

*Full Length Research*

# Influence of Organisational Culture on Service Delivery by Librarians in National Library of Nigeria

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Accepted 12 April 2021

The study evaluated the influence of organizational culture on service delivery of librarians in National library of Nigeria. The study adopted a survey design with a study population of 289 librarians in National library of Nigeria, total enumeration was used because the population was very few. A structured and validated questionnaire was used for data collection. Data was analyzed using the SPSS software, frequency distribution and percentages. The findings revealed that there was high level of service delivery by librarians at the National Library of Nigeria ( $\bar{x}=2.92$ ). Further details from the analysis depict that all the indicators show high level of service delivery. The study concludes that the level of service delivery in the National library is high and that organizational culture had a positive significant influence on service delivery of librarians in the National Library of Nigeria. However, the study recommended that organizational culture is important elements that help to drive effective and efficient service delivery in the National Library of Nigeria.

**Keywords:** organizational culture, service delivery, librarians and National library

**Cite This Article As:** Ikonne, C.N., Madukoma, E., Akanmidu, O.J. (2021). Influence of Organisational Culture on Service Delivery by Librarians in National Library of Nigeria. *Inter. J. Acad. Lib. Info. Sci.* 9(4): 124-136

## INTRODUCTION

Libraries are committed to providing information for all, and in different formats. They play a major part in ensuring and encouraging literacy by offering important and relevant reading materials for people at all levels of life. Libraries are dedicated to being socially responsible by contributing services that reach people in all works of life regardless of their social status. Libraries provide information, thereby bridging the information gaps through service delivery to people in the society. Libraries as the 'heartbeat' of organizational learning environments, provide a place for users to advance their knowledge with

relevant information resources that can meet their needs as individuals or groups for education, information, recreation and personal development. Services provided by librarians are important for the development of the information society where every user can have access to a wide range of new ideas, knowledge and innovation. Librarians worldwide seek to proffer solutions and ensure distribution of information to remote areas and globally through efficient and effective service delivery (Farah, 2013).

Adomi (2014), library service delivery is procedure, activity and programme of libraries, which is organized with the aim of ensuring that the needs of users are met. All

library services are delivered and geared towards meeting the different information needs of patrons, which will in turn ensure that the learning and research goals of the users are met. Dollah (2016) defined service delivery as a process of assisting users in their search for information in the library. Hence, service delivery in libraries include all activities that librarians engage with in providing information resources that are available to the questions and queries of the users and to meet their information needs. Aboyade (2013) also noted that service delivery in the libraries is a sum total of all library activities aimed at facilitating the use of the library and its resources. Service delivery by libraries as organizations are hinged on the mission, objectives, policies, needs of users, availability of resources, infrastructural facilities plus the professional skills of the librarians. Thus, service delivery in libraries is meant to satisfy the needs of users (Kumar, 2012; Hammed, 2014). Library service delivery is divided into two major aspects: the technical, which are services behind the scene and customer services, which are meant to meet the needs of users directly.

Organizational culture is the way things are done in a specific library domain. These library cultures usually depend upon the operational approaches on how the library delivers its services on day-to-day routine activities. The fact remains that, the organizational culture of the NLN has ever been stationary as the culture of the old traditional methods of executing its service delivery to users are still being done manually in most cases, in spite of that the world is fast transforming into digital age. In the National Library of Nigeria, the normal old traditional cultural methods of using analogue cards catalogue forms, usually arranged in alphabetical order in the cabinet with indication of authors, titles and subjects are still in vogue as an on-going service delivery in every state branch of the library. Besides, there is no single state branch of the library that is fully computerized since the establishment of the organization in 1964. In relation to this, the availability of Website-opac, resource facilities and other library infrastructural facilities are insufficient to meet the users' expectation. Furthermore, there is an inadequate skillful of human resources, particularly, professional librarians that are needed to enhance effective service delivery to meet users' satisfaction as expected. However, service delivery in the National Library of Nigeria has been based on the culture of analogue (manual) methods or systems to deliver its services over the years without much positive change for technological innovations.

## STATEMENT OF THE PROBLEM

The National Library of Nigeria (NLN) is expected to provide services to meet the information needs of the society. These expected services include reference services, customers' services, inter-library lending (ILL) ser-

vices, technical services, selective dissemination of information (SDI), current awareness services (CAS) and users' education programme services. Despite the importance of these expected services from the Library, The National Library of Nigeria (NLN) seems not to be providing adequate and effective service delivery to meet the expectations of the users. Authors like Seema (2013) and Aboyade (2017) reported that the National Library of Nigeria is also not effectively being utilized by the public as expected owing to the fact that most of the library resources are outdated. Likewise, Mohammed (2015) asserted that there is no directory service delivery available in the National library to locate library web sites and no scholarly literature has been written on the topic on behalf of the institute. Consequently, service delivery in the library by the Librarians is declining and unacceptable. Factors such as unavailability of information resources, problem of accessibility to information resources by users, technological adaptation and inadequate infrastructural facilities have been found to be influencing service delivery in the library.

