The Organizational Culture of Academic Libraries

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Abstract - *This study aimed to focus on the assessment of the organizational culture of Academic Libraries in Tagbilaran City, Bohol with the end view of designing innovations. This study employed the descriptive-normative survey method using Organizational Culture Assessment Instrument (OCAI). Result showed that the current and preferred culture type situations of the academic libraries on the six organizational culture dimensions are clan culture. Consequently, the study revealed that there is no significant difference between current and preferred culture type situations of the academic libraries. Moreover, the study found out that there is no significant difference among the academic libraries' culture type situations on the six dimensions of the organizational cultures. The study concluded that organizational culture is imperative in the library setting especially on identifying the dominant current and preferred organizational culture type of the academic libraries toward library culture change and improving effectiveness.*

Keywords: *Organizational culture, current and preferred situations, culture type situations, culture type profiles, and academic libraries.*

INTRODUCTION

Organizational culture has been recognized as an important element which can influence organizational success. It can also be used to increase organizational effectiveness because it controls the way members make decisions, the way they interpret and manage the organization's environment. It can be treated as one of the main subjects which shape the relations, working processes, and decision-making and problem-solving processes in a university and most particularly in the library. Canon (2001) described that organizational culture is a communicatively constructed, historically based system of assumptions, values, and interpretive frameworks that guide and constrain organizational members as they perform their organizational roles and confront the challenges of their environment. It is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization.

Researchers across various disciplines began examining the role of culture within organizational life and then connected it to effectiveness and central processes of the organization in the last decades of 20th century (Ferda, 2011). They have been studying organizational culture to create effective and efficient organizations in today's competitive environment. There is empirical evidence that the culture of an organization has an impact on establishing ties among stakeholders. Thus, it was stated that culture has a noteworthy influence on the organization's performance, effectiveness and competitive position in its environment such as different organizations in academic institutions.

The rapid increase in globalization and international competitions has put pressure on state colleges and universities including those private higher education institutions (HEIs). The common markets, the increasing mobility of students and staff, and the free movement of capital create these educational institutions to hasten their move for academic reform especially their performance. In library setting, organizational culture also plays a critical role in creating a work environment where employees are committed and contribute to the success of the organization. Through an analysis of workplace culture, it is possible to identify required changes to values, organizational structure, leadership and management

initiatives and support mechanisms that facilitate a positive, creative and rewarding work environment that will support the progress and success of library staff (Rai 2011). In the Philippines, university library culture is an integral component of its improvement process. It affects decisions throughout all phases of that process. In turn, it is affected by the decisions made in all phases of the process. Budd (2005) stated that leaders and administrators of university library's improvement processes can utilize the information gained through the assessment of the university culture to help guide each phase of the change process, from determining the university's readiness for change to selecting the types of improvements most likely to be compatible with the library's organization culture, from implementing the improvements to ensuring that they become institutionalized.

Despite considerable discussion in the professional knowledge base as to how feasible it is to make significant changes in a university's culture, particularly in the library in some cases it is the culture, itself, which most needs to be changed if true organization's improvement is to occur. Thus, assessing library's organizational culture provides an opportunity to take the "directional temperature" of the library. By understanding both the current and the preferred culture of the library and by observing the areas of greatest discrepancy between them, a road map for change can be developed. As people move through times of change, understanding organizational culture is critically important. As observed, most of the academic libraries' management of employees, leadership, organizational bonding, and strategic emphasis are major issues in the organizational development to realize its strategic goals and objectives. With this, library collections, services, types of customers' demands and librarians' practices are changing nowadays because of the technological advancement as a result of electronic revolution, but sad to note that academic libraries are still embedded to the traditional way of delivering the services and their organizational structures have not even changed to reflect these recent developments.

However, Martin (2013) added that change in an organization creates uncertainty in an organization. This uncertainty creates fear among those in the organization making change management very difficult. But, building change on and around the core values of the library's culture makes implementing the changeless uncertain and unpredictable thereby making the librarians and library staff less stressed and fearful. Emphasizing an organization's values, especially how the change will enhance those values, strikes at the very heart of those within the organization and makes them more open to and accepting of change.

Furthermore, academic libraries once characterized by long-term, well-established workforces, are now experiencing retirements of long serving support staff at the same time as they are incorporating growing numbers of new librarians and mobile experienced librarians. This influx of new staff influences the shape and direction of these organizations (Shepstone & Currie 2008). Likewise, because of the new breed of professional librarians who are now replacing the retired and old librarians most probably the new practices of these new librarians would greatly affect the direction of the hierarchical library organization and worst tension exists between the expanding and innovative roles of these librarians and the organization as a whole (Sannwald, 2000) Hence, academic librarians must initiate innovations that enable their library cope up the modern challenges that they are facing more importantly affecting organizational culture. When academic libraries implemented the organizational culture assessment in their respective libraries, this means that they are open to organizational changes as long as the evident result needs it to answer the demands of an entire academic library community.

