

IMPACT OF LEADERSHIP PRACTICES ON ORGANISATIONAL CULTURE IN SELECT UNIVERSITY LIBRARIES

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Abstract *Academic libraries in this knowledge and technology driven society continue to dominate in providing access to information to their clientele like students, scholars, academicians, and other information seekers. Presently, their role becomes critical as they act as a catalyst and connector by linking students, scholars, and information together for generating new insights into teaching and learning. Academic libraries can play effective role in delivering their services, provided a positive culture is created and promoted for library staff. It calls for the role of university librarians to focus on developing healthy culture in libraries through delivering sound leadership practices which would eventually enhance library staff's performance in serving their stakeholders better. Keeping the above facts in view, the present paper is aimed to examine the impact of leadership practices on organisational culture in select university libraries. The present study targeted 120 library staff from two universities in Jammu & Kashmir (J&K). Simple random sampling was used to gather information from respondents. Multifactor Leadership Questionnaire (MLQ Form 5X) developed by (Bass & Avolio, 1995) was used to measure leadership practices, whereas OCTAPACE values were adapted from HRD Climate Survey developed by Rao and Abraham (1986) to study organisational culture. The reliability of constructs varied from 0.74 to 0.82 and from 0.71 to 0.85 in leadership practices and organisational culture, respectively. The data collected were analysed using descriptive and inferential statistics. The findings of the study revealed that leadership practices significantly influence organisational culture in university libraries. On the basis of the findings, the study suggests that leadership practices prevailing in sample select libraries need to be more effective and result oriented which would develop sound and positive culture at their workplaces.*

Keywords: *Leadership Practices, OCTAPACE Culture, Transformational Leadership, University Libraries*

INTRODUCTION

In the present knowledge-and-technology-driven environment, academic libraries play a pivotal role in dissemination of knowledge and information among its users. Academic libraries are regarded as an important pillar for institutional growth and development as they contribute in enhancing universities knowledge resource base. However, rapid change in global academic scenario, new trends in teaching and research, ease of access to information, development of digital formats, and communication of technologies have changed the complexion and nature of academic libraries (Jurow, 1990; Travica, 1999; Winston & Dunkley, 2002; Renaud & Murray, 2003).

From the past few years, we are witnessing rapid changes and developments in the area of information science and library management. The subject of library science is gaining huge demand among students and library professionals due to its capacity of transferring information and knowledge among information seekers through the aid of latest technological tools and interventions. Academic libraries, in this regard, are considered vital in providing a platform to students and

academicians to gain new insights in learning and teaching. Academic libraries have undergone a paradigm shift in presenting themselves before academic community. Their roles and nature of work is drastically changing as they enter in a world which is characterised by knowledge, resources, information, and technologies. The student-centric learning and teaching have also added new dimensions in library services in terms of designing instructional programmes for information seekers and creating informational access tools which make librarians to act as consultants in addressing problems and issues pertaining to informational resources. Academic libraries are witnessing and exploring new trends and developments in its services as new technologies and mode of study are coming up in terms of ICT-based learning and use of digital resources (Brophy, 2001).

The service delivery of academic libraries in general and library staff in particular can be made effective and result oriented through promotion of sound organisational culture at workplaces. It is a glue that unites organisation members to collective work towards attaining institutional goals and objectives. Organisational culture is a set of beliefs that are shared and valued among members of an organisation (Hill

& Jones, 2014). It plays a critical role in determining how individuals put their efforts at work places and is very crucial for the overall success of organisation (Leal-Rodríguez et al., 2014; McDermott & O'Dell, 2001).

Past research studies have been conducted to analyse the impact of leadership on institutional culture. It is the leadership which helps in developing sound culture at workplaces. It has been found that there is a positive association between leadership effectiveness and organisational culture (Sarros et al., 2008; Kwantes & Boglarsky, 2007; Tsai et al., 2006; Ogbonna & Harris, 2000). The leadership of an institution contributes in this regard by instilling a sense of commitment and involvement among its staff which leads to serving their customers better.