Organizational culture can however post as threat on service delivery in an Organization. This implies that organizations with the cultural traits such as involvement of employees, consistency, mission and adaptability can inflict negatively for effective service delivery in the libraries. It is in view of these that this work investigates the influence of organizational culture on service delivery of librarians in the National Library of Nigeria.

## OBJECTIVE OF THE STUDY

The main objective of the study was to investigate the influence of organizational culture on service delivery by librarians in National Library of Nigeria.

Specific objectives are to:

1. find out the types of service delivery available in National Library of Nigeria
2. examine the level of service delivery of librarians in National Library of Nigeria
3. find out the dimensional level of the organizational culture in National Library of Nigeria
4. find out the influence of organizational culture on service delivery by librarians in National Library of Nigeria

## HYPOTHESES

The following null hypothesis was tested at 0.05 significance level.

**H<sub>0</sub>:** Organizational culture will not have any significant influence on service delivery of librarians in the National Library and Nigeria.

## METHODOLOGY

The study adopted the survey research design. Population was 289, total enumeration was used, the total librarians working in the National Library of Nigeria constituted the population of study. The research instrument used for

this study was a self-constructed questionnaire. The collected data from the field was analyzed using statistical techniques like frequencies, mean, standard deviation, simple linear regression and multiple regression analysis model at 5% ( $P < 0.05$ ) level of significance. Statistical Package for the Social Service (SPSS 12.0 version) where used for data analysis.

## RESULTS

### Types of service delivery available in the National Library of Nigeria

**Table 1.** Services Delivered by the National Library of Nigeria

	Always Available Freq. (%)	Available Freq. (%)	Rarely Available Freq. (%)	Not Avail- able Freq. (%)	Mean ( $\bar{x}$ )	Standard Deviation (SD)
Circulation services	63 (26)	169 (69.8)	3 (1.2)	7 (2.9)	3.19	0.59
References services	61 (25.2)	158 (65.3)	21 (8.7)	2 (0.8)	3.15	0.59
Customer's services	24 (9.9)	144 (59.5)	69 (28.5)	5 (2.1)	2.77	0.65
Current awareness services	30 (12.4)	126 (52.1)	82 (33.9)	4 (1.7)	2.75	0.69
Collection development services	29 (12)	127 (52.5)	80 (33.1)	6 (2.5)	2.74	0.70
Technical services	26 (10.7)	129 (53.3)	84 (34.7)	3 (1.2)	2.74	0.66
User's education services	36 (14.9)	112 (46.3)	87 (36)	7 (2.9)	2.73	0.74
Inter library lending services	30 (12.4)	112 (46.2)	97 (40.1)	3 (1.2)	2.70	0.70
Selective dissemination of information	18 (7.4)	112 (46.3)	109 (45)	3 (1.2)	2.60	0.64
E-resources/ICT's services	19 (7.9)	99 (40.9)	121 (50)	3 (1.2)	2.55	0.66
<b>Average Overall Mean</b>					<b>2.79</b>	<b>0.66</b>

**Source:** Field Survey 2020

**KEY:** \*\*\*Decision Rule if mean is less or equal to 1.49=Not Available; 1.5 to 2.49 = Rarely Available; 2.5 to 3.49 =Available; 3.5 to 4= Always Available

Table1 reveals generally that services were available at the National Library of Nigeria ( $\bar{x}=2.79$ ). Some of the services indicated to be available at the National Library of Nigeria were; circulation services ( $\bar{x}=3.19$ ), reference services ( $\bar{x}=3.15$ ), customer's services ( $\bar{x}=2.77$ ), current awareness services ( $\bar{x}=2.75$ ), selective dissemination of information ( $\bar{x}=2.60$ ) and E-resources/ICT services ( $\bar{x}=2.55$ ). However, it should be noted that none of the services were always available at the national library of Nigeria. This implies that none of the services were always available at the National library of Nigeria. Furthermore, the result indicated that electronic resources and ICT sevices seems to be the lowest services that are availabe which by implication, suggest that at the National Library of Nigeria there seems to be a week provision of electronic resources services for users to utilize.

