

# Analyzing Organizational Structure and Effectiveness of Carlos Hilado Memorial State University (CHMSU) Library and Information Services at the Talisay Campus

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## ABSTRACT

This case study examines the organizational structure and effectiveness of the Library and Information Services of Carlos Hilado Memorial State University (CHMSU) at the Talisay Campus. In rapidly changing academic environments, libraries must adopt adaptive structures that support efficient service delivery and employee engagement. The study aimed to evaluate how the existing organizational design influences employee satisfaction, communication efficiency, supervisory support, and opportunities for professional growth. A mixed-methods approach was employed, combining survey data based on the Job Satisfaction Survey (JSS) by Paul E. Spector, semi-structured interviews, and document analysis. Quantitative data were analyzed using descriptive statistics, while qualitative responses were examined through thematic analysis. Findings indicate strong collegial relationships and positive supervisory support within the library system. However, concerns were identified in compensation and benefits, promotion opportunities, and certain organizational procedures that may hinder performance. Communication was generally perceived as effective, though some respondents suggested improvements in clarity and decision-making transparency. The results suggest that while the current centralized-decentralized hybrid structure aligns with institutional goals, targeted improvements in recognition systems, career development pathways, and compensation benchmarking are necessary to enhance overall organizational effectiveness. The study concludes that strategic adjustments in organizational design and human resource practices can strengthen employee satisfaction and institutional responsiveness. Recommendations are provided to support evidence-based organizational development within university library systems.

**Keywords:** organizational structure, job satisfaction, library effectiveness, supervisory support, growth opportunities

## INTRODUCTION

Organizational structure plays a pivotal role in shaping the effectiveness and adaptability of institutions, especially in dynamic environments where change is constant. Libraries, as centers of knowledge dissemination and learning, must adopt structures that enable them to respond efficiently to evolving academic and technological demands.

Carlos Hilado Memorial State University (CHMSU), particularly its Library and Information Services at the Talisay Campus, serves as a prime example of a public academic library operating within a state university framework.

This study aims to evaluate the organizational structure and design of CHMSU's Library and Information Services at the Talisay Campus. By examining its functional components, cultural attributes, and overall effectiveness, the research seeks to understand how the library's organizational framework influences its capacity to meet institutional goals and adapt to external changes.

## LITERATURE REVIEW

A well-structured organizational design is essential for institutional effectiveness, particularly in environments characterized by rapid technological and organizational change. Organizational structure determines how tasks

are distributed, how authority is exercised, and how communication flows within an institution. In academic libraries, the alignment between organizational structure, culture, and operational processes plays a crucial role in ensuring effective service delivery and responsiveness to evolving academic needs.

Scholars in organizational theory emphasize that structural design significantly influences institutional performance and adaptability. According to Jones (2013), organizational structures provide the formal framework through which institutions coordinate activities, define roles, and maintain operational efficiency. Similarly, Daft (2021) explains that effective organizational design requires the alignment of structure with strategic goals, ensuring that operational processes support institutional objectives. When structural arrangements correspond with organizational strategies, institutions are better positioned to respond to environmental changes and maintain long-term effectiveness.

Recent research also highlights the relationship between organizational structure and innovation. Lazarević-Moravčević and Mosurović Ružičić (2023) argue that flexible and adaptive organizational structures promote innovative behavior by encouraging collaboration and reducing bureaucratic constraints. In contrast, rigid hierarchical structures may limit creativity and slow institutional responsiveness. These findings suggest that organizations must balance structural control with flexibility to sustain innovation and improve operational performance.

Organizational culture is another key factor influencing institutional effectiveness. Denison and Mishra (1995) identify four cultural traits—involvement, consistency, adaptability, and mission—that significantly contribute to organizational performance. Their framework suggests that institutions with strong employee involvement and clear mission alignment tend to achieve higher levels of organizational effectiveness. Complementing this perspective, Schein (2010) emphasizes that leaders play a critical role in shaping organizational culture by establishing shared values, guiding employee behavior, and reinforcing institutional norms.

Other scholars highlight the importance of cultural environments that encourage innovation and collaboration. Martins and Terblanche (2003) emphasize that leadership support, open communication, and trust are essential for creating a culture that stimulates creativity and innovation. Organizations that cultivate supportive cultures and recognize employee contributions are more likely to enhance engagement and productivity among staff members.

The relationship between structure and culture has also been explored through diagnostic frameworks used to assess organizational effectiveness. Cameron and Quinn (2011) introduce the Competing Values Framework, which provides a structured approach for analyzing organizational culture and identifying opportunities for improvement. The framework highlights how organizations must balance competing values such as flexibility and control, as well as internal focus and external orientation, in order to achieve organizational effectiveness. This model provides useful insights for evaluating institutional culture and guiding organizational change initiatives.

In addition to internal cultural dynamics, cross-cultural perspectives also influence organizational practices. Price and Browaeys (2019) explain that cultural diversity affects leadership styles, communication patterns, and decision-making processes within organizations. Understanding cultural differences is therefore essential for effective management, particularly in institutions that involve diverse professional and academic communities.

