

Organisational Culture and Job Performance of Librarians in University Libraries in Southwestern Nigeria

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ABSTRACT

This study investigated organisational culture and job performance of librarians in university libraries in Nigeria. The study adopted the descriptive design of survey type. Two hundred and sixty-one librarians participated in the study while questionnaire was the major instrument of data collection. McGregor's (1960) X and Y theory and Schein's theory of organisational culture provided the theoretical framework for the study. Findings from the study established an average level of task performance as well as a low level of contextual performance among the librarians in university libraries in Southwestern Nigeria. In terms of leadership style, the study showed that the leadership style exhibited by universities in southwestern Nigeria encourages mentoring and nurturing of staff, use of initiative in running the library and cooperation among staff while the organisational climate in the universities surveyed was found to support satisfactory university working condition, promotion of the image of the universities, drive to achieve the universities goals and the operation of flexible time table by the universities which allow them do other things. With respect to work process and employee management, the study found that the librarians in university libraries in southwestern Nigeria are satisfied with the opportunities for growth, operation of accurate job description, lack of gender bias, availability of reward plan and effective manner of communication in their universities that are part of the work process and employee management. Finding from the study further revealed a significant positive relationship between organizational culture and job performance of librarians in university libraries surveyed such that a positive improvement in the organizational culture of the university libraries would boost the job performance of the librarians. In terms of relative contributions of the indicators of organizational culture and job performance, only work process and employee management and organisational climate were found to have significant contributions to the level of job performance among librarians in universities in southwestern Nigeria. The study recommended that adequate attention should be given to the task and contextual job performances of librarians in university libraries and the leadership style by the management of university libraries in Southwestern Nigeria.

Keywords: Organisation culture, Job performance, Librarians, University libraries in southwestern Nigeria

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1. INTRODUCTION

Job performance of employee is the extent to which a worker contributes to the achievement of an organisation's objectives through the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. Consequently, job performance of employee has become a major

tool in ensuring the effectiveness of employees. Good job performance can be described as the expected outcome required from an employee in an organisation and has to do with continuous contribution of the employee in improving an organisation and also predicts the productivity of an employee (Sonaïke, 2018). The relevance of employee performance in an organization cannot therefore be underestimated. Also, the relevance of employee performance is becoming glaring, leading to organisations search for highly performing employees to meet their goals, to deliver the products and services they specialised in, and finally to achieve competitive advantage. High performance is important for the employees because accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride.

On the other hand, low performance and not achieving organisational goals might be dissatisfying to an employer. Moreover, performance if it is recognised by others within the organisation is often rewarded by financial and other benefits. Hence, employee performance is considered a major prerequisite for future success in the labour market such that high performers get promoted more easily within an organisation and generally have better career opportunities than low performers. This situation is similar to happenings in the university libraries settings. In the university system, libraries are established to provide high quality information services in support of teaching and research for university staff members and the community where it is situated, as well as acquisition of knowledge of the students, therefore library employees occupy a central position in the university system. Consequently, their performance and productivity on the job can be determined by the level of motivation received on the job. The performance of library staff can be linked to so many factors including organizational culture, organizational climate, and physical work environment factors, among others, (Ajegbomogun and Diyaolu, 2018).

Job performance is an issue of importance in any organisation as it relates to the act of doing a job. It is as well a means to reach set goal or sets of goals within a job and role or organisation but not the acts performed within a job. Job performance is the extent to which an individual carries out his/her assignment or task, that is the extent or degree to which the day- to-day description is carried out by the employees. It is also more of attitude put up by employees in getting their work done than outcomes because employee's behaviour can be observed. Job performance can also be seen as the degree of an employee's effective orientation towards the work role occupied within an organisation.

Similarly, job performance is a very important attribute that is frequently measured by organisation; it is an important criterion that relates to organisation outcomes and success and is determined by factors such as knowledge, skills, motivation, ability, work environment, behaviour, job content, leadership styles, managerial policies, team spirit and empowerment in terms of availability of resources to work with (Dajani, 2015). Job performance is seen as the financial or non- financial added value by the employee participation to both direct and indirect fulfillment of the concerned goals and objectives of the organisation. This is because the effectiveness of the organisation depends on the input of employees and this serves as a key factor in the organisational performance (Ojo, 2009; Hose, 2012; Amune, 2015; Dajani, 2015).

