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INFLUENCE OF ORGANISATIONAL CULTURE ON JOB SATISFACTION OF LIBRARY PERSONNEL IN SELECTED ACADEMIC LIBRARIES IN THREE STATES IN SOUTH-WEST, NIGERIA

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Abstract

This study investigated the influence of organisational culture on job satisfaction of library personnel in selected academic libraries in three States in South-west, Nigeria. Relevant literature on organisational culture and library organization effectiveness, job satisfaction of library personnel performance; organizational culture and job satisfaction of library personnel was reviewed. The descriptive research design of the survey type was adopted for this study. The study population consisted of 265 library personnel who were selected from three academic libraries in three states in South-west, Nigeria. Data collected, were analyzed using simple percentages and Pearson Product Moment Correlation analysis. The study provides answers to two research questions posed and one hypothesis. Findings showed that most of the professionals and the paraprofessionals of the selected academic libraries in Southwest, Nigeria noted that their libraries had good organisational culture that centred on performance of staff and good working environment and human relations. Findings also showed that most of the professionals and paraprofessionals in the selected academic libraries had high level of job satisfaction. Findings further showed a significant positive relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in the three states in South-west, Nigeria ($r=.529^{**}$, $df = 159$; $p < 0.05$). Based on these findings, the following were recommended: In order to increase the level of job satisfaction that library personnel experience, library administrators need to sustain and increase the actions that could serve as motivators. If the library personnel know that their best will not be overlooked without acknowledgement, they would continue to strive to be better and this could increase their level of satisfaction with the work. Gifts and awards can be given to motivate the library staff to be satisfied with their work.

Key Words: Organisational culture, job satisfaction, library personnel, academic libraries, South-west, Nigeria.

Word count: 284

Introduction

Academic libraries are included in the different types of libraries and they entail College of education libraries, Polytechnics libraries, University libraries as well as schools of nursing libraries. Academic libraries in Nigerian universities have the responsibility of making significant contribution to the mandates of their parent institution. These mandates are teaching, research and community services geared towards social, political and economic development of the country. Academic libraries provide bibliographic and user services to the staff, students and immediate communities of its parent institution. These services are significant and crucial to the achievements of the institution's academic, intellectual and other interest of staff and students. This position was supported by Adeniran (2011) who asserted that "academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers".

Aina (2004) observed that services provided by an academic library in a university reflect the quality of teaching and research in such a university. According to Akintunde (2004), "the libraries in many tertiary institutions have either earned the institutions accreditation or failed them because libraries are regarded as tools for academic excellence". The libraries in the academic institutions assist them in the discharge of their functions by acquiring all the varied and relevant in-depth information resources necessary for pursuing the teaching, learning, research and public services functions of these institutions which enable them to produce high caliber graduates into the labour market to further national development. Thus the academic institutions plays major roles in the manpower development of any nation providing the high as well as middle level manpower for the acceleration of social, economic and political advancements of a nation.

Edoka (2000) avers that the general functions of academic libraries are as follows: to provide library/information materials required for the academic programmes of the parent institution, to provide research information/ library resources in consonance with the needs of faculty and research students, to provide information/library resources for recreation and for personal self-development of users, to provide study accommodation in a useful variety of locations, to provide protection and security for these materials, to co-operate with other libraries at appropriate levels for improved information and library services and to provide specialized information/library service to appropriate segments of the wider community. The users of academic libraries include: students, researchers, lecturers, support staff (non-teaching) and members of the local community in which the university is located.

Personnel in academic libraries are the activators of functions and services, as they possess skills in collection development, technical processing of information sources, user education and services. Personnel in a typical Nigerian academic library are in three categories: professional librarians who are academics, library officers who are middle level managers; and others who are library support staff and technical staff. Library personnel are expected to contribute the skills necessary to perform new tasks. Paraprofessional staffs are also known as library officers. They commonly perform their duties with some supervision by a librarian. Oberg (1992) define paraprofessional library staff as personnel classified as library assistants, associates, technicians, and technical assistants. Examples of paraprofessional position titles include: interlibrary loan assistant, catalog assistant, periodical supervisor, reference assistant, etc. It is important to note that the effectiveness of a library does not depend on the collection or resources and facilities therein but success lies on staff attitude towards the users. Librarians play significant roles in the development of human capital which is fundamental for national economic growth and development worldwide. The library requires that the professional library staff be capable of engaging in decision-making process, influence policies, forge strategic alliances, and demonstrate diplomatic sensitivity (Peacock 2000).

The function of library personnel as contained in the federal civil service official scheme of service includes selective dissemination of information, classifying and cataloguing of library books and materials, giving routine service to readers including simple reference and information, supervision and maintaining library stocks, taking charge of circulation o periodicals and other publications, indexing of periodicals, compiling bibliographies and reading list, coordination of the administrative and professional activities of a library service, working on the selection evaluation, acquisition and organization of books and other library materials and giving professional advice on library matters. Kaur (2006) said that there is need for contented and well satisfied librarian to make libraries more service oriented to their clientele and the main organisational determinants influencing worker's job satisfaction are established sensible organisational structures, delegating authority, promoting team-work practice, developing job descriptions and evaluation systems, allowing employee's freedom of choice to perform job duties, providing employees with training opportunities and motivation (Sheikha and Younis, 2006). A satisfied librarian is a self-motivated librarian and such librarian will provide a satisfied library services to users and ensure that users are satisfied with such services provided.

Job satisfaction is a complex and multi-faceted concept which can mean different things to different people. It is the level of containment and commitment which workers exhibit in the course of carrying out their functions in the workplace (Nelson, et al. 2006). Job satisfaction is one of the criteria of establishing a healthy organizational structure. Tafida (2009) simply defined job satisfaction as the quality of life at work as experienced by the employee, and the condition that could be promoted by social responsibility programs executed by the employer. Job satisfaction can be influenced by a variety of factors such as “appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security and supervision”. The Society for Human Resource Management (2009) gave five top factors that affect or lead to job satisfaction to include job security, benefits, compensation/pay, and opportunity to use skills and abilities and feeling safe in the work environment. Individual’s feelings towards these factors determine their level of job satisfaction. Abifarin’s (1997) investigation of the level of motivation among librarians and para-professionals in Nigerian university libraries reveal a general dissatisfaction with training opportunities, professional development, work environment, sabbatical leave and communication.