Tagbilaran City Academic Libraries are recently coming up the educational standards set by different accrediting agencies through its vision, mission, goals and objectives. In relation to this, campus librarians who manage the university campus libraries have the most important role in the realization of the higher educational institutions' vision, mission, goals and objectives especially in its dream of attaining high level of accreditation status. With these educational pressures, it was noted by researchers and other practitioners that academic libraries have to be vigilant on its organizational culture that allows the academic community to see and understand interactions of people inside and outside the organization and special events, actions, objectives, and situations in distinctive way.

It was also observed that most of these libraries are employing new and young professional librarians and considerably the libraries are still in mechanistic, and hierarchical in nature. With this scenario, these librarians and support staff encountered problems in the delivery of quality services because there is a conflict of organizational values and interest among the people working in the library and the library organization itself which would deters the effectiveness of its performance and the opportunity of coping up the different challenges in the library. Besides, it was also observed

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by the researchers that there were no studies of organizational culture in Tagbilaran City academic libraries and they wanted to produce a study that could generate some interest in comparative research on academic libraries in the province of Bohol. In view of the above perspective, the researchers aim to investigate the organizational culture of the Tagbilaran City Academic Libraries as basis for innovations.
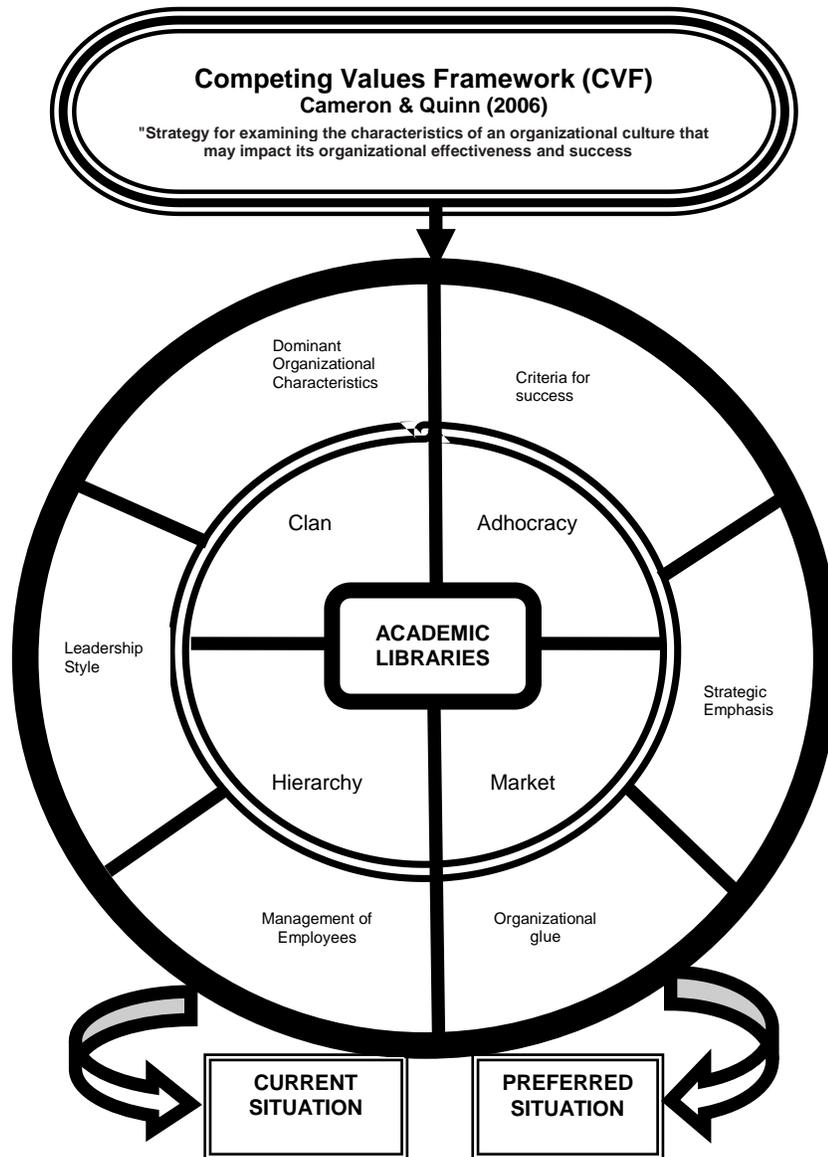

Competing Values Framework (CVF)
Cameron & Quinn (2006)
"Strategy for examining the characteristics of an organizational culture that may impact its organizational effectiveness and success

Dominant Organizational Characteristics

Criteria for success

Clan

Adhocracy

Leadership Style

ACADEMIC LIBRARIES

Strategic Emphasis

Hierarchy

Market

Management of Employees

Organizational glue

CURRENT SITUATION

PREFERRED SITUATION

Figure 1. **Framework of the Study**

OBJECTIVES OF THE STUDY

This study aimed to assess the organizational culture of Tagbilaran City Academic Libraries as basis for designing an enhancement program. Specifically, it sought to evaluate the current and preferred culture type situations of the academic libraries in terms of dominant organizational characteristics, leadership style, management of employees, organizational glue, strategic emphasis, criteria for success; to determine the significant difference between the current and preferred culture type situations in terms of six dimensions; and the significant difference between the current and preferred culture type situations in terms of culture type profiles.