According to Kachel, (2017), the job of library staff is complex as it involves provision of information service delivery to meet the needs of the users and support the goal and objectives of the parent institution, building partnerships with influential stakeholders which usually involves conducting surveys or conversing with students, faculty members, administrators and community members. Increasing visibility of the universities through branding is also a pivotal role of the library staff which has to do with informing how the library is viewed by stakeholders by creating a unique brand.

This includes drafting vision and mission statements and creating a voice and visuals that communicate the value of the library programme. Kachel (2017) also noted the job of the library staff as including that of mentoring and supporting faculty members in the use of technologies available within the library to search for information materials.

This ultimately empowers faculty members to develop proficiency with various technologies as well as seeking ongoing professional development and engaging with peers in professional organisations and networks. It also involves looking for professional development and online learning opportunities that target emerging technologies, resources and curriculum. University library staff usually have ideas of curricular and poses up-to-date and wide range knowledge of educational topics including teaching, learning and information literacy.

In other to understand the job performance of university library staff, the roles expected of them must first be understood. Morris, (2014,) classified university library staff job functions to include being a teacher, instructional partner, information specialist, and a programme administrator. As a teacher, the university library staff teaches and collaborates with faculty members and other users to analyse learning and information needs, to locate and use resources that will meet those needs, and to understand and communicate the information about available resources in the library.

As information specialist, the university library staff must be an expert in locating, evaluating and synthesising information. As an information specialist, the library staff provides leadership and expertise in; acquiring evaluating information resources in all formats; bringing an awareness of information issues into collaborative relationships with faculty members, administrators, students and others; modelling for students and other strategies for locating, accessing and evaluating information within and beyond the library.

Various researchers like Poropat (2012), Abdullah, Bilau, Enegbuma, Ajagbe and Ali (2011) indicated that job performance is the capability of an employee to carry out their job effectively and efficiently as required. They equally argued that job performance is also to understand a complete and up-to-date description of employee position as well as the job schedules that he or she is expected to meet. Performance of a person on a job is seen as a function of two different variables.

One is the skill of the individual while the other is the motivation to use the skill in the actual performance of the job. In this instance, performance is not seen as the action itself but is seen as judgemental and appraisal or evaluative processes because it cannot be measured based on outcomes which is derived from performance but can be measured based on proficiency, which is based on whether a job is properly done. A job done must come with the effective motivation that will prompt employee's commitment to using his or her skills and knowledge in carrying out their job towards achieving organisational goals. Poropat (2012) highlighted key factors that affect job performance of library staff as including work motivation, organisation culture, training and development, organisation climate, and work load.

For any university library to get the best cooperation and performance from its librarians in achieving their goals and objectives such library must fully provide an enabling environment for their staff. Employees are motivated by different incentives like a pay rise, promotion, bonuses, recognition and training. Poor motivation in any organisation, library inclusive, affects the level of job performance of employees and this may likely affect their total commitment to the organisational goals, (Samuel, Onuoah and Ojo, 2014). Another major factor that influence job performance of library staff is organisation culture.

Organisational culture encompasses values and behaviours that contribute to the unique social and psychological environment of an organisation. Organizational culture is very important in determining the success of the organization just as it affects the job performance of employees. Organisational culture determines how well library staff will perform and also plays a critical role in developing and maintaining the motivation level among employees which in turn affects their performance (Hartmann, 2016). Job performance will sustain a steady workforce if it is relevant and directed towards organisational goals. In other words, poor organisational culture would most likely affect library staff from performing at their full capacity while good organisational culture can be beneficial and most likely increase job performance of library staff.

With better organisational culture, there is tendency for library staff to perform at the maximum level towards achieving the goals and objectives of the library which involves ensuring that students and staff are effective users of ideas and information, empowering students to be critical thinkers, enthusiastic readers, skilful researchers, and ethical users of information. Therefore, when the culture of an organisation is unfriendly and employees are not adequately motivated employees tend to exhibit unhappy expressions, unconcerned attitude and maybe aggressive and such behaviours could affect their job performance as well as library service delivery (Tella, Ayeni and Popoola, 2007; Allan, Gadon and Willits, 2011; Amstrong, 2012). Organizational culture is very important in determining the success of the organization.