Similarly, Hofstede, Hofstede, and Minkov (2010) highlight how cultural values influence organizational practices and workplace behavior. Their cultural dimensions theory suggests that differences in cultural values can shape employee expectations, communication styles, and leadership approaches. Institutions that recognize and integrate these cultural factors into their organizational practices are more likely to foster cooperation and organizational cohesion.

From a structural design perspective, Burton, Obel, and Håkonsson (2018) emphasize the importance of aligning organizational design elements such as decision-making authority, communication processes, and employee roles with institutional strategies. Their work suggests that organizations must continuously evaluate and adjust their structural arrangements to ensure effectiveness in changing environments.

Taken together, these studies demonstrate that organizational effectiveness is shaped by the interaction of structure, culture, leadership, and communication processes. While organizational structure provides the formal framework for operations, organizational culture influences how employees behave within that structure. Leadership and communication mechanisms further support coordination and employee engagement. These theoretical perspectives provide a foundation for examining how the organizational structure of the CHMSU Library and Information Services influences employee satisfaction, communication effectiveness, and overall institutional performance.

In the context of academic libraries, understanding these organizational dynamics is particularly important. Libraries serve as central academic support systems that facilitate learning, research, and knowledge dissemination. Evaluating the organizational structure of CHMSU's Library and Information Services therefore provides valuable insights into how institutional design supports effective service delivery, employee development, and the achievement of the university's academic mission.

## **METHODOLOGY**

### **Research Design**

This study employed a mixed-methods descriptive research design to evaluate the organizational structure and effectiveness of the Library and Information Services at Carlos Hilado Memorial State University (CHMSU), Talisay Campus. The mixed-methods approach was used to obtain both quantitative and qualitative insights into employees' perceptions of organizational structure, communication, supervisory support, compensation, and growth opportunities. By combining numerical data with qualitative feedback, the study provides a more comprehensive understanding of organizational effectiveness.

### **Participants and Sampling Strategy**

The participants of the study consisted of library personnel from the CHMSU Talisay Campus Library, including professional librarians, job order employees, and student assistants who were actively involved in library operations.

Due to the relatively small number of personnel within the library system, the study employed total enumeration sampling, where all available library staff members were invited to participate in the survey. A total of 11 questionnaires were distributed, and all 11 were successfully completed and returned, resulting in a 100% response rate. This approach ensured that the perspectives of all personnel directly involved in the library's operations were represented in the analysis.

### **Data Collection Methods**

Data for this study were collected using three primary methods: survey questionnaires, semi-structured interviews, and document analysis. The combination of these methods enabled triangulation of data, improving the reliability and validity of the findings.

The primary quantitative instrument used in this study was the Job Satisfaction Survey (JSS) developed by Spector (1994). The JSS is a widely used instrument designed to measure employee attitudes toward various aspects of job satisfaction, including compensation, promotion opportunities, supervision, benefits, recognition, organizational procedures, coworker relationships, communication, and nature of work. The instrument utilizes a six-point Likert scale, ranging from "disagree very much" to "agree very much."

The survey was distributed through an online platform, allowing respondents to complete the questionnaire conveniently while ensuring anonymity and confidentiality. The survey also included open-ended questions that allowed participants to provide additional insights regarding organizational practices, communication processes, and opportunities for professional development.

To supplement the survey data, semi-structured interviews were conducted with selected participants, including librarians, job order staff, and student assistants. The interviews followed a flexible format that included guiding

questions while allowing respondents to elaborate on their experiences and perceptions of the organizational structure. This method enabled the researchers to gather deeper insights into employee perspectives regarding leadership, communication, and institutional policies.

In addition, document analysis was conducted to examine relevant institutional materials, such as internal reports, feedback records, and performance documentation. This analysis helped identify patterns related to employee satisfaction, operational challenges, and organizational processes within the library system.

Table 1: Job Satisfactory Survey by Paul E. Spector

JOB SATISFACTION SURVEY							
Paul E. Spector							
Copyright Paul E. Spector 1994, All rights reserved.							
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6

16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

### **Ethical Considerations**

Ethical guidelines were strictly followed throughout the data collection process. Participants were informed about the purpose of the study and were assured that their participation was voluntary. Confidentiality and anonymity were maintained, and informed consent was obtained from all participants prior to data collection. All collected data were securely stored in encrypted digital files accessible only to the researchers.

### **Data Analysis**

Quantitative survey responses were analyzed using descriptive statistical methods, including frequency distributions and percentage analysis, to identify patterns in employee perceptions of job satisfaction, supervisory support, communication, and organizational procedures.

Qualitative data obtained from interviews and open-ended survey responses were analyzed using thematic analysis. Responses were reviewed, coded, and grouped into recurring themes related to employee satisfaction, communication effectiveness, growth opportunities, and organizational challenges.

The integration of quantitative and qualitative findings allowed for a comprehensive assessment of the organizational structure and effectiveness of the CHMSU Library and Information Services.

### Presentation of Results

The analysis of employee feedback highlights key insights across job satisfaction, compensation and benefits, supervisory support, organizational procedures, growth opportunities, and open-ended responses.

