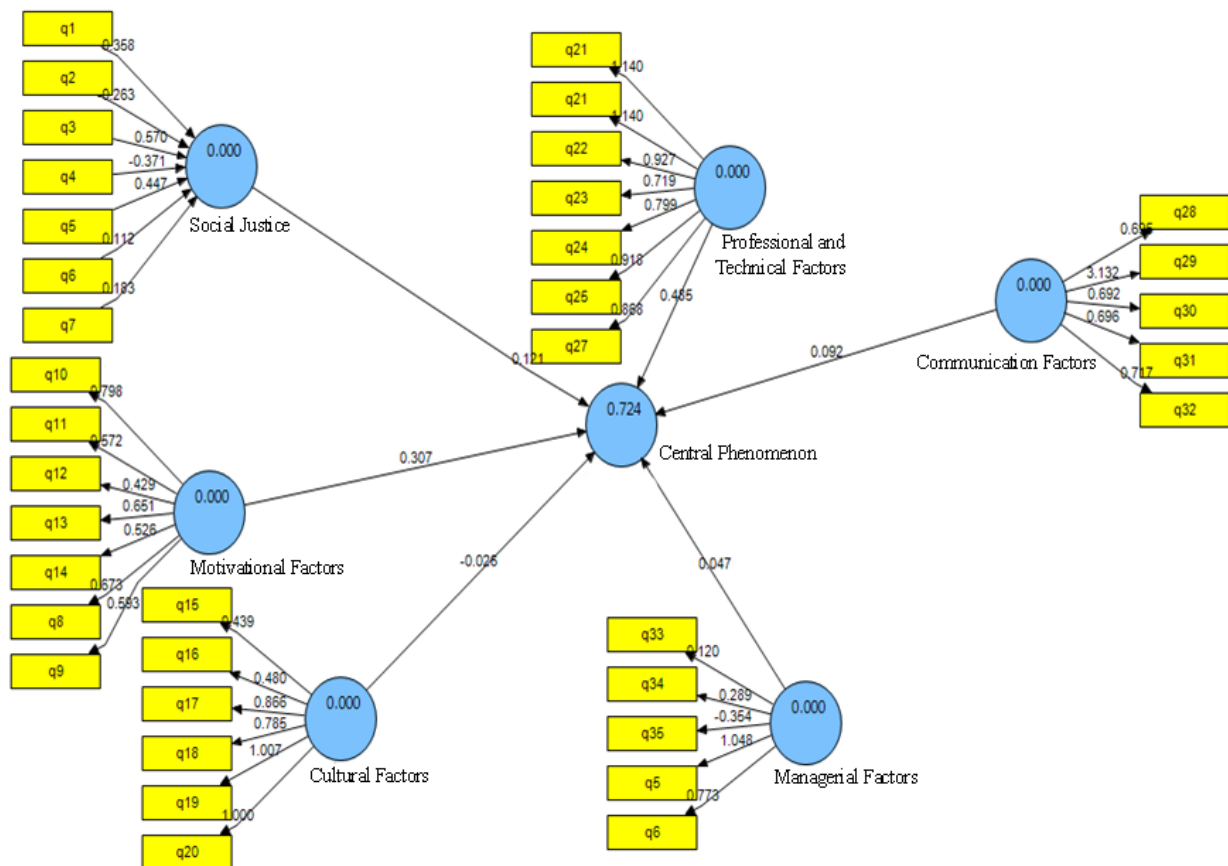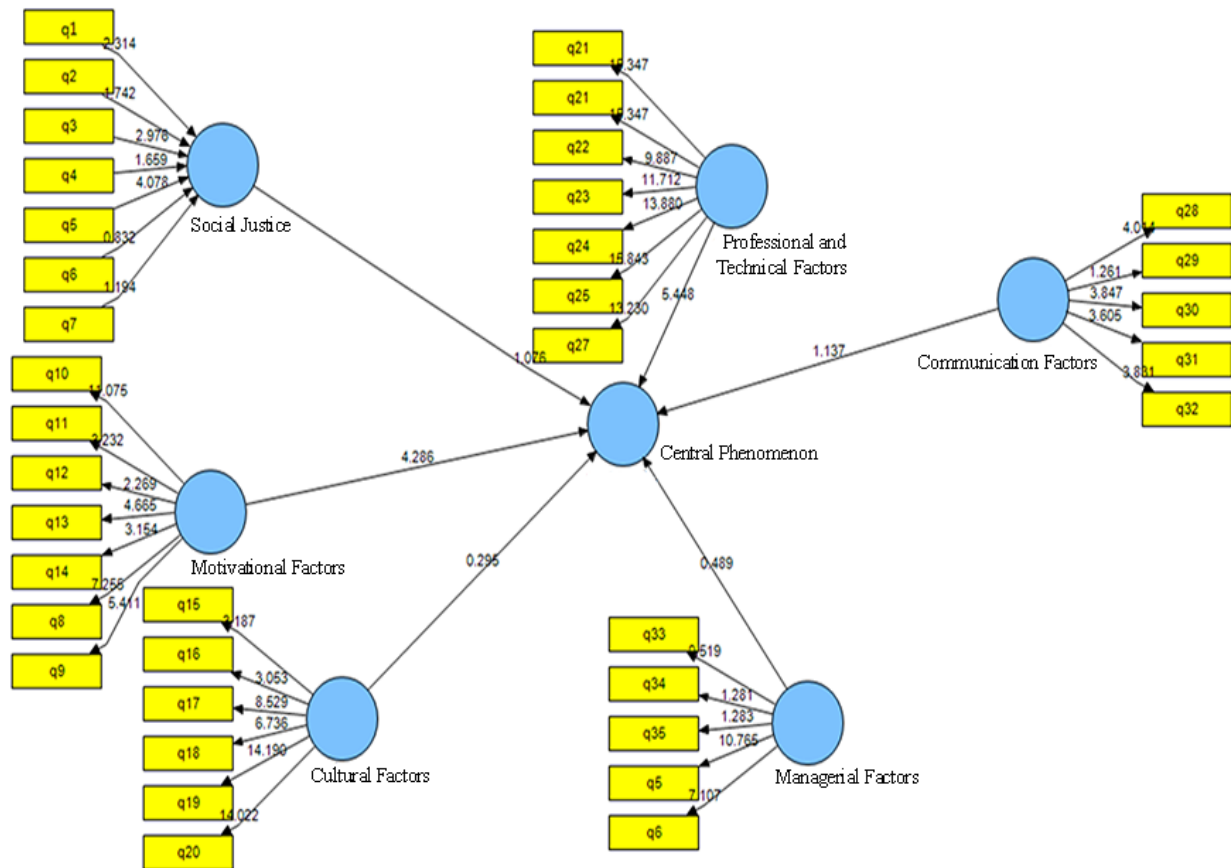
Model with Standard Coefficients

