

Redefining Library Organizational Cultures

Ike Iswary Lawanda

Department of Library and Information Science, Faculty of Cultural Science, University of Indonesia
Kampus UI Depok 16424, Indonesia

Abstract

This article discusses about redefining library organization culture through the implementation of ICT in a university library. The implementation of ICT through the program and project between state and World Bank and *Nagari* library as a state university library emerge the inspiration to overview librarian cultures in the library bases on communication in organizations. It is a study of microcosmic within the macroscopic perspective in a global system. The resistance on ICT of university librarians is an important topic as it makes resistance significant to the meaning of ICT in library for librarians; and the implementation of ICT to the librarians build up and preserve the individuals and the members of library as a community. The objective is to explain the dynamic of librarians in a library as a complex organization that have been abruptly urged by ICT implementation. The strategic actions are using symbols they have already known and taken advantage of throughout their working life experience. The methodology of the research focused on 60 librarians observed and interviewed. The finding is that the symbolic behavior, as a form of resistance of the staff and librarian to the implementation of ICT in university library, does not only mean to aim the domination. It means significantly as bonding of the relations between staff and librarians. The bonds strengthen the spirit of all to reach the goal of the library.

Keywords: Resistance, librarians, strategies, symbolic interactionism.

1. Introduction

The article is based on a long-term research from 2010 to 2013 by observing and interviewing librarians in the process of implementing ICT and followed by deep interview and participant-observation for 8 months in 2013. ICT is giving a way for every citizen in the world to express their claims and to take initiatives. The government responds to this situations by providing data based policies. ICT becomes the manifestation and the resource of the policies. ICT becomes an instrument of surveillance and opportunities for civil citizen and business men to create services and application using the data and to get inputs for facing development challenges.

ICT can be used by libraries to transform both central and local cross-sects inter-public services by adapting various frameworks of rules and laws and efficient information technology infrastructure in data bases which can be accessed by all of its users and agencies. ICT helps in simplifying administrative procedures and hierarchical services (World Bank, 2012).

Neo-liberalism in Globalisation (Sassen, 1998) that affects culture as well as organisations is followed by the rapid change of Information and Communication Technology (ICT). Rather than one global system, there are different processes of globalisation occurring at the same time. When we see it in a reflective point of view, the world system has facilitated global distribution of a culture of librarians. The shifting identities come into human and pass cultural border. Librarians are not defined by an essential identity but by a struggle of borders. Librarians in the implementation of ICT draw the metamorphoses that occur in the process of resistance from its larger society borders to the center, a process that creates a kind of polarization as stated by Buchler and Selby that kinship, as the root of organization with people, is the focus of understanding (Buchler and Selby, 1967; Parkins, 2014).

For the researcher, the importance of polarization is to be able to trace two original opposition cultures from which the ambivalent, rather than hybridity, emerges. It is the incorporation that enables groups to emerge. The incorporation between *yang gagap technology* (the low-tech group) and the information technology-skilled

librarian displaces the histories that constitute it and sets up hegemony, new structures of authority and new political initiatives which are inadequately understood through the framework of the social system. Raymond Williams called this kind of social system which has the characteristic of dynamic instead of static which consist of the dominant culture and the social order in it (Williams, 1989). The dynamic works in the interactions that emerge resistance, accomodation and false consciousness. The symbolic resistance of the librarian constitutes an attempt to think outside the fixed and misleading boundary lines of formal organization and to create a space in which a double consciousness that is both inside and outside modernity can be thought. Moreover, it is suggesting that current conditions create the same kinds of problems for meaningful organizations in different parts of the globe. The resistance of librarian in the implementation of ICT gives us an example of a new identity which although created by the new global neo-capitalism, are resistant to its logic.

It is more challenging to use the framework of organization in socio-cultural perspective to study about university library nowadays. This perspective focuses on the subjects whom do most of the works in the library that leads us to its implication on the methodology. Symbolic interactionism gives a way to see the production

men not only act on nature but on one another. As stated by Kar marx, they produce only in a certain way and mutually exchanging their activities. People use others' expectations to produce social order – they fit lines of action together (Gallant and Kleinman, 1983). Symbolic interactionism focuses on actors constructing and negotiating the meaning. Meanings are product of social interaction (Denzin, 2011).

The research which focused on the subjects, alter the paradigm on viewing a library as systems of rules and roles to be the empowered individuals who are not just adjusting, adapting, and self-governing themselves to respond the ICT implementation. Beyond their awareness, it is to show human nature that struggles responding to changes.