Figure 1: Coworker Enjoyment

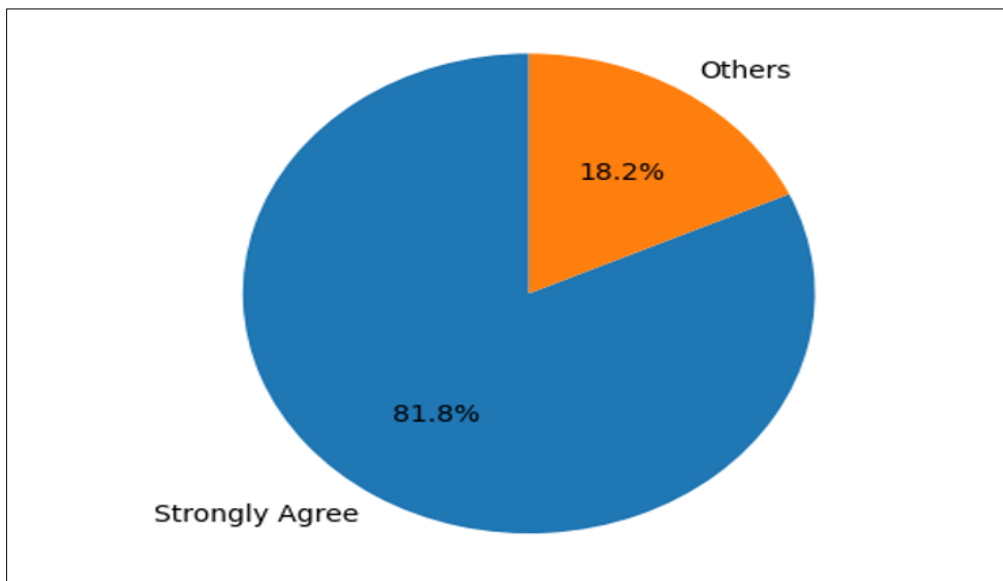
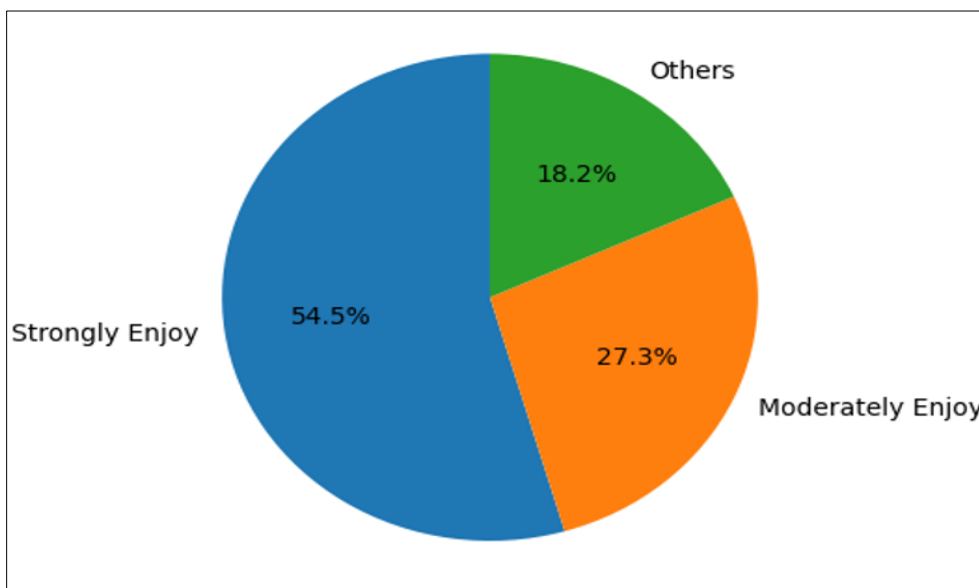


Figure 2: Job Enjoyment



In terms of job satisfaction, a significant majority of employees (81.8%) strongly agree that they enjoy working with their coworkers, and 54.5% strongly enjoy their jobs, while 27.3% moderately enjoy them. However, some employees feel their efforts are not adequately rewarded, with 27.3% strongly disagreeing on this point. To address these concerns, it is recommended to continue fostering a collaborative and positive work culture while introducing programs or incentives to recognize employee efforts more effectively.

