Identifying Dimensions and Components of Competent Organizational Culture of Public Libraries in Iran
Qualitative Research

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Abstract
In view of the importance of competent organizational culture in managing organizational culture, the current research has been accomplished in order to identifying components of effective organizational culture in public libraries of Iran from the perspective of managers and librarians working in public libraries. This qualitative study was conducted using content analysis. By purposive sampling, 23 of librarians and managers of public libraries in 10 provinces were interviewed using depth and semi-structured interviews. After extracting the primary codes of the data analysis and review and classify them, the 6 categories and 16 subcategories were identified as competent and effective organizational culture in public libraries foundation of Iran. 6 main categories are: mission culture, knowledge-base and Capability-oriented culture, independency culture, Participatory and Motivational leadership culture, and professional and organizational commitment.

Keywords. Competent organizational culture, Iran, Organizational culture, Public libraries

Introduction
Culture is so crucial in human life that influences all the aspects of their life. It can be declared that many sciences are affected by culture. Amongst the aspect of human life, management is more influenced by culture than any other sciences. Due to its considerable effect on situational variables with organizational framework, organizational culture is a special subject in management sciences whose popularity in research has not yet been diminished (Aktaş, Çiçek, & Kıyak 2011). Organizational culture creates organizational commitment in any organization (Shepstone, & Currie, 2008; Ziaee, Roshandel Arbatani, & Nargesian, 2011) and brings stability and social cohesion amongst its member as an adhesive (Cartwright & Baron, 2002). By its either direct or indirect effects on each individual employee, organizational culture shapes the behaviors of employees (Adeyoyin, 2006), influences organizational effectiveness (Kim, Tracy, Min & Munson, 2014) and facilitates strategic changes in the organization (Shepstone, & Currie, 2008). Organizational culture affects the process of knowledge management because effective knowledge management not only is dependent on the use of information technology but also is much related to the social ecology or culture of the organization (Gupta & Govindarajan, 2000). In general, organizational culture has a considerable impact on decision-making process (Kumaresan & Rani, 2013). Organizational culture is an environmental variable that influences all the members of the organization to various degrees; thus, a proper understanding of its structure is important for effective organizational management and work (Asgarian, 2009). Consequently, managers can bring important changes or modification to the organization to improve organizational status and influence leadership and management practices by surveying
organizational culture. This process is called organizational culture management. The fundamental step, in this process, is culture recognition that involves identification of the current culture and effective culture as well as comparison or analysis of the gap between current culture and effective culture. Given to the fact that organizations are different in terms of their goals, roles, nature and the value system governing them, the identification of distinct dimensions and components of an effective and competent organizational culture has become a necessity for any organization to have effective behaviors (Zarei Matin, Jandaghi, Khanifar & Heydari, 2011) and inspires professionals and experts to work efficiently in cross-cultural situations (Delia, 2001). An effective and competent culture indicates coordination and implementation of organizational culture components in compliance with value systems, goals and strategies in the organization, and solidarity between the components (Stewart, 2006). Considering that public libraries have unique characteristics and distinct nature and mission from many other organizations, the present study intended to identify the dimensions and components of competent organizational culture in the Iran’s Public Libraries Foundation to improve their effectiveness.