METHODS

This study employed the descriptive survey method. The seven academic libraries of Tagbilaran City, Bohol, Philippines comprised the locale of the study with 23 professional librarians and 27 support staff as

respondents. The standardized OCAI was utilized as the research instrument. This was designed by Cameron and Quinn (2006) which proposed following benefits in analyzing and changing culture: It is valid: not only do people recognize their outcomes, but the OCAI is also validated and has a verified basis. It is quantitative: providing measurement from the test, completed by qualitative information during the process of discussing and working with the results to determine the desired changes. It is involving: either by including all personnel or those who give direction and conduct change. It is focused: it measures the six key dimensions that make a difference in success. It is timely: both assessing and developing a change strategy can be accomplished in a sensible period. It is manageable: it can be undertaken and implemented by a (management) team; no outside experts or consultants are required.

Furthermore, the researcher requested permission through a transmittal letter addressed to the Presidents of the colleges and universities for the approval. She discussed first with the respondents the significance of the study before administering the instrument. With the standardized questionnaire as the main data gathering tool, the respondents were given one to two weeks to answer the forms to allow accurate responses. The researcher traveled from one college and universities to collect the accomplished questionnaires while an ambush interview was done with the respondents to validate their answers. The validity and reliability of the assessment presented a limitation on the results of the study as the latter are dependent on the accuracy of the respondents' perceptions. To guarantee the confidentiality of the results of the study, the researcher used a coding method in representing the names of the academic libraries. After the questionnaires had been accomplished, the results were tallied and tabulated, data analyzed, and interpreted as the bases for proposed organizational culture enhancement program. The study used paired t-test and one-way ANOVA as statistical treatment to test the significant difference on its selected variables.

RESULTS AND DISCUSSIONS

Organizational culture is a collective understanding, a shared and integrated set of perceptions, memories, values, and attitudes that have been learned over time and which determine expectations of behavior that are taught in their socialization into the library organization. Culture type situation is a state of time where the respondents are expected to assess their organizational culture using the standardized instrument on Organizational Culture Assessment Instrument (OCAI). This composed of current and preferred situations. *Current Situation* is the present happening of the academic library's organizational culture where the respondents are asked to assess, whereas the p*referred situation* is the future preference (five years from now) of the respondents on the organizational culture of their respective libraries based on their perceptions. Thus, the current and preferred culture type situations of the academic libraries stipulate the following dimensions: dominant organizational characteristics, leadership style, management of employees, dominant organizational culture, strategic emphasis and criteria for success.

Dominant organizational Characteristics is the overall library organization about whether the organization is a very personal place like a family; entrepreneurial and risk taking; competitive and achievement oriented; controlled and structured. Table 1 showed that with a general average of 27.24, the current culture type situation of the respondents is hierarchy and their preferred culture type situation is clean with an average score of 25.38.

Table 1. Current and Preferred Culture Type of the Academic Libraries in Tagbilaran City on Dominant Organizational Characteristics

Institution	N	Current Culture Type		Preferred Culture Type	
		$\bar{x}$ Score	Culture Type	$\bar{x}$ Score	Culture Type
A	1	50	Hierarchy	40	Hierarchy
B	1	40	Adhocracy	30	Market
C	3	31.67	Hierarchy	35	Hierarchy
D	22	28.64	Market	29.77	Market
E	6	36.67	Clan	31.67	Hierarchy
F	10	29.5	Clan	30	Clan
G	7	36.43	Clan	35	Clan
Overall	**50**	**27.24**	**Hierarchy**	**25.38**	**Clan**

Table 2. Current and Preferred Culture Type of the Academic Libraries on Leadership Style

Institution	N	Current Culture Type		Preferred Culture Type	
		$\bar{x}$ Score	Culture Type	$\bar{x}$ Score	Culture Type
A	1	35	Hierarchy	40	Clan
B	1	50	Hierarchy	50	Hierarchy
C	3	31.67	Hierarchy	31.67	Hierarchy
D	22	28.64	Clan	29.77	Clan
E	6	29.17	Hierarchy	36.67	Clan
F	10	33.5	Hierarchy	27.5	Clan
G	7	45	Clan	30.71	Hierarchy
Overall	**50**	**33.26**	**Hierarchy**	**30.26**	**Clan**

As observed, considering the condition and age of the academic libraries in Tagbilaran City, the age of the librarians and library staff under survey and their number of years in service, they believed that there is practice of hierarchy culture in their respective libraries and consequently, they deemed to prefer a clan culture. This was confirmed by Brooks (2007) that hierarchy culture is consistent in the organizational culture of higher education institutions (HEIs). Academic and research libraries prefer a clan culture in which employees experience a more nurturing and supportive environment.

Leadership Style permeates the library that involves establishing a clear vision, providing the information, knowledge and methods to realize that vision and coordinating and balancing the conflicting interests of all members and stakeholders of the library. Table 2 showed that the respondents perceived current culture of the academic libraries in terms of leadership style is hierarchy while preferred culture type situation is clean as evidenced in the general average score of 33.26 and 30.26 respectively.

Since the dominant organizational characteristics of the academic libraries are hierarchy in culture, likely the leadership style of the library managers is also traditional in approach or hierarchy in nature. With the new breed of librarians and the new technological growing demands of the library customers, they preferred clan culture leadership style which is more mentoring, facilitating, or nurturing.

