INFORMATIONAL ELEMENTS OF CULTURE (UN)FAVORABLE TO THE IMPLEMENTATION OF THE NEW ORGANIZATIONAL STRUCTURE OF THE SYSTEM OF LIBRARIES FROM UFPB

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ABSTRACT

This research aims to analyze the implications of the information culture of the Library System of the Federal University of *Paraíba*, as a facilitator for the implementation of the new organizational structure. Methodologically, the research is descriptive, with a qualitative approach. Regarding the means, it is characterized as documentary and field research. A questionnaire with open and closed questions, analysis of documents, a semi-structured interview and direct observation that allowed the using of the approach strategy of triangulation data were adopted as research instrument. To analyze the data, we employed the method of content analysis. The results indicate that the information culture, active in the Library System, does not contribute to the implementation of the new organizational structure taking into account that the demonstration of informational intricacies does not have equities in information behavior between strategic management and tactics adopted in the system. The results suggest that managers of sectorial libraries and system need to face the challenge of building together in a systematic, structured and participatory culture informational possible to concatenate in its structure the formal and informal means of communication.

Keywords: Informational Culture; Organizational Culture; Information Behavior; Information Science; Academic Library.

1 INTRODUCTION

This work has as theme the study of informational culture, with the focus turned to the informational behavior, as an element of social interaction, due to the processes of structural change in an academic environment.

The study is considered to be interdisciplinary taking into account the investigation of organizational culture to traverse a path that conveys various areas

of interest, such as Sociology, Psychology, Cultural Anthropology, Scientific and Administrative Information Science. However, this is due to the fact that organizational culture is a subject area of administration, whose study is directed to understand and provide organizational performance and the fact that, the theoretical and practical to be a phenomenon that adds an extensive discussion among scholars on the subject.

The Information Science stands out as an area of relevance to the work because it proposes to meet the requirement of informational culture, as a facilitator for the implementation of a new organizational structure, which envisions understand the event from the perspective of information behavior. This turn, they are considered communicational and informational issues through the prism of the process of the interaction of the object information between individuals and groups involved in the organízational setting.

Both public and private organizations are experiencing changes in socioeconomic technological and cultural spheres, triggered by internal and external factors. Among these, the cultural factor is a significant element in this process of change, specifically in an organization of public higher education, which plays an important role in the economic, technological and social fields, as well as being a body responsible for placement and the sharing of scientific literature.

According to Oliveira (200?), in order to the organization can be able to make changes, in principle, it must be an open organization, because an open framework emphasizes greater desire and encouraging cooperation, increases the flow of information; gives greater flexibility decision making process; rewards and stimulates new ideas, increases the ability to see beyond the obvious, is concerned with the individual and their needs and develops an atmosphere of choice, participation and freedom, with few regulations, rules and policies. Then, it should be aware of the positive and negative forces in the change process.

Organizational culture is a prominent point in the change process, because depending on how you conduct the social, affective and emotional relationships between people in an organization, and how they see themselves and the organization, from the design of its values, it may be that the environment fosters the

development of positive indicators and/or negative in that culture. Therefore, knowing these elements is essential for the management of the organization.

In that sense, it is imperative for the organization to have an information culture with positive aspects involving the social interaction between individuals and the means by which communication occurs, generating the phenomenon of exchange and sharing of information, which triggers a process of building meanings and common knowledge to those who experience the informational body.

Every organization is made up of many types of resources, among which stand out as a key element in human resources, it is known that the main driving force that makes the organization a living organism is a result of being human. The need to make clear that it is the people who form the main appeal is because, typically, there is a tendency to focus more on the technological aspects and infrastructure, without realizing that these elements work only with the intervention of human strength. The individual is a being endowed with emotions, values, beliefs and myths inherent in their individual history and heir to a social culture. When he becomes part of a new group, of course, changes occur in their way of thinking and seeing things.

Specifically, in an organization, people are experiencing an organizational culture, which also suffers the influence of the complexity of human behavior, because, in a way, its members are responsible for establishing organizational culture, and this can be a culture that favors success or stagnation of the organization, whose cultural values are substantial for their growth and organizational performance.