### Level of service delivery by librarians in National Library of Nigeria

**Table 2.** Level of Service Delivery by Librarians at the National Library of Nigeria

<i>Variables</i>	<b>VH Freq. (%)</b>	<b>H Freq. (%)</b>	<b>L Freq. (%)</b>	<b>VL Freq. (%)</b>	<b>Mean <math>\bar{x}</math></b>	<b>Standard Deviation (SD)</b>
<b>Empathy (Mean = 3.10, SD = 0.46)</b>						
To what extent do librarians understand the specific needs of users before attending to them in the National Library of Nigeria?	43 (17.8)	189 (78.1)	10 (4.1)	-	3.14	0.45
Please, evaluate the general behaviour of the librarians working in the National Library of Nigeria	40 (16.5)	188 (77.7)	14 (5.8)	-	3.11	0.46
To what extent does the librarians show individualized attention to users in the National Library of Nigeria?	34 (14)	197 (81.4)	11 (4.5)	-	3.10	0.42
Does the library place users' best interest at heart in the National Library of Nigeria? At what rate?	37 (15.3)	191 (78.9)	14 (5.8)	-	3.10	0.45
Are Librarians approachable by users in the National Library of Nigeria?	35 (14.5)	194 (80.2)	13 (5.4)	-	3.09	0.44
What is the level at which users are helped by librarians to achieve success in the National Library of Nigeria	38 (15.7)	186 (76.9)	17 (7.0)	1 (0.4)	3.08	0.49
Kindly rate the level of care provided by librarians to users in the National Library of Nigeria.	40 (16.5)	181 (74.8)	20 (8.3)	1 (0.4)	3.07	0.51
<b>Accessibility (Mean = 2.93, SD = 0.62)</b>						
To what level is reference services accessible to users in the National Library of Nigeria?	45 (18.6)	173 (71.5)	21 (8.7)	3 (1.2)	3.07	0.56
Circulation services is open and accessible to every user at ..... level in the National Library of Nigeria	32 (13.2)	177 (73.1)	32 (13.2)	1 (0.4)	2.99	0.53
The accessibility of selective dissemination of information service delivery by librarians to users is rated ..... in the National Library of Nigeria	34 (14)	160 (66.1)	46 (19)	2 (0.8)	2.93	0.60
Technical services are made accessible to users at the rate of ..... level in the National Library of Nigeria	43 (17.8)	139 (57.4)	59 (24.4)	1 (0.4)	2.93	0.66
To what level is the accessibility of inter-library lending services in the National Library of Nigeria	45 (18.6)	117 (48.3)	78 (32.2)	2 (0.8)	2.85	0.72
Selective dissemination of information services in the National Library of Nigeria are made accessible to users at what level?	32 (13.2)	130 (53.7)	80 (33.1)	-	2.80	0.65
<b>Reliability (Mean = 2.92, SD = 0.60)</b>						
Please, measure the level of reliability of librarians in the provision of references services in the National Library of Nigeria	33 (13.6)	174 (71.9)	35 (14.5)	-	2.99	0.53
Are librarians in the National Library of Nigeria reliable in the provision of technical services to users?	39 (16.1)	162 (66.9)	41 (16.9)	-	2.99	0.58
Kindly rate the level of reliability of Librarians as it relates to service provision in the National Library of Nigeria.	46 (19)	140 (57.9)	56 (23.1)	-	2.96	0.65

**Table 2. continuation**

How will you rate the reliability of librarians in the provision of current awareness services in the National Library of Nigeria?	34 (14)	158 (65.3)	50 (20.7)	-	2.93	0.59
To what level are the librarians reliability in the provision of collection development services in the National Library of Nigeria?	37 (15.3)	151 (62.4)	54 (22.3)	-	2.93	0.61
Services provided in the circulation department in the National Library of Nigeria are reliably .....	32 (13.2)	161 (66.5)	47 (19.4)	2 (0.8)	2.92	0.60
Librarians in the National Library of Nigeria are reliably open to provide ICT related services at the rate of ..... level	27 (11.2)	113 (46.7)	101 (41.7)	1 (0.4)	2.69	0.67