Figure 3: Job Enjoyment

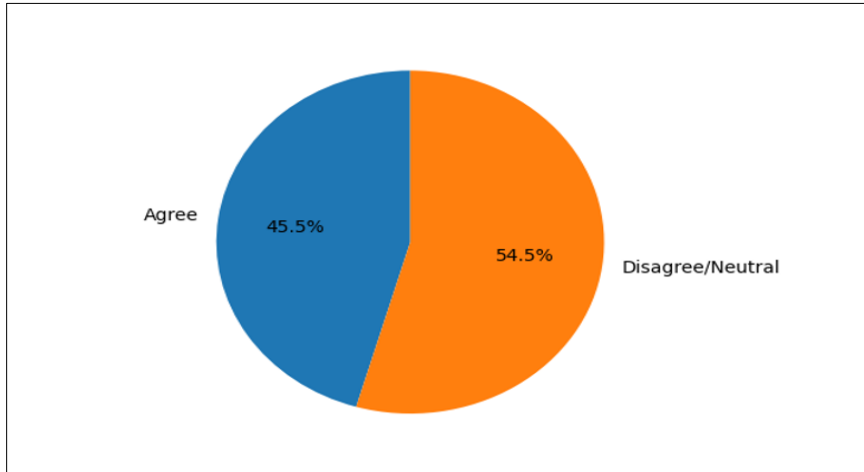
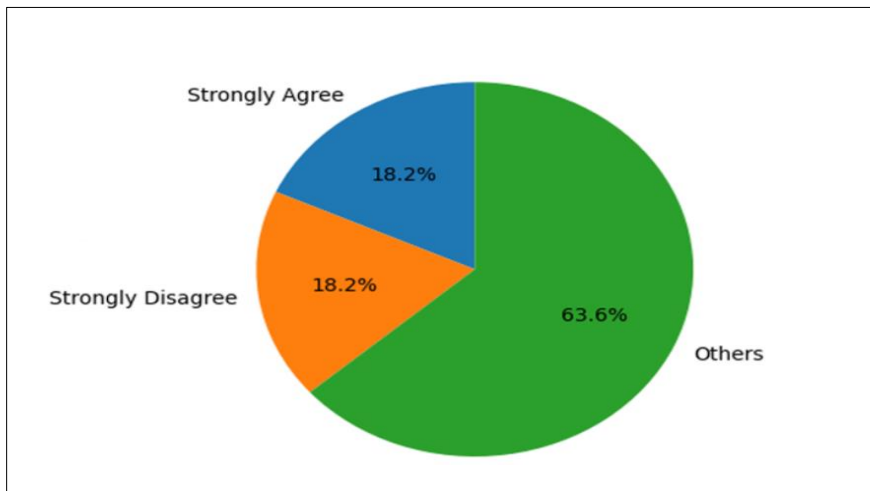


Figure 4: Benefits Sufficient



Compensation and benefits emerge as areas requiring improvement. A notable 45.5% of employees feel that raises are too infrequent, and 54.5% express dissatisfaction with salary increase opportunities. Benefits satisfaction is mixed, with 18.2% strongly agreeing that current benefits are sufficient and another 18.2% strongly disagreeing. To improve satisfaction, the organization should conduct a comprehensive review of salary and benefits packages and consider implementing performance-based incentives or salary increments.

Figure 5: Benefits Sufficient

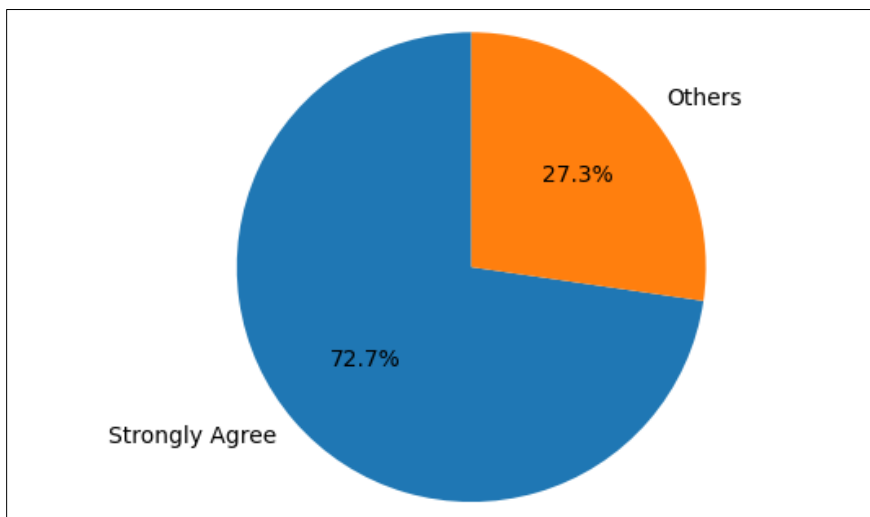
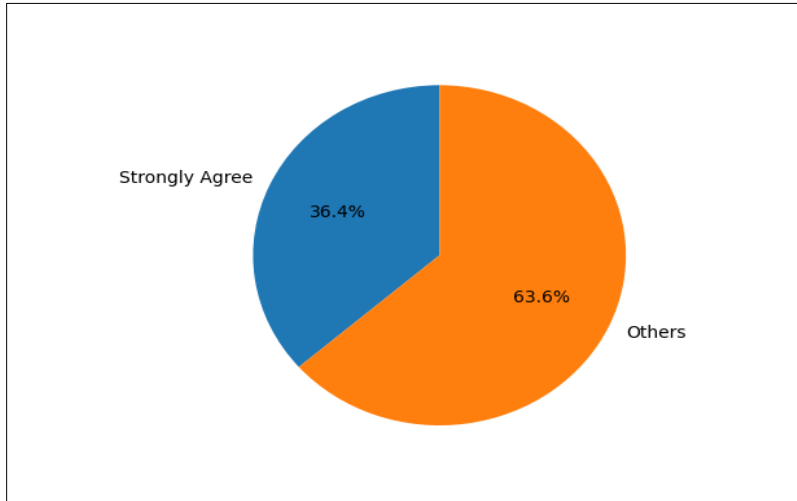


Figure 6: Recognition for Good Performance



Supervisory support is a strength within the organization, as 72.7% of employees strongly agree that their supervisors are competent, and 81.8% strongly agree that they like their supervisor. Recognition for good performance is moderately high, with 36.4% strongly agreeing they receive appropriate acknowledgment. To maintain this positive trend, current supervisory support systems should continue, and structured feedback and recognition programs can be established to ensure consistency.