This work has as its theme the study of organizational culture, with the focus turned to the informational behavior, as an element of social interaction, due to the processes of structural change in an academic environment, whereas the organizational structure represents one of the conditions of management information and knowledge, as well remembered by Souza *et al.* (2011).

For these reasons, this study aims to investigate the information culture of the Library System of the Federal University of *Paraíba* [*Universidade Federal da Paraíba* (UFPB)] with a focus on the information behavior, specifically with regard to

the use, exchange and sharing of information in the context of client's internal organization. This is due to issues in organizational structure whose lives change because of institutional policies changes that have occurred in recent years with the growth of the University.

In the light of this report, there is a question based on the research problem: what are the elements of culture that are informational implying the sense of (dis)advantage the implementation of the new organizational structure?

The structure of an organization is how its components relate to each other. It is a very important basis, regarding the consolidation of duties, responsibilities and process of communication between the people who constitute it. Therefore, the organization needs to have a set of features that facilitate the attainment of its objectives, whose implementation is necessary to define an organizational structure that identifies all units of the organization in a clear, precise and communicable way. Maximiano (2004) points out that for this it is necessary to establish the organization process. For this purpose, it is also a decision making process.

The relevance of the study is the need to implement a new organizational structure for the Library System, taking into account the various changes in the current Regulation System Libraries from UFPB (Sistemoteca), which governs a new organizational structure, provided with several changes to be implemented.

2 THE INTERDISCIPLINARITY OF INFORMATION SCIENCE: FOCUS ON INFORMATIONAL CULTURE UNDER THE AEGIS OF SOCIAL PARADIGM

The Information Science (IS) has emerged as an interdisciplinary science, roughly in the middle of the twentieth century. However, since the late 40s, a process of recognition triggered it as a new scientific field. From there begins a range of epistemological studies toward its consolidation as a scientific field in relation to its theoretical and methodological concepts. In this embryonic field, Information Science emerged as an interdisciplinary science. Saracevic (1996) points out that it occupies an area of expertise in four subject areas: Computer Science, Library Science, Cognitive Science and Communication.

As Pinheiro (2002) says, information is characterized as an object of study in Information Science (IS), however, it is necessary to make a distinction in order to reveal what constitutes the term information as a result of the IS is a field vast and complex research, traditionally related to printed documents and libraries, when in fact, the information that comes to IS can be both in conversations among scientists, as informal communication, a technological innovation (product) on patent iconographic objects in magnetic record of a database, a virtual library or repository and on the Internet.

This characterization of the object of study strengthens the performance space of IS as an interdisciplinary science, mainly because at its core the study of production, organization, retrieval and distribution of information geared to the various areas of knowledge.

The interdisciplinary character, in opposition to the object of its research object, showed the need for these studies, whose theoretical contribution served, over the years, to argue its legitimacy as a post-modern science. About this, Pinheiro (2002, p.63) points out, "[…] following the line of thought of Wersig (1993), the distinction of Information Science of classical sciences as 'prototype of post-modern science', recognizes its scientific autonomy [...]". In this sense, the scientific discussions traveled paths that elucidated the understanding that post-modern science is not like classical science, which studies the phenomenon of isolation that surrounds it, and whose direction is given by the quest for complete understanding of how the world works, while the post-modern science investigates the phenomenon from historical, cultural and social perspective, in the face of complexity inter-concepts.

> [...] This investigation is one of the most extensive and complex activities of a unified information science future, that is more than purely reductionist, but sees analog, ambiguous and unambiguous links, among various information concepts and theories and their fields application (CAPURRO; HJØRLAND, 2003, free translation).

This leads us to an epistemological reflection about the use of theories and concepts that are taken loans from various fields of knowledge. Thus, researchers need to pay attention to the existence of a rigorous field in the use of methods and ways of thinking about their scientific procedure, and applying it in their field of study.

This work finds in IS allowance modeled on social paradigm, focused on the study of the information culture of UFPB Library System in aspect of information management, knowledge and competitive intelligence organization, a strategic approach to information behavior directed at the development of organization.

