



Librarians Perception of Organisational Culture and Job Satisfaction in Federal Universities in South-South, Nigeria

Gloria O. Oyowwe-Tinuoye, Atanda Saliu Sambo,
Reader Service Division
Federal University of Petroleum Resources, Effurun, Nigeria

ABSTRACT

The study investigated the perception of librarians on organisational culture and job satisfaction in Federal University libraries in South-South, Nigeria. Descriptive survey research design was embraced for the study using a self-constructed questionnaire as instrument of data collection. The questionnaire was constructed after extensive consultation of related literature and vetted by experts in order to ensure that appropriate items were included. The entire population served as the sample of the study which encompassed of 85 librarians from federal university libraries in South-South, Nigeria. This was as a result of the manageable size of the populace. The study has revealed that a majority of the respondents are satisfied with the career advancement training and retraining on the job, leadership mentoring, well-structured channel of communication, recognition of task accomplished by staff, conflict management strategies, and team work. However, respondents are not satisfied with the leadership style. The outcomes of the study recommended that managers/heads of libraries should endeavour to implement leadership style that is flexible and not too autocratic.

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INTRODUCTION

The libraries in many university have either earned the institutions accreditation or failed them because libraries are regarded as tools for academic excellence (Akintunde, 2004). Hence it is essential for librarians in working in the university libraries to be satisfied with their job. Job satisfaction is inversely related to the withdrawal or absence, administrator of the organisation have a moral responsibility to provide staff for the jobs with challenging that has an intrinsic reward, and is satisfactory (Robbins, 2009). In addition, Somvir and Kaushik (2012) believed that satisfaction denotes the way one feels about the events, rewards, populace, relation and pleasure of the job. This implies that salaries and benefits including honorariums relate to job satisfaction of the librarians. However, job satisfaction of the staff can only be complemented if the organisational culture is not autocratic. 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 behaviour that are taught in their socialization into the library organization (Fakhar et al, 2012). Davoodalmousavi (2013) described organizational culture as a set of beliefs, norms, values that guide the thinking and actions of personnel in the organization. Similarly, Idiegbeyan (2018) describe the organizational culture as the core value that defines corporate practices and behavioural pattern. A study by Aldhuwaihi (2013) reported that organisational culture has a strong relationship with the organisations' values, mission, aims, goals and ways of building shared values. This implies, Organizational culture has effects on the quality of services rendered by librarians in an organization. Das and Baruah (2013) also stressed that the success of any organisation depends upon the retention of key staff and to a great extent employee satisfaction and overall



organisational performance as well as attraction of first rate skills and manpower sustainability.

Researchers such as Skalli, Theodossiou, and Vasileiou, (2008) have studied the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions. Also, organizational culture has been investigated from different aspects in the academic environments. Ahmadi, Veisesh, Tadayon and Kamari (2014) investigated organizational culture and job satisfaction among faculty members. Their finding revealed that organizational culture is tied to job satisfaction. 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 (Ariyo and Okwilagwe, 2020). However, observation of libraries in Nigeria, especially those that the researchers had worked, there exists poor job satisfaction among the librarians. As such, librarians in these institutions do not show seriousness and commitment to service delivery and the placement of emphasis on publications at the instance of professional values. Ademodi and Akintomide (2015) posited that a dissatisfied worker will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment. These unenthusiastic dispositions of the librarians may not be unconnected with the organisational culture of their organisation. Thus, the study seek to examine organisational culture and job satisfaction among librarians in federal universities in South-South, Nigeria.

Objective of the Study

The general objective of this study is to investigate the perception of librarians on organisational culture and job satisfaction in federal universities in South-South, Nigeria. The specific objectives are to:

- I. find out the perception on organizational culture and job satisfaction among librarians in the federal university libraries in South-South, Nigeria.;

Research Questions

The following research questions were answered in this study:

- I. What is the perception on organizational culture and job satisfaction among librarians in the federal university libraries in South-South, Nigeria ?