In understanding organisational culture, it is very important to know all its elements. According to Žugaj and Cingula, (2016), there are four important elements of organisational culture which are; organisation value, organisation climate, Leadership style, work processes and system. University libraries exist to achieve some set goals and objectives of the parent institutions. Consequently, job performance of librarians in university libraries would to a great extent determine the attainment of such set goals. Hence, the organisational culture of university libraries would rob off on the level of job performance of librarians in university libraries as well as on the quality of services delivered as an essential support system for teaching, learning, research and community service delivery of the university members.

It is against this background that this study investigated organisational culture and job performance of librarians in university libraries in southwestern, Nigeria. The following research questions were answered in this study:

1. What is the level of job performance of librarians in university libraries in Nigeria?
2. What kind of organisational culture is practiced in university libraries in Nigeria?
3. What is the relationship between organisation culture and job performance of librarians in university libraries in Nigeria?
4. What is the relative contributions of organisational culture indicators to job performance among librarians in university libraries in Nigeria?

2. LITERATURE REVIEW

A job entails roles, duties, responsibilities, desired experience and various activities that are defined and specified which can be accomplished, quantified, measured and rated as a function of motivation and satisfactory level of workers. Employees efforts put into defined and specific job given to them enables them bring out the best output of their job and this is said to be very significant in the development of any organisation. This implies that there are different jobs or tasks designed to be carried out by different employees for smooth running of the organisation and these jobs depends on the type or nature of the organisation. For instance, in a library there are various individuals or groups of individuals who are in charge of various activities such as acquisition, cataloguing and classification, accession, circulation, reference, charging and discharging (Mckinzie, 2012). According to Colquitt (2009), job performance is describe as the value of the set of employee's behaviours that contributes either negatively or positively to achieve the organisational targets.

Borman and Motowidlo (2013) indicated two types of job performance including Task performance and Contextual performance. Task performance involves activities that are carried out to serve and maintain the technical part of an organisation such as supervising and planning as well as execution of the core duties that might be formally listed in job description. Contextual performance, on the other hand refers to spontaneous behaviours through which a worker supports and enhances the workplace environment. These might include the ability to see what needs to be done even when it is not explicitly part of one's formal job description, as well as transmission of positive attitudes to and among managers, colleagues and patrons (Borman and Motowidlo, 2013). In other words, contextual performance contributes to the organisational effectiveness through its effects on the psychological, social and organisational context of work which includes all issues affecting individuals or increasing individuals' readiness to perform with valuable behaviours as well as actions that have some effect on the organisation's tangible resources.

Moreover, organizational culture has been defined in many ways in the literature, many researchers have come to thee agreement that it refers to a system of values, beliefs behavior shared among employees (Deshpande and Xiaoming and Junchen, 2012 and Gbemi-Ogunleye, 2020). Organizational culture can influence how people in an organization through setting of personal and professional goals, performing tasks and administering resources to achieve them (Lok and Crawford, 2013). Organizational culture as defined by Uttal (2013) is a system of shared values (what is important) and beliefs (how things work) that interact with a company's people, organization structures, and control systems to produce behavioural norms. Gbemi-Ogunleye (2020) highlighted four important elements of organisational culture to include; organisation value, organisation climate, leadership style, work processes and system.

However, it is widely believed that the effectiveness of a university is the specific function of its organisational culture as well as the major element to promote and develop an organisation culture in a given direction. Their influence is exercised through actions and deeds that express the vision of the organisation as well as through their management style and the values and symbols put forward. In an effective organizational culture, university leadership usually shows employee-focused leadership, sound interpersonal relationship, and ethical decision-making processes (Engelen, Flatten, Thalman and Bretell, 2014). Hence, organisational culture can be used to maintain a positive work environment (Pinho, Rodrigues and Dibb, 2014).

2.1 Theoretical Framework

2.1.1 McGregor's (1960) X and Y theory

McGregor's Theory X and theory Y captures the general attitude of employees towards work. This theory was created and developed by Douglas McGregor in the 1960s during his time at MIT Sloan School of management. These two theories describe the kind of attitudes employees have in relation to workforce motivation and have been put into use by many organisations around the globe. McGregor's proposition is that most organizations usually base their assumptions about people on either one of his two theories, theory X or theory Y (Tyson 2015). According to McGregor's theory X basic hypothesis is that people are passive and uninterested and sometimes resistant to organisational needs unless there is active interference by the top management. This is due to the nature of an average man being unambitious, indolent and inherently self-centered and will try and avoid responsibility at all costs.