Management of Employees characterizes how library employees are treated and what the working environment is like. Table 3 revealed that the current and preferred culture type situation of the academic libraries in terms of management of employees is clean. This was justified by the fact that majority of the academic libraries preferred clan culture type situation for the library organization.

This means that they wanted to uphold the current culture of management of employees in the library that they have experienced as of these days. Moreover, three academic libraries: C, E and F identified that currently, they had stronger elements of a hierarchy culture but, their perceptions do not affect the overall result on current culture which clan culture still dominates. Eventually, these academic libraries managed to decide a future shift to clan culture which totally agreed the general perceptions of the library personnel. This was affirmed in the study of Kaarst-Brown, et. al. (2004), which emphasized that the traditional hierarchical values have become dysfunctional and need to be replaced by more clan and/or adhocracy frameworks. These two management frameworks would allow academic libraries the flexibility needed in different ways.

Organizational Glue is the mechanisms that hold the library organization together which consist of loyalty and mutual trust; commitment to innovation and development; emphasis on achievement and goal accomplishment; and formal rules and policies. Table 4 showed the current and preferred culture type situations of the academic libraries in terms of dominant organizational glue. The result disclosed that the current culture type situation is hierarchy and preferred culture type situation is clan. This was justified by the corresponding average score as the biggest value among the four indicators i.e., clan, adhocracy, market, and hierarchy. With the presence of hierarchy culture in other dimensions, the possibility of having formal rules and policies as the glue that holds the library together is also very significant. Consequently, the librarians and staff do prefer the clan culture where there are loyalty, mutual trust and commitment.

Table 3. Current and Preferred Culture Type of the Academic Libraries on Management of Employees

Institution	N	Current Culture Type		Preferred Culture Type	
		$\bar{x}$ Score	Culture Type	$\bar{x}$ Score	Culture Type
A	1	50	Clan	40	Clan
B	1	30	Clan	30	Clan
C	3	33.33	Hierarchy	35	Clan
D	22	30.68	Clan	32.95	Clan
E	6	31.67	Hierarchy	34.17	Clan
F	10	32.5	Hierarchy	33.5	Clan
G	7	45	Clan	43.57	Clan
Overall	**50**	**33.26**	**Clan**	**35.60**	**Clan**

Table 4. Current and Preferred Culture Type of the Academic Libraries on Organizational Glue

Institution	N	Current Culture Type		Preferred Culture Type	
		$\bar{x}$ Score	Culture Type	$\bar{x}$ Score	Culture Type
A	1	50	Hierarchy	40	Hierarchy
B	1	30	Clan	30	Clan
C	3	26.67	Clan	26.67	Clan
D	22	26.82	Clan	29.77	Clan
E	6	35.83	Market	35	Clan
F	10	31.5	Clan	36	Clan
G	7	45	Clan	36.43	Clan
Overall	**50**	**27.67**	**Hierarchy**	**30.55**	**Clan**

The result corresponds on the findings of Kaarst-Brown, et. al. (2004) study which revealed that academic library leaders and employees are looking for new organizational models and cultures that encourage empowerment, flexibility, and discretion in order to keep up with uncertain times.

Strategic Emphasis are areas of importance drive the library organization's strategy such as human development, high trust, openness; acquisition of resources and creating new challenges; competitive actions and winning; and permanence and stability. It was clearly stated in Table 5 that as to strategic emphasis, the current and preferred culture type situation of the academic libraries is clan which is similar to management of employees as evidenced in the average scores of 29.51 and 30.55 respectively. All academic libraries declared status quo except institution F where they wanted transformation from hierarchy culture to clan culture.

Majority of them feels that the library emphasizes human development with high trust, openness, and participation persist thus, everyone decided to maintain such culture in the academic libraries in the future. Consequently, institution A wanted to maintain the adhocracy culture in their library which emphasizes new resources and creating new challenges.

Table 5. Current and Preferred Culture Type of the Academic Libraries on Strategic Emphasis

Institution	N	Current Culture Type		Preferred Culture Type	
		$\bar{x}$ Score	Culture Type	$\bar{x}$ Score	Culture Type
A	1	35	Adhocracy	40	Adhocracy
B	1	30	Clan	30	Clan
C	3	33.33	Clan	26.67	Clan
D	22	26.59	Clan	29.77	Clan
E	6	38.33	Clan	35	Clan
F	10	31	Hierarchy	36	Clan
G	7	29.28	Clan	36.43	Clan
Overall	**50**	**29.51**	**Clan**	**30.55**	**Clan**

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Table 6. Current and Preferred Culture Type of the Academic Libraries on Criteria for Success

Institution	N	Current Culture Type		Preferred Culture Type	
		$\bar{x}$ Score	Culture Type	$\bar{x}$ Score	Culture Type
A	1	40	Clan	40	Clan
B	1	30	Clan	30	Clan
C	3	36.67	Clan	40	Clan
D	22	29.77	Adhocracy	32.95	Clan
E	6	31.67	Clan	39.17	Clan
F	10	30.5	Hierarchy	35.5	Clan
G	7	48.57	Clan	37.86	Clan
Overall	**50**	**34.82**	**Clan**	**36.50**	**Clan**

Criteria for Success determines how victory is identified in the library and what gets rewarded and celebrated like development of human resources, teamwork, and concern for its customers; having the most unique and newest products and services; and dependable, efficient, and low cost**.** Table 6 depicts that there are two academic libraries wanted change in their library organizational culture. Institution D deemed to shift from current adhocracy culture type to preferred clan culture type. Institution F desired to transform from current hierarchy culture type to preferred clan culture type.