**Tangibility (Mean = 2.91, SD = 0.60)**

To what level is the dressing appearance of the librarians in the National Library of Nigeria ?	39 (16.1)	164 (67.8)	38 (15.7)	1 (0.4)	3.00	0.58
The available physical facilities that enhances service delivery in the National Library of Nigeria is well maintained at what level?	24 (9.9)	184 (76)	34 (14)	-	2.96	0.49
Rate the level of condition of the library resource software facilities available in the National Library of Nigeria	36 (14.9)	152 (62.8)	54 (22.3)	-	2.93	0.61
To what level are librarians physically present in the provision of library services in the National Library of Nigeria	41 (16.9)	140 (57.9)	61 (25.2)	-	2.92	0.65
Kindly rate the aesthetic appearance of the National Library of Nigeria to the teaming users	33 (13.6)	156 (64.5)	52 (21.5)	1 (0.4)	2.91	0.60
Does the National Library of Nigeria have an up-to-date equipment to provide computer software facilities for efficient services delivery to users?	35 (14.5)	149 (61.6)	58 (24)	-	2.91	0.61
Please, rate the atmospheric conditions of the National Library of Nigeria for effective service delivery	26 (10.7)	133 (55)	81 (33.5)	2 (0.8)	2.76	0.65

**Responsiveness (Mean = 2.88, SD = 0.65)**

How will you rate the time taken to respond to users need at the circulation service desk by librarians in the National Library of Nigeria	44 (18.2)	167 (69)	31 (12.8)	-	3.05	0.56
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**Table 2. continuation**

At what level does Librarians in the National Library of Nigeria response to users request in providing current awareness services?	40 (16.5)	156 (64.5)	41 (16.9)	5 (2.1)	2.95	0.65
Please, measure the Librarian's responsiveness in delivering services to users from the circulation department in the National Library of Nigeria	38 (15.7)	143 (59.1)	61 (25.2)	-	2.91	0.63
Kindly rate the level of the librarian's responsiveness in the provision of SDI Services to users in the National Library of Nigeria	31 (12.8)	150 (62)	61 (25.2)	-	2.88	0.61
Rate the responsiveness of librarians in the provision of technical services to users in the National Library of Nigeria	37 (15.3)	128 (52.9)	77 (31.8)	-	2.83	0.67
Responses by librarians in attending to users in the ICT department in the National Library of Nigeria is always	34 (14)	118 (48.8)	90 (37.2)	-	2.77	0.68
The responsiveness to library rules for 'OPAC' usage in the library by users, helps librarians in delivering their services to level in the National Library of Nigeria	42 (17.4)	99 (40.9)	101 (41.7)	-	2.76	0.73

**Availability (Mean = 2.80, SD = 0.63)**

To what level is the availability of circulation services in the National Library of Nigeria to users by the librarians	26 (10.7)	209 (86.4)	5 (2.1)	2 (0.8)	3.07	0.40
Rate the level of availability of reference services in the National Library of Nigeria	31 (12.8)	166 (68.6)	41 (16.9)	4 (1.7)	2.93	0.60
Collection development services are carried out in the National Library of Nigeria at the extent rate of ..... level	27 (11.2)	137 (56.6)	76 (31.4)	2 (0.8)	2.78	0.64
Kindly rate the availability of Selective dissemination of information services in the National Library of Nigeria	31 (12.8)	121 (50)	87 (36)	3 (1.2)	2.74	0.69
What level are the technical services available in the National Library of Nigeria	25 (10.3)	131 (54.1)	82 (33.9)	4 (1.7)	2.73	0.66
Inter library loan services are readily available to users at the rate of ..... in the National Library of Nigeria	30 (12.4)	106 (43.8)	102 (42.1)	4 (1.7)	2.67	0.71
The availability of ICT services in the National Library of Nigeria is at what level	29 (12)	102 (42.1)	108 (44.6)	3 (1.2)	2.65	0.70

**Table 2. continuation**

<b>Average Overall Mean</b>	<b>2.92</b>	<b>0.59</b>
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**Source:** Field Survey 2020

**KEY:** VH=Very High, High=High, L=Low, VL=Very Low \*\*\*Decision Rule if mean is less or equal to 1.49 = Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49 =High; 3.5 to 4= Very High

Table 2 shows generally that there was high level of service delivery by librarians at the National Library of Nigeria ( $\bar{x}=2.92$ ). Further details from the analysis depict that all the indicators show high level of service delivery. However, empathy ( $\bar{x}=3.10$ ) had the highest rating on the services that are provided in the National Library. Details indicated that the librarians understand the specific needs of users before attending to them in the National Library of Nigeria ( $\bar{x}=3.14$ ), this is followed by a positive evaluation of the general behaviour of the librarians working in the National Library of Nigeria within the context of showing empathy to use which was positive ( $\bar{x}=3.11$ ). Accessibility ( $\bar{x}=2.93$ ) was also rated to be highly provided. A statistical look at the result revealed that under accessibility, the librarians indicated that reference services was the most accessible services to users ( $\bar{x}=3.07$ ) in the National Library of Nigeria. This is followed by Circulation services ( $\bar{x}=2.99$ ). However, under the accessibility of library services, inter-library lending ( $\bar{x}=2.85$ ) and Selective dissemination of information ( $\bar{x}=2.80$ ) was rated lowest as the services that are accessible to users in the National Library of Nigeria.