The Social Paradigm, under the view of Wersig and Capurro, focuses on the subject in society, connected to its group and the situational and contextual reasons that influence their information needs. The social paradigm was used by Shera in 1972, with the term *social epistemology*, when the author argued "[…] there is no way to know the intellectual processes of society only to the study of individual, isolated from the culture and society in which it operates". So for Capurro, the social paradigm began with criticism of Frohmann (1992) to the reductionist view of the cognitive paradigm, regarded by him as idealistic and not social by not considering the user and their information needs (CAPURRO, 2003).

From these considerations, we discuss the following overview of the organizational culture, based on the information culture, whose context justifies its inclusion in the field of information science through the prism of social paradigm.

3   FROM ORGANIZATIONAL CULTURE TO INFORMATIONAL CULTURE

Knowledge of organizational culture is a key point in the management process of the organization. Organizational culture reveals how the organization behaves in the face of institutional policies. The organizations are composed of individuals who carry the cultural manifestations, which are collectively shared and find themselves steeped in organizational practices that are constituted by a series of mental representations and a complex set of tacit knowledge present in the individuals who compose it. Such manifestations go through a constant process of learning and are reordered through principles, called organizational values. "Culture is learned, shared and transmitted. It is not originated from biological or genetic inheritance, but it is resulted from a socially conditioned learning. Then, the organizational culture expresses the identity of the organization" (SROUR, 1998, p.174).

The elements that constitute the organizational culture, how they work and the behavioral changes they cause in the individual and in the group show, concretely, the imperceptible details of everyday organization. These elements allow to identify and interpret the actions and communication mode of the messages circulated among members of the organization about what they consider what is important and valuable for the group and for the organization, in other words, the insights gained in external context are reflected in the change process of group behavior. From this recognition, it is possible to challenge managers to achieve better results in decision making along with the other participants of the organization, assuming that this is the main component that makes up the core of organizational culture.

We must show that the basic elements of organizational culture (FREITAS, 2008) are considered important in the formation of a pro-active information culture: values (they are important to the success of the organization and they should be understood as the source that feeds into your organizational behavior everyday). They indicate relevant points in the decision process; beliefs and assumptions (whatever the functional body perceives and conceives as true. Such beliefs are reinforced through consistency between theory and practice managers; standards (regarding procedures or behaviors considered the default rule for carrying out organizational activities) and the rites, rituals and ceremonies (part of an arsenal of responsive organization, from events produced in order to fulfill some functions, such as communicating how people should behave in the organization and signal patterns of intimacy and acceptable styles).

Thus, it is possible to realize the power of organizational culture as a key element in organizational behavior, compared to the actions and performance of its members. This leads to the understanding that "[…] the behavior is an expression of culture that is consolidated by itself" (ZAGO, 2005, p.82).

Schein (1992 *apud* RICHTER, 2002) lists some features present in the culture that enable the construction of knowledge within the organization: the management of the environment where the culture is embedded, in order to create and implement solutions coming from the external environment and that require new

knowledge; have the assumption that people have the capacity to understand and modify the environment in which they operate through the agency; understand that the evidenced issues cannot follow established standards through formulas already 'consecrated'.

The propositions presented on organizational culture within the informational culture, are necessary because of the fine line between the two. Knowing the information culture of an institution entails walking subjective paths, since it is known that culture is a factor resulting from human action, as well as the predominant characteristics of organizational culture are based on how the organization conceives its constituent elements, such as: the work process, the type of hierarchy, the system of communication, finally, several variables that, being objective or subjective, will directly influence people's behavior and their interaction with the environment where they operate. This influence behavior is a reciprocal relationship in that organizational context.

Choo (2006) suggests that organizational culture is examined continuously through multiple lenses. For this, he presents three perspectives: integration, differentiation and fragmentation. Among the various concepts of organizational culture, the one which stands out is from Schein (1992 *apud* MORAES; FADEL, 2008, p.32), considered among scholars, the most comprehensive to portray the organizational culture:

> Organizational culture is a pattern of shared basic assumptions [*sic*] which a group that learned to solve its problems of external adaptation and internal integration and that worked well enough to be considered valid and taught to new members as the correct way to perceive, think and feel regarding these problems.

According to Moraes and Fadel (2008), Schein explains this definition regarding the pattern of basic assumptions with the values of behavior. These values are established in response to successes in solving problems arising from routine work process, which become validated by the group and, over time, no longer questioned, because these values have been internalized to the point of being considered as a natural process.