REVIEW OF LITERATURE

Higher educational institutions in today's competitive environment run various programmes and courses in order to cater students' learning and development; in this regard, academic libraries are useful in facilitation and implementation of those programmes. Their significance bears witness to the fact of being considered the face of academic institution. Academic libraries' role in higher education is not just confined to dissemination of information but to provide student and scholarly services in more professional way and in qualitative terms. Academic libraries are intended to develop overall personality of students through: (i) inculcating among them ethics and value system, (ii) equipping them with tools and resources to gather information, (iii) channelising their talent for improving their academic credentials, and (iv) providing them with learning environment that nurtures their skills and aptitude. Faculty members and scholars derive benefit from libraries through their information sources and support services. In this endeavour, they not only ensure to increase the quantity of information, but also enhance their value as well.

The competitive and dynamic nature of market has brought numerous challenges before academic libraries to sustain their relevance before academic stakeholders. The traditional task of academic libraries cannot be suitable in today's sophisticated knowledge-driven environment. Academic libraries cannot continue to adopt old practices, but have to rethink and redesign their functioning so as to sustain the institutional fabric of universities in general and their own acceptability among public in particular.

Academic libraries are becoming more responsible and productive towards assessing and meeting the needs and aspirations of its academic community. It calls for taking appropriate steps for promotion of sound and productive institutional culture in academic libraries that will ensure

their relevance among global academic players in general and develop their institutional image, in particular.

Institutional culture continues to dominate as a subject of interest among academicians, researchers, and policymakers as it leads to enhance institutional efficiency. The success factor of academic libraries in this twenty-first century largely depends upon its human staff and as such their willingness, motivation, and commitment are highly required in rendering their services; this can be made effective provided there prevails a sound organisational culture for library staff. Academic library activities and functions that cater to the needs of their clientele in terms of students, scholars, faculty, and other information seekers can be improved if library leadership brings qualitative changes in the dynamics of library professionalism by ensuring congenial work environment to their staff. Organisational culture promotes innovation and performance in library staff and is considered a prerequisite in sustaining the social fabric of libraries among their stakeholders. Organisational culture in academic libraries would lead to accommodate uncertainty and promote change which would eventually develop rewarding work environment for library staff (Rai, 2011). It calls for library leadership to play a very active role and become change agents in transforming and shaping the academic libraries. In this twenty-first century, their significance becomes more important in meeting expectations and needs of academic community. Martin (2013) has viewed that academic libraries are surrounded with complexity and uncertainty; therefore to address such changes, the need for having a productive work culture cannot be ignored which calls for library leadership to address these changes.

Kaarst-Brown et al. (2004) have linked organisational culture of libraries with their leadership. Library leadership needs to develop strategies, devise mechanism, and articulate the vision and mission among the library staff so that each and every individual cherishes the same and collaborates with each other in order to sustain the excellence of academic libraries.

Various studies have been explored to examine how library leadership and management impacts institutions efficiency through managing change and uncertainty (Mullins & Linehan, 2005; Shoaf, 2004; Dixon, 2000; Goble 1997; Riggs, 1997; Lee, 1993). It has been observed from the literature that academic librarians have an effective role to play in taking their libraries to higher levels of competence. But the changing nature of academic activities, coupled with technological innovations, has forced librarians to be more adaptive, effective, and relevant among student and academic community.

The dynamics of library as an institution are changing fast due to new advancement in technologies, growing expectations

of library users; in order to face these changes, the demand for having productive library leadership becomes crucial (Mullins & Linehan, 2006). Therefore, leaders need to promote culture at workplaces which will result in reducing conflict, increasing employee performance and thereby facilitating congenial atmosphere at workplaces (Christine, 2006). The culture of libraries itself plays an essential part in improving and managing the affairs of library and its management as it brings positive change and improvement at workplaces (Gina & Marilyn, 2015). They further stressed that it is the library leadership which is responsible for generating sound culture through promoting values, beliefs, and mission among library staff.

The success factor of academic libraries lies in their leadership which can transform them to new heights and give them new direction. Branin (2012) stressed that library leadership is gaining immense popularity in the area of information management science and the need of the hour calls for talented library leaders who can create and mentor more leaders for the twenty-first century. Past research evidences on library leadership have continuously stressed the need for having dynamic and visionary academic librarians who can transform their libraries as a centre for excellence. Budd (2005) opined that library leadership and management can overcome uncertainty and promote change if they would assess library culture more minutely, which would help in transforming their management practices through innovation and continuous development. Academic librarians need to relook and revisit their strategies in order to keep pace with changing environment and innovations (Ferguson & Matz, 2003).