Armstrong (2004) gave two-dimensional facet of job satisfaction to include intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction is when workers consider only the kind of work they do, the task that make up the job such as the ability to use initiative, relationships with supervisors or the work they perform etc. Extrinsic job satisfaction on the other hand is when workers consider the conditions of work, such as their pay, promotion or job security. Purushothama (2009) surveyed seventy-seven LIS professionals in higher educational institutions of Dakshina Kannada districts revealed that the professionals are satisfied with management related issues such as supervision, recognition and performance evolution and dissatisfied with autonomy by authority facet and also explained that supervision, reward and recognition and performance evaluation are the areas of satisfaction for professionals.

Libraries are agents for social development but libraries can function and help bring about social development only when the librarians running them are efficient and satisfied. It has been asserted that workers in general are efficient only when they are satisfied with their jobs (Badawi 2006), because satisfaction relates to how employees evaluate their jobs against those issues that are important to their needs (Sempane, Rieger and Roodt, 2002). Ensuring librarian’s motivation at the workplace will enable them deliver quality services to their clientele. Satisfaction at work

influences many aspects of work such as efficiency, productivity, absenteeism, turnover rates and intention to quit (Horenstein, 1993).

Mila (2011) in a study discovered that library staff experience job satisfaction with the work itself and the sense of accomplishment it brings, but dissatisfied with the promotion prospects and work distribution, Job satisfaction of librarian naturally depends on the economical, social and cultural conditions in a given country. Job satisfaction is linked with motivation and thus satisfaction leads to better performance. Sannwald (2000) assert that academic libraries once characterised by long-term, well-established workforces, are now experiencing retirements of long serving support staff at the same time as they are incorporating growing numbers of new librarians and mobile experienced librarians. This influx of new staff influences the shape and direction of these organizations. Likewise, because of the new breed of professional librarians who are now replacing the retired and old librarians most probably the new practices of these new librarians would greatly affect the direction of the hierarchical library organisation and worst tension exists between the expanding and innovative roles of these librarians and the organisation as a whole (Sannwald, 2000). Hence, the need for the library to establish an affirmed organisational culture that would be taught, learned and shared within the library. MacIntosh and Doherty (2010) affirm that an organisations culture; values, beliefs and assumptions is most likely a reflection of what is most important to the founders and leaders of the organisations because they are the ones responsible for the actualizing the vision and mission of the organization.

Organizational culture is a collective understanding, a shared and integrated set of perceptions, memories, values, and attitudes that have been learned over time and which determine expectations of behavior that are taught in their socialization into the library organization (Fakhar et al, 2012). The functions of organizational culture manifest itself in two aims: first, creating the feeling of identity among personnel and commitment to the organization; second, creating a competitive edge to enable the members (especially new members) in the organization to well understand acceptable behaviour and social system stability (Martins, 2000). It is the fact that organizational culture can offer a shared system of meanings, which forms the basis of communication and mutual understanding.

The study of culture is specifically relevant to libraries because there has been significant restructuring of these institutions, particularly with respect to the span and scope of services offered. In library setting, organizational culture plays a critical role in creating a work

environment where library personnel are committed and contribute to the success of the library. Through an analysis of workplace culture, it is possible to identify required changes to values, organizational structure, leadership and management initiatives and support mechanisms that facilitate a positive, creative and rewarding work environment that will support the progress and success of library staff (Rai, 2011). Academic library culture is an integral component of its improvement process. It affects decisions throughout all phases of that process. In turn, it is affected by the decisions made in all phases of the process.

Budd (2005) stated that leaders and administrators of university library's as a type of academic library improvement processes can utilize the information gained through the assessment of the university culture to help guide each phase of the change process, from determining the university's readiness for change to selecting the types of improvements most likely to be compatible with the library's organisation culture, from implementing the improvements to ensuring that they become institutionalised. Understanding organisational culture is critically important. Martins (2013) opined that change in an organization creates uncertainty in an organization. This uncertainty creates fear among those in the organization making change management very difficult. But, building change on and around the core values of the library's culture makes implementing the change less uncertain and unpredictable thereby making the librarians and library staff less stressed and fearful. O'Riordan (2004) says that "developing a culture in which career progression and development of staff is prioritised represents an important retention and motivation tool.

A shared culture among library personnel and collective understanding of the library organisation based on the library principles, missions, benefits with the right attitudes in carrying out library services can influence library personnel job satisfaction. Library personnel understanding the values, beliefs and language of the library and pressing together to achieve the library goals and objective depends on how this culture is being related to them by the manager of the library. A favourable organisational culture that protects the interest of library personnel will reinforce the level of library personnel job satisfaction as it would increase their level of commitment in achieving the library goals.

Statement of the problem

Job satisfaction has been a topic for decades. It represents one of the most complex areas facing today's managers when it comes to managing their employees. It is a worker's sense of achievement on the job. Job satisfaction represents a combination of positive and negative feelings that workers have towards their job. A satisfied worker would be psychologically balanced and this would spur higher commitment, higher morale, effective performance and productivity among library personnel toward achieving the library objective. Literature as well as observations revealed that it is as if some of the library personnel are not satisfied with their jobs. This might be as a result of the practiced organisational culture which may be responsible for the low-level of job satisfaction of library personnel. Initial background research by the present researchers indicated that there have not been direct studies that focus on this area of current study. Thus, this study is set to find out whether organisational culture influences the job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria.