Literature Review

According to Edgar Schein (2010), "organizational culture is a pattern of basic shared assumptions that are learnt by a group to solve the problems of external adaptation and internal integration and acts so good that is known as an authentic factor; therefore, it is taught as the correct way of understanding, thinking and feeling about those issues to its new members". Schein believes that culture is a product learned from the experience of a group and is, therefore, found where a certain group with a remarkable history exists regardless of the level of its structural analysis (Kaarst-Brown, Nicholson, Van Deran, Gisela & Stanton, 2004). Organizational culture of any organization is influenced by many factors. Organizational culture is the indefinite internal foundation and structure of the organization that is exhibited in the targets, technology, structure, policies, performance and products of the organization and whose clearest manifestation is reflected in the behavior of employees. Organizational culture is the subject of many important studies; In recent decades, a significant number of studies have endeavored to specify and define various dimensions of culture and have developed different models of organizational culture. This diversity is the result of several factors involved in the culture of the organization which are influenced by time and place in addition to political, cultural and social conditions. For instance, the model proposed by Cameron and Quinn focused on adhocracy, clan, market and hierarch cultures. Daniel Denison’s model introduced four cultures of mission, bureaucratic (consistency), participatory (involvement), adaptability (Farrahi pourzanjani & Sanjaghi, 2009). Hofstede’s model proposed six general cultural dimensions including individualism vs. collectivism, uncertainty avoidance, power distance, masculinity vs. femininity, long- vs. short-term orientation, and indulgence vs. restraint (Jamie & Etebarian, 2016). These different models have shown that each model has a set of values that may hold a contradictory approach to other models (Ranaee Kord Shooli, 2007). Therefore, a specific organizational culture model that is appropriate for an organization with its own distinctive features may not fit another organization such as libraries. As an effective organization in all areas of human life, libraries have distinctive characteristics in comparison to other organizations. What has made the organizational culture of libraries unique is their distinguishing features such as being non-profit, educational, research-centric, cultural, transformational, learning-based, customer-centric, ICT-based, knowledge-based, knowledge-building, and influenced by political factors of the government etc. Library environment is a mutable whose transformation can be observed in its need of information, rapid changes in IT and increasing costs of these technologies. The changes in libraries transform its organizational culture rather than increasing the presence of new technologies (Varner, 1996). There are two general methods of cultural recognition, namely model-based and context-based (Ansari, Shaeami Barzoki & Safari, 2011). The model-based method uses various existing models and the researcher should maneuver within this framework and not out of it. The context-based method uses either or both (composite) of qualitative and quantitative tools and methods for organizational culture recognition since any organization has a unique culture. Having a functional look at organizational culture models and patterns, be it qualitative or quantitative, it can be induced that: first, a large number of models reflects the fact that no model is universal and applicable to all organizations; second, many models have diverse
principles and frameworks; third, the type and content of organizational culture may be appropriate under specific circumstances, time or place; as the time and circumstances change, the behavioral norms and values should change accordingly to suit the environmental situations. The organizations whose nature, goals, ideology etc. may vary, it is necessary to first identify the components of a competent organizational culture, and then transform their organizational culture in accordance with those identified components. Hence, some organization, like public libraries, require context-based method to identify an effective culture. Research on libraries’ organizational culture has shown that all the previous studies adopted a model-based method which have overlooked the fact that organizational culture management is an invisible factor affecting the performance of public libraries. To give proof of that, the results of these studies indicated that public libraries did not have good conditions; moreover, all the participants of the current study have also admitted the poor performance of public libraries due to their governing values. In this regard, Isfandyari-Moghaddam, Razmi Shandi and Norouzi (2013) studied the previous research on the quality of library services in Iran in a systematic review study using content analysis method. They found that public libraries had poor service quality in all components. One reason, perhaps, was lack of attention to organizational culture management in public libraries as well as absence of the components of a competent organizational culture to manage organizational culture in these libraries. As discussed earlier, the review of previous investigations into organizational culture in public libraries in Iran or other countries has revealed that all the studies adopted a model-based approach to organizational culture. The following studies are some examples. In a descriptive-survey research, Hassanzadeh and Karimi (2012) had a comparative study of organizational culture in the public and academic libraries of Tehran and its relationship with user satisfaction based on Cameron’s and Quinn model of organizational culture. They showed that the current organizational culture was hierarchy culture while the desired culture was clan culture. Ziaee, Roshandel Arbatani and Nargesian (2011) conducted a descriptive-survey and SEM\(^1\)-correlational research to investigate the relationship between organizational culture and organizational commitment amongst the employees of Tehran University Libraries based on Denison’s model. They found that there was a significant relationship between organizational culture, its components (involvement, consistency, adaptability and mission) and organizational commitment. Abbassi, Parirokh, Daryani and Fattahi (2010) studied the organizational model in central libraries of universities and its effect on implementation of knowledge management based on Cameron’s and Quinn model. They found that the current organizational cultures in the libraries were hierarchy, clan and market cultures while the desired cultures were clan and adhocracy (entrepreneurial) cultures. Tabarsa, Mahboub and Esmaeeli Givi (2010) had a descriptive-survey investigation into the effect of EOC\(^2\) on creativity and innovation in Iran’s public libraries foundation based in McGuire’s model. They found that EOC had a positive effect on creativity. Shepstone and Currie (2008) in a study based on Cameron’s and Quinn organizational culture model, found that the existing culture in the libraries of U of S in Canada was market culture while the desired culture was clan and adhocracy cultures. Using Cameron’s and Quinn model of organizational culture, Brooks (2007) studied the organizational culture of research and non-research libraries of higher education institutions in the United States; He found that the current culture was hierarchy culture while the desired one was clan culture. Consequently, the present study intended to answer ‘’what are the components and dimension of an effective and competent organizational culture in Iran’s public libraries?’’