LITERATURE REVIEW

When the Organisational culture is flexible librarians' job satisfaction is enhanced. Scott-Findlay and Estabrooks (2006) opined that organizational culture reflects the values, beliefs and behavioural norms that are used by employees in an organization to give meaning to the situations that they encounter, it can influence the attitudes and behaviour of the staff. Watson, Clarke, Swallow and Stewart (2005) noted that understanding the organization's core values can prevent possible internal battle, which is the main reason for their research into these cultural issues. Tsai (2011) asserted that an organization with a strong culture has common values and codes of conduct for its personnel, which should help them accomplish their missions and goals. Deal and Kennedy (2000) stated that a organisational culture is a system of rules that spells out how persons should behave. Malo (2015) group organisational culture into four categories; bureaucratic culture, clan culture, adhocracy culture, and market culture. Bureaucratic culture values rules, hierarchical coordination, formalisation and standard operating procedures – with the long term concerns being efficiency, predictability and stability (Hellriegel *et al.*, 2004). Ferreira and Hill (2007) examined public and private Portuguese universities and they found a supporting evidence for bureaucratic culture in higher education context. This implies, bureaucratic culture is practice in tertiary institutions by administrators, coordinators and enforcers of rules and procedures that are well-defined.

Clan culture lay emphasis on cohesiveness, facilitating mentoring relationships, participation, team work, horizontal communications and human dealings (Malo, 2015). There is less emphasis on formal coordination and controlled decision-making (Brown, 2011). Adhocracy culture imitates values around change, entrepreneurialism, excitement, and dynamism, and there is an recognition of experimentation, innovation, risk, challenge, being on the leading edge, and creativity (Berson *et al.*, 2007).



Adhocracy culture reacts quickly to change, and also creates it because individual initiative, flexibility and freedom promoting growth are encouraged and rewarded (Hellriegel *et al.*, 2004). Mozaffari (2008) examined relationship between organizational culture and leadership in University of Tabriz in Iran. Mozaffari findings coincide with the fact that almost all the universities in a nationwide study currently have a adhocracy culture. Market culture is based on achievements of measurable and demanding goals, especially those that are financially and market-based (Ferreira & Hill, 2008). The workers in an organisation that has a market culture are responsible for an agreed level of performance – with the establishment exchanging this for an agreed level of remuneration and reward in return (Hellriegel *et al.*, 2004). Bailey (2011) findings supported the use of the four culture types in organisational studies of post-secondary institutions. Furthermore, Cai (2008) asserted that of all organisational culture no institution can be characterised by a single culture type. However, Tsai further stated that work recognition and job satisfaction can be achieved when employees can complete the tasks assigned to them by the organization.

Ariyo and Okwilagwe (2020) examined influence of organisational culture on job satisfaction of library personnel in selected academic libraries in three states in South-west, Nigeria. Their finding revealed that there is a significant positive relationship between organisational culture and job satisfaction of library personnel. This infers that the more the organisational culture is favourable, the more the library personnel will be satisfied with their jobs. According to Davoodalmousavi (2003) if the relationship between organizational culture and job satisfaction is stronger, it represents a strong culture in the organization. Lund (2003) asserted that if the association between organizational culture and job satisfaction is low, it represents a weak culture of the organization. Ahmadi, Veisheh, Tadayon, and Kamari (2014) investigated the relation between organizational culture and job satisfaction of faculty members at Ilam University in Iran. Their finding shows that there was a significant correlation between two variables. Igbokwe (2011) examined job satisfaction and performance of librarians in Federal University libraries in South-East. Igbokwe findings

revealed that lack of opportunity for promotion, poor working environment, level of management interest in their well being, lack of job description, opportunity for further training, cooperation among colleagues, reward not being commensurate to input, when salary is little when compared with those in other profession, little opportunity to use personal initiative on the job, are factors that affect their job satisfaction and performance. Ashraf and Rezaie (2015) examined organizational culture as a predictor of faculty members' job satisfaction in Islamic Azad University of Fars in Iran. Their finding reveals that organizational culture is also a significant predictor of job satisfaction of faculty members.