The researcher wanted to support the idea that cultural historians should take librarians as a unit of analysis in their discussions of the modern world to produce an explicitly trans-national perspective (Gilroy, 1992). The librarians or the librarians social organization binds together the librarians in a kind of kinship or quasi kinship, as it is called by Robert Perrin (Perrin,2003) as intercultural connection. This has worked through the flows of people, ideas, money, objects and knowledge around the library. It also included free-rider agitators across the library. The argument is that no part of the library can be understood without considering its connections to the other parts. Thus, within kinship perspective of terms, all cultures in an organization are incorporated and all their products are totemic. This writing showed the resistance of librarians in the implementation of ICT; how ICT-skilled librarians from library borders and ICT unskilled librarians producers from the same library can work together in the library to create social organisations which can be accessed in librarian symbolic behavior in every day life. The final product, the symbolic behavior of social organisation of librarians, is a product of social reproduction in kinship perspective terms.

The questions that arised from the problem are; (1) why is the resistance on ICT of librarian becomes important for the topic? (2) What is the logic that makes the resistance being significant with the meanings of ICT in library for librarians? (3) How does resistance on the imepelementation of ICT to the librarians build up and preserve the individuals and the members of the library as a community?

1.1. Research Objective

The objective of the research is to explain the dynamic of librarians in the library as a complex organization that have been abruptly urged by ICT implementation. Symbolic interactionism perspective looks on the behavior of librarians in order to maintain their existence through strategic actions using symbols which they have already known and taken advantage of throughout their working life experience. Thus it showed that structures are constructed by individual actions and coordinated by patterns and expectations (Burrell and Morgan, 1979; Fine, 1993).

Symbolic interactionism perspective alters and moves logical frameworks to view organizations based on models of national culture (Hofstede, 1980). The cultural model based on nation may not be wholly comprehended to analyze organizations on individuals, considering the results should be ambiguous and artificial, and its approach is ethic (Fletcher, 2006). However, it is still used in necessary to make generalization and in need of policy making or evaluation.

1.2. Literature Review

Research reports about the libraries mostly concerned on the achievement of its system being performed and applied using quantitative measurement, including the evaluation of its librarians by using general conclusion. Librarians are approached all these times by statistical examinations based on standard operational procedures. The processes of accessing e-journal and e-book sites are following the procedure of initiation, selection, exploration, formation and presentation (Kuhltau,1991), without considering their contexts which often feel constraints. Eventhough conflicts and constraints have been governed along the history of libraries

(Kurniati,1998), it is still continuing the same matters because of unsatification towards compensations (Mariyah, 2004). A research concerning librarian performance on library services indicated that, statistically measured, librarians have been performing their works professionally (Mulanjari, 1999). Librarians manage their undocumented personal knowledge such as minds, behavior and perception (Brophy, 2002; Lee, 2005). The librarians whom were indicated lack of knolwedge in management of library in the past by only assuming that library as book-cellars is shifting nowadays to be aware about information management (Dewiyana,2004). In reality information is hardly captured even though librarians have done the searching using the above procedures (Nugroho,2005). A research by Muhammad Ramzan on factors affecting librarians' attitudes towards ICT in Pakistan universities libraries by using organizational factors as independent variable declared a quantitatively significant finding about positive relationship between experience in computer usage, level of technology knowledge and awareness about new technologies. It mentioned that librarians' dynamism and potential as an innovation enabler were the key determinants of librarians' attitudes (Ramzan, 2010). Shifting the paradigm of positivistic in to the paradigm of humanistic will make the dynamism and librarians' potential more interesting and holistic. Individuals always live in contexts and interpret meanings. Thus they are subjects of acts and not

objects as components of machine (Saifuddin, 2015, p. 253).