3.1 The informational Culture and the Informational Behavior

In order to contextualize the essential components of informational culture and the informational behavior, it was necessary to describe the basic elements of organizational culture, as they are fundamental to the establishment of a consistent information culture. So Woida (2008) believes that the knowledge produced by individuals results from the interaction of the individual with the environment that surrounds it. This involves the formalities of the informal organizational structure and organizational culture. It is known that organizational culture deals with treating widely organizational issues, while informational deals with specific issues related to organizational information.

Agreeing with Woida (2008, p.93), it can be said that "[…] the context that drives the information culture has its base on three elements: people, information technology and communication and information". However, this research aims to analyze the information culture as a facilitator for the implementation of a new organizational structure with emphasis on two of these elements: people and process mechanisms and information procedures.

The information culture is defined by Davenport and Prusak (1998, p.110) as "[...] pattern of behaviors and attitudes that express the informational orientation of a company". Another key aspect is the possibility to control the information culture. About this, Woida (2008, p.95) points out: "[...] it is assumed that to become reality in a particular organization, there must be social interaction between individuals and, in this sense, formal and informal means of communication, exchange/sharing [information] become valid".

According to these considerations, it is important to notice, also, that the information culture sets the phenomenon of information behavior. According to Davenport and Prusak (1998, p.110), it "[...] refers to how individuals deal with information. It includes searching, use, modification, exchange, accumulation and even the act of ignoring the reports". Through these considerations, it is understood as a constitutive element essential for the design of a proactive informational

behavior information on culture whose components configure the sharing and use of information.

The information behavior is important in the context of information culture by targeting the way people behave towards the need to search, receive, exchange, share and use information. Accordingly, Choo (2006) considers that the behavior of the use of information is made up of groups of people who share the role that information plays in their work; regarding the problems characterized related to information, as well as the availability and the value of information, and whose perceptions about solving problems determine the intensity with which seek the information they need.

It can be seen, by the positioning of the author, that the impact which information behavior has on the organization and the various factors involved in this process. For this, it is emphasized that the organization should encourage people to use the information for individual growth and organizational in a promising way. Regarding the sharing, leaders must be responsible for developing a conducive environment to the effect of interactive actions between individuals and groups, which contribute to a harmonious environment, away from disputes and fears of loss of power.

> It is understood that the information behavior is the result of the merger and practice of elements and processes of the organization's existing information culture that values information and provides this value to be converted into shares of pursuit, capture, acquisition, sharing and use for decision making (WOIDA, 2008, p.95).

It is understandable, then, that the information behavior, the result of the whole practice of the elements and processes of information culture has strategic action in decision making. Davenport and Prusak (1998) note the possibility of performing the management of information behavior with the goal of using information systems. And to make mild difficulties, it guides the management of three types of behaviors: control over the meanings, information sharing and relevance of the use of information in view of the differences that may occur.

Choo (2003) understands that, in the creation of meaning, it is possible the emergence of a structure of meanings and understandings within the organization that can promote common action between the perceptions of individuals. This leads

to a network of shared meanings and interpretations, which contribute to a climate of social, temporal continuity and clarity to relate and coordinate their actions.

Concerning information sharing, Davenport and Prusak (1998) discuss about the advantage of this action enabling the flow of information, formal and informal, effectively permeate between departments and sectors, valuing the horizontal flows between individuals. This situation favors the intensification of information exchange. Finally, it is important to emphasize the relevance of the use of information, because it is through the effective use of that knowledge is constructed. For Choo (2006), organizational knowledge is built from the participatory interaction of people, as knowing subjects, while the use of this information is subject to external and internal factors to the individual.

According to Angeloni (2008), a knowledge organization is one in which the individual repertoire of knowledge and socially shared by the group is treated as a valuable asset, able to understand and overcome the environmental contingencies. The use of information is directly related to the selection and processing of information with a view to create new knowledge or actions.

Based on the ability to manage the information behavior, Davenport and Prusak (1998, p.135) help guide the seven tactics, such as communicating that information is valuable; make clear strategies and objectives of the organization; identify information necessary competencies; assign responsibilities for informational behavior, making it part of the organizational structure; create a committee or a network to handle the issue of information behavior; educating employees about the information behavior and submit to all the problems of managing the information.