Library leadership requires transformational leaders who can project the identity and culture of libraries among their staff through imbibing and communicating their present values and ethos (Hicks & Givens, 2013; Dewey, 2012; Mavrinac, 2005). Transformational leaders have the ability to maneuver the resources of organisation be it physical, technical, or human resource and the competence to guide their staff in performing organisational assignments (Grant, 2012; Judge & Piccolo, 2006). Transformational leadership is very effective in guiding its followers towards attainment of organisational goals and objectives. This style of leadership has gained the attention of many researchers in organisations irrespective of their nature of work and design.

Transformational leadership can also play active role in developing university libraries by holding the culture of institution together through infusing a sense of responsibility and commitment among library staff which would eventually lead in attaining organisational objectives and enhancing its competence. Keeping the above facts in view, the present paper is aimed to explore how leadership practices in select university libraries can have an effect on their organisational culture.

RESEARCH OBJECTIVES

On the basis of review of literature, the following objectives have been laid down for the present study:

1. To analyse the perception of library staff towards leadership practices and organisational culture prevailing in sample select university libraries;
2. To study the relationship between leadership practices and organisational culture;
3. To examine the influence of leadership practices on organisational culture; and
4. To draw conclusions and suggest measures for promoting leadership practices for developing healthy and positive culture in sample select university libraries.

RESEARCH HYPOTHESES

Keeping in view the above objectives, the following hypotheses have been formulated for the present study:

1. There exists a positive and significant relationship between leadership practices and organisational culture.
2. Leadership practices significantly influence organisational culture.

RESEARCH METHODOLOGY

The present study is empirical in nature and aimed to gather responses of employees towards leadership practices and OCTAPACE Culture prevailing in academic libraries of select institutions in Jammu & Kashmir (J&K). The sample respondents comprise of library assistants and supporting staff. The questionnaires were distributed among 120 employees including 74 male and 46 female staff of two sample universities namely: (i) University of Kashmir and (ii) University of Jammu. Simple random sampling technique was employed to gather information from the respondents. Multifactor Leadership Questionnaire (MLQ Form 5X), developed by Bass and Avolio (1995), was used to measure leadership practices, whereas questions were adapted from HRD Climate Survey developed by (Rao & Abraham, 1986) to study OCTAPACE Culture. Only 96 library staff including 57 male and 39 female staff returned the questionnaires out of 120 targeted samples. However, 11 questionnaires returned were found outliers and not suitable for the final analysis purpose. Thus, the final analysis was done on only 85 questionnaires with a usable response rate of 70.83%. The reliability of constructs varied from 0.74 to 0.82 and from 0.71 to 0.85 in leadership practices and OCTAPACE Culture, respectively. The data whatsoever collected were analysed using SPSS 20.0.Version. Descriptive statistics

such as mean score, % mean score, standard deviation, and frequency were used to study the employee's perception with respect to leadership practices and OCTAPACE Culture. Inferential statistics such as Pearson correlation was employed for hypotheses' testing purposes.

DATA ANALYSIS AND FINDINGS

Table 1: Perception of Library Staff towards Leadership Practices (n=85)

Dimension	Mean Score	Standard Deviation	Cronbach alpha
Idealised Attribute	3.43	0.80	0.79
Idealised Behaviour	3.50	0.76	0.82
Inspirational Motivation	3.44	0.77	0.74
Intellectual Stimulation	3.33	0.72	0.80
Individual Consideration	3.38	0.82	0.77
Transformational Leadership	3.42	0.77	0.78

Source: Data compiled by the author

Table 1 shows the perception of library staff with respect to leadership practices prevailing in select university libraries. It was revealed from Table 1 that overall perception of library staff towards leadership practices was found favourable with overall mean score of (3.42). Moreover, among leadership practices, library staff showed highest satisfaction level towards idealised behaviour with mean score of (3.50) and the least satisfaction was found towards intellectual stimulation with mean score of (3.33).