Figure 7: Recognition for Good Performance

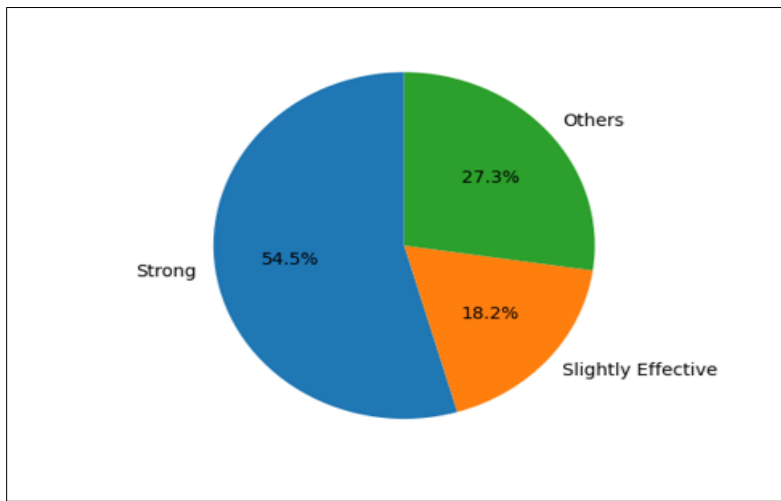
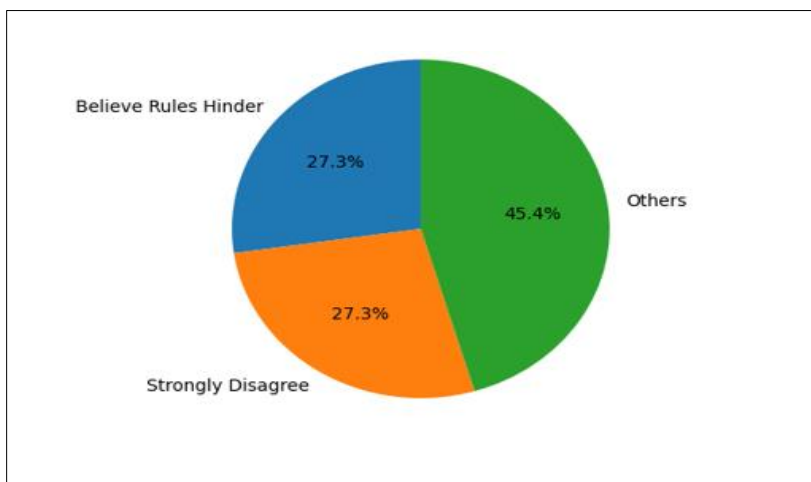


Figure 8: Rules Hinder Performance



Regarding organizational rules and communication, 54.5% of employees perceive communication as strong, though 18.2% feel it is only slightly effective. Additionally, 27.3% of employees believe that organizational rules hinder performance, while another 27.3% strongly disagree with this assessment. Simplifying bureaucratic processes, clearly communicating rules, and providing training or resources to help employees navigate organizational procedures are recommended steps to address these concerns.