The information culture is an element of great value to the organization's performance, since it is within that permeates organizational information. This understanding needs to reach not only the leadership, but all employees that make up the framework of the organization, because, according to this understanding, it will be possible to open the borders of organizing resistance to the new changes. And the way that this portal provides is precisely the existence of a culture favorable to dialogue, through sharing/exchanging and the intelligent using of information.

Another ally in this context is the opening (interaction) that people should play on the information technology and communication.

In view of the above stated, mainly because it is something subjective, as it is the approaching to information culture, today has been discussed a lot on this subject, in view of the need for organizations to adapt to market changes, due to the high level current competitiveness. Therefore, there are many reasons why organizations should be interested in the study of their culture, therefore in this core, arising research programs that link conceptual oriented organizational guidelines in an attempt to create breaks with traditional models and facilitate substantial changes in the organization, which will focus on changes in cultural patterns.

4   CONSIDERATIONS ABOUT ACADEMIC LIBRARY

Technological advances have enabled significant changes in society, affecting its three segments: industry, trade and services. In particular, in the case of education, the library belongs, so intrinsic to the segment of the third sector, for providing services to the academic community. Today, Brazil is witnessing the growth and multiplication of institutions of higher education in a surprising way, which creates a scenario of competitiveness and promotes the quest for improvement and higher quality teaching.

For Duarte (2011), the academic library plays a key role because it is an important tool that the university has to exercise its social and citizenship and offer quality training. Thus, the development of teaching, research and extension in Brazilian universities has contributed to the development of the country at all levels, so there are growing demands for the development, improvement, continuous improvement and social responsibility of University Libraries.

Universities play an important role in society, because they are responsible for the generation and the production of knowledge, the skills training, the sharing of knowledge and educational needs, cultural, technological and scientific society. In this context, the academic library is responsible for heritage informational and educational function is to guide users to use the information. The library is considered one of the essential tools to teaching/learning process. Any teaching can

be conceived without the use of libraries. They play an exceedingly important, since it enables access to information, promote the development of potential, enabling people to form their own ideas and make their own decisions (FERREIRA, 1980, p.5).

While emphasizes the role of the academic library, Tarapanoff (1981) views that the current trend is that the planning process librarian glimpse educational, scientific and cultural process, within the general plans of social development. It is understood that, well, the academic library has interactive and integrative function in the process of formation of society, and this reflects the general characteristics of the country, which is why it is essential that it should be open to changes.

Based on this scenario that the methodological procedures were settled, which avenues of research are exposed in the following section.

5 METHODOLOGICAL PROCEDURES

In a demonstration of the paths taken toward a plausible result, the field and the characteristics of the research are described

5.1 Field of Research

The Library System of the UFPB (Sistemoteca) is an integrated set of libraries under the same operating and functional aspect, aiming the unity and harmony of the activities of collecting, processing, storage, retrieval and dissemination of information, to give support the programs of teaching, research and extension (UNIVERSIDADE…, 1997, p.37).

The Central Library of UFPB, located in João Pessoa, is responsible for the overall coordination of the activities of Sistemoteca, in the person of its director. The system is composed by: Central Library, Campus Libraries Sector I, Sector Libraries and the other campuses of UFPB.

5.2 Characteristics of the Research

This research is both exploratory and descriptive, having quantitative and qualitative nature. As to the means, it uses the documentary research and field, involving the use of multiple techniques standardized data collection: questionnaire, interviews, document analysis and direct observation. Anyway, it comprises a set of techniques that enable and validate the reliability of the results.

Based on these prerequisites, we used the approach strategy of triangulation data, about which Moraes and Fadel (2008, p.35) make the following observations: "In the triangulation of data or different techniques are combined to study the same phenomenon". Thus, we searched, by the analysis of documents (internal regiments) to select which are the most significant changes to the system libraries, and from that element, constructing the questionnaire guided in these changes.