In continuation, the other services that were rated high in terms of reliability ( $\bar{x}=2.92$ ) are reference services ( $\bar{x}=2.99$ ) and technical services ( $\bar{x}=2.99$ ) but ICT related service was not reliably provided by the National library ( $\bar{x}=2.69$ ). Likewise in terms of tangibility ( $\bar{x}=2.91$ ); the dressing appearance of the librarians in the National Library seems to be good with the high mean of ( $\bar{x}=3.00$ ) while the atmospheric conditions of the National Library of Nigeria for effective service delivery was rated lowest. This implies that the physical environment of the national library may not be conducive for work ( $\bar{x}=2.76$ ). These were followed by responsiveness ( $\bar{x}=2.88$ ) and availability ( $\bar{x}=2.80$ ). For responsiveness, the reported indicate that the time taken to responds to users is high with mean score of ( $\bar{x}=3.05$ ) but the rate of assistance on the use of OPAC was rated lowest in terms of responsiveness ( $\bar{x}=2.76$ ). Finally, under the indicator of availability, circulation services was rated to be highly available ( $\bar{x}=3.07$ ) followed by reference services while ICT services was rated lowest ( $\bar{x}=2.65$ ). The implication of this analysis is that librarians at the National library had slightly higher level of service delivery in terms of empathy, accessibility, reliability and tangibility than responsiveness and availability.

### Dimension of organizational culture in the National Library of Nigeria

**Table 3.** Organizational Culture in the National Library

<b>Variables</b>	<b>SA Freq. (%)</b>	<b>A Freq. (%)</b>	<b>D Freq. (%)</b>	<b>SD Freq. (%)</b>	<b>Mean <math>\bar{x}</math></b>	<b>Standard Deviation (SD)</b>
<b>Adaptability (Mean = 3.02, SD = 0.58)</b>						
I can study both the external and internal environments in order to act to trends for changes within my library	69 (28.5)	166 (68.6)	6 (2.5)	1 (0.4)	3.25	0.51
I constantly look for new improved ways to perform my duty in my library	34 (14)	187 (77.3)	19 (7.9)	2 (0.8)	3.05	0.50
I am committed to responding to users' need at all times in my library	37 (15.3)	167 (69)	36 (14.9)	2 (0.8)	2.99	0.58
The priority of my library is focused on everyday individual learning	34 (14)	170 (70.2)	36 (14.9)	2 (0.8)	2.98	0.57
I understand the needs of library users where I work	39 (16.1)	163 (67.4)	33 (13.6)	7 (2.9)	2.97	0.64
I am involved in creating an enabling environment where reasonable risks are taken for innovations to occur in my library	40 (16.5)	153 (63.2)	47 (19.4)	2 (0.8)	2.95	0.63
Users' satisfaction is the primary focus of my library	33 (13.6)	167 (69)	33 (13.6)	9 (3.7)	2.93	0.65
<b>Involvement (Mean = 2.98, SD = 0.65)</b>						