**Materials and Methods**

The present research is a qualitative content analysis approach. The statistical population included the librarians and managers of Iran’s public libraries under Public Libraries Foundation. Regarding the purpose of this study, the participants were selected based on purposive sampling method to be the rich source of required information. The main criterion for the selection of participants in interviews was having over 5 years of work experience and a university degree in knowledge and information science. In qualitative research, the sample size is determined during the study work and sampling continues to reach data

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1 Structural Equation Modeling
2Entrepreneurial Organizational Culture
satisfaction (Creswell, 2011). In the present study, the sample size consisted of 23 librarians and managers of public libraries in 10 provinces of Iran, whose features are presented in Table (1) below. The main data collection method was Semi-Structured Interview. Data analysis performed using content analysis method. During the interview, the researcher tried to maintain the relevance of questions to the objectives of the interview with his command of the situation. All the interviews were recorded using an MP3 Voice Recorder and were transcribed once each interview was over. Then, using inductive and deductive qualitative content analysis, the categories were organized from low to high order based on their level of abstraction, and data were classified into briefer information units. For naming the categories, three titles were chosen, namely specialized literature on the subject, word of the interviewees, concepts of the researchers.

Table 1: Personal information of participants

<table>
<thead>
<tr>
<th>Position</th>
<th>Sex</th>
<th>Age (Years) X±SD</th>
<th>Experience X±SD</th>
<th>Education</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Director</td>
<td>2</td>
<td>2</td>
<td>38±1.83</td>
<td>9.75±5.25</td>
</tr>
<tr>
<td>Supervisor</td>
<td>2</td>
<td>8</td>
<td>36.9±3.25</td>
<td>7.16±1.32</td>
</tr>
<tr>
<td>Librarian</td>
<td>7</td>
<td>2</td>
<td>38±5.45</td>
<td>12.33±5.89</td>
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The rigor of the study was assessed using Lincoln’s and Guba criteria including credibility, verification, dependability and transferability (Creswell, 2011). To ensure credibility of research, the researcher was long involved in data and participants and used the technique of participant data review. That is, the researcher gave a summary of the interview along with its initial codes to the participants and asked them about the authenticity of researcher’s perception. The researcher’s effort was to fully get involved in the research, establish a proper communication with participants and embrace profound implications that appeared in the study process. To ensure verification of research, peer review method was used. That is, the researcher provided his peers and teammates with the primary collected data analyses after initial encoding and classification to be evaluated and adapted if necessary. To ensure dependability of research, the researcher kept the raw data, codes and classifications for auditing and used the exact phrases and statements of the participants for quotations. To ensure transferability of research, maximum variation sampling method was used.