With the results obtained from the questionnaire to the managers of libraries (10 sectors) located at Campus I, defined as sample, the interview was structured with the manager of the system, following the route of the questionnaire, in order to understand how gives the process of two-way communication, that is to say, from the perspective of the sender and recipients, to collate the interpretations by the system manager and the managers of the libraries sector of the constituent elements of the changes and see how it handles the communication of information on the environment of libraries of components UFPB Library System.

To analyze the data, we employed the method of content analysis in order to make allowances for the understanding and explanation of the topic, from the standpoint of message transits between individuals or groups. That way, it contributed to the interpretation of the survey data, validated in order to legitimize it. Bardin (2010, p.42) defines content analysis as a set of analysis techniques to obtain communications, systematic and objective procedures for describing the content of messages, indicators that allow the inference of knowledge concerning the conditions for receipt of messages.

Thus, the indicators extracted from the Rules subject to change were analyzed and considered as categories such as:

a) Participation in meetings of the Board of Executive Coordination;

b) Profile of Manager System Libraries;

c) Knowledge of the powers of the Director of Central Library;

d) Knowledge about the creation of organs in the Central Library;

e) Knowledge about the service of cataloging at source;

f) Knowledge about the standardization of technical procedures;

g) Knowledge Development Section of Reading (SDL) and Insertion for Users with Disabilities (SIUNE);

h) Knowledge creation of advisory services;

i) Requirements of the Library Sector;

j) Administrative responsibility and communication channel;

k) Appointment of Directors Libraries sector;

l) Knowledge of encouraging training;

m) The Library as Laboratory;

n) Sectorial Library as a space for supervised practice;

o) Opening hours of the Central Library.

The research instruments, its data and analysis revolved around these categories that allowed presenting the results exposed in the next section.

6 SUMMARY OF RESULTS

The methodology allowed us to raise the contours defined by field goals in an interactive process that allowed the diagnosis of information culture as a facilitator for the implementation of the new organizational structure. Therefore, Table 1 shows the favorable and unfavorable points identified with the questionnaire to the directors of the libraries sector, interview with the manager, direct observation and documentary study, from the analyzes of the triangulated data.

Frame 1: Favorable and unfavorable points on organizational context.

Favorable Points	Unfavorable Points
The experience acquired from maturation contributes to the academic performance of administrative actions.	Disproportionality in the distribution of the staff of the libraries sector.
The pursuit of continuing education.	Figuration of a state unsystematic in the process of information communication.
The driving time in the organization, both as directors of the management company, contributes to understanding how to process the information flow and possible organizational knowledge.	No meetings of the Executive Coordination.
The inter-personal relationships between individuals in the organizational context.	The frequency of meetings is given as the need of the organization, when there is necessity to solve a problem.
Correlated dimensions, as competence and management, raising the group to search for mechanisms that lead them to meet these indicators within the organization.	The communication process occurs freely, causing inconsistency in the information System.
The enthusiasm of the group shows awareness of strategic management to support continuing education.	The predominance of the informality on communicational/informational process.
Pre-disposition to change, including suggestions for the creation of mechanisms that solve instances clashing between the system and the libraries belonging to it.	Lack of knowledge about the devices that form the new organizational structure of the system.
Managers are open to understanding (organizational knowledge) of the organ in which they operate.	Lack of knowledge Internal Operating Rules for the Library System.
Reiteration of directors' desire for a continuing education focused on vocational qualification.	Lack of formal communication channels to inform members of the System on the resolutions and decisions within the organization.
Desire for action, change and concreteness in ambit of organizational realization.	Ambivalence under the concept of managers regarding changes happened in the structure of the system.
Existence of motivating force to information flow.	Deficit staff to manage and the lack of paying incentive.
The information, when related to a concrete action, achieve success because, somehow it reaches its recipient.	Dissatisfaction about the needs of informational support and guidance for the development of routine activities in the sector.
Human referential with ample potential flexible to changes needed for organizational scope.	Characterization of floating informational behavior.
	Deficiency in the process of communication between the system and its component libraries.
	The management of the communication process takes shape in immediacy due to the emergency nature of the information.
	Lack of systematization and formalization of mechanisms to communicate about the occurred and necessary information for the performance

	of administrative actions.
	The non-functionality of the legal devices.
	Lack of communication of changes in the Rules of Operation of the System.