**Table 3. continuation**

I value progress in partnerships for collaboration and mutual relationship to achieve the common goals of the library	48 (19.8)	168 (69.4)	24 (9.9)	2 (0.8)	3.08	0.57
I am always involved in all major activities of my library	46 (19)	163 (67.4)	28 (11.6)	5 (2.1)	3.03	0.62
Knowledge sharing among the Librarians in my library is highly maintained	47 (19.4)	152 (62.8)	42 (17.4)	1 (0.4)	3.01	0.62
My input at work in the library is always seen as been courageous	46 (19)	155 (64)	36 (14.9)	5 (2.1)	3.00	0.65
I always display my skill and experience in my job at the library	38 (15.7)	159 (65.7)	40 (16.5)	5 (2.1)	2.95	0.64
My library highly recognizes teamwork among colleagues	43 (17.8)	149 (61.6)	38 (15.7)	12 (5.0)	2.92	0.73
I am involved in knowledge sharing in the library	40 (16.5)	147 (60.7)	41 (16.9)	14 (5.8)	2.88	0.74
<b>Consistency(Mean = 2.98, SD = 0.57)</b>						
My library accord mutual relationships among the librarians for knowledge acquiring consistently	45 (18.6)	172 (71.1)	24 (9.9)	1 (0.4)	3.08	0.54
I always share a set of value that create a strong sense of identity with other members of library staff.	43 (17.8)	171 (70.7)	26 (10.7)	2 (0.8)	3.05	0.56
My library has the tendency of growing content resources consistently	22 (9.1)	199 (82.2)	18 (7.4)	3 (1.2)	2.99	0.46
My leader is very consistently transparent in taking in decision-making	38 (15.7)	163 (67.4)	37 (15.3)	4 (1.7)	2.97	0.61
I am able to reach agreement always on critical issues in my library	30 (12.4)	175 (72.3)	36 (14.9)	1 (0.4)	2.97	0.54
I always reconcile differences with other employees and customers in a constructive manner when necessary.	30 (12.4)	164 (67.8)	46 (19)	2 (0.8)	2.92	0.58
I ensure that critical issues are always put under control in the library	36 (14.9)	154 (63.6)	46 (19)	6 (2.5)	2.91	0.66
<b>Involvement (Mean = 2.98, SD = 0.65)</b>						
I value progress in partnerships for collaboration and mutual relationship to achieve the common goals of the library	48 (19.8)	168 (69.4)	24 (9.9)	2 (0.8)	3.08	0.57
I am always involved in all major activities of my library	46 (19)	163 (67.4)	28 (11.6)	5 (2.1)	3.03	0.62
Knowledge sharing among the Librarians in my library is highly maintained	47 (19.4)	152 (62.8)	42 (17.4)	1 (0.4)	3.01	0.62
My input at work in the library is always seen as been courageous	46 (19)	155 (64)	36 (14.9)	5 (2.1)	3.00	0.65
I always display my skill and experience in my job at the library	38 (15.7)	159 (65.7)	40 (16.5)	5 (2.1)	2.95	0.64
My library highly recognizes teamwork among colleagues	43 (17.8)	149 (61.6)	38 (15.7)	12 (5.0)	2.92	0.73
I am involved in knowledge sharing in the library	40 (16.5)	147 (60.7)	41 (16.9)	14 (5.8)	2.88	0.74
<b>Mission(Mean = 2.95, SD = 0.65)</b>						
I know my work plan schedule with my duty post in my library	48 (19.8)	163 (67.4)	25 (10.3)	6 (2.5)	3.05	0.63
I know the goals with objectives of my library	36 (14.9)	172 (71.1)	28 (11.6)	6 (2.5)	2.98	0.60



**Table 3. continuation**

I know the major target priorities of my library in terms of achievement	39 (16.1)	158 (65.3)	42 (17.4)	3 (1.2)	2.96	0.62
I am aware of the strategic plans of my library	44 (18.2)	148 (61.2)	42 (17.4)	8 (3.3)	2.94	0.70
I can interpret the long-term and short-plan mission of my library	37 (15.3)	158 (65.3)	39 (16.1)	8 (3.3)	2.93	0.67
My library clearly communicates her vision with all staff members	34 (14)	166 (68.6)	31 (12.8)	11 (4.5)	2.92	0.67
My performance is always linked to the library future intentions	39 (16.1)	144 (59.5)	55 (22.7)	4 (1.7)	2.90	0.67
<b>Average Overall Mean</b>					<b>2.98</b>	<b>0.61</b>

**Source:** Field Survey 2020

**KEY:** SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree\*\*\*Decision Rule if mean is less or equal to 1.49=Strongly Disagree; 1.5 to 2.49 = Disagree; 2.5 to 3.49 =Agree; 3.5 to 4= Strongly Agree

Table 3 indicates that participants agreed there was organizational culture at the National Library of Nigeria ( $\bar{x}=2.98$ ). Librarians specifically agreed that the dimensions of organizational culture in the National Library of Nigeria were as follows: adaptability ( $\bar{x}=3.02$ ), involvement ( $\bar{x}=2.98$ ), consistency ( $\bar{x}=2.98$ ) and mission ( $\bar{x}=2.95$ ). However, the organization culture indicator that was rated to be prominent in the National Library of Nigeria is the culture of adaptability ( $\bar{x}=3.02$ ). Under adaptability the respondents indicated that they study both the external and internal environments in order to act to trends for changes within the library ( $\bar{x}=3.25$ ). This is followed by a response that they constantly look for new improved ways to perform their duty in my library ( $\bar{x}=3.05$ ) but Users' satisfaction was the lowest rating under adaptability culture with a mean score of ( $\bar{x}=2.93$ ).