Objectives of the study

The objectives of the study are to:

- i. find out the prevalent organisational culture in selected academic libraries in three states in South-west, Nigeria;
- ii. ascertain the degree of job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria;
- iii. examine the relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria;

Research questions

The following research questions were drawn to guide the study.

1. What is the form of organisational culture is prevalent in selected academic libraries in three states in South-west, Nigeria?
2. What is the level of job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria?

Hypothesis:

The null hypothesis was tested at 0.05 level of significance for the study.

Ho1: There is no significant relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria.

Significance of the study

This study will be of significance to the library personnel as it will spur a conscious awareness, familiarization and adherence to the library culture, this could enhance unity, co-operation, commitment and better performance among the library staff.

The expected findings of this study will also be beneficial to the management of academic library as it will help to identify the culture considered appropriate and most preferred by the library staff and the mechanism that enhances the job satisfaction of library personnel.

LITERATURE REVIEW**Organisational culture and library organization effectiveness**

The concept of organizational culture has become a fundamental aspect in business, management, psychology and sociology. It has predominantly become an inevitable phenomenon inspite of the highly dynamic economic environment. Due to rapid level of competitive rivalry and the drive to attain prime over, libraries are imperatively conscious of what, why, when, where and how they can best characterize and achieve their set purpose and goal. It is believed once the goals are clearly defined, then it becomes imperative to identify the kind of culture that can be adopted and integrated towards the realization and attainment of the organizational effectiveness. Recent literatures proved that organizational effectiveness serve as a way of facilitating the significance of culture in inspiring and exploiting the value of its resources (Schein. 2010). Stewart (2007) also added that the way of life of every organization which is instituted through the norms influences all those involved in the organization. These norms become important for organizations who aim to achieve competitive and distinctive advantage. Gallagher and Brown (2007) pointed that the culture of organizations influences what the company does, how it operates, what it focuses on, and how it treats customers, employees, and shareholders expectation. Invariably, the culture of every organization includes the customs, beliefs, norms, morals, ethics and values which are often reproduced and replicated through its language, stories, signs (symbols), rituals and rites (Daft, 2000).

Detert, Schroeder and Mauriel (2000) pointed that culture is a way of life which is indispensable for the success of every organization and also in promoting the value of human resources. Frambach and Schiilewaert (2002) argued that though the right culture is a prerequisite to the success of every organization, but not always the means to an end. Cameron and Quinn (2011) argue that organisational culture has a strong association with the organisation's sense of uniqueness, its values, mission, aims, goals and ways of building shared values. Organisational culture represents a system of intangible and unquestionable beliefs that justify how organisations behave. These beliefs, however, are taken for granted and are rarely stated or discussed openly (Schein, 1992). Canon (2001) described that organizational culture is a communicatively constructed, historically based system of assumptions, values, and interpretive frameworks that guide and constrain organizational members as they perform their organizational roles and confront the challenges of their environment. Stewart (2007) added that in explaining organizational culture, the concept of beliefs and attitudes of the people should be inevitably considered since it is this same people that put up the culture. For instance, if the belief of the organization is to reward high performers, this will in turn reflect and influence the performance and effectiveness of the organization. It becomes imperative to note that as the level of rivalry and struggle is increasing rapidly, changes tend to take place in aspect of the organization's culture (Cameron, 2003).

The functions of organizational culture manifest itself in two aims: first, creating the feeling of identity among personnel and commitment to the organization; second, creating a competitive edge to enable the members (especially new members) in the organization to well understand acceptable behaviour and social system stability (Martins, 2000). It is the fact that organizational culture can offer a shared system of meanings, which forms the basis of communication and mutual understanding. If the organizational culture does not fulfill these functions in a satisfactory way, the culture may significantly reduce the efficiency of an organization (Furnham and Gunter, 1993). On the other hand, organizations use different resources and processes to guide behaviour and change. Organizational culture is playing an indirect role in influencing behaviour by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision making, cooperation and interpersonal relationships, and so forth, which are all designed to do things (Martins and Terblanche, 2003).

The type of culture exhibited in libraries depends upon the settings in such library. Most small libraries allow their staff a high amount of flexibility and, therefore, rely upon their professional staff's judgment to accomplish tasks. These libraries need to develop either the clan culture or the adhocracy culture, depending upon how much focus they place on the external needs of the organization over the internal needs of the library and how much they must do to remain in existence (kaarst-brown et al, 2004). Jack (2006) concluded that Leaders in librarianship, like leaders everywhere, fully understand the dynamics of the organizational environment and can operate successfully at both the organizational, cognitive and the emotional levels. They are realistic visionaries who understand how to secure and evolve the organizational culture as they bring about different changes. They view actions with a systemic view and continually assess the progress of their ideas, altering them as needed to achieve the long-range goal, whether that goal is team management or any other. Galbo and Laspinas (2015) stated that in the Philippines, university library culture is an integral component of its improvement process. It affects decisions throughout all phases of that process. In turn, it is affected by the decisions made in all phases of the process.

Job satisfaction of library personnel performance

Job satisfaction plays a crucial role in terms of employee performance, and to some extent his wellbeing and to the organizations in terms of its productivity, efficiency, employee relations, absenteeism and turnover. Since job satisfaction is a complex variable, it can be influenced by situational factors on the job as well as the dispositional characteristics of the individual. Research examining relationships between job satisfaction and employee satisfaction and the methodologies utilized has great variations. These methodologies range from established scales, self-report ratings to peer or supervisor ratings. However, the idea that job satisfaction leads to better employee performance is widely captured. Research finding has shown that job satisfaction influences employee performance and life satisfaction. This correlation is reciprocal - people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life.