Nevertheless, the overall result showed that in terms of criteria for success, the current and preferred culture type situations of the academic libraries in Tagbilaran City is clan culture with a general average score of 34.82 and 36.50 respectively. This implies that clan type is the dominant academic libraries organizational culture in terms of criteria for success both current and preferred culture type situations.

The overall results considering the perceptions of the respondents, showed that the dominant culture type both current and preferred in seven academic libraries is clan culture gaining the mean score of 29.20 and 31.80 respectively with some elements of hierarchy of the current culture in some of the identified institutions like institution A, B, C, and F. This was equally opposite in the study of Maloney, et. al. (2010) that the academic library profile has elements of all culture types but is dominated by the Hierarchy culture type. This is clearly indicates that librarians and staff show significantly less presence of the hierarchy culture type and significantly greater presence of the clan culture. As perceived by the 50 respondents, clan culture is the preferred culture that the librarians and staff would like to see in the next five years in their libraries. The results yielded an overall consensus that the preferred culture is more flexible and internally focused than the current

culture. The study also found that some librarians feel limited in their effectiveness and impact by their libraries' present organizational cultures. Furthermore, as observed they are discouraged and feel that they are not maximizing their potentials due to what they perceive as limits inflicted by their organizations' culture. With the result, it was evident that academic libraries in Tagbilaran City is very much positive to improve some of the traditional views and characteristics of their libraries' organizational culture more particularly in some dimensions such as dominant organizational characteristics, leadership style, and organizational glue that may impact its organizational effectiveness and success. When effective shift is quite possible in the academic libraries, library managers must assume on what Haworth (2013) emphasized that when an organization adapts changes more issues should be considered to foster the effective shift which would particularly affect management of its people, services and processes.

Figure 1 presented the visual representation of the OCAI scores which is a unique way to present and analyze the organizational culture of academic libraries in Tagbilaran City. Figures showed the culture type profile scores of the seven libraries. It illustrates the overall OCAI score of the academic libraries in Tagbilaran City. Based on the illustrations presented, the green lines refer to the current culture type situation rating of the organizations and the red lines refer to the preferred culture type situation rating of the organizations.

The individual mapping of the seven academic libraries in Tagbilaran City shows how the differences of their perceptions on the organizational culture both current and preferred look alike. It manifests the overall insignificance of their responses with slight differences on other dimensions such as institution B that solely shifts to adhocracy from hierarchy culture.
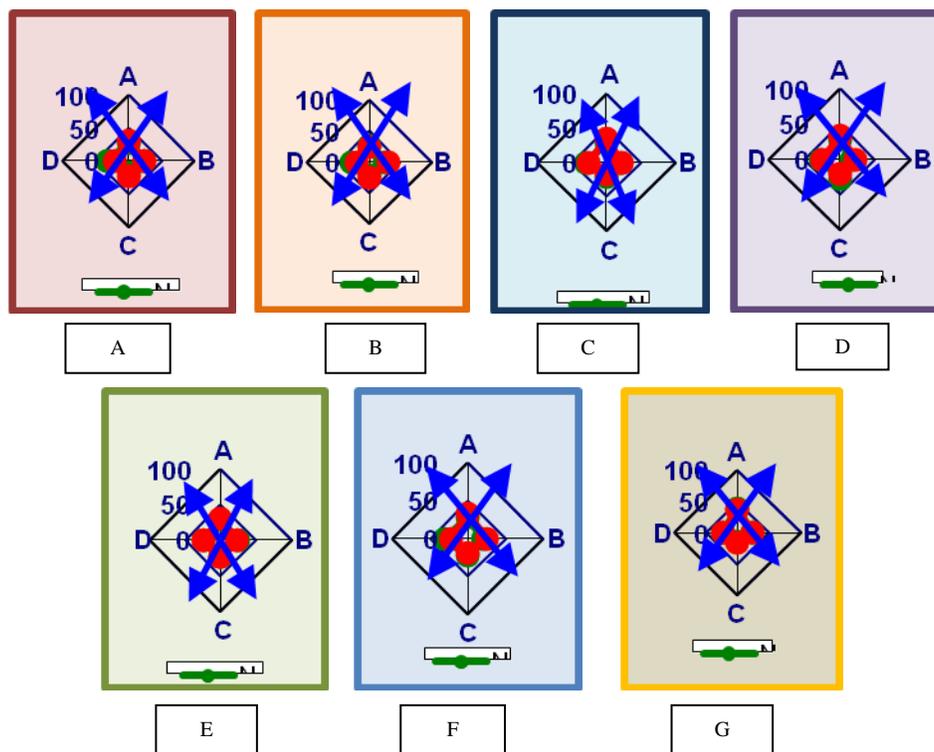
Figure 1. Organizational Culture Type Profiles of Institutions