Yaya, Opeke and Onuoha (2016) examined job satisfaction as correlates of librarians' productivity in public university libraries in Nigeria. Their findings reveal that irregular promotion opportunities, lack of effective job design, inadequate provision of basic needs to librarians, inadequate security of lives and properties as well as undemocratic leadership styles. Researchers such as Dost, Rehman and Tariq (2012); Yamoah (2013) investigated what constitutes low productivity among workers in different organizations; the results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the organization to feelings of being marginalized, unfair treatment by their employers; some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity. According to Newstrom (2007) for management to make correct decisions and solve employees' problems it requires information about employees' job satisfaction. 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 (Ariyo and Okwilagwe, 2020).



METHODOLOGY

The study is a descriptive research and its type is a correlation. The study examined the relationship between organisational culture and job satisfaction among librarians in federal universities in South-South, Nigeria. At the time of this study, there are seven federal universities in South-South, Nigeria.

The Population of the study consists of one hundred and two (102) librarian from Federal University Libraries in South-South, Nigeria. The researchers adopted a total population sample, which implies that all the librarians in the federal university libraries in South-South, Nigeria were involved for the study. The rationale is easy accessibility and enable the researchers meet up with the time frame to complete the study.

Organisational Culture and Job satisfaction Instrument (OJSI) questionnaire was used to elicit information from respondent in this study. Organisational Culture items in the questionnaire were adapted Organizational culture was adapted from Mozaffari (2008) and job satisfaction was adapted from Bozeman and Gaughan (2011). A questionnaire was used to collect data and this was found appropriate because the views of the respondents were obtained. The research tool was positively and negatively worded on a four-point scale which was divided into two sections; the first section tends to obtain the respondents' biodata; while the second section contains the items regarding the constructs of the subject matter; Respondents were asked to respond to related questions on the two variables under study. Before the administration, a questionnaire was sent to experts in the department of guidance and counselling, Delta State University, Abraka who did proper

analysis of the research tool and their recommendations were applied. After confirming face and content validity of the research tool by the experts and receiving permission from the authority.

The questionnaire was pretested on a sample of 30 librarians for psychometric study which are outside this study and were distributed to 15 librarians of University of Abuja, and 15 librarians of Federal University of Technology, Minna in Niger State. In order to determine internal stability, Cronbach's alpha was used according to the opinions of 30 respondents. The final questionnaire was concluded from the preliminary studies and some words of questionnaires were rectified. The results of the reliability test using Cronbach's alpha reliability coefficient is 0.87. This means that the instrument is good and reliable since the test result is above the acceptance point of 0.50. The Cronbach alpha analysis showed the case processing summary reliability statistics; the computed values are: librarians' Organisational Culture scale had alpha. 73, $p = 0.05$ level of significance and the Librarian Job Satisfaction scale had alpha. 75, $p = 0.05$ level of significance. A total copies of 102 questionnaire were administered, 98 were duly answered and returned for the study, giving a response rate 96 %. Richardson (2005) asserted that a response rate of 60% or more are both desirable and adequate for survey research

DATA ANALYSIS AND INTERPRETATION

There are seven Federal University with a total of 102 librarians in the university libraries in South-South, Nigeria as revealed in Table 1

Table 1: Population of the study and Questionnaire Response Rate

S/N	Name of Institutions	No of Librarians	No Returned	Percentage
1	University of Uyo, Akwa Ibom	28	18	17.6
2	Federal University Otuoke, Bayelsa State.	12	10	9.8
3	University of Calabar, Cross Rivers State	13	9	8.8
4	Federal University of Petroleum Resources, Effurun. Delta State.	13	11	10.8
5	Maritan University Okirokoko, Delta State.	9	7	6.9

Corresponding author: Oyovwe-Tinuoye, G. O. ✉ gloriatinuoye@yahoo.com ✉ Federal University of Petroleum Resources, Effurun, Delta State. © 2022. Faculty of Technology Education. ATBU Bauchi. All rights reserved



6	University of Benin , Edo State.	10	8	7.8
7.	University of Port-Harcourt.Rivers State.	17	12	11.7
Total		102	85	73.4

Criterion mean =2.50

Source obtained from the Establishment (sub-unit of Registrar office) of all the seven universities under study

Table 2 : Respondents Demography

	Frequency	Percentage
Gender		
Male	36	42.35
Female	49	57.64
Total	85	100%

Research Question 1: What is the perception on organizational culture and job satisfaction among librarians in federal universities libraries in south-south, Nigeria?