Figure 2

Model with T-Values

4   Discussion and Conclusion

The negative classification is one of the common issues in many communities. The unhealthy economy and incomplete culture leave the society in a broken context leading it towards the paths in which, numerous social inequalities appear. If corruption, unemployment, poverty, and depravity cannot replace themselves with better alternatives then will direct any society towards degeneracy. Active public libraries can treat many social diseases. According to global statistics and experiences, many effective efforts have been done to increase the number of public libraries. It will be useful to pay attention to the dispersion principle of libraries in Iran based on spatial planning, especially for remote distances. The most prior practice in cultural issues of any society must include using any kind of tools, to realize the libraries' existence everywhere physically or non-physically. This critical point has been neglected due to problems and barriers that exist in

society. This is an inseparable part of the cultural plan and motto of social justice in all developed communities.

If societies believe this key, they will reach social justice and fair distribution of social and natural resources. A modern outlook must be designed for citizenship based on equal rights for all individuals in a society regardless of their gender, race, religion, social class, ethnical or national origin, disability, wealth, and health. In this regard, public libraries find their position in such modernity and revive their roles.

If we can build a capable society, no deprivation remains. Awareness and knowledge can pave the way for capability and solving problems. If practitioners knew that the increased number of public libraries and elimination of inequalities, at least in this field could reduce social problems, they would not leave these places. Maybe Finnish officials' interest in libraries stems from the mentioned truth, so libraries are more important than book supply in Finland. While many libraries worldwide provide access to the internet and other services, libraries in cities across Finland have developed e-publications, sports equipment, power

tools, and other cases. Even one library in Vantaa provides entertainment for singing lovers (Makinen, 2012).

If people in society look for democracy and justice, they could not find any solution as best as public libraries. One of the recent interviews with Tony Marquis, the chief of New York Public Library. He believes that the library is a silent but effective institute that protects democracy. He defines public libraries as "essential civic spaces" that must be inspiring for all people (particularly millions of poor people who do not have a necessary peaceful and calm environment to focus and work), or even rich and successful people who are interested in human communications (Anderson, 2018). All people must be aware of the economy, peace-oriented community, politics, justice, and individual rights to make a fail future for themselves. If a person mentally believes that he/she can influence the government, this mental preparedness can enhance his/her political ability (political participation).