Srivastava and Srivastava (2004) aver that satisfaction about nature of job can be increased through job environment, training on information technology and good monetary gains. "Librarians of the colleges and other educational institutions should be provided training about the advanced information technology". Libraries are often challenged to offer the kinds of work

environments that these new professionals prefer” (Patillo Morgan and Morgan, 2009). Kaur (2006) noted that there is a need for contented and “well satisfied librarians to make libraries more service oriented to their clientele and the main organizational determinants influencing worker’s job satisfaction”. And establish sensible organizational structures, delegating authority, promoting teamwork practice, developing job descriptions and evaluation systems, “allowing employees” freedom of choice to perform job duties, providing employees with training opportunities and motivations” (Sheikha and Younis, 2006).

Horenstein Bonnie (1993) discovered that most librarians are most satisfied with their relationship with library users, peers and with their assigned duties. They were least satisfied with their opportunities for promotion, other recognition for accomplishments and their salary which is in support of Mirfakhrai (1991) findings that librarians were most satisfied with their relationship with coworkers and least satisfied with their promotional opportunities. The researcher also found out that faculty and rank enhances the librarian’s satisfaction with their jobs and perceptions of their participation. Mila (2011) in his study discovered that library staff experience job satisfaction with the work itself and the sense of accomplishment it brings, but dissatisfied with the promotion prospects and work distribution, job satisfaction of the librarian naturally depends on the economically, social and cultural conditions in a given country (Ebru, 1995). A librarian who cannot get a sufficient wage will be faced with the problem of maintaining his or her family's life. This problem puts the librarian far from being satisfied. Especially the social facilities (transportation services, and consumer cooperatives –cash boxes) are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot exist where there is absence of motivation. Job satisfaction of the librarian who has an important place in the information society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of the librarians gains importance (Ebru, 1995).

Lynch and Verdin (2003) examined job satisfaction among specific library units and occupational groups. Job satisfaction was greatest among professional librarians, department heads, first-level supervisors, and reference department staff, as well as jobs with less routine tasks. Badawi (2006) conducted a survey to find out the factors that are affecting the levels of job satisfaction of female librarians in Nigeria. Questionnaires were used as a method of collecting data. The results showed that the female librarians were unhappy with the way the library

management was communicating the library policies. Recognition was a strong job satisfier to the respondents not because it meant higher pay or financial rewards but mainly because it gave the respondents an opportunity to compete with other colleagues in terms of prestige and achievements. Satisfaction from growth and advancement was a motivator to female librarians. Ekere (2012) specifically examined the impact of intrinsic motivation on librarians' job satisfaction in university libraries in Nigeria. The study revealed that intrinsic motivation was a major factor for librarian job satisfaction. The result of the descriptive analysis showed that the intrinsic motivational factors that existed in university libraries in Nigeria are work itself, achievement and recognition. The conclusion from the study is that librarians were highly motivated and satisfied with these factors.

Amune (2013) studied job motivation as a predictor of job satisfaction among professional and non-professional library staff in Ambrose Alli University Ekpoma, it was shown that library staff derived most satisfaction from salary/pay, library policies and administration, advancement and personal growth and job security. Ogunlana et al (2013) in their study on indices of job stress and job satisfaction among academic librarians in selected federal universities in south west Nigeria concluded that an academic library must design strategies useful in assisting librarians to experience volitional functioning, competence and belongingness. This is because from observation job satisfaction plays an explanatory role in the relationships between job demands, job resources and the core components of exhaustion and vigor also has practical implication on both the job and librarians. He also posited that job satisfaction affects social life, personality and interpersonal relationships on job and performance, it is therefore recommended that all job stressors that affect job satisfaction should be eliminated or reduced to barest minimum in order to enhance job performance.

Ekere and Ugwu (2011) conducted a study on the influence of demographic variables on librarians' job satisfaction in university libraries in Nigeria, the study used descriptive statistics and found librarians to exhibit average level of job satisfaction. Tsigilis, Koustelios and Togia (2004), asserted in their study on job satisfaction and burnout in Greek academic libraries that, librarians' job satisfaction is mainly determined by their parent organisation, working conditions, supervision and the job itself. Popoola (2010) reported that, job satisfaction has significant influence on career commitment of librarians. Bamigboye, Buraimo and Ajani, (2008) revealed that the most notable predictors of job dissatisfaction amongst library staff include lack of

appropriate reward for the expanded new roles, lack of recognition, lack of status, social security and social facilities, promotion, wages, social services and physical working conditions. Mirfakhrai (2004) studied correlation of job satisfaction among librarians in the United State, the researcher concluded that academic librarians in both smaller and larger libraries had a positive perception about their jobs. There was no significant relationship between sex of academic librarians and their overall satisfaction in both sized libraries. The nature of work, supervision, salary, promotion, and co-workers was highly correlated with the over-all job satisfaction of academic librarians in both smaller and larger libraries. Age, experience, and length of employment with the present institution were negatively correlated with overall job satisfaction in both-sized libraries; and academic librarians in both smaller and larger libraries were least satisfied with promotional opportunities.

Thornton (2000) affirmed that job satisfaction is critical to the retention and recruitment of librarians. The researcher assert that if libraries are not only to recruit but also retain a diverse workforce, consideration should be given to what makes these employees remain on the job and in the profession. Pushpakumari (2008) posits that employee attitudes are important to management because they determine the behaviour of workers in the organization. The commonly held opinion is that “A satisfied worker is a productive worker”. The researcher stresses that a satisfied work force will create a pleasant atmosphere within the organization to perform well. The result of the author’s study shows that there exists positive correlation between job satisfaction and performance of employees. This implies that the positive attitude of library personnel in the library has a direct relationship with the level of their productivity; it affects the rate at which information can be processed and effectively disseminated to the information seekers. Abimbola (1997) in his investigation of the level of motivation among librarians and para-professionals in Nigerian university libraries reveal a general dissatisfaction with training opportunities, professional development, work environment, sabbatical leave, communication, and management style.