Figure 9: Rules Hinder Performance

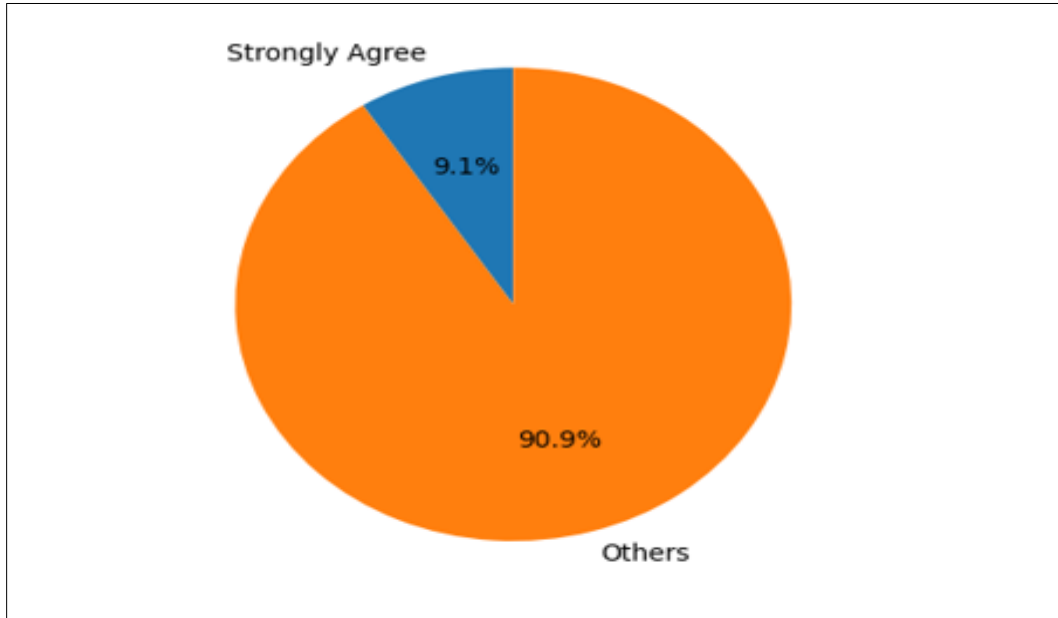
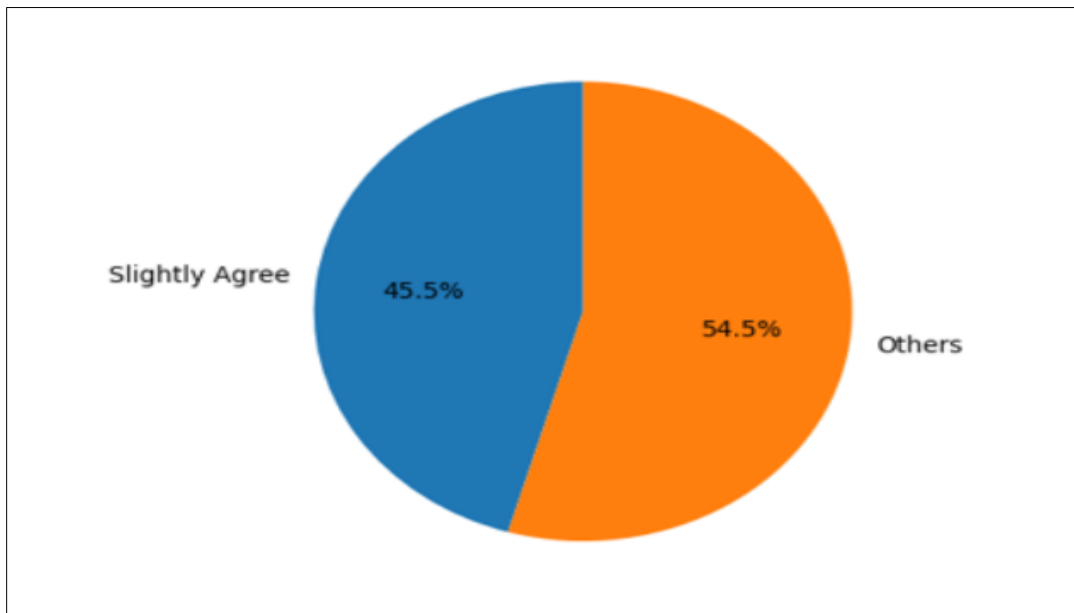


Figure 10: Promotion Chances Limited



Growth opportunities present a significant challenge, as only 9.1% of employees strongly agree with satisfaction in promotion opportunities, and 45.5% slightly agree that chances for promotion are limited. To encourage growth and engagement, the organization should establish transparent career progression pathways and offer mentorship or upskilling opportunities.

The open-ended responses emphasize themes of flexibility, communication, and collaboration. Employees value adaptable structures but feel these could be improved further. While communication is generally good, some employees believe it needs to be more effective, particularly around decision-making processes. Collaboration is strongly appreciated, and additional efforts to encourage team-based approaches would be welcomed. To

address these themes, the organization could introduce more flexible work arrangements and conduct focus groups to identify and resolve specific pain points in communication and collaboration.

In summary, the organization should focus on improving recognition systems by acknowledging employee achievements more regularly through awards or feedback sessions. Investing in employee development by offering career workshops, training programs, and clear promotion pathways is crucial. Enhancing compensation packages by benchmarking salaries against industry standards and reviewing benefits will address dissatisfaction in this area. Additionally, strengthening communication through regular meetings to clarify roles, expectations, and organizational rules, along with simplifying bureaucratic processes to streamline workflows, will further enhance organizational effectiveness and employee satisfaction.

## Analysis

### Analysis of Organizational Structure and its Alignment with Strategy

The organizational structure of the University-Wide Library and Information Services at Carlos Hilado Memorial State University (CHMSU) reflects a well-defined hierarchy that aligns with its strategic goals of providing comprehensive and user-centered library services. The structure facilitates the achievement of the institution's mission by ensuring that the library plays a pivotal role in academic support and resource development across all campuses.

### Alignment with Strategy

1. **Centralized Leadership:** The position of the Director of Library and Information Services under the Vice-President for Academic Affairs ensures that library operations are directly aligned with the university's academic mission. This integration fosters coherence between institutional strategies and library objectives.
2. **Decentralized Execution:** Professional librarians at individual campuses operate under the Director's supervision, enabling tailored services that meet localized needs while adhering to overarching goals.
3. **Collaborative Framework:** The involvement of a Library Advisory Committee and local advisory boards chaired by college deans facilitates alignment between academic programs and library services. This structure supports dynamic responses to academic requirements.
4. **Support Personnel and Assistants:** The inclusion of paraprofessionals and student assistants aids in operational efficiency and resource management, aligning with the library's goal of providing accessible and efficient services.

### Strengths and Weaknesses in Communication and Decision-Making

#### Strengths:

1. **Hierarchical Clarity:** The structure clearly delineates roles and responsibilities, minimizing overlap and confusion in decision-making.
2. **Advisory Committees:** The presence of advisory boards enhances communication between stakeholders, ensuring that library strategies are informed by academic needs.
3. **Supportive Supervision:** Coordination among the Director, Vice-President for Academic Affairs, and campus librarians promotes a well-supervised and cohesive operational environment.