Social justice activists believe that although public libraries are open to all, some individuals must be on the prior list of public libraries. These groups include children and adolescents, handicapped people, those individuals who speak another language, and national-religious minorities in the country. When a group is given priority, a part library activity must choose it as a target group. Traditionally, public libraries provide information, literature, and culture, and improve the studying culture. The mentioned options are conventional roles of public libraries, while they have other important roles, such as social roles that are the most crucial roles of cultural institutes. For instance, public libraries in Sweden used to present different activities before the pandemic to allow summits and dialogues.

The efforts for social justice help to reach development. Individuals require information to achieve social development. Now, information is an authority tool and one of the fundamental elements of development. The modern human relies on information in all social, cultural, political, and academic fields. All societal levels need information. any system that looks for transformation and dynamism should have information, especially in the current era of increasing development trends. as the potential force of development, information plays a prominent role in society. Public libraries that are information centers serve as significant development factors.

Many countries, such as Sweden have dramatically invested in information because they have perceived the value of information and its impact on society. It can be stated that library commissions that improve public libraries

for 100.000 population, local or small libraries in villages with low population rates, intercultural libraries, especially for immigrants, and library media that are comprehensive plans for book-reading enhancement (Fassbind Eigenheer, 2011), agree on the usefulness of the information. everybody knows that information serves as the thinking and initiative force and development pillar. Access to advanced information and communication is one of the growth components and indicators of communities. Iran has neglected investment in this field. Hence, this problem must be solved to improve the situation of public libraries. Experiences and findings indicate those librarians who do not have financial and social welfare have no worries about developing book-reading and improving their levels.

The existence of a library is not important alone, and cannot be efficient because a library becomes valuable when it has many specialized and beneficial books, and librarians are skilled and experienced enough. The extant study is matched with studies conducted by several studies (Chiu & Chow, 2010; Johnson, 2012; Mahmoudzadeh & Noori, 2017; Noughani, 2007; Rasolzadeh Aghdam & Alidousti, 2015; Rezadoost et al., 2014; Salari et al., 2014). The considerable difference in this study is the consideration of public libraries and the role they play in society, which affects social justice development. As mentioned, Iranian studies identified the factors preventing and alleviating reading rate, found the factors encouraging and facilitating reading, and identified solutions to promote and develop reading rate, while foreign studies examined the effect of mentioned factors in addition to the effect of relationships and interactions on understanding the role of social and cultural justice.

Social justice is associated with some questions: who obtains something? What do they obtain? How do they obtain? Justice and equality require fair behavior with people. Justice means a fair distribution of quantities that people receive. Libraries must revise their missions to play an effective role in developing social justice. Moreover, libraries must provide the field with access to IT tools based on public libraries, and standards to establish social justice in the country. A public library is a place where all individuals can use it equally without any discrimination, and this public use can make the library a place for all people to sit, conversate, read the book, learn, communicate with elites, identify different cultures, and learn from others 'experiences. Experts have recently emphasized that public libraries must become social and cultural centers. Therefore, the atmosphere of public libraries must be attractive to all

walks of society to increase the reading rate of the country. The public library must be an inseparable element of each long-term strategy formulated for culture, information, literacy, and education.

The final round of the Delphi technique indicated that no item obtained a score less than 2.5, which is the cutoff point. Therefore, a high consensus existed between experts. Moreover, Kendall's coefficient was greater than 0.90 indicating a high agreement between experts. Hence, the Delphi process was stopped and the final equations were presented to librarians. Motivational, professional, cultural, communication, and management factors were the five main indicators of Delphi questions. Table 4 reports the results of this stage.

The second underlying question of the study examines the role of public libraries in reducing social inequalities. The findings of this section were matched with results obtained by previous findings (Salari et al., 2014). The number of libraries was considered to achieve this result. In addition, this point was that libraries are not just a place to borrow or read books but have social functions based on the book and knowledge.

The third question challenged the public libraries and their roles in democracy creation. This question highlights the importance of public libraries in social justice. Important points were derived from librarians' responses. These points included an important principle indicating that libraries look for a new role in the current world due to the inattention of governments to essential social services. Therefore, libraries have had to take the responsibility of governments and provide many social public services, so they must be busy doing such deeds. Some variables have been emphasized in this research, including patience, mutual trust, confidence, membership, and participation in civic society organizations that affect the democratic political culture. According to studies on social justice, the higher the social trust between individuals in a country and the more satisfied with their lives, the more democratic organization will be shaped. Fortunately, we can consider public libraries as democracy manifests in the new world. Democracy pillars are indeed based on the freedom of speech and thought, so, public libraries can use these two indicators to be survived in society. These results were consistent with findings obtained by prior studies (Noughani, 2007; Rezadoost et al., 2014).