Furthermore, following the culture of adaptability is involvement ( $\bar{x}=2.98$ ). In the involvement culture, librarians resounded by rating that they value progress in partnerships for collaboration and mutual relationship to achieve the common goals in the library ( $\bar{x}=3.08$ ). They also noted that they are involved in all major activities in the National library ( $\bar{x}=3.03$ ). However, involvement in knowledge sharing in the library was rated lowest under the culture of involvement ( $\bar{x}=2.88$ ). Following involvement is the consistency ( $\bar{x}=2.98$ ) in which librarians noted that they accord mutual relationships among the librarians for knowledge acquiring ( $\bar{x}=3.08$ ) and they share a set of values that create a strong sense of identity with other members of library staff ( $\bar{x}=3.05$ ). The culture that is ranked lowest is the mission culture ( $\bar{x}=2.95$ ) respondents agree that they know their work schedule in the library as well as understanding the goals and objectives of the library. The implications of this result is that in the National library of Nigeria, there seems to be a strong culture based on the prevailing indicators of adaptability, involvement, consistency and mission.

## Hypotheses

**H<sub>0</sub>:** Organizational culture will not have any significant influence on service delivery of librarians in the National Library of Nigeria.

**Table 4.** Influence of Organizational Culture on Service Delivery

Variables	B	Std. Error	Beta ( $\beta$ )	t	p	R <sup>2</sup>
(Constant)	33.863	5.435		6.231	0.000	0.513
Organizational Culture	1.028	0.065	0.716	15.906	<b>0.000</b>	

**Source:** Field Survey 2020

**Note:**  $\beta$ = Standardized Coefficient, significant at 0.05

Table 4 shows that organizational culture has a significant influence on service delivery of librarians in the National Library of Nigeria ( $R^2 = 0.513$ ,  $\beta = 0.716$ ,  $t = 15.906$ ,  $p < 0.05$ ). The model shows that organizational culture explains 51.3% variation in ( $R^2 = 0.513$ ) service delivery of librarians in the National Library. This implies that organizational culture predicts the service delivery of librarians in the National Library. Hence, the null hypothesis which states that organizational culture will not have any significant influence on service delivery of librarians in the National Library of Nigeria was rejected. Organizational culture positively significantly influenced service delivery of librarians in the National Library. This suggests that improved organizational culture of the National library leads to the improvement in service delivery.

**Table 5.** Influence of Organizational Culture on Service Delivery

Variables	B	Std. Error	Beta ( $\beta$ )	t	P	Adj.R <sup>2</sup>	F	Df	P
(Constant)	33.581	5.598		5.998	0.000	0.506	62.64	4	<b>0.000</b>
Adaptability	0.973	0.300	0.197	3.241	<b>0.001</b>				
Mission	0.908	0.281	0.201	3.226	<b>0.001</b>				
Involvement	1.077	0.318	0.235	3.388	<b>0.001</b>				
Consistency	1.167	0.316	0.226	3.691	<b>0.000</b>				

**Dependent Variable: Service Delivery**

**Source:** Field Survey 2020

**Note:**  $\beta$ = Standardized Coefficient, significant at 0.05

Table 5 depicts that organizational culture has a significant influence on service delivery of librarians in the National Library of Nigeria ( $Adj. R^2 = 0.506$ ,  $F(4, 237) = 62.64$ ,  $p < 0.05$ ). The model shows that organizational culture explains 50.6% variation in ( $Adj. R^2 = 0.506$ ) service delivery of librarians in the National Library. This implies that linear combination of the dimensions of organizational culture predicts the service delivery of librarians in the National Library. Hence, the null hypothesis which states that organizational culture will not have any significant influence on service delivery of librarians in the National Library of Nigeria was rejected.

From the relative perspective, adaptability ( $\beta = 0.197$ ,  $t = 3.241$ ,  $p < 0.05$ ), mission ( $\beta = 0.201$ ,  $t = 3.226$ ,  $p < 0.05$ ), involvement ( $\beta = 0.235$ ,  $t = 3.388$ ,  $p < 0.05$ ) and consistency ( $\beta = 0.226$ ,  $t = 3.691$ ,  $p < 0.05$ ) positively significantly influenced service delivery of librarians in the National Library. This suggests that increased adaptability, mission, involvement and consistency in the National library of Nigeria will result in improved service delivery of librarians. In addition, this analysis shows that a standard deviation unit increase in adaptability, mission, involvement and consistency will result in 19.7%, 20.1%, 23.5% and 22.6% improvement in the service delivery of librarians at the National Library of Nigeria. This suggests that improvement of the organizational culture of the National library of Nigerian terms of adaptability, mission, involvement and consistency will result in better service delivery among librarians in the National Library.