Table 3: Perception on organizational culture and job satisfaction among librarians

S/N	Options	SA	A	D	SD	Means
1	The leadership style is laise and fair	22(25.88%)	20(23.52%)	25(29.41%)	18(21.17%)	2.54
2	Staff are given opportunity for training and retraining on the job	40(47.06%)	25(29.41%)	12(14.12%)	8(9.41%)	3.14
3	Team work is encourage in my library	35(41.18%)	25(29.41%)	15(17.65%)	10(11.76%)	3.00
4	Leadership mentoring relationship is encourage in my library	25(29.41%)	37(43.53%)	13(15.29)	10(11.76)	2.91
5	There is a well-structured channel of communication between senior staff and subordinates in the library	40(47.06%)	20(23.53%)	15(17.65%)	10(11.76)	3.06
6	I am recognised when I perform outstanding	35(41.18%)	27(31.77%)	13(15.29%)	10(11.76%)	3.02
7.	Conflict are easily manage and reconciliation is	38(44.71%)	20(23.53%)	17(20%)	10(11.76%)	3.01



	effected by my boss					
8	Staff wellbeing is a vital components in the library	35(41.18%)	25(29.41%)	10(11.76%)	15(17.65%)	2.94
9	Librarians are encourage career opportunities/ advancement	37(43.53%)	20(23.53%)	18(21.18%)	10(11.76%)	2.99
Overall mean						2.96
Criterion mean =2.50						

Table 3 reveals the perception on organisational culture and job satisfaction among librarians in the Federal university libraries in South-South, Nigeria. The findings revealed that a majority of the respondents are satisfied with opportunities for career advancement, training and retraining on the job, leadership mentoring relationship is encourage, well-structured channel of communication, recognition of task accomplished by staff, conflict are managed by boss, team work is encourage but not satisfied with the leadership style. However, Table 3 reveals that Overall means (2.96) is higher than the Criterion mean (2.50) which also indicated that organisational culture is paramount for job satisfaction among librarians in the university libraries in South-South, Nigeria.

SUMMARY OF THE FINDINGS

The study revealed majority of the respondents are satisfied with career advancement, training and retraining on the job, leadership mentoring relationship is encourage, well-structured channel of communication, recognition of task accomplished by staff, conflict are managed by boss, team work is encourage but not satisfied with the leadership style and this is not in line with Igbokwe (2011) who asserted that lack of opportunity for promotion, poor working environment, level of management interest in their well being, lack of job description, opportunity for further training, cooperation among colleagues, reward not being commensurate to input, when salary is little when compared with those in other profession, little opportunity to use personal initiative on the job, are factors that affect their job satisfaction and performance.

Moreso, this finding is not consonance with finding of Yaya, Opeke and Onuoha (2016) who asserted that librarians in public university libraries have irregular promotion opportunities, lack of effective job design, inadequate provision of basic needs to librarians, inadequate security of lives and properties as well as undemocratic leadership styles.

CONCLUSION

The study focused on organisational culture and job satisfaction among librarians in federal university libraries in South-South, Nigeria. The study has revealed that majority of the respondents are satisfied with career advancement, training and retraining on the job, leadership mentoring relationship is encourage, well-structured channel of communication, recognition of task accomplished by staff, conflict are managed by boss, team work is encourage but not satisfied with the leadership style.

Based on the findings of the study, the following is recommended:

1. Managers / heads of libraries should not be autocratic in their leadership style.

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