This question can be answered based on the responses, which confirm the increased number of public libraries bring development. This result is in line with the prior findings (Johnson, 2012). As a social institute, the library has always been an inseparable part of social development. When a society expects its individuals to live in it as people who are truth seekers, knowledgeable, patient, respectful, estheticians, and global citizens, library potential is perceived as a social institute that helps to meet such expectations. Therefore, such society tries to nurture such people and libraries pave the way for this purpose.

If public libraries find their real situation and role, their audience society will be chosen based on the maturity and power regarding historical and social aspects. In this case, libraries serve as a supporter of research and guarantee society's health. Therefore, the library plays the role of a powerful heart that brings the blood of learning and teaching to the social body.

In addition to the quantitative and qualitative attention to the library and its costs, the role of the librarian in the library and access to resources are important indicators of library performance. Libraries play a vital role in the enlightenment and intellectual development of the community by providing modern services for them.

The fifth question was about the relationship between the increased number of public libraries and social needs. These findings were matched with results obtained by some studies (Mahmoudzadeh & Noori, 2017; Rasolzadeh Aghdam & Alidousti, 2015). A principle called attention to audience exists in librarianship sciences. In this regard, information about the needs of society helps planners, experts, and officials to achieve their goals sooner. Many famous librarians and experts in the librarianship discipline believe that libraries are small agents of society. If libraries are beautiful and rich in information, society members will reach abundant growth. The importance of the library is emphasized because nothing can be an alternative to library content increasing the knowledge of a society and its individuals. Social needs are rooted in awareness and ignorance. If public libraries consider society's needs and plan to meet these needs, social justice will be actualized in society.

Accordingly, it can be stated that an increased number of public libraries and various new services will open a new window for society. In this way, public libraries will define some social function for themselves and their audiences based on the book but from a new type. Clients of public libraries look for social services. Now, librarians do creative measures based on the need of society and library users regarding the social role of these libraries in some scopes, including business and community harms. However, these measures and actions must become more scientific and

organized. Libraries are responsible for providing information services and programs for the leisure time of all age groups. Therefore, public libraries play a vital role in eliminating deprivation and social harm. Social harms are rooted in inequality, discrimination, and the inability to cover a wide range of dimensions, including economic poverty, information, and cultural poverty, inequalities in social dignity, lack of jobs, health, and mental-physical hygiene. Public libraries must be a place where individuals feel relaxed. On the other hand, public libraries should play an effective role in eradicating social deprivations. Some actions play a vital role in alleviating social inequalities: adopting synergic and comprehensive solutions to provide services and prioritize the needs of poor communities, creating innovation in the role of librarians and staff of the library to create a more accountable social and educational approach, and targeting poor groups and communities and meeting their need. Moreover, a society-based approach must be adopted through cooperation with local communities, and services should be changed by using ICT and networks regarding the poor's needs. On the other hand, the identity of public libraries must be revised to communicate with the culture of socially deprived groups. In this regard, public libraries' officials must prepare and implement long-term strategies to cope with social deprivations (e.g., sustainable budget supply, support for innovation, surveillance, evaluation, etc.). They also should design local and short-term strategies to allow deprived groups to use public libraries. Public library practitioners must enact fair policies for all poor groups, target libraries' sources for socially deprived groups, and design legal outlooks for the majority. Poor citizens must receive the necessary information to become rich citizens; public libraries play an effective role in this process, and these important centers must design the roadmap. Libraries play a significant role in rural areas. The most important role of libraries is empowering and informing people. Deprivation will be eliminated in a powerful society. Awareness and knowledge can make society empowered and remove problems.

It is suggested to adopt an approach to develop libraries' services through communication between libraries' associations, welfare organizations, social sovereignty, and other NGOs. It is also recommended to define social deprivation and its reasons at all levels, and determine the role of libraries in presenting services to eliminate inequality and discrimination. Moreover, further studies must be financed to examine all aspects of social deprivation and set up a recommendation system to find practical solutions for social deprivation.

Long-term strategies (e.g., mission, outlook, and values) must be designed by libraries' librarians and practitioners to deal with social deprivations, and enact consistent policies to make cooperation between governmental sectors and NGPs with public libraries. Poor people must have easy access to programs and services of the library and library associations must create suitable mechanisms, modernize services or use ICT-based plans, and conduct precise studies on the needs of deprived people for triple services of the library (knowledge, education, entertainment). Moreover, specific credit must be considered, librarians must be trained, and relevant approaches must be restructured to provide optimal services and meet the needs of the poor to eradicate such deprivation.