The figure further showed the Competing Values Framework (CVF) Organizational Culture Model of academic libraries in Tagbilaran City. Results revealed that with a mild gap between hierarchy, clan culture type profile is still the most predominant in the current culture type situations in the academic libraries. However, the utmost preferred culture type situations' future shift for them is just to augment in some degree of a clan culture type profile. Thus, the library personnel wants hierarchy culture type profile to reduce more in the future. The preferred culture type situation, as perceived by the library personnel, needs to augment the flexibility, concern for people, sensitivity to library users and more internally oriented than the current culture type situation. This was confirmed with some studies that the organizational culture type considered most effective in the college or university setting like academic libraries in Tagbilaran City in the Province of Bohol was the Clan culture. Additionally, organizational success is said to depend on matching the culture type profiles and situations with the demands of the external environment (Cameron & Quinn, 2006). In the case of Tagbilaran City academic libraries, where major characteristics of the Clan and some of the Hierarchy culture coexist, the strengths of both culture type profiles should be used to conform to the external environment of the libraries.

Table 7. Significant Difference between the Current and Preferred Culture Type on Dominant Organizational Characteristics

	Current		Preferred		t-value	p-value	Remark
	$\bar{x}$	sd	$\bar{x}$	sd			
Clan	28.70	13.09	27.20	12.62	*0.83*	*0.408*	*Not sig*
Adhocracy	22.20	07.37	23.80	10.33	*-1.25*	*0.218*	*Not sig*
Market	24.90	10.57	22.80	13.67	*1.72*	*0.092*	*Not sig*
Hierarchy	24.00	11.02	26.20	15.31	*-1.16*	*0.250*	*Not sig*

Table 8. Significant Difference between the Current and Preferred Culture Type on Leadership Style

	Current		Preferred				
	$\bar{x}$	sd	$\bar{x}$	sd	t-value	p-value	Remark
Clan	26.80	10.63	29.9	11.97	*-1.57*	*0.123*	*Not Sig*
Adhocracy	21.50	09.05	23.76	10.34	*-1.66*	*0.104*	*Not Sig*
Market	20.90	11.68	19.00	07.89	*1.08*	*0.287*	*Not Sig*
Hierarchy	30.80	13.03	27.34	12.02	*2.04*	*0.047*	*Sig*

Table 9. Significant Difference between the Current and Preferred Culture Type on Management of Employees

	Current		Preferred				
	$\bar{x}$	Sd	$\bar{x}$	sd	t-value	p-value	Remark
Clan	31.10	12.63	34.90	12.56	*-2.39*	*0.021*	*Sig*
Adhocracy	20.50	08.99	22.70	8.03	*-1.95*	*0.057*	*Not Sig*
Market	22.30	09.75	20.40	6.99	*1.28*	*0.206*	*Not Sig*
Hierarchy	26.10	11.08	22.00	9.37	*2.54*	*0.014*	*Sig*

Table 7 to 12 discussed the significant difference between current and preferred culture type situations in terms of six dimensions, namely: dominant organizational characteristics, leadership style, management of employees, organizational glue, strategic emphasis, and criteria for success.

Dominant is organizational characteristics. Table 7 showed the significant difference between current and preferred culture type situations of the academic libraries on dominant organizational characteristics. The computation of paired t-test revealed that there is no significant difference between current and preferred type situations of the academic libraries as to dominant organizational characteristics under the four culture profile, namely: clan, adhocracy, market, and hierarchy. This can be justified by the computed probability values of 0.408, 0.218, 0.092, and 0.250 that are respectively greater than 0.05, level of significance. Thus, the null hypothesis was accepted. This implies that the professional and support staff of the academic libraries in Tagbilaran City did not vary significantly on their responses as to current and preferred culture type situations in terms of dominant organizational characteristics.

Leadership style. Current and preferred culture type situations of the academic libraries on leadership style under the culture type profile on clan, adhocracy, and market did not significantly differ at 0.05 level. This leads to the acceptance of the null hypothesis. This means that the mean and standard deviations of each indicator are more likely the same. This can also be justified by the computed probability values that are greater than 0.05. However, significant difference in the current and preferred culture type situation occurred in

the hierarchy indicator as justified by the computed probability value of 0.047 which is lower than 0.05. As a result, the null hypothesis was rejected. Results clearly manifests that majority of the responses on the different culture type situations between current and preferred as to leadership style did not create any considerable difference most importantly on the following culture type profile such as clan, adhocracy and market but except for the hierarchy culture.

A good number of the responses under hierarchy culture have marked difference between current and preferred culture type situations. This is because the respondents definitely revealed the majority shift from current hierarchy culture to other preferred culture type situations. This was validated on the study of Maloney, et. al. (2010) that disclosed a significant gap between future leaders' perceptions of current organizational culture and the culture in which they feel they would be more effective.

Management of employees. Table 9 found out that the current and preferred culture type situations differed in the following culture type profile such as clan and hierarchy at 0.05 level. This was justified by the computed probability value of 0.021 and 0.014 which are respectively lower than 0.05 that leads to the rejection of the null hypothesis. This is because the respondents prefer that the existing clan culture type situation will likely become stronger in the future. Accordingly, a significant increase of their score was evident. At the same time, the opposite perception manifested in the hierarchy culture. This implies that the librarians and staff stressed that clan culture seemed to be more applicable for them rather than hierarchy culture thus a significant change of scores occurred.