Babalola and Nwalo (2013) posited that job satisfaction of librarians is crucial in achieving effectiveness in the university library. The higher the level of satisfaction, everything being equal the higher the quality of librarian’s contribution to the achievement of library goals. Job satisfaction would exert tremendous influence on the productivity of the librarians. The researchers aver that a highly satisfied employee would have a high morale which would translate into positive

attitude to work and attendant high productivity. Therefore, to enjoy the services of the librarians (in form of high productivity) it is imperative for the university management to make them happy on their chosen profession. According to Sempane, Rieger and Roodt (2002), “Job satisfaction relates to how employees evaluate their jobs against those issues that are important to their needs. Librarians play a significant role in the development of national economy worldwide. Ensuring their motivation at the workplace will enable them deliver quality services to their clientele. Such outstanding services provided by these employees create a niche in the sight of the patrons, which plays an essential role in providing users’ satisfaction.

Organizational culture and job satisfaction of library personnel

An organization’s culture is described as the way in which its function and quality are perceived by employees (Warr, 1992). It includes the employees’ physical and mental health, sense of happiness and social well-being, which are all attributed with the term “job satisfaction” (Grant et al., 2007). Job satisfaction is one of the most frequently investigated variables in organizational culture, behavior and other occupational phenomena, ranging from job design to supervision (Spector, 1997). In general, job satisfaction encapsulates an employee’s feeling about his/ her job. Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual’s values, principles, personality and expectations and the job’s nature, the opportunities provided etc. (Davies et al., 2006). Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. Many different components of job satisfaction have been defined and studied, in the frame of a general effort to analyze and promote it. Study on relation between organizational culture and job satisfaction suggested that a productive working environment promotes the construction of a specific organizational culture and the experience of employees’ job satisfaction.

Koustelios (1991) reviewed a number of investigations correlating job satisfaction with several aspects of organizational culture: organization size, employees’ background, attitudes and national culture. In addition, he found that there was a significant difference in job satisfaction among employees who operate in different organizational cultures. Also, Koustelios found that when employees have a match-up between their present and desired culture, they are more satisfied with the intrinsic aspects of their work. Kline and Boyd (1994) revealed that employees at different levels of the organizations are affected by different work factors. In particular, different aspects of

the working environment should be looked into when addressing the issues of job satisfaction amongst different positions in the same organization. Kerego and Mthupha (1997) described job satisfaction as the evaluation of the organizational context, while organizational climate and culture provide a description of the work context. The study of Lok and Crawford (2004) among managers from Hong Kong and Australia showed that Australian managers reported higher the innovative and supportive culture measures and on job satisfaction and organizational commitment. However, significant difference between the two groups of participants was not found in terms of bureaucratic organizational culture or on consideration and initiating structure leadership styles.

Ritchie (2000) mentions that by observing behaviors that are common to the members of the organisation, new employees can determine what behaviors are expected and rewarded. As rewards begin to accompany prescribed values and behaviors, employees may regard these values and behaviors as being positive and may enter the process of embracing them as their own. If individuals adhere to and are rewarded by organisational expectations, they may find that they are unable to separate organisational expectations from their own. This process also creates an intrinsic reward system, as members now see their behavior as the "right" thing to do. Ritchie (2000) argues that strong organisational cultures create a feeling of belonging, increased job satisfaction and commitment. Furthermore, Towers (2006) argues that strong organisational cultures will often result in motivated employees. Martins (2013) opined that change in an organization creates uncertainty in an organization. This uncertainty creates fear among those in the organization making change management very difficult. But, building change on and around the core values of the library's culture makes implementing the changeless uncertain and unpredictable thereby making the librarians and library staff less stressed and fearful.

Methodology

The research design adopted for this study was descriptive research design of the survey type. Survey research design entailed gathering relevant data from the sample to the entire population. The targeted population of this study consisted of 265 library personnel who were selected from three academic libraries in three states in South-west, Nigeria. The selected academic libraries were University of Ibadan, Ibadan; Ajayi Crowther University, Oyo; Lead City University, Ibadan; Ladoke Akintola University Ogbomoso; Yaba College of Technology, Lagos; Federal College of Education, Akoka, Lagos; Caleb University, Lagos; Federal College of

Education (special) Oyo; Mountain Top, Covenant University, Ogun; Bells University, Ogun; Ibadan City Polytechnic; and Lagos State Polytechnic. The total enumeration sampling technique was used due to the small size of the staff in the selected academic libraries. A total of 265 questionnaires were distributed, out of which 260 were returned. There were, however, some missing data points due to few unanswered questions by respondents. The questionnaire was made up of three sections- Section “A” which examines Personal Information (demographic of the respondent) while Section “B” examines the culture existing in the library as an organization and Section “C” examines job satisfaction of library personnel. The reliability coefficient for the instruments was tested to be 0.82 using Cronbach-Alpha method. The questionnaire was pre tested on library personnel of the Obafemi Awolowo University that was not included in the study. The data collected for this study were analysed using simple percentages, mean and correlation methods and run on the computer, using the Statistical Package for the Social Science (SPSS).

DATA ANALYSIS

Data were analysed as they related to the specific areas of the study using descriptive and inferential statistics such as frequency distributions, percentages and correlation analysis.

Table 1: Demographic Information of the Respondents.