Table 2: Perception of Library Staff towards Organisational Culture (n=85)

Dimension	Mean Score	Standard Deviation	Cronbach alpha
Openness	3.40	0.73	0.78
Confrontation	3.32	0.71	0.71
Trust	3.33	0.66	0.82
Autonomy	3.26	0.64	0.76
Proactivity	3.37	0.79	0.83
Authenticity	3.45	0.75	0.85
Collaboration	3.48	0.80	0.76
Experimentation	3.29	0.82	0.78
OCTAPACE Culture	3.36	0.75	0.74

Source: Data compiled by the author.

Table 2 shows the perception of library staff with respect to organisational culture in select university libraries. It was found that overall perception of library staff towards organisational culture was found favourable with overall

mean score of (3.36). Moreover, the highest perception among dimensions of organisational culture was found towards collaboration with mean score of (3.48) and the least satisfaction was found towards autonomy with mean score of (3.26).

Table 3: Correlation between Leadership Practices and Overall Organisational Culture

Leadership Practices		Organisational Culture
Idealised Attribute	Pearson Correlation	0.326**
	Sig. level	(0.000)
Idealised Behaviour	Pearson Correlation	0.340**
	Sig. level	(0.000)
Inspirational Motivation	Pearson Correlation	0.312**
	Sig. level	(0.000)
Intellectual Stimulation	Pearson Correlation	0.286**
	Sig. level	(0.000)
Individual Consideration	Pearson Correlation	0.300**
	Sig. level	(0.000)

** Correlation is significant at the 0.01 level (2-tailed).

Similarly, from Table 3 correlations were determined between leadership practices and organisational culture. It can be seen that all the dimensions of leadership practices depict positive and significant relationship with respect to organisational culture. The most positive relationship was found between idealised behaviour and organisational culture with ($r=0.340, p=0.000$) and the least positive and significant was found between intellectual stimulation and organisational culture ($r=0.286, p=0.000$). Therefore, our hypothesis 1 is supported because correlation between leadership practices and overall organisational culture was found favourable and statistically significant.

Table 4: Effect of Leadership Practices on Organisational Culture (Regression Analysis)

Model Summary					
Model	R	R Square	Adjusted R Square	F-Value	Sig.
1	0.554 ^a	0.414	0.413	107.55	0.000 ^a
a. Predictors: (Constant), Leadership practices					

Further, in order to examine the effect of leadership practices on organisational culture, regression analysis was performed (Table 4). The regression analysis indicates that the perception of employees regarding leadership practices has a significant positive effect on organisational culture prevailing in sample select organisations. The value of $R^2 = 0.414$ shows that 41.40% variance is explained by independent variable (leadership practices) in dependent

variable (organisational culture). Thus, our hypothesis 2 is accepted. Hypothesis 2 states that leadership practices influence organisational culture.

CONCLUSION AND SUGGESTIONS

The present study was aimed to examine the effect of leadership practices on organisational culture in academic libraries of select universities and also to study the relationship between these two said variables. The findings of the study revealed that there exists a positive and significant relationship between leadership practices and organisational culture in sample study academic libraries. The findings of the study presented that leadership practices have a significant influence in developing and promoting favourable organisational culture in sample study academic libraries. The findings of the study also highlight that there exists a favourable perception of library staff towards transformational leadership practices. Moreover, employees have shown high satisfaction level with respect to organisational culture prevailing in their libraries. Overall, it can be concluded from the findings that though results have shown satisfactory perception of employees towards existing culture prevailing in their libraries, there is still a scope to strengthen leadership practices in sample study academic libraries so as to improve employee efficiency and delivery.

The present study is faced with some limitations. Firstly, the results of the study cannot be generalised as the study targeted only two academic libraries from within the state of J&K. As such, the findings cannot be generalised to whole population. Therefore, future research can incorporate more universities of J&K and examine their academic libraries so as to reveal a better picture towards study population. Secondly, the present study ignored the effect of demographic variables such as gender, age, designation, and educational qualifications. Therefore, it is suggested that studying these variables in future research would present a more holistic picture of leadership practices and organisational culture prevailing in academic libraries of the state. Lastly, in the present study, primary data have not been gathered at different periods of time as such, future research can employ longitudinal study in order to assess perceptions of employees at varied intervals.

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