Table 10. Significant Difference between the Current and Preferred Culture Type on Organizational Glue

	Current		Preferred				
	$\bar{x}$	sd	$\bar{x}$	sd	t-value	p-value	Remark
Clan	29.30	12.78	32.10	09.95	*-1.41*	*0.165*	*Not Sig*
Adhocracy	21.70	6.90	21.70	07.26	*0.00*	*1.000*	*Not Sig*
Market	24.00	10.69	22.00	05.98	*1.23*	*0.225*	*Not Sig*
Hierarchy	25.00	08.81	24.20	10.12	*0.66*	*0.513*	*Not Sig*

Table 11. Significant Difference between the Current and Preferred Culture Type on Strategic Emphasis

	Current		Preferred				
	$\bar{x}$	sd	$\bar{x}$	sd	t-value	p-value	Remark
Clan	28.30	11.59	31.80	9.19	*-2.30*	*0.026*	*Sig*
Adhocracy	24.20	8.23	25.5	8.47	*-0.78*	*0.442*	*Not Sig*
Market	21.00	8.69	20.40	6.99	*0.53*	*0.5995*	*Not Sig*
Hierarchy	26.5	11.21	22.3	9.80	*2.34*	*0.024*	*Sig*

Moreover, adhocracy and market did not significantly differ as justified by the computed probability values that are higher than 0.05. Thus, the null hypothesis was accepted. Library personnel provides only a slight increase and decrease of their scores on both culture types, as a result, there was no significant difference between current and preferred culture type situations was revealed.

*Organizational glue***.** Result showed that only hierarchy culture differs with a computed t-test value of 0.66 which lies under the rejection region and with a probability value less than 0.05. It was also revealed that there was no significant difference between the current and preferred culture type situations. It implies that most of the respondents decided a status quo on the three indicators and a strong decrease on some elements of the hierarchy culture.

Strategic Emphasis. Table 11 presented the organization culture on strategic emphasis. The data revealed that in this dimension, the result differs in the clan and hierarchy culture type profile. This was justified by the computed probability value of 0.026 and 0.024 which are respectively lower than 0.05 (level of significance). Thus, the null hypothesis was rejected. However, adhocracy and market did not significantly differ as revealed on their computer t-test value that lies on the acceptance region. Therefore the null hypothesis was accepted. This connotes that the respondents give more emphasis on the changes of their scores in clan and hierarchy culture with opposite direction both current and preferred culture type situation. Again in this dimension, they stressed only to improve existing clan culture rather than change it and slightly eliminate the hierarchy culture existing in one of the libraries under study.

This was confirmed by Shepstone and Currie (2013) who found out that there was a significant difference between current and preferred cultures type situations as perceived by the library personnel.

Criteria for success. Table 12 showed paired *t*-test statistics and significance data between academic libraries' current and preferred culture type situations on criteria for success. The results revealed that the four culture type profiles did not differ at 0.05 level of significance. This was justified by the corresponding computed probability values that were significantly higher than 0.05. This means failed to reject the hypothesis of significant difference. The result implies that the respondents did not give any marked increase nor decrease in preference in all four cultures**.** This was contradicted in the study of Suderman (2012) that there were still gaps between current and preferred cultures type situations though they were less significant than a year earlier.

Generally, it was revealed that there is no significant difference between current and preferred culture type situations of the academic libraries in Tagbilaran City for adhocracy and market culture type profiles. However, in clan and hierarchy culture, there is a significant difference between the current and preferred culture type situations. The result was supported in the study of Faerman's (2009) that there is a difference in the perception of the organizational culture of the respondents for clan and hierarchy culture type profiles. This implies that scores in clan culture increased in preference and hierarchy culture decreased in preference, while for adhocracy and market had no considerable changes in the scores.

Table 12. Significant Difference of the Four Culture Type Profiles (Clan, Adhocracy, Market and Hierarchy)
One-way ANOVA: (Clan, Adhocracy, Market, Hierarchy)

Source	DF	SS	MS	F	P
Factor	3	2477.3	825.8	28.02	0.000
Error	196	5776.9	29.5		
Total	199	8254.2			

Level	N	Mean	StDev	Individual 95% CIs for Mean Based on Pooled StDev
				----+---------+---------+---------+--
C	50	30.667	7.183	(----*---)
A	50	22.830	3.613	(---*----)
M	50	21.433	4.302	(---*----)
H	50	25.070	5.893	(----*---)
				----+---------+---------+---------+--
Pooled StDev = 5.429				21.0 24.5 28.0 31.5

The data showed that there is no significant difference among the academic libraries' culture type situations in Tagbilaran City as to six dimensions of the organizational cultures. This was justified by the computed probability value of 1.00 which is greater than 0.05, the level of significance. The means and standard deviations of the seven academic libraries are more or less comparable. This implies that library personnel of academic libraries in Tagbilaran City slightly is at variance in some aspects of the six dimensions of organizational culture. Generally, they have nearly the same views on how they assessed the current and preferred culture type situations of their libraries. This manifestation slightly associated on some studies using this approach to examine organizational culture which revealed that an organization frequently has one dominant culture type but demonstrates varying degrees of each of the other types (Goodman, Zammuto, & Gifford 2001).