Demographic Characteristics	Professional		Paraprofessional	
	Freq	%	Freq	%
Gender				
Male	51	40.5	53	39.6
Female	75	59.5	81	60.4
Position				
Library officer	-	-	53	40.0
Higher library officer	-	-	26	19.4
Senior library officer	-	-	23	17.2
Principal library officer	-	-	25	18.7
Library assistant	-	-	7	5.2
Assistant librarian	13	10.3	-	-
Library II	24	19.0	-	-
Librarian I	37	29.4	-	-
Senior librarian	22	17.5	-	-
Principal librarian	16	12.7	-	-
Deputy university librarian	8	6.3	-	-
University librarian	6	5.0	-	-

Academic Qualification				
Ph.D	5	4.0	-	-
MLIS	76	60.3	49	36.6
BLIS	45	35.7	85	63.4
Age				
20-29	13	10.3	4	3.0
30-39	51	40.5	34	25.4
40-49	38	30.2	60	44.8
50-59	18	4.3	30	22.4
60-69	6	4.8	6	4.5
70 and above	1	-	-	-
Working Experience (years)				
1-10	67	53.2	62	46.3
11-20	29	23.0	50	37.3
21-30	21	16.7	18	13.4
31 and above	9	7.1	4	3.0
	N=126		N=134	

Table 1 presented results on the demographic information of the library personnel and findings showed that most of the professional staff that participated in the study 75 (59.5%) were females and 51 (40.5%) were males. The same pattern of results was recorded for the paraprofessionals as the females 81 (60.4%) were more than the males 53 (39.6%). Results on the position of the library personnel revealed that professional staff in the Librarian I cadre 37 (29.4%) had the highest representation and the least 6 (5.0%) were University Librarians. As for the paraprofessionals, the Library Officers 53 (40.0%) participated in the study more and the least 7 (5.2%) were library assistant. Most of the professional library personnel 76 (60.3%) had MLIS degree, while the least 5 (4.0%) had PhD. Also, majority of the paraprofessional staff 85 (63.4%) had BLIS and 49 (36.6%) noted that they had MLIS.

Findings revealed that a significant number 51 (40.5%) of the professional staff were between 30-39 years of age and the least 6 (4.8%) were between 60-69 years of age. As for the paraprofessionals, 60 (44.8%) were between 40-49 years of age and 4 (3.0%) were between 20-29 years of age. Furthermore, findings showed that most of the professional staff 67 (53.2%) and paraprofessional 62 (46.3%) had spent between 1-10 years in service, while the least 9 (7.1%) professionals and 4 (3.0%) paraprofessional noted that they had working experience of 31 years and above.

Research questions

4.1 Research Question 1: What is the form of organisational culture is prevalent in selected academic libraries in three states in South-west, Nigeria?

Table 2: Distribution of respondents according to form of organisational culture prevalent in the selected academic libraries.

Statement	Professional					Paraprofessional														
	SA F	%	A F	%	D F	%	SD F	%	M	S.D	SA F	%	A F	%	D F	%	SD F	%	M	S.D
Promotion decisions are fair and objective and good people are valued	48	38.1	69	54.8	9	7.1	-	-	3.31	0.60	51	38.1	-	-	83	61.9	-	-	2.76	0.98
Decisions are made promptly and on the basis of facts not personal prejudices or self interest	12	9.5	87	69.0	23	18.3	4	3.2	2.85	0.62	39	27.1	93	69.4	-	-	2	1.5	3.26	0.53
Library personnel look forward to going to work and enjoy the work they do	35	27.8	75	59.5	16	12.7	-	-	3.15	0.62	34	25.4	68	50.7	32	23.9	-	-	3.01	0.70
The library organizes social and other events for the enjoyments of library personnel	23	18.3	66	52.4	24	19.0	13	10.3	2.79	0.86	30	22.4	50	37.3	43	32.1	11	8.2	2.74	0.90
The leadership of library are interested in the personal needs and concerns of library personnel	12	9.5	80	63.5	31	24.6	3	2.4	2.80	0.63	15	11.2	73	54.5	29	21.6	17	12.7	2.64	0.84
Library personnel are respected for their expertise	47	37.3	63	50.0	12	9.5	4	3.2	3.21	0.74	51	38.1	59	44.0	22	16.4	2	1.5	3.19	0.76
People say what they really think and information on future plan is readily available	6	4.8	86	68.3	34	27.0	-	-	2.78	0.52	103	76.9	-	-	31	23.1	-	-	3.54	0.85
The right people are selected in the appropriate places and effort is made to help them develop their skills	27	21.4	89	70.6	10	7.9	-	-	3.13	0.53			126	94.0	8	6.0			2.94	0.24
Time and money are committed to exploring new ideas	13	10.3	79	62.7	34	27.0	-	-	2.83	0.59	23	17.2	-	-	95	70.9	16	11.9	2.22	0.87
Individuals are well qualified for the work they do and their technical knowledge is valued	40	31.7	80	63.5	6	4.8	-	-	3.27	0.54	98	73.1	25	18.7	11	8.2	-	-	3.65	0.63
The library user's need are actively identified and future needs anticipated	44	34.9	78	61.9	4	3.2	-	-	3.32	0.53	50	37.3	66	49.3	18	13.4	-	-	3.24	0.67
Subordinates as well as management are encouraged to volunteer their views and disagreement is seen as a positive attempt to improve things	33	26.2	77	61.1	16	12.7	-	-	3.13	0.61	118	88.1	-	-	16	11.9	-	-	3.76	0.65
If there is rivalry between divisions, effort is made to ensure that outcome is positive to all concerned	28	22.2	88	69.8	10	7.9	-	-	3.14	0.53	124	92.5	-	-	10	7.5	-	-	3.85	0.53
Colleagues cooperate with each other to achieve standards of excellence and do not allow personal feelings to interfere	27	21.4	87	69.0	12	9.5	-	-	3.12	0.55	32	23.9	88	65.7	14	10.4	-	-	3.13	0.57
Individual and group performance target, reward systems and trainings	12	9.5	98	77.8	16	12.7	-	-	2.97	0.47	44	32.8	76	56.7	14	10.4	-	-	3.22	0.62

all emphasized the library's objective and its achievements										
The performance of library staff is emphasized as an important goal	82 65.1	44 34.9	- -	- -	3.65 0.48	91 67.9	43 32.1	- -	- -	3.68 0.47
Responsibilities are clearly defined and individuals understand their role and the extents of their authority	40 31.7	68 54.0	18 14.3	- -	3.17 0.66	51 38.1	65 48.5	18 13.4	- -	3.25 0.68
Library management and subordinates communicates readily on an informal basis and meetings are held when necessary	30 23.8	84 66.7	12 9.5	- -	3.14 0.56	38 28.4	83 61.9	13 9.7	- -	3.19 0.59
Decisions are made promptly and on the basis of facts not personal prejudices or self interest	12 9.5	87 69.0	23 18.3	4 3.2	2.85 0.62	39 27.1	93 69.4	- -	2 1.5	3.26 0.53
The overall library goals is clearly understood by all personnel	27 21.4	84 66.7	12 9.5	3 2.4	3.07 0.64	46 34.3	62 46.3	11 8.2	15 11.2	4.6 0.94