He however points out that this kind of behaviour is not an effect of man's innate nature rather an outcome of management philosophy and practice (Latham, 2007). Theory X can be examined from a traditional point of view whereby the main incentive is constant supervision which is necessary for the theory to be effective in an organisational setting. Hence, the managerial approach in regards to employee motivation highly emphasizes total control of the employees from the higher level of managers to their subordinates because it is all about the pain and fear (Stewart 2010). It is for this reason that McGregor states that people end up adopting defensive postures because they want to group up and beat the system with any chance they get.

Already the management expects such results from them hence when they do react this way, it comes with no surprise (Tyson 2015). Theory Y on the contrary is more aligned towards the positive aspects of people. According to Stewart, human beings are seen as active comparatively to being passive shapers of their own selves and their surroundings. The proper way to manage such people is to supervise as little as possible and give them space to thrive on their own ((Stewart 2010). This theory further states that, under the appropriate conditions, people have the potential to be creative and innovative and apply such applications to their workplace. Since the private organisations are more inclined towards performance rather than procedure. Interestingly, this category of theory Y employees' is assumed not to exist in public organisation. However, from observation, few personnel in the public sector actually have the characteristics portrayed in theory Y, but may be hampered by the bureaucratic practice in the public sector which discourages innovation, coupled with the poor working conditions largely prevalent in the public sector.

2.1.2 Schein's theory of organisational culture

Complementing organizational structure and job performance theories in this study is the Schein's theory of organisational culture. Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artefacts. Schein distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains. Visible behaviour influences and is influenced by unobservable assumptions through rules and standards. Artefacts are at the surface level of an organizational culture, tangible, easily seen and felt manifestations.

Espoused beliefs and values are the next level of organisational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. Basic underlying assumptions are the base level of organisational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others.

Any challenge of these assumptions will result in anxiety and defensiveness. The most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality.

3. RESEARCH METHODOLOGY

The research design employed for this study is the descriptive design of survey type. Rahi (2017) defines research design as a process of collecting and interpreting of data with clear objectives. The population for the study comprised all the 261 library staff working in university libraries in the 14 public universities (Federal and State-owned universities) in South-West, Nigeria. Total enumeration was used to cover all the 261 library staff (professional and non-professional librarians) in the selected public universities, hence there was no sampling. The use of total numeration is based on the fact that the population of the universities surveyed is manageable just as it allowed intensive study of the population. A structured questionnaire was used in collecting data for the study. The questionnaire designed was tagged "Organisational Culture and Job Performance Questionnaire and was made up of 3 sections. Section A on background information of the respondents was used to collect data on name of institution, gender, age, marital status, years of work experience, and educational qualification of the respondents while Section B sought information to assess the level of job performance of the respondents.

It contains 20 items measured on a 5-point likert scale format of Very High Extent, High Extent, Moderate Extent, Very Low Extent and Low Extent. Section C of the questionnaire elicited information on the types of organisational culture practiced in the university libraries selected for the study and contains 15 items measured on a 4-point likert scale format of Strongly Agree (SA) =4, Agree(A)=3, Strongly Disagree(SD)=2, Disagree(D)=1. To ensure the reliability of the instrument, it was administered on 20 librarians in University of Benin and Delta State University which were not included in the original study for trial testing using test-retest method. The reliability of each section that made up the questionnaire was found using Cronbach Alpha coefficient and the results were as follows: Organisation Culture is 0.78, ($\alpha = 0.73$) and Job Performance is 0.73, ($\alpha = 0.73$). The scales were considered reliable considering their reliability coefficient.

4. RESULTS AND DISCUSSION OF FINDINGS

Two hundred and forty-seven copies of questionnaire representing 94.6% were returned with useful and usable questionnaire out of a total of 261 copies administered on the respondents. The background information of the respondents revealed that there are more male librarians (155) than their female counterparts (92) in university libraries in Southwestern Nigeria. The age distribution of the respondents showed that majority of the librarians in university libraries in Southwestern Nigeria were within the age range of 26-45 years with 77.7% response rate. This suggests that the workforce in the university libraries surveyed is relatively young, active, agile and can contribute effectively to the development of the university libraries and by extension the universities.