The considerable difference of the means and standard deviations of the four culture type profiles (Clan, Adhocracy, Market, and Hierarchy) in the seven academic libraries are shown in the figure below:
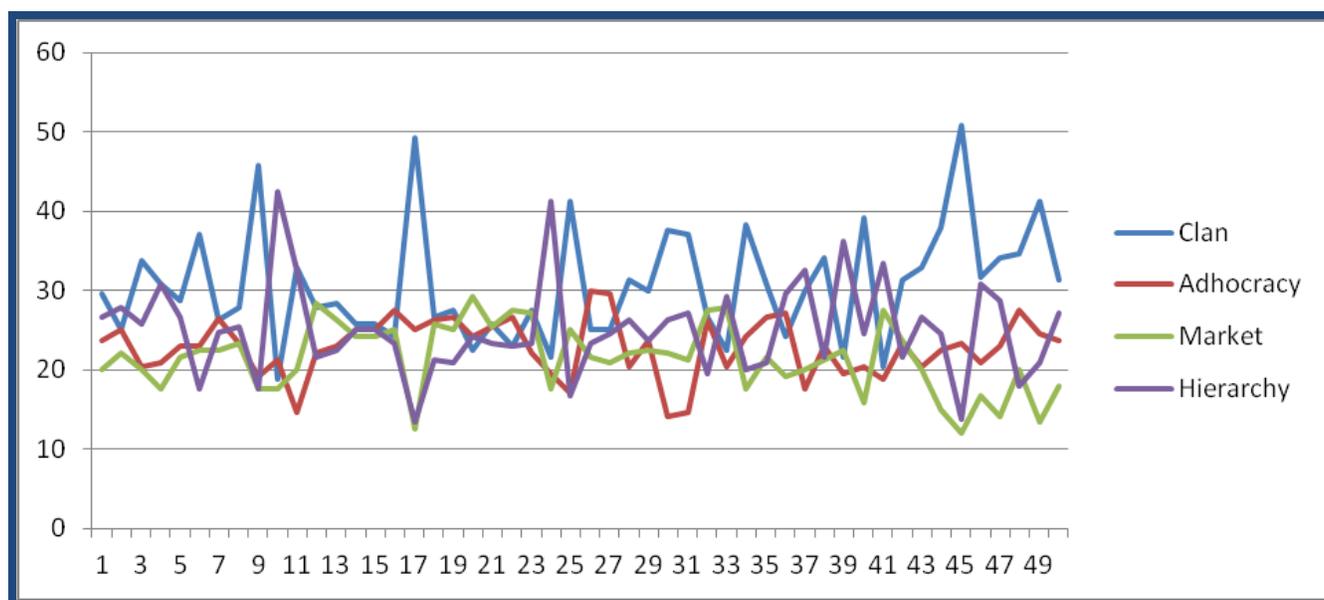

Figure 2: Difference of Culture Type Situations of the Seven Academic Libraries

CONCLUSION

Organizational culture is imperative in the library setting especially on in identifying the dominant current and preferred organizational culture type of the academic libraries toward library culture change and improving effectiveness. The existing organizational culture type profile of academic libraries in Tagbilaran City both leadership style and organizational glue dimensions which are highly traditional, with rigid adherence to policies, and the directives of the executives contradicts the aspiration of the librarians and staff which is a collaborative in nature, with strong employee commitment, and a family-type atmosphere culture. With this, there is a possibility that the effectiveness of its performance and the delivery of quality services among its customers will be affected. However, with the presence of culture that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers in the remaining dimensions, such as management of employees, strategic emphasis, and criteria for success, such predicament will be easily resolved. Besides, library personnel are very true to themselves, where they consider the library as a family type of organization, and represent a friendly place to work, where people share a lot of themselves, and whose leaders are having the role of mentors or facilitators. Finally, organizational culture change of academic libraries in Tagbilaran City is not indispensable. However, few enhancements on some of the elements for stronger clan culture are needed.

RECOMMENDATIONS

Based on the findings and conclusions, the researchers offered the following recommendations: (1) There is a need to study on organizational changes from hierarchy culture to clan culture on three of the six dimensions, to wit: dominant organizational characteristics, leadership style, and organizational glue; (2) To create and increase clan culture, academic libraries should: (a) expand library staff participation in planning, (b) review the most significant gaps between the preferred culture and existing leadership styles, (c) ensure transparency in decision-making and use of feedback, (d) establish staff development by empowering front-line staff and supervisors to make key decisions, and react quickly to emerging needs in the library, (e) provide an employee recognition system that recognizes contributions and commitment in their works of the library, and (f) expand on teamwork and interpersonal relationships among library staff; (3) The clan values are necessary to be strongly reflected in the Library's Strategic Plan in all academic libraries in Tagbilaran City; (4) The academic libraries in Tagbilaran City need to align the overall library organizational culture with the parent institution's culture to ensure stability, fit and support; (5) A further research on the organizational culture and structure of the colleges and universities where these academic libraries belong is suggested for possible realignment of cultures.

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