Table 2 showed that the organisational culture that existed in the libraries is good as most of the professional library personnel (mean=3.65) were of the opinion that their libraries practised the culture that emphasises performance and also actively identifies the present and future needs of users (mean=3.32). Also, the respondents (mean=3.31) had the opinion that in their libraries, promotion decisions are fair and objective, while others noted that library personnel are respected for their expertise (mean=3.21). Most of the paraprofessionals (mean=3.85) noted that their libraries had the culture of ensuring that there is a positive outcome that comes out of rivalries between divisions. The staff in the libraries also had the opportunity of volunteering their views to improve things (mean=3.76). A significant number of the paraprofessionals (mean=3.68) also noted that their libraries had the culture of emphasising performance by staff. The paraprofessionals (mean=3.65) were also of the view that individuals are well qualified for the work they do and their knowledge is appreciated. Thus, it can be concluded from the responses of the professionals and the paraprofessionals that most of the academic libraries in Southwest, Nigeria had good organisational culture that centred on performance of staff and good working environment and human relations.

4.2 Research Question 2: What is the level of job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria?

Table 3: Distribution of respondents as to the level of job satisfaction of library personnel in three selected academic libraries.

STATEMENT	Professional						Paraprofessional													
	VS F	%	S F	%	D F	%	VD F	%	M	S.D	VS F	%	S F	%	D F	%	VD F	%	M	S.D
The way my job keeps me busy	46	36.5	77	61.1	-	-	3	2.4	3.32	0.60	53	39.6	78	58.2	-	-	3	2.2	3.35	0.60
The way my services are appreciated by others	38	30.2	73	57.9	15	11.9	-	-	3.18	0.63	41	30.6	76	56.7	17	12.7	-	-	3.18	0.64
The chances of a prospect career on my job	31	24.6	86	68.3	9	7.1	-	-	3.17	0.54	35	26.1	90	67.2	9	6.7	-	-	3.19	0.54
My take home pay at the end of the month	22	17.5	67	53.2	18	14.3	19	15.1	2.73	0.92	23	17.2	73	54.5	19	14.2	19	14.2	2.75	0.91
The recognition of my profession by others	30	23.8	74	58.7	12	9.5	10	7.9	2.98	0.81	36	26.9	78	58.2	11	8.2	-	-	3.05	0.79
Availability of resources to perform	12	9.5	82	65.1	24	19.0	8	6.3	2.78	0.70	15	11.2	89	66.4	26	19.4	-	-	2.86	0.64
Free hands to render services	9	7.1	87	69.0	30	23.8	-	-	2.83	0.53	11	8.2	92	68.7	31	23.1	-	-	2.85	0.54
The working environment	16	12.7	91	72.2	19	15.1	-	-	2.98	0.53	16	11.9	99	73.9	19	14.2	-	-	2.98	0.51
Opportunities to be creative	23	18.3	77	61.1	26	20.6	-	-	2.98	0.63	23	17.2	86	64.2	25	18.7	-	-	2.99	0.60
The way co-workers relate with each other	18	14.3	76	60.3	28	22.2	4	3.2	2.86	0.69	21	15.7	81	60.4	30	22.4	2	1.5	2.90	0.64
Feeling of accomplishment on my job	13	10.3	104	82.5	9	7.1	-	-	3.03	0.42	79	59.0	36	26.9	12	9.0	7	5.2	3.40	0.86
The attitude of my boss to subordinates	20	15.9	93	73.8	13	10.3	-	-	3.06	0.51	21	15.7	100	74.6	13	9.7	-	-	3.06	0.50
The way my views on the job are valued	18	14.3	88	69.8	20	15.9	-	-	2.98	0.55	22	16.4	95	70.9	17	12.7	-	-	3.04	0.54
The freedom to take decision in performing my duties	21	16.7	81	64.3	24	19.0	-	-	2.98	0.55	26	19.4	86	64.2	22	16.4	-	-	3.03	0.60
Encouragement for doing a good job	18	14.3	79	62.7	22	17.5	7	5.6	2.86	0.72	22	16.4	85	63.4	22	16.4	5	3.7	2.93	0.69
The leadership competence of my superior officer on the job	36	28.6	68	54.0	19	15.1	3	2.4	3.09	0.73	32	23.9	52	38.8	47	35.1	3	2.2	2.34	0.87
The way my profession provides for steady employment	20	15.9	81	64.3	21	16.7	4	3.2	2.93	0.67	61	45.5	54	40.3	17	12.7	2	1.5	3.30	0.75
Training on the job for improved performance	26	20.6	72	57.1	25	19.8	3	2.4	2.96	0.71	23	17.2	52	38.8	20	14.9	39	29.1	2.44	1.09
My career progression on the job	26	20.6	85	67.5	15	11.9	-	-	3.09	0.57	53	39.6	62	46.3	19	14.2	-	-	3.25	0.69
The chance of using my power to function well on the job	20	15.9	87	69.0	19	15.1	-	-	3.01	0.56	33	24.6	62	46.3	39	29.1	-	-	2.96	0.73
Overall mean	59.8									60.35										

Table 3 revealed that level of job satisfaction of the library personnel in selected academic libraries in three states in South-west, Nigeria. In order to ascertain the level, the test of norm conducted. Twenty items were used to measure job satisfaction with four response formats. The twenty items multiplied by four level gives a score of 80 which was divided according to three levels (high, moderate and low). Thus, the scale between 1-26.6 shows that the level of job satisfaction of the library personnel ICT is low, 26.7-53.3 indicates that the level of job satisfaction is moderate and 53.4-80 shows that the level of job satisfaction is high. Results for the professional library personnel give an overall mean of 59.8 and that of the paraprofessionals was 60.35. Thus, it can be concluded that the job satisfaction of most of the library personnel in selected academic libraries in three states in South-west, Nigeria was high as both of the overall mean scores were between the scale “53.4-80”.