Also, majority (133) of the librarians in university libraries surveyed were found to be married just as most of them were found to possess work experience of between 1-10 years with response rate of 54.2%. This suggests that most of the librarians in university libraries in southwestern Nigeria are moderately experienced. Result on the educational qualification possessed by the librarians in university libraries surveyed showed that the most of the librarians possess Masters and PhD degrees with 39.6% and 37.2% response rates respectively. This implies that majority of the librarians in university libraries in southwestern Nigeria are highly educated.

Research Question one: What is the level of job performance of librarians in university libraries in Southwestern Nigeria?

Table 1: Level of Job Performance of Librarians in University Libraries in Southwestern Nigeria

	Questions	VHE	HE	ME	VLE	LE	\bar{X}	SD	Decision
Task performance									
1	I do plan my work schedule so that I can get it done on time	129 (52.2%)	62 (25.1%)	38 (15.4%)	12 (4.9%)	6 (2.4%)	3.80	1.03	High Extent
2	I do not keep in mind the results that I had to achieve in my work	40 (16.2%)	108 (43.7%)	63 (25.5%)	27 (10.9%)	9 (3.6%)	3.42	1.00	Moderate Extent
3	I do not separate main issues from side issues at work	105 (42.5%)	48 (19.4%)	37 (15.0%)	50 (20.2%)	7 (2.8%)	3.21	1.26	Moderate Extent
4	I know how to set the right priorities	126 (51.0%)	67 (27.1%)	19 (7.7%)	28 (11.3%)	7 (2.8%)	2.98	1.13	Moderate Extent
5	It takes me more time to get little work done	127 (51.4%)	49 (19.8%)	19 (7.7%)	7 (2.8%)	45 (18.2%)	2.90	1.12	Moderate Extent
6	My collaboration with others is very productive	141 (57.1%)	73 (29.6%)	11 (4.5%)	14 (5.7%)	8 (3.2%)	2.68	1.02	Moderate Extent
7	I work at keeping my job skills up to date	124 (50.2%)	88 (35.6%)	13 (5.3%)	14 (5.7%)	8 (3.2%)	1.76	1.01	Very Little Extent
8	I do not start new task, until old one finishes	137 (55.5%)	65 (26.3%)	24 (9.7%)	16 (6.5%)	5 (2.0%)	1.73	1.01	Very Little Extent
9	I always try to finish my work on time	129 (52.2%)	73 (29.6%)	17 (6.9%)	17 (6.9%)	11 (4.5%)	1.81	1.11	Very Little Extent
10	I derive happiness when I work hard	142 (57.5%)	68 (27.5%)	20 (8.1%)	11 (4.5%)	6 (2.4%)	1.66	.97	Very Little Extent
	Weighted mean						2.59		
Contextual performance									
11	I and my colleagues always compliment ourselves when we work.	17 (6.9%)	70 (28.3%)	48 (19.4%)	102 (41.3%)	10 (4.0%)	3.07	1.06	Moderate Extent
12	I look forward to finding out about my performance at work	33 (13.4%)	51 (20.6%)	38 (15.4%)	117 (47.4%)	8 (3.2%)	3.06	1.16	Moderate Extent
13	I love it when I get compliment after each task	32 (13.0%)	50 (20.2%)	72 (29.1%)	81 (32.8%)	12 (4.9%)	2.96	1.12	Moderate Extent
14	I take on extra responsibilities	83 (33.6%)	49 (19.8%)	45 (18.2%)	62 (25.1%)	8 (3.2%)	2.44	1.27	Very Little Extent
15	I do more than expected of me	86 (34.8%)	35 (14.2%)	7 (2.8%)	19 (7.7%)	100 (40.5%)	2.29	1.11	Very Little Extent
16	I do not look for new challenges in my job	95 (38.5%)	40 (16.2%)	91 (36.8%)	14 (5.7%)	7 (2.8%)	2.18	1.10	Very Little Extent
17	I worked at keeping my job knowledge up to date	96 (38.9%)	108 (43.7%)	25 (10.1%)	12 (4.9%)	6 (2.4%)	1.88	.94	Very Little Extent
18	I do not like to take on challenging work task, when available	134 (54.3%)	62 (25.1%)	18 (7.3%)	28 (11.3%)	5 (2.0%)	1.81	1.11	Very Little Extent
19	I actively look for ways to improve my performance at work	147 (59.5%)	63 (25.5%)	10 (4.0%)	18 (7.3%)	8 (3.2%)	1.66	1.04	Very Little Extent
20	I come up with creative solutions to new problems	169 (68.4%)	16 (6.5%)	6 (2.4%)	32 (13.0%)	24 (9.7%)	1.61	1.06	Very Little Extent
	Weighted mean						2.29		