#### Weaknesses:

1. **Potential for Bottlenecks:** The centralized decision-making process at the director and advisory committee level may delay the implementation of time-sensitive initiatives.

2. **Dependency on External Inputs:** Reliance on advisory committees for policy recommendations could lead to delays if consensus is not achieved promptly.
3. **Limited Autonomy for Campus Libraries:** While the structure ensures alignment, limited autonomy for campus librarians may restrict innovation and responsiveness to unique local challenges.

### Organizational Effectiveness Models

The library's structure can be evaluated using various models of organizational effectiveness:

1. **Goal Attainment Model:** The structure supports clear objectives such as collection development, user-centered services, and compliance with accreditation standards. These goals are systematically pursued through hierarchical and collaborative processes.
2. **Systems Model:** The library's operations, including resource sharing and partnerships, demonstrate adaptability and resourcefulness, ensuring the institution's academic support system remains robust and responsive.
3. **Strategic Constituency Model:** The active engagement of stakeholders such as faculty, students, and external accrediting bodies reflects the library's alignment with the needs of its constituencies.
4. **Competing Values Framework:** The structure balances flexibility (through collaboration and innovation in services) and control (via clear hierarchies and compliance mechanisms).

### Overview of the Organization

Carlos Hilado Memorial State University (CHMSU) operates a decentralized library system under the guidance of the Director of Library and Information Services. This department plays a vital role in supporting academic and research endeavors across multiple campuses. The organizational structure emphasizes both centralized leadership and localized execution, ensuring alignment with the institution's academic mission and strategic goals.

The library system's primary objectives include providing user-centered services, developing extensive resource collections, fostering professional growth among personnel, and ensuring operational excellence. These objectives are executed through collaborative governance, a well-defined hierarchy, and active engagement with internal and external stakeholders.

### Detailed Analysis of Structure and Culture

1. **Centralized Leadership:** The Director of Library and Information Services operates under the Vice-President for Academic Affairs, ensuring that the library's goals align directly with the university's mission. This top-down approach provides strategic direction and oversight.
2. **Decentralized Execution:** Campus-specific professional librarians manage localized operations, supported by paraprofessionals and student assistants. This model ensures the library's responsiveness to specific campus needs.
3. **Collaborative Governance:** Advisory committees, including a Library Advisory Committee and college-specific boards, bridge the gap between academic programs and library services. These bodies enhance stakeholder communication and policy development.

### Culture

The library fosters a culture of collaboration, adaptability, and continuous improvement. Employees value teamwork and demonstrate a commitment to supporting academic excellence. However, areas for cultural

enhancement include fostering innovation at the campus level and improving reward systems for staff contributions.

## Assessment of Effectiveness Using Frameworks

### Balanced Scorecard Framework

#### 1. Financial Perspective:

**Strengths:** Effective use of budget for resource development and infrastructure.

**Areas for Improvement:** Regular review of compensation and benefits to enhance staff satisfaction.

#### 2. Customer Perspective:

**Strengths:** High levels of user satisfaction and alignment with academic needs.

**Areas for Improvement:** Expand digital services and hybrid access to meet evolving user expectations.

#### 3. Internal Process Perspective:

**Strengths:** Clear hierarchy and operational guidelines ensure consistent service delivery.

**Areas for Improvement:** Streamline decision-making processes to address bottlenecks.

#### 4. Learning and Growth Perspective:

**Strengths:** Regular training and professional development for staff.

**Areas for Improvement:** Establish transparent career progression pathways and enhance growth opportunities.

### Goal Attainment Model

The library's structure supports its primary goals of resource development, service delivery, and academic integration. Clear performance indicators ensure accountability and progress toward institutional objectives.

### Strategic Constituency Model

The library demonstrates strong alignment with stakeholder needs through advisory committees and feedback mechanisms. However, improving communication efficiency and decision-making processes could further enhance stakeholder satisfaction.

## RECOMMENDATIONS

1. **Enhance Decision-Making Efficiency:** Introduce decentralized decision-making at the campus level to reduce delays and foster innovation.
2. **Improve Compensation and Recognition:** Regularly benchmark salaries against industry standards and introduce structured recognition programs.
3. **Expand Professional Development:** Offer targeted up skilling opportunities and mentorship programs.
4. **Strengthen Communication:** Conduct regular focus groups and meetings to address communication gaps and ensure clarity in organizational rules.

Streamline Bureaucracy: Simplify workflows to ensure smoother operational processes.

## DISCUSSION

This study examined the organizational structure and effectiveness of the Library and Information Services at Carlos Hilado Memorial State University (CHMSU)–Talisay Campus. The findings reveal that the library operates under a hybrid organizational structure, combining centralized leadership with decentralized campus-level operations. This structural arrangement allows for strategic alignment with institutional objectives while enabling localized service delivery.

The results indicate strong coworker relationships and positive supervisory support, suggesting that the library maintains a collaborative and supportive working environment. These findings align with the work of Denison and Mishra (1995), who emphasize that employee involvement and supportive leadership contribute significantly to organizational effectiveness. Similarly, Schein (2010) highlights the importance of leadership in shaping organizational culture and reinforcing shared institutional values. The presence of strong supervisory relationships within the CHMSU library system suggests that leadership practices play an important role in maintaining employee engagement and collaboration.