Results

At the end of encoding stage, a total number of 1236 initial codes were obtained; after data analysis, integration and overlapping, they were classified into 6 main categories as the main dimensions of competent organizational culture in Iran’s public libraries as well as 16 sub-categories as its components.

Table 2: Dimensions and components of competent organizational culture in Iran’s public libraries

<table>
<thead>
<tr>
<th>Main Categories (dimensions of competent organizational culture in Iran’s public libraries)</th>
<th>Sub-categories (components of competent organizational culture)</th>
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<tbody>
<tr>
<td>Mission Culture</td>
<td>Pluralistic User-centrism</td>
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<td>Social Transcendentalism</td>
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<td>Accessibility</td>
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<td>Reading Culture Promotion</td>
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<tr>
<td>Knowledge-oriented and Capability-oriented Culture</td>
<td>Professionalism and Meritocracy</td>
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<td></td>
<td>Professional Capability</td>
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<td></td>
<td>Use of Technology</td>
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<td></td>
<td>Organizational Learning</td>
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<tr>
<td>Independency Culture</td>
<td>Non-Politicization in the Library</td>
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<td></td>
<td>Decentralization</td>
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<tr>
<td>Participatory and Motivational Leadership Culture</td>
<td>Participatory Management</td>
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<td></td>
<td>Motivational Management</td>
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<tr>
<td>Professional and Organizational Commitment Culture</td>
<td>Professional Ethics</td>
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<td></td>
<td>Organizational Commitment</td>
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<tr>
<td>Aesthetic Culture</td>
<td>Standardization</td>
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<td></td>
<td>Beautification</td>
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Mission Culture

Mission of an organization is the unique purpose for which the organization is established and distinguishes it from other organizations and clarifies the scope of its activities. Mission culture concerns external...
environment and conditions that should be considered by public libraries as the main assumptions and fundamental values for their organizational behaviors and performance. This category that consists of four sub-categories of “pluralistic user-centrism”, “social transcendentalism”, “accessibility”, and “reading culture promotion” depicts how organizational behavior and performance of public libraries should attain these missions. Pluralistic user-centrism refers to the social conditions where public libraries are concerned with different classes of people in terms of age, sex, occupation, political view, religion and education and all these individuals, groups and classes are the potential visitors of public libraries each of which have different information needs. One of the participants stated that “in the environment of public libraries, the public library belongs to all; its publicity means that anyone with any view, or any, actually, political view, or, I don’t know, any religious view or anything can enroll in the public library and use its resources” (L. M. 11). According to the participants, therefore, one of the values that should govern public libraries is the belief in pluralism in the society in terms of political, economic, religious, age etc. differences as well as attention to user-centrism and users’ information needs and provision of information resources tailored to the needs of users from local to individual needs. This value should be a principle of librarianship and must be observed in practice: “we should value them all and give worth to them with any thought, any look, any occupation, any religion. We should keep them satisfies. This is our main duty without thinking about what color is that person, his being human is important to us” (L. 6). Social transcendentalism, as a sub-category of mission culture, refers to the belief in the role of public libraries in extensive harmonized political, cultural and economic changes in the society to achieve a particular purpose i.e. social excellence of a society. All the participants unanimously believed that, social transcendentalism should be the heart of all activities and programs of public libraries as the mission of them. According to participants, public libraries should raise awareness of political, cultural, social and even economic dimensions and optimize the leisure time of the user community with excellent educational programs: “well, one of the primary roles that public libraries can have is helping the growth and excellence of human in all aspect. This means it can play a critical role in economic growth, and cultural and social and political growth and generally sustainable development because the axis of, actually, development is having appropriate information and culture; public libraries can have a role in this area” (L. M. 11). In addition to pluralistic user-centrism, facilitating the physical accessibility to the library and its information resources is another sub-category of mission culture which should be valued in public libraries in order to attain social transcendentalism: “in my opinion, the most, uh, important beliefs, values and strategies that we can follow is that we should have that justice in placement of libraries and accessibility of all classes to books and libraries” (L. M. 7). Reading culture promotion through book reading circles and book review and introduction programs can attract audiences and fulfill the role of social transcendentalism as another value in the public libraries: “even this library that we have, if it is more advertised across the city, it attracts more audiences. It’s very effective. Suppose that the advertisements for a movie is done for books every now and then, installing billboards and banners in the city; these all are effective” (L. 5).