Table 1 presented the results of the level of job performance of respondents. Job performance was considered using 2 indicators of task performance as well as contextual performance. The result of the level of task performance possessed by the respondents revealed that majority of the respondent affirmed high level of extent of performance in planning their work schedule so that they can get it done on time ($\chi = 3.80$). Also, most of the respondents attested to a moderate level of extent of keeping in mind the results that they had to achieve in their work ($\chi = 3.42$), do not separate main issues from side issues at work ($\chi = 3.21$), I know how to set the right priorities ($\chi = 2.98$), It takes me more time to get little work done ($\chi = 2.90$), and My collaboration with others is very productive ($\chi = 2.68$). Majority of the respondents affirmed low level of performance as regarding other indicators of performance listed on the scale of task performance. Overall, a moderate level of performance was established among librarians in university libraries with a mean score of 2.59 which fell within the range established for moderate level of performance.

On the level of level of contextual performance of the respondents, the result revealed that majority of the respondents affirmed moderate level of performance in the areas of, complimenting others when working together ($\chi = 3.07$), looking forward to finding out about their performance at work ($\chi = 3.06$) and getting compliment after each task ($\chi = 2.96$). Majority of the respondents affirmed low level of performance in other items of contextual performs listed on the scale.

Overall, a low level of contextual performance was established among librarians in university libraries in southwestern Nigeria with a mean score of 2.29 which fell within the range of Low extent. The finding corroborates Sarmiento and Beale (2017) that job performance is a result of two aspects, which consist of the abilities and skills (natural or acquired) of employees to use their skills and abilities to perform a better job.

It was further stressed that for any organisation to be successful and relevant in the society they must provide a job, task and work with human resources that is skilful and knowledgeable that will contribute their best towards the success of the task. Also, corroborating this finding is the result of Motowidlo, (2018) which established that contextual performance contributes to the organisational effectiveness through its effects on the psychological, social and organisational context of work which includes all issues affecting individuals or increasing individuals' readiness to perform with valuable behaviours as well as actions that have some effect on the organisation's tangible resources. Although, studies have shown that task performance and contextual performance typically correlate with different predictors.

Research Question two: What kind of organisational culture is practiced in university libraries in Southwestern Nigeria?

Table 2: Organisational Culture in University Libraries in Southwestern Nigeria

S/N	Organisational culture	SA	A	D	SD	\bar{X}	SD	Decision
Leadership style								
1	The university leadership promotes mentoring and nurturing of staff	23 (9.3%)	75 (30.4%)	109 (44.1%)	40 (16.2%)	2.87	.856	Agree
2	The university leadership do not provide the resources necessary for the use of the library	21 (8.5%)	103 (41.7%)	94 (38.1%)	29 (11.7%)	2.73	.810	Agree
3	The university leadership do not care about my opinion	69 (27.9%)	52 (21.1%)	83 (33.6%)	43 (17.4%)	2.60	.073	Agree
4	The university leadership encourages me to use my initiative in running the library	33 (13.4%)	150 (60.7%)	48 (19.4%)	16 (6.5%)	2.59	.743	Agree
5	The university leadership encourages cooperation among staff	49 (19.8%)	142 (57.5%)	38 (15.4%)	18 (7.3%)	2.55	.797	Agree
Organisational climate								
6	The university working condition is excellent	101 (40.9%)	52 (21.1%)	69 (27.9%)	25 (10.1%)	2.99	1.014	Agree
7	I am not satisfied with the university library working hours	33 (13.4%)	74 (30.0%)	44 (17.8%)	96 (38.9%)	2.82	1.093	Agree
8	The university is highly particular about its image	29 (11.7%)	135 (54.7%)	63 (25.5%)	20 (8.1%)	2.80	.780	Agree
	The university library is driven to achieve the university goals and objectives	67 (27.1%)	136 (55.1%)	32 (13.0%)	12 (4.9%)	2.66	.771	Agree
9	The university does not operate flexible time table that allow me do other productive things	64 (25.9%)	85 (34.4%)	84 (34.0%)	14 (5.7%)	2.66	.889	Disagree
Work process and employee management								
11	There is opportunity for growth in the university	24 (9.7%)	151 (61.1%)	60 (24.3%)	12 (4.9%)	2.24	.690	Disagree
	The university operates an accurate job description process	49 (19.8%)	132 (53.4%)	25 (10.1%)	41 (16.6%)	2.23	.955	Disagree
	The university leadership is gender biased	79 (32.0%)	104 (42.1%)	43 (17.4%)	21 (8.5%)	2.02	.914	Disagree
12	The university does not have reward plan for hard work	57 (23.1%)	152 (61.5%)	23 (9.3%)	15 (6.1%)	1.98	.754	Disagree
15	The university does not communicate important information in an effective manner	87 (35.2%)	110 (44.5%)	32 (13.0%)	18 (7.3%)	1.92	.877	Disagree