A based-on information technology university library in the midst of the rapid change of Information Technology and Communication are encouraged to depend on individual actors within their actions that are not static. In developing country e.g. Indonesia, university libraries seem used to be viewed as residual within social facts historically but on the other hand libraries continue to exist in operation in line with university organization program. These blurred holes in library persistent and constraint may be understood by symbolic interactionism. Symbolic interactionism is not merely to study symbols; its main study related to meanings in symbolic discourses and meaningful related actions (Prasad, 1993) based on categories they make to others and themselves. Resistance has productive meaning for the actor in its group to interact with others and to have the position of power and the status in its structural meaning. Ethical approach in general is applied in functional studies in order to predict the objective instead of understanding to be the objective (Martin and Nakayama, 1999). Ethical approach viewed culture as a set of variables making it all as uniform (Fletcher, 2006). Every individuals and members of the library recognised the implementation of ICT in the library between the technology-skilled librarians and technology unskilled librarians having the liminoid meaning as the manifestation of their identities through their collective consciousness towards the same profession. The consciousness and recognition of their identities formally – informally, explicitly – implicitly grew and preserved their beings as an organization (community) they imagine of and as members of community in the global – local world. The rationalisation of implementation of ICT dismiss the sense of distinction and isolation and making-up the treatment of alienation they get from the collective-based organization and nation-state. It is replaced with corporation.

Samuel Popkins (1968, 2012) contributed his thought about dualistic perspective which governs realities in the implementation of ICT in the university library. Self is developed socially through distinct social stages. There is a preparation stage similar to children mimicking others behavior; playing stage as children playing roles without unified points (there is no start and no end); and game stage (there are ethics, rules) where individuals having cognitive capacity take roles from various points of views including others whom represent a group normative order or society.

Lina Nilsson, Sara Eriksen, Christel Borg wrote about nurses that implement ICT in symbolic interactionism. They found out that accessibility depends so much on routine of work, social structure and relations with patients. Interaction becomes more important in the implementation of ICT because people act based on words which have meanings. Symbolic interactionism becomes ways for people in setting up mutual stages to get shared understanding to the meanings of words (Nilsson, Erikse, Borg, 2012). Nilson, Eriksen and Borg wrote about symbolic interactionism that focused on power, professional identity and social encounter of nurses in facing challenges. Social process is affected by nurses' solidarity that relies on power structures and their professional identity (Nilsson, Eriksen, Borg, 2014).

The research about symbolic interactionism in virtual words, based on interaction, meanings and symbols, showed that subjective meanings that users believe in, instead of objective virtual words, become primary for individuals in using them. Individuals do the adaptation using virtual words are socially constructed through interpretations and experiences. Individuals' interpretations towards others in virtual words encourage the formation of social bonds. (Olasina, 2014). Perbawaningsih (2013), in her writing about the implementation of ICT in the university, indicated the malfunction of ICT causing failures to reach education that aimed to create qualified human resources whom are mastering technology to develop welfare and prosperity of nations.

Samuel NiiBoi Attuquayefio and Hillari Addo showed the lacks of the implementation of ICT in Higher Education institutions are not only caused by the infrastructure but more from individuals and their resistance towards change. Their findings did not explore the human aspects thus trapped the conclusion in positivistic

realm which making individuals as objects instead of subjects of research problems (Attuquayefio dan Addo, 2014).

I concluded the reading of all articles above on resistance of librarian towards the implementation of ICT from the perspective of symbolic interactionism that individuals enables to adapt in their environments by using their minds, selectively accepting and getting in the environment in order to survive, succeeding or completing their planned actions. Covert and overt stages are the settings of interactions, symbols, acts, actions, interpretations operate.

1.3. Research Methodology

The dynamic character of symbolic interactionism implied to that the methodology is focussed on individuals actions as actors. Observations performed in order to grasp the meanings of microcospic were focused on details such as gestures and gossiping – this time with new insight into minute details. The focus was narrowed and broadened repeatedly as the researcher searched for breadth and depth of observations. The method to approach the problem was by interviewing 60 librarians whom then were parted as dual in library organization by participant-observation. Interviews were conducted in small groups and individually in formal situations, e.g.

asking for individuals times before hand in the middle of working times; and in informal situations e.g. in the midst of break times whilst having lunch in the canteens, being in with their jokes, compliances, grumbles etc. to gain deeper understanding on the librarians perspective concerning on their view, perspective and understanding about the meaning of the implementation of ICT to their existence and identity. Interviews involved all of the unskilled and the skilled librarians. The qualitative approach managed to the dynamics on librarians through the participation of the researcher in gossiping with *yang gagap teknologi*, rumours, mocking jokes, and the talk about black-mails sent to head of the library, and by watching their gestures.

The researcher recreated varied forms of social organization and interactions in months of observation and interview from simple notes about small events, special landmarks, even the temperature in effort to describe an experience or to explain a sudden insight expressed in detail and proper context; the language skill to weave small details and bits of meaning into a textured social fabric. Taking note is inappropriate in some situation even though field notes are important. Then, summaries of the research effort during various stages are produced.