Knowledge-Oriented and Capability-Oriented Culture
This category was derived from data as one of the main dimensions of an effective culture in public libraries; it consists of four sub-categories of “professionalism and meritocracy”, “professional capability”, “use of technology” and “organizational learning.” Managers and librarians believe that professionalism and meritocracy play a crucial role in increasing efficiency and effectiveness of libraries as well as organizational commitment of librarians: “the secretary-general of the foundation who is appointed by the minister of culture; in fact, in the government or even Ministry of Culture, people should be aware that people who have the most expertise and knowledge in this field should be appointed to do the work and then these people can use other professionals and experts in their appointments. The first issue is that managers are very important and management should be taken seriously” (L. M. 15). This dimension of organizational culture was in line with findings of Amiri (2004) in which the impact of librarianship

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1In this study, the participants were given a code: M: manager of provincial library; L. M: librarian manager; and L: librarian. The number of participant follow each code.
expertise on better performance of library managers was approved. Since public libraries are concerned with different users from different classes of the society, the participants accentuated the necessity of professional capability of librarians in terms of both communication and technical capabilities in order to attract more audiences, increase the effectiveness of libraries and fulfill their mission: “well, because public libraries are involved in people of any class entering the library, they definitely need qualified librarians who in the first place can behave people properly and I really think the use of psychology in dealing with people is more needed” (L. 6). The belief in the use of technology, attention to keeping pace with technologies and appropriate use of it in library services can be an important factor in attracting library users and implementing useful programs for social transcendentalism: “finally, libraries are highly influenced by information technology unlike most organizations. We are one of the first organizations that should use these technologies, if we cannot use these technologies timely and properly, people will ignore the public libraries and will not use them; the impact of technology on libraries is more than on other organizations” (L. M. 7). In knowledge-oriented and capability culture, the dimension of organizational learning is considered as an important factors affecting organizational effectiveness. Due to the rapid changes in society and technology, public libraries require acquisition and application of knowledge and new skill in order to avoid mistakes for the growth and development of organizations in service provision. Organizational learning in public libraries includes research-based activities, application of research findings in public libraries and continuous training of librarians to learn new skills and be aware of social changes surrounding them, all of which were emphasized by the participants: “strengthening the research capabilities of library employees and excessive support of research findings of the researchers in public libraries and their application in the real world should be a value” (L. M. 12).

**Independency Culture**

According to the results, due to social stratification and diversity in the society, the independency culture should govern management structure and performance in public libraries. Independency refers to neutrality and authority in service provision and management of public libraries with regard to pluralism in the user community. Therefore, non-politicization and decentralization are known as the sub-categories and dimensions of independency culture. Non-politicization should be considered as a value in the selection of managers and resources both and should be adhered: “well, freedom from politicization should be done in resources and in the appointment and selection of general managers” (L. M. 11). Due to the local nature of public libraries, besides non-politicization, decentralization is another sub-category and dimension of independency culture in management, in general, and in complex construction, in particular. According to the participants, centralization in the management structure of public libraries is one of the major obstacles to the ineffectiveness of libraries in attracting audiences: “look, since books are bought and sent collectively, they cannot definitely cover the needs. When the foundation itself is buying books institutionally and participatory for 3200 libraries and sent them to the libraries, this massive volume of libraries and book production do not allow any needs analysis to be done in the foundation” (M. 4). “The management in public libraries is really centralized. I myself, working here, know my province very well, know my people’s need very well and know my librarians’ needs very well” (M. 1).