Table 2 presented the results of the kind of organizational culture practiced in universities of the respondents. Organizational culture was considered using 3 indicators of leadership style, organizational climate and work process/employee management. The result on leadership style revealed that the majority of the respondents agreed with the fact that, university leadership promotes mentoring and nurturing of staff ($\chi = 2.87$), encourages them to use my initiative in running the library and encourages cooperation among staff ($\chi = 2.55$). However, the respondents disagree with the fact that the university leadership, do not provide the resources necessary for the use in the library ($\chi = 2.73$) and do not care about their opinion ($\chi = 2.60$).

The implication drawn from this result is that the leadership style exhibited by universities in southwestern Nigeria encourages mentoring and nurturing of staff, use of initiative in running the library and cooperation among staff which may in one way or the other influence the effective job performance of the librarians in the university libraries surveyed.

On the organizational climate, the result showed that the respondents agree with the fact that, universities working condition are excellent ($\chi = 2.99$), they are not satisfied with the university libraries working hours ($\chi = 2.82$), universities are highly particular about its image ($\chi = 2.80$) and that the universities is driven to achieve their goals and objectives ($\chi = 2.66$) but disagree with the fact that the universities do not operate flexible time table that allow them do other productive things ($\chi = 2.66$). The implication to be drawn from the result is that librarians in university libraries in southwestern Nigeria are satisfied, with university working condition, the promotion of the image of the universities, the drive to achieve the universities goals and the operation of flexible time table by the universities which allow them do other things but are not satisfied with the working hours of the university libraries where they work.

Meanwhile, on the issue of work process and employees' management the respondents disagreed with the fact there is opportunity for growth in their universities ($\chi = 2.24$) and that the universities operates an accurate job description process ($\chi = 2.23$). On the other hand, the respondents disagreed with the fact that, the universities leadership is gender biased ($\chi = 2.02$), do not have reward plan for hard work ($\chi = 1.98$) and do not communicate important information in an effective manner ($\chi = 1.92$). It can be deduced from this result that the librarians in university libraries in southwestern Nigeria are satisfied with the opportunities for growth, operation of accurate job description, lack of gender bias, availability of reward plan and effective manner of communication in their universities.

The implication to be drawn from this is that the librarians in universities in southwestern Nigeria are satisfied with the organisational culture of their respective universities. This finding, supported Lok and Crawford, (2016) findings which reported that organizational culture can influence how people in an organisation set personal and professional goals, perform tasks and administer resources to achieve them and that of Flamholtz and Randle, (2017) which established that effective organisational culture includes shared values and common purpose to create a sense of teamwork in the organisation.

Research question three: What is the relationship between organisation culture and job performance of librarians in university libraries in Southwestern Nigeria?