Interviews within participant-observation were not aimed to answer the researcher's questions but to provide the answers concerning on the implementation of ICT by information technology unskilled librarians and on their resistance toward the head of the library. The data and findings were interpreted contextually and in a context of resistance as the concept in organizational perspective. Participant observation enabled researcher to grasp the symbols and meanings from the actor and to get the insight by getting in act on it together with the informants in everyday life.

Ethical approach as in the perspective of nation-based culture views culture as a set of variables making it all as uniform (Fletcher, 2006). The ethic or positivistic approaches, nowadays in the midst of complex organizations seem inadequate to understand a complex modern organization which used to be considered as a residual in its larger society.

2. Discussion

The resistance towards the implementation of ICT on librarians is an incorporation form rooted in the dualistic social relations where librarian resistance culture, transplanted, put down new roots and in conjunction with specific technology of information. It set in a process to transform librarians sense of itself and the whole lot of the implementation of ICT to the university libraries around the world as well. It would be well noted and understood to pose university library in its history as residual within its larger society. Now, it is used as a strategic object by the elite to make a change in organization.

We might also think about what will happen to this dualistic organisation of ICT implementation on librarians resistance that involved library staff, library administration staff, librarians, and information technology skilled librarians in the margin of library border. We need to start thinking what the interconnection of social organisation means to librarians and the ways of librarians position themselves in relations to these hybrid connections. It certainly means that any social organizations within absolutist notions of state organizations in the world cultures have to be radically analysed in relation to Information Communication and Technology as a new communication system. Information Communication Technology is both integrating globally the production and distribution of words, sounds and images of our culture, and customizing them to the tastes of the identities and moods of individuals. Interactive computer based networks are creating new forms and channels of communication, shaping life and being shaped by life at the same time (Castells, 2000, p.2).

The complex dualism of any organizations around the world inner schematic organizations demonstrate that the marginals elaborate symbolic behaviors among them which had the characteristics of ritual process. This is not a simple integration but a complex asymmetric descent line phenomenon. Each contributory elements is transformed within interactions in everyday social encounters. The microcosmic formations of trans-organization cultural dualism are growing more detailed and more beautiful everyday (Baumann, 2001).

These complex relationships which were understood and experienced very differently by different people and different social groups, produce new incorporated forms as each element is transformed when they connect. The resistance towards the implementation of ICT by the common librarians is the way people differ in terms of their positions with respect to these global-scale cultural flow and connections because of groups and classification. It means thinking about organisations, the intersections between different organisational cultures, and the way in which we all live in an organisational spheres whose social and cultural relations are shaped by these processes (Buchler and Selby, 1967; Parkins, 2013).

In between those two divided groups, there are individuals take in the negotiating position. Those individuals are categorized to fit in as members of high-tech group but in relations with the low-tech group they are in the network as well as they are accommodated by and for the high-tech group members. Those high-tech librarians behave themselves appropriately concerning the group members they are facing at that time. The social organizing creates another group through negotiation of rules, roles, and property.

2.1.Organisational sense of symbolic behavior

There are a variety of different ways in which we can think about culture and the organisational sense. The organisation itself has been represented in different contexts. Contexts is the constructed meanings: the persons in context. The social actors are dynamic in the midst of social relations (Courtright,2007,p.287-288). We can argue whether organisational resistance are producing something that we could call a global culture. But this writing is to argue that we need to understand about symbolic behavior as resistance of librarians towards the implementation of ICT in the library of a hybrid library as one of the series of global culture and a set of process of globalisation.

The world is not becoming more homogenous but the interconnections are making it more differentiated. We certainly see that the situation has changed since the last century. We are not experiencing processes of globalisation driven by claims of powerful nation-states. In fact the situation is quite contrary, we are seeing the breakdown of many of the close relationships between cultural identity and the nation-state. New form of cultural production such as the implementation of ICT in the library of librarians resistance, in the form of symbolic behavior of the staff and common librarians groups and new understandings of social reproduction in kinship have challenged the power of the nation-state and created a cultural boundary that does not match its borders (Hackenberg, Murphy, Selby dalam Netting, Wilk, Arnould,1984,p.188-189). In response, in many parts of the world, those who feel threatened by these changes would met them by incorporation with the elite dominants (Scott,2000,p.4-6).