**Participatory and Motivational Leadership Culture**

Participatory management and motivational leadership culture means engaging the librarians of public libraries in managerial decisions and motivating them to participate in decisions and operations of libraries to achieve social transcendentalism. This culture refers to some characteristics of public libraries that has made it an essential factor in the management and performance process of public libraries. These characteristics include non-profit, cultural, public services of liberties and the communication of librarians with the user community. Both participatory management and motivational leadership are two sub-categories and dimensions of this culture. Since the librarians who are working in public libraries are more connected with users and clients and are more aware of their needs and behaviors, using their opinions and engaging them in decision-making processed can improve creativity and effectiveness of libraries: “consulting a librarian as the one who is more connected with clients can help the management and the managers should also use the viewpoints of their colleagues” (M. 4). Public libraries are cultural environments affecting acculturation and development of a society (social transcendentalism) and their
employees should be necessarily motivated to accomplish their tasks and duties as efficiently as possible. Even though the public libraries foundation, as a non-profit institution, is not able to pay high salaries and grant bonuses to its employees unlike income-generating enterprises, paying attention to moral and, to some extent, material motivations can expect desired performance and increase organizational commitment in them: ‘when a librarian is well-paid and prosperous which is unfortunately not the case in public libraries and material prosperity is low; or when he has good benefits, salary and the like and be at the same level with other employees and his own capabilities in other organizations, it really helps him to have comfort, a peace of mind; and his mind is not anymore obsessed with why his salary, for example, is half of the salary of an academic librarian or a certain employee in a certain library or a certain’’ (L. M. 9). ‘‘In cultural works, you can meet the emotional needs of others and you also like and expect managers and colleague meet your emotional needs as well. I don’t say they should give some things or objects to the guys but as they give an incentive like a kind visit, a thank etc. it’s really good but unfortunately it’s not the case in our organization’’ (L. 2).

**Professional and Organizational Commitment Culture**

According to the obtained data and results, the other main category of a competent organizational culture in public libraries is professional ethics and organizational commitment as pointed out by the participants. Professional and organizational commitment refers to the principles, beliefs, and values as the requirement of a profession and an organization in accordance with its purposes and functions including acceptance of organizational goals and efforts to attain them, desire to stay in the organization, professional ethics and identification with the profession. The belief in such culture results in audience attraction, good advices and social transcendentalism. The sub-categories of this culture consist of professional ethics and commitment as well as organizational commitment. Professional ethics and commitment is a set of behavioral principles and standards that are developed and accepted in accordance with the purposes and nature of a profession or an organization in order to achieve the most desirable social relations for its members in the accomplishment of their professional duties. According to the participants, having interest in profession, respecting the user, being interactionist, guiding and counseling the user are the instances of professional ethics and commitment: ‘‘for a librarian, both behavior and interest in his profession are really important’’ (L. 2). ‘‘a librarian should be so good to attract people and should have more attractive than repulsive behavior; his attraction is in his nice morals, professional ethics, and professional conscience. If a librarian does not have professional ethics, or have a good communication with the clients or attract them to the library, he is not efficient even if he has the best expertise’’ (M. 4). Being patient, confidant, neutral in information service provision, receptive to criticism and having good communication with users are the instances of respecting users and being interactionist, as mentioned by the participants. The belief in training, consulting and guiding the users to their required readings or in some cases positive reading is another characteristic of professional commitment that librarians should adhere to it as a value because many clients and users do not have sufficient knowledge about the resources and books and this lack of knowledge may keep them away from libraries if not being guided properly: ‘‘I should be able to guide each client that comes to me to the book he would like to read’’ (L. 4). Organizational commitment is the other sub-category of ‘‘professional ethics and organizational commitment culture’’ which refers to the acceptance of and belief in organizational goals, efforts to achieve organizational objectives, and tendency to stay in the organization from the part of the librarian. According to data, the behavioral characteristics that reflect the organizational commitment of librarians in public libraries, according to the participants, include discipline, responsibility, awareness of and commitment to roles of librarians, commitment to social issues, raising awareness to the society, attention to user satisfaction: ‘‘the first thing is that librarians should be aware of their role. That means they should reach a general agreement and be trained and justified about what they roles are. This awareness and attention can help them plan better, anyway’’ (L. M. 16).