Table 3: Result of PPMC showing the significant relationship between organisational culture and job performance librarians in university libraries in southwestern Nigeria

Variable	Mean	Std. Dev.	N	r	P	Remark
Organization culture	34.57	5.701	247	.173**	.006	Sig.
Job performance	41.89	6.262				

*Sig. at .05 level

Table 3 presents the result of relationship between organisational culture and job performance of librarians in university libraries in universities in southwestern Nigeria and it shows that there was a positive significant relationship between organisational culture and job performance of the librarians ($r = .173^{**}$, $p=000<.05$). The implication to be drawn from this is that an improvement in the different indicators of organisational culture would lead to a corresponding increase in the level job performance of librarians in university libraries in southwestern Nigeria.

This finding corroborated the result from Heathfield, (2009) study which reported that performance management should involve creating a work environment or setting in which people are enabled to perform to the best of their abilities and that performance management can be a whole work system that begins when a job is defined as needed and ends when an employee leaves an organisation. Tella, Ayeni and Popoola (2007); Allan, Gadon and Willits (2011) and Amstrong (2012) established that when the culture of an organisation is unfriendly and employees are not adequately motivated, employees tend to exhibit unhappy expressions, unconcerned attitude and maybe aggressive and such behaviours could affect their job performance as well as library service delivery.

Research Question four: What are the relative contributions of organisational culture indicators to job performance of librarians in university libraries in Southwestern Nigeria?

Table 4: Summary of Multiple Regression showing relative contribution of organisational culture and work motivation to job performance librarians in university libraries in Southwestern Nigeria

Model	Under standardised Coefficients	Standardised Coefficient		Rank	T	Sig.
	Beta	Std. Error	Beta (β)			
(Constant)	36.700	2.852			12.869	.000
Leadership style	-0.008	0.207	-0.003	3 rd	-0.040	0.968
Organizational climate	0.219	0.205	0.090	2 nd	1.065	0.228*
Work process	0.774	0.173	0.282	1 st	4.472	0.000*

Table 4 showed the relative contribution of organisational culture indicators to job performance of librarians in university libraries surveyed. The result revealed work process and employee management as the leading contributor to job performance of the librarians in university libraries surveyed ($\beta = 0.282$; $t = 4.472$; $p < 0.05$) closely followed by organisation climate ($\beta = 0.090$; $t = 1.065$; $p < 0.05$). It can also be deduced from the result that only work process and employee management and organisation climate have significant contributions to job performance of librarians in university libraries in southwestern Nigeria with contributions of 28.2% and 0.9% respectively.

5. SUMMARY AND CONCLUSION

The study examined organisational culture and job performance of librarians in university libraries in southwestern Nigeria. The study established that librarians in university libraries high level of job performance in form of task and contextual performances which enable them to perform well on their job. University libraries in southwestern Nigeria encourages mentoring and nurturing of staff, use of initiative in running the library and cooperation just as the librarians were satisfied with university working condition, promotion of the image of the universities, drive to achieve the universities goals and the operation of flexible time table by the universities which allow them do other things.

A positive relationship was established between organizational structure and job performance of the librarians in university libraries in southwestern Nigeria Work process and employee management as well as organizational climate were found to significantly contributed to the level of job performance established among the librarians. The study concluded that work process and employee management and organisation climate are very germane to for effective job performance among librarians in university libraries.

6. RECOMMENDATIONS

The study recommends that adequate attention should be paid to the task and contextual job performances of librarians in university libraries by the management of university libraries and university. Since organisational climate is one of the indicators of organisational culture that could improve the level of job performance among librarians in university libraries, it is recommended that university libraries leadership should endeavour to provide conducive and enabling organisational that could promote work efficiency and effectiveness of the librarians and ultimately improve the level of their job performance. environment for both staff and students as well as school library personnel for efficiency and effectiveness of the employees. Also, administrators and management of the university and university libraries should endeavour to identify best practice to be adopted to ensure that the needs of the librarians are met to facilitate improvement in the level of job performance of the librarians which ultimately could lead to the the actualisation of the universities goals and objectives. Moreover, the management of the university should endeavour to ensure that issues of work process and employee management are carefully handled to ensure that the librarians are not abused in the work process.

7. SUGGESTION FOR FURTHER STUDIES

This study focused only on librarians in university libraries in southwestern. Meanwhile, further research can be carried to extent the scope to cover the whole of southern Nigeria. Also, other study in this area can focused on any of the 6 geopolitical zones in Nigeria. Other factors that can affect job performance such as work motivation, staff development and training, among others can be investigated in further studies.

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