To understand what is going on we need to understand the flows and interconnections of groups and networks. We can hear from the staff and librarians that they are using computers for their works, anyhow because it is already in line with modern library activities and policy; and in order to get connected and being able for every works and performance of librarians to be measured. For most people in the library such performance is only an act to enable them being seen better by the elite dominants. I caught the acts and the behavior perform in distinctly two stages: front-stage and back-stage. There is a great difference between front-stage business actions and back-stage acts and how each of this different dual organization members experience and view the world around them and these organising processes. It is also by understanding these positionings we can begin to understand the complexity in a much richer sense. We can begin to see the uniqueness of each stages and its symbolic behavior within much wider process, connected in an understanding of each stage not as a bounded entity but as an intersection of these flows.

The symbolic behavior on the implementation of ICT in the library librarians is to demonstrate the polarity and dualism of this everyday resistance and to show how this global sense of complexity is a progressive sense of actions which avoids defensive and exclusionary definitions of actions and culture because they cannot be sustained in a world where understanding back-stage means understanding its connection to front-stage.

2.3.Polarity among the staff dan librarians

Resistance on staff of library and librarians is the way in which members of an organization offer a sense of identity and security in the modern world by replacing wider and symmetrically ordered structural and descent group forms of social organisation with a new sense of bonds (an evolutionist approach rather than a cyclical sense of time) and a new sense of spheres (the world divided into front-stage and back-stage) which shore up some of the ambivalences in the middle of insecurities of modernity (Logfren in Netting, Wilk, and Arnould, 1984).

The implementation of ICT as resistance of staff and librarians and the way of identifying with them should be understood as groupings upon bonds (Buchler and Selby, 1968; Parkins, 2013). They are grouped because the members of even the smallest kin will never aware of their common unstructured behavior, discuss about them, or even hear about them, yet in the mind of each exists the grouping of their kindreds. It is only in the groups that social reproduction at this scale exist. Moreover, in order to group, this number of people as a fictive kin shared those characteristics that are most fundamental to their identities; it means that a lot about structurally divisions of labour has to be forgotten. Staff members and librarians are tied as groups, because regardless of the actual inequality and exploitation that may prevail in each, University library is always conceived as a deep, horizontal collective self-initiated acts. This in turn means that these groups are tied as having widened its borders because even the largest of them has finite, if elastic, boundaries, beyond which lie other groups. No collective self-initiated acts contagious with man-kind.

It means that first, collective self-initiated acts are identified with particular and specific behavior, parts of the world that are meaningful to them as the historical existence of the library. Second, it means that resistance and library identities are always built as much on the exclusion of people who do not fit in with modern organization conditions which filled by the spirit of beauracracy, and the drawing of boundaries as on the grouping of its members and the behavior through acting it, they can live together.

3. Research Finding

The library, in its process to become Information Technology and Communication based modern organization and to be seen as dynamic, is encouraged by symbolic interactionism perspective which accommodates its logical frameworks. It is a discussion through the notions of power and meaning through the social organization of resistance; or tracing the library historical flows and connections within which new cultural products are formed by individuals as subjects. In general we might talk about culture's organizational as being about both separation and connection. This involves understanding the ways in which meanings are made, identities are created and power laden relationships are forged through the dual processes of separation (the setting apart of places, spaces and landscapes as somehow special or different) and connection (the ways in which meanings, places and identities are always tied up with one another). Symbolic behavior is the defence mechanism in everyday life of human beings, and resistance is used to forge the power, creativity and freedom in individuals being within their collectives.

4. Conclusion

The implementation of ICT and their technics in university libraries deals with grouping of library members as a collective (or intersubjective) cultural process. It is about creating the modern organization through its representation to library staff and librarians and through understanding frictions and conflicts they are facing in their everyday life as a dynamic of change. It is about trying to establish the existence of the collectivity by defining what makes it a community – isolating national characteristics, defining crucial historical moments or significant place of the library. None of these implies that these meanings can be fixed. There might be useful to think of university libraries as projects which are never fully achieved. There are always alternative views which are being given, and alternative interpretations being made from different positions. We shall see that social organization is a cultural one. Culture is not something added on later; it defines members, national identities and positions amongst global organizations. The process of constructing the social organization of a university library through an organizational culture across the space of a university library-structural organization. And the role of symbolic behavior in forging and contesting organization of library identity.

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