However, the findings also reveal concerns regarding compensation, recognition, and promotion opportunities, which may affect employee motivation and long-term organizational commitment. These concerns are consistent with previous research emphasizing the importance of reward systems and professional development in maintaining employee satisfaction. Martins and Terblanche (2003) note that organizations that fail to recognize employee contributions may experience lower levels of innovation and engagement. Addressing these concerns through improved recognition systems and clearer career development pathways may therefore strengthen employee satisfaction and retention.

The study also highlights the role of organizational structure in influencing decision-making processes. While centralized leadership ensures strategic alignment and consistent policy implementation, it may also create bottlenecks that slow operational decision-making. This observation supports the argument of Lazarević-Moravčević and Mosurović Ružičić (2023), who suggest that overly rigid structures can limit institutional adaptability and responsiveness. Granting greater autonomy to campus librarians may improve responsiveness to local needs while maintaining overall strategic coordination.

Communication within the organization was generally perceived as effective, although some employees indicated that decision-making processes could be more transparent. Effective communication structures are essential for organizational performance, as noted by Burton, Obel, and Håkonsson (2018), who emphasize the importance of clear communication channels in facilitating coordination and collaboration. Strengthening communication practices through regular meetings, feedback mechanisms, and transparent policy communication may further enhance organizational efficiency.

### Theoretical Implications

From a theoretical perspective, this study contributes to existing literature on organizational design and effectiveness in academic institutions. The findings support the view that hybrid organizational structures—combining centralized coordination with decentralized implementation—can effectively support institutional goals while maintaining operational flexibility. The results also reinforce the significance of organizational culture and leadership practices in influencing employee satisfaction and institutional performance.

### Managerial Implications

From a managerial perspective, the findings provide practical insights for university administrators and library management. Improving compensation structures, establishing transparent promotion pathways, and strengthening recognition systems can enhance employee motivation and job satisfaction. Additionally, increasing autonomy at the campus level may allow library personnel to respond more effectively to local academic needs while maintaining alignment with university-wide strategic objectives.

Overall, the CHMSU Library and Information Services demonstrates a solid organizational foundation, characterized by collaborative culture and effective supervisory relationships. However, addressing areas related

to compensation, professional development, and decision-making efficiency can further enhance organizational effectiveness and support the evolving demands of academic library services.

## CONCLUSION

The organizational structure of the CHMSU Library and Information Services effectively aligns with its strategic goals, leveraging a combination of centralized leadership and decentralized execution. While strengths in collaboration, resource management, and stakeholder engagement are evident, addressing areas for improvement—particularly in decision-making efficiency and employee development—can further enhance organizational effectiveness. By applying frameworks like the Balanced Scorecard and Strategic Constituency Model, CHMSU can continue to refine its library services, ensuring alignment with institutional goals and user expectations.

## Recommendations

### 1. Restructuring

1.1. **Decentralized Decision-Making:** Grant campus-specific professional librarians more autonomy to address unique local challenges efficiently. Empower localized teams to innovate and adapt without excessive reliance on centralized directives.

1.2. **Role Clarity:** Redefine roles and responsibilities for all library staff, ensuring alignment with strategic goals and reducing ambiguity.

**Streamlined Processes:** Simplify bureaucratic workflows, particularly in areas related to approvals and resource allocation, to enhance operational efficiency.

### 2. Enhancing Communication Channels

2.1. **Regular Interdepartmental Meetings:** Conduct bi-weekly or monthly meetings to facilitate knowledge sharing, clarify expectations, and address operational challenges collaboratively.

2.2. **Feedback Loops:** Establish formal feedback mechanisms, such as focus groups or suggestion platforms, to continuously gather and act on employee and user insights.

**Enhanced Digital Communication Tools:** Introduce or upgrade communication platforms for seamless coordination across campuses, ensuring rapid and transparent exchanges.

### 3. Fostering a More Adaptive Culture

3.1. **Innovation Incentives:** Recognize and reward innovative practices or initiatives by campus librarians and staff to encourage creative problem-solving.

3.2. **Professional Development:** Introduce workshops and training sessions focusing on leadership, technology adoption, and cross-cultural management to nurture adaptability.

3.3. **Flexible Work Arrangements:** Pilot programs for flexible work hours or remote work opportunities where applicable, to promote a culture of trust and productivity.

3.4. **Cultural Alignment Initiatives:** Conduct periodic workshops aimed at reinforcing shared values that align with the organization's mission and goals.

### 4. Compensation and Recognition

4.1. **Regular Benchmarking:** Review salary and benefits against industry standards to address pay dissatisfaction and improve employee retention.

4.2. Recognition Programs: Implement structured recognition initiatives, such as "Employee of the Month" or project-based rewards, to motivate and acknowledge outstanding contributions.

## 5. Monitoring and Evaluation

5.1. Balanced Scorecard: Use the Balanced Scorecard framework to measure progress across financial, customer, internal process, and learning perspectives.

5.2. Periodic Review of Objectives: Reassess organizational goals and strategies biannually to ensure alignment with evolving institutional and user needs. Implementing these recommendations will enhance operational efficiency, strengthen employee satisfaction, and foster an innovative and adaptive organizational culture, aligning the library services with CHMSU's broader academic mission.

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