The validity of this result can be determined by the responses of the library personnel to specific items in the instrument. Most of the professional staff; (mean=3.32) noted that their job kept them busy, (mean=3.18) had the view that their services are appreciated by others, (mean=3.17) agreed that their job is full with prospects and (mean=3.09) were of the view that they could earn career progression on the job. As for the paraprofessionals, most of them; (mean=3.40) indicated that they had feelings of self-accomplishment in their jobs, (mean=3.35) noted that their job kept them busy and (mean=3.30) agreed that their profession provides steady employment.

Hypothesis: Ho1: There is no significant relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria.

Table 4. Relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria

Variables	Mean	Std. Deviation	N	r	df	Sig (p)	Remark
Organisational culture	62.13	6.155	160	.529**	159	.000	Sig.
Job satisfaction	6.030	6.660					

Table 4 showed that there is a significant positive relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria ($r=.529^{**}$, $df =159$; $p<0.05$). This shows that the more the organisational culture is favourable, the more the library personnel will be satisfied with their jobs. As a result, the null hypothesis is rejected and the alternative hypothesis that states that there is a significant positive relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria is accepted

Discussion of findings

The study was designed to examine the influence of organisational culture on job satisfaction of library personnel in selected academic libraries in three States in South-west, Nigeria. From the study, it is revealed that most of the library personnel in the selected libraries were females. Results on the position of the library personnel revealed that professional staff in the Librarian I cadre 37(29.4%) had the highest representation and as for the paraprofessionals, the Library Officers 53(40.0%) participated more in the study. Findings revealed that most of the professional library personnel 76 (60.3%) had MLIS degree, while majority of the paraprofessional staff 85(63.4%) had BLIS degree. It is also noted that a significant number 51(40.5%) of the professional staff were between 30-39 years of age and the paraprofessionals, 60(44.8%) were between 40-49 years of age. Furthermore, findings showed that most of the professional staff 67(53.2%) and paraprofessional 62(46.3%) had spent between 1-10 years in service, while the least 9(7.1%) professionals and 4(3.0%) paraprofessional noted that they had working experience of 31 years and above.

The findings revealed that most of the professionals and the paraprofessionals of the selected academic libraries in Southwest, Nigeria noted that their libraries had good organisational culture that centred on performance of staff and good working environment and human relations. This signifies that most of the library personnel are satisfied with the way and manner information services are provided in the libraries. This is in line with the findings of Jack (2006) who concluded that leaders in librarianship, like leaders everywhere, fully understand the dynamics of the organizational environment and can operate successfully at both the organizational, cognitive and the emotional levels. Stewart (2007) agrees with the findings by stating the importance of a good organisational culture. Stewart noted that the way of life of every organization which is instituted through the norms influences all those involved in the organization. Detert, Schroeder and Mauriel

(2000) were of the view that organisational culture is indispensable for the success of any organization.

Findings showed that most of the professionals and paraprofessionals in the selected academic libraries in three states in South-west, Nigeria had high level of job satisfaction. This is an indication that most of the library personnel appreciate the environment in which they work and they value the kind of job that they do. This supports the findings of the study conducted by Babalola and Nwalo (2013) posited that job satisfaction of librarians is crucial in achieving effectiveness in the university library. The higher the level of satisfaction, everything being equal the higher the quality of librarian's contribution to the achievement of library goals. However, this is in contrast to the results of the study done by Badawi (2006) who reported that most of the female librarians that were studied noted that they were not satisfied with their job because they were unhappy with the way policies are being communicated by those in positions of authority.

Results showed a significant positive relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria. This is because if the culture of the library is favourable and perceived to be good, the library personnel will be satisfied with their jobs and they can render their services effectively. On the other hand, if the culture has very obvious drawbacks, the library personnel will find it uncomfortable to be satisfied in such an environment. This aligns with the position of Towers (2006) who noted that a good organisational culture could result into having staff that are highly motivated and therefore might be satisfied with their jobs.

Conclusion

It is evident from the result of this study that there is a positive relationship between organisational culture and job satisfaction of library personnel in the selected academic libraries in South-west, Nigeria. Academic libraries that has good organisational culture, good working environment and human relations and where personnel are respected for their expertise, where promotion decisions are fair and objective, such libraries will have personnel with job satisfaction. This is because, a satisfied library personnel will carry out an effective library services to users. But when library personnel are not satisfied with their job it will affect the services they provide in the library and users may not in any way be satisfy with the services they are rendered. Hence, it is imperative that library management established good organisational culture that centred on performance of staff.

Recommendations

In view of the conclusion stated or drawn above, the following recommendations are put forward:

1. In order to sustain the good organisational culture in the academic libraries, library managers should ensure that they continue to abide by the norms, values and behaviours guiding activities in the libraries as leaders. Other category of staff also needs submit themselves to organisational culture by setting aside prejudices that could affect the operations of library service delivery.
2. In order to increase the level of job satisfaction that library personnel experience, library administrators need to sustain and increase the actions that could serve as motivators. If the library personnel know that their best will not be overlooked without acknowledgement, they would continue to strive to be better and this could increase their level of satisfaction with the work. Gifts and awards can be given to motivate the library staff to be satisfied with their work.
3. The library personnel also needs to be contented with their work and engage in self-development in order to be abreast of current happenings in area of expertise. That could give them a level of job satisfaction.

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