Public libraries must develop infrastructures to equip libraries with ICT to establish social development in society and widely use these tools in libraries. The modern information containers should be installed beside the paper references and information databases must be created to attract researchers and encourage them to come to the library. Skilled employees and managers with librarianship degrees must be trained, and those with sufficient digital literacy and information must be employed. Moreover, users must receive continuous training to learn skills required for the labor market and improve their productivity. Facilities should encourage children to come to libraries and develop their imagination power. Modern communication tools, such as e-commerce, email, website design, etc., must facilitate users' access to the library and make them interested in it.

Managers and practitioners of libraries must become familiar with adolescents' psychology and sociology of age groups of communities and do more purposeful attempts to make them interested in public libraries.

Public libraries' officials and managers should hold training workshops to become familiar with adolescents and their needs, communicate with adolescents and equip public libraries with new and expected resources for individuals. The mentioned tasks can be done as practical aspects of research results.

Libraries can adopt a new strategy for practical measures by identifying social development and its components. In this case, libraries can adopt unique measures to find the real needs of users and relevant scopes.

Simple libraries that are not equipped with efficient technologies cannot play a cultural role. The culture field becomes passive if ICT developments are ignored and not

used in sharing desired cultural messages and content. This case leads to the influence of foreign cultural content.

Other beneficial measures can be adopted: invest in modern technologies and improve the use of high-tech media systems to create, share, install, operate, collect, process, and publish news, and other mass media activities to enhance the ability and equipment of libraries.

Some underlying attempts must be done to improve the financial ability of libraries, including strengthening librarianship faculties, providing short-term in-service training for librarians, giving scholarships to employed librarians, organizing and improving public and school libraries, and strengthening specialized libraries and document centers. Moreover, some rules must be enacted and approved to support the rights of Iranian authors and translators because authors of artistic, academic, and cultural works and librarians play a vital role in dealing with industrial imported culture and using it while preserving the traditional culture. The future cannot be effectively developed without being inspired by the traditional culture and cultural bases.

In recent years, Iranian officials have paid more attention to cultural affairs. Libraries can serve as a factor for cultural growth and development. It seems that libraries must be considered in governmental plans since these are two mutual factors. It means that libraries need holistic support from the government to do their tasks. On the other hand, the more successful this institution is, the more effective steps are taken in society.

The Islamic Republic of Iran has precious cultural and Islamic resources, which can be shared via the internet and digital libraries to make a wide range of Iranian and foreign audiences aware of this content and realize cultural development.

Libraries located in developing countries should gather and generate cultural data and share them via digital links. These libraries should not allow the community to become only a data user. In other words, cultural development depends on the desired data accessibility for all walks of society. A society that has no access to information does not have dynamic potential. Data can be provided and shared based on society's needs only by using modern information techniques in libraries.

Public libraries must be free. Local and national officials are responsible to manage public libraries; hence, national and local governments must adopt specific financial rules to support public libraries. The public library must be an inseparable element of each long-term strategy formulated for culture, information, literacy, and education.

Strategic rules and plans must be designed and a national library network should be designed and promoted based on the agreed standards to ensure library-based coordination and collaboration in Iran.

Public libraries' networks should be designed based on national, and regional research, and specialized libraries and also based on the libraries in schools, faculties, and universities.

User groups and other professionals must be ensured at local, regional, national, and international levels.

Services must be accessible to all people. This case needs a perfect place for a library building, good amenities for reading, technologies, and sufficient work hours based on users' needs. Remote services must be provided for those who cannot visit the library.

Library services must be consistent with the different needs of people in urban and rural areas. Librarian is an active intermediary between users and resources. The librarian should receive professional and continuous training to ensure sufficient and suitable services.

All required capacities and resources must be provided when public libraries' users utilize educational programs.

Therefore, decision-makers at national and local levels and librarians worldwide are asked to implement the principles mentioned in this statement.

Future libraries should be a place where databases meet users' needs and librarians should prepare themselves to cope with a large volume of information and a wide range of needs and demands. Librarians should apply appropriate tools and improve information and notification tasks to develop human communities.

Thus, the following suggestions can be made for future studies:

1) Feasibility of implementing a role-playing model of public libraries in developing social justice in different areas.
2) Examining problems and barriers to the role of public libraries in social justice development.
3) Ranking the identified factors based on the multicriteria decision-making methods, such as TOPSIS-AHP and so forth to determine their importance and priority

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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