## DISCUSSION OF FINDINGS

The finding of the study revealed that there was a high level of service delivery by librarians at the National Library of Nigeria. The implication of this analysis is that librarians at the National library of Nigeria had slightly higher level of service delivery in terms of availability, accessibility, reliability, tangibility and empathy than responsiveness, although, other studies rated service delivery in the National library of Nigeria to be low Adebayo (2015). This may be as a result of responsiveness of some librarians at the infrastructural and ICTs sections

that lacked facilities ought to improve service delivery in term of the provision of physical library equipment facilities to aid networking services of the organization. This finding also negates Ilo, Idiegbeyan-ose and Adebayo (2015) who reported in their study that the provision of some reference services such as thesis and intellectual project works is low in the National library of Nigeria.

Furthermore, this study did not totally agree with scholars such as Fashola (2015) who reported in his study that service delivery at the National library of Nigeria is low and also stated that some of the factors causing the low level of service delivery are the poor state of the libraries and the obsolete nature of library resources. However, Seema (2013) who reported that the National Library of Nigeria (NLN) is not effectively utilized by the public as expected owing to the fact that most of the library resources are outdated. This study did not empirically investigate or examine the quality or outdated of resources in the National library as well as the current resources available on its website prompting low service provision and delivery as reported also by Mohammed (2015), it therefore negates the report that service delivery in the library is low. The finding of this study however, corroborates with Awodoyin and Aina (2018) who reported that library service such as reference service delivery in libraries is high.

Dimension of the organizational culture in National Library of Nigeria: The finding of the study revealed that there is an organizational culture at the National Library of Nigeria. The findings of the study specifically revealed that the dimensions of organizational culture in the National Library of Nigeria are in accordance of this prevalence: adaptability, involvement, consistency and mission. The findings of this study echos the view of Aina (2015) who defined organizational culture as a way of doing things which consists of patterns of behaviour, acquired and the distinctive achievement of human groups, including their embodiments, artifacts; values, actions and traditional ideas, rituals, norms, morals and beliefs. The National library of Nigeria therefore, seems to have a strong culture that consists of patterns of behavior. These ways of life are reflecting on the ability of adaptation to changes in the library environment. Ability to get library

ans involved in decision-making in order to move the library forward. Ability to be consistent in charging and discharging of services delivery as mandated by the government.

Idowu (2017) is of the view that the culture of a particular organization could determine the image of that organization as a social institution. Hence, the noble image of the National library of Nigeria as the apex library in the country, serves as the National repository of knowledge for the country. This can be attributed to the strong cultural dimensions prevalent of the library. However, this study is in agreement with scholars such as Pawlus (2014), Kaarst-Brown, Nicholson, Von and Stanton (2014) who reported that organizational culture could influence the performance of an organizations. They went further to establish that organizational culture could affect the span and scope of services rendered by libraries. Therefore, with the high level of each dimensions of organizational culture as seen in the findings of this study, it can be said that the organizational culture of the National library of Nigeria is still within the context of the span and scope of its services rendered. This further highlighting the significance of organizational culture as aligns with, Kokina and Osovská (2013) who reported that organizational culture is unique because, it structures how the people organize, interacts, works, behave and live together.

## CONCLUSION

The study has succeeded in investigating the influence of organizational culture on service delivery by librarians in National Library of Nigeria. The study concludes that the level of service delivery in the National library is high and that organizational culture had a positive significant influence on service delivery of librarians in the National Library of Nigeria. Therefore, organizational culture is important elements that can drive effective and efficient service delivery in the National Library of Nigeria. Conclusively, for the sustenance of services delivery in the National library of Nigeria, the present leadership style in the National library of Nigerian needs to be maintained.

## RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made:

1. Even though the study revealed that the level of service delivery by librarians in the National Library of Nigeria is high, there is need to sustain the service delivery as well as to add more services that was not within the scope of this study. This is important because it will help with the ongoing effort of reposition ion the National library of Nigeria.

2. There is need to sustain the current organizational culture in which adaptability seems to be prevailing. This will enable the library to study both the external and internal environments in order to understand and apply new trends in the library environment as well as integrate innovations of providing more effective and efficient service delivery in the National library of Nigeria.

3. This recommends that as a matter of policy, the National library of Nigeria should look into the consistent provision of services in the library. Hence, the study recommends that the federal ministry of education should look more into help the National library achieve its mandate by providing the needed resources for the library to sustain the provision of its services to the society at large.

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