<div align="center">**Source: Elaborated by the authors – 2012.**</div>

The functional profile System of libraries is fairly representative, regarding academic education, professional experience and the quest for continued education. Another important aspect was the time management in the coordinator role, because this is an important factor to understand how they process information, the information flow and understanding of the organization.

Accordingly, we sought to understand the functional linkage of information culture predominant in the System Libraries, in comprehension of the managers, which led to the determination of favorable and unfavorable elements in the organizational sphere. In order to contribute to the organization to overcome the negative and positive points of intensification, based on information behavior, then we emphasized some thoughts about them.

It was felt that this inter-relationship between individuals, in an organizational context, is quite healthy for the implementation of administrative actions, as well as the importance that the group gives the dimensions and competency management, which seek to raise support in education continuing.

The pre-disposition to change was revealed by the managers of the libraries sector, which enables the necessary actions to organizational performance. Likewise, they demonstrate expectations of organizational knowledge. Adding to this, we have those as an important benchmark for the changes needed to strengthen the implementation of the new organizational structure.

The number of professionals who already have time to apply for retirement is a point of concern, in order to cause a deficit even higher, because we observed a bad distribution of the workforce of the libraries sector. It also accused the communication process acting dismissive of the concerns researched group, which causes certainly a situation of conflict in the organizational environment. This is further aggravated by the absence of systematic information and formalization of

communication channels. As a consequence, there is the ignorance about the Rules of Operation of the Library System and its organizational structure.

This behavior causes a series of informational factors correlated to these legal provisions, among which we emphasize the dissatisfaction regardig the needs of informational support and guidance for the development of routine activities in the sector, as well as the lack of knowledge about the minimum for a library and its working.

7 FINAL CONSIDERATIONS

It was found that the intentions of the System Manager, in relation to changes in its structure, hover in the contingencies of administrative constraints, and this implies the occurrence of organizational conflict, because the manager changes the points of view, but they do not recognize or ignore the front of their limiting administrative. This situation shows a confusing scenario of exclusionary character, before the dictates of decisions and approvals governing the organizational structure.

When the perspectives of managers were collated, it was found favorable and unfavorable elements, of which result diagnosing organizational culture focused on people and their perceptions in a changing environment. The result of this collating showed that the organization faces two different perspectives: on the one hand, managers of libraries are open to change and see in the new structure, opportunities for professional development, social and organizational, in contrast, the direction of the system is latent regarding changes, which contributes to the unenforceability of the implementation of the new structure of the system. This situation leads to an environment composed of dissonance within the sphere of its governing body.

It is noteworthy that the results obtained on the information behavior in the organization revealed a contradictory stance between receptor (directors of libraries) and issuer (System Manager), because the former demonstrated that they are hungry for information, while the second did not create forms and systematic means of communication between the libraries that are part of the system.

It was found that there was no information of legal devices that form the organizational structure, described in the Rules of Operation of System Libraries UFPB after its approval, which sets the lack of organizational structure. Given this context, it is inferred that the information culture, active in Library System does not contribute to the implementation of the new organizational structure in order not to show the intricacies informational equities in information behavior between strategic management and tactical System.

Considering this result, it is suggested that managers (and the libraries System) face the challenge together, to build on a systematic, structured and participatory informational culture possible to concatenate in its structure the formal and informal communication with determining the exchange and sharing of information in order to contribute to organizational development and leverage their information resources. With that, the group needs to know the information processes and informational institute policies that enable the management of information. In addition, each manager as organizational leader needs to have a holistic perception of the organization to learn to use, as appropriate, the necessary communication channels for informational determined specificity.

It is also suggested, considering the environment studied and the issues addressed by the literature, in order to reverse the current situation and establish a competent team of advisors with the following responsibilities: to seek to instill in the corporation that information is valuable, facilitate periodic make clear the objectives and the strategies to present and discuss all the problems of information management, educate employees about the information behavior, assign responsibilities on the organizational structure and provide special treatment to the necessary information skills.

Among other studies, which may be caused from the result of this research, it is suggested to investigate the reasons it has not been, in the present moment, implemented a new organizational structure of the Library System. It also raises a study of the agents truly implicated in the consolidation of administrative actions of the Library System.

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