**Aesthetic Culture**

Beauty is a tool to create pleasant feelings in human and aestheticism is a science that explores beautiful and aesthetic issues based on certain criteria and explains the reason of beauty based on the predetermined criteria (Radi & Afzal, 2014). Aesthetic culture in the management of public libraries refers to identifying
tangible tools and techniques that create a good feeling in the users as they face with them. As stated by the participants, the users of public libraries do not have to visit the library like the users of other organizations; it is the libraries and librarians that should provide a situation to attract people to the libraries. Therefore, public libraries should give a special attention to aesthetic culture in libraries and value it as belief in their performance to be able to attract audiences and achieve social transcendentalism. This category consists of two sub-categories of standardization and beautification, each of which creates a pleasant feeling in users to attract them. The participants addressed the appropriacy of the interior environment, building and equipment with the needs and roles of public libraries that the researcher classified them as standardization: “but if want to address another important issue that impede the efficiency and productivity of public libraries, I choose physical space as a factor; besides our library, other public libraries do not have appropriate physical space” (L. M. 15). “The most important issue is mismatch of the building with our needs. Unfortunately, this is the case and the authorities of the organizations do not pay any attention to this” (L. 3). Attention to beautification of the environment of public libraries has a great impact on attracting audiences and creating a pleasant feeling in them especially in children to promote the reading culture. The experiences of participants admitted this issue: “libraries should be the most beautiful building, the view of library should be the best, the interior environment of the library should be pleasant so that when a client enters the library, he feels that he is really entering the world of the books” (M. 4).

**Conclusion and Suggestions**

One of the most important factors affecting organizational effectiveness is organizational culture. Any organization needs to establish its own effective and competent organizational culture, that can show individuals how to understand and give meaning to events, in order to achieve its goals and implement its desired strategies. A competent culture is the one that is primarily rich and strong i.e. its fundamental cultural aspects are seriously accepted by the vast majority of members of the organization, and have certain key features in accordance with environmental conditions. If the strong culture has compatibility with internal and external conditions, it will lead to organizational effectiveness (Delia, 2001). What is worth noting is that appropriate acculturation and cultural modeling is an art and should be addressed artistically (Wilenius, 2006). Public libraries are highly effective organizations in the society that can help the development of a society or promote social excellence. To this end, public libraries require an effective and competent organizational culture governance. In this regard, the present study intended to determine and explain the dimensions and components of competent organizational culture. The results of content analysis of the interview with managers and librarians of Iran’s public libraries indicated that, from the view of the interviewees, the dimensions and components of an effective and competent organizational culture in public libraries included six main categories of mission culture (pluralistic user-centrism, social transcendentalism, accessibility and reading culture promotion), knowledge-oriented and capability-oriented culture (professionalism and meritocracy, professional capability, use of technology, organizational learning), independency culture (non-politicization in the library and decentralization), participatory and motivational leadership culture (participatory management and motivational management), professional ethics and organizational commitment culture (professional ethics and organizational commitment), and aesthetic culture (standardization and beautification). One of the stages of organizational culture management is identifying the component organizational culture and comparing it with the existing culture. Regarding public libraries, literature review has shown that the studies on organizational culture in libraries were comparative studies that compared their own organizational culture with several proposed models none of which were related to public libraries. The findings of the present study helped to identify the components of an effective and competent organizational culture for Iran’s public libraries which can be used to develop an appropriate model to compare their existing organizational culture with those identified components or help the governance of these cultural components in Iran’s public libraries. Therefore, further investigations into the adaptation of current culture in public libraries with the cultural components identified in the present study are recommended. It is also suggested that Iran’s Public Libraries Foundation maximize the effectiveness of these components of effective organizational culture, with their governance in public libraries as essential values.
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