

**Assessment of the of Organisational Culture and Services Delivery in Selected
Public Libraries in Kwara State, Nigeria**

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Abstract

This study examined the effect of organizational culture on service delivery among public libraries in Kwara state. The study generated four research questions with one null hypothesis. The study adopted a descriptive survey research design. The population of the study includes the staff of public libraries in Kwara State. The population of the study is 202. Total enumeration sampling was used due to the manageable population of the study. The study used a self-structured questionnaire as a tool for data collection and frequency count, tables and simple percentage, mean and standard deviation, and PPMC was used as data analysis. The finding of the study revealed that adaptability orientation, consistency orientation, and involvement orientation are organisational culture that is not prevalent in public libraries. Though, mission orientation was highly prevalent in public libraries in Kwara state. It also revealed that low patronage, lack of current personnel, lack of trained personnel, and inadequate funding among others, are challenged to service delivery. The study recommends that librarians should imbibe an all-encompassing culture that will incorporate them in the delivery of services to public libraries and training and retraining should be organized for library staff on organizational culture for the services delivery.

Keywords: Public libraries, Organizational culture, Service delivery

Public libraries are established and funded with tax payer's money for the free with unrestricted access and provision of books and information materials to the members of the public for study purposes and vocational, cultural, and recreational use. Public libraries are study centres for all categories of users be it children, young adults and the aged. Therefore, a large percentage of them need public library services to support their academic or non-academic information needs. Other types of libraries are meant for a specific group of users, the public library is not restricted to any group of users. They are more or less a universal library. It is expected to serve all kinds of people including young children and people with disabilities or even people who, for one reason or the other are incapacitated (Aina, 2014).

Organizational culture is the philosophy, attitude, belief, behavior, and practice that constitute an organization (Rick, 2015). It is carefully cultivated over time within which several norms and practices are upheld and respected. Culture is a key component in achieving organisational vision, mission, and strategies. The public library's culture supports holistic coordination of programmes, practices and enhances the growth of the library. According to McLaughlin (2015), organizational culture is a system that brings people in an organization together as one and allows them to share the same thought, values, and beliefs towards achieving the goal of the organization. It is what governs how people behave and relates to one another in the organization. The shared values influence the peoples' behavior in the organization concerning their beliefs, values, assumptions, actions, mannerisms and dictate how employees act, behave, support, and perform their duties.

Furthermore, organizational culture is the total sum of values and practices which serve as a "bond" to incorporate the members of an organization (Rick, 2015). Value is a product of organizational culture, is an inexpressible part of organizational activities that portray care and support for the welfare of employees and user's satisfaction as well. Denison (2013) proposed a theory of organizational culture that consists of the following variants: involvement, consistency, adaptability, and mission. Involvement orientation is based on the culture of employees' engagement, capacity building of the employing, and participation of individual members of the organization leading to having a sense of ownership, responsibility, and commitment, beliefs, principles, and ways of behaving that give each organization its distinct character. It gives employees a sense of dedication to their job and feels a sense of stake-holder in the organization when they are involved in decision making that concerns their job. Consistency orientation implies that organizations also tend to be effective because they have strong cultures that are consistent, coordinated, and integrated. The individual way of doing things are entrenched in a set of core values, the members of staff can reach an

agreement and meaningful decision that will move the organization forward. Denison also described adaptability orientation in organisation to be agents of change, which ensure changing in the system to advance the organizations' group abilities to give value to their clientele in an ever-changing society; the organization is driven by customers' satisfaction. Mission orientation culture implies that the organization has a sense of purpose and direction for achieving organisation goals. These elements of culture are considered to be the correct way of doing things in the organization.

Moreover, in a service organization, service delivery is the main concern that the organization usually looks forward to, it is a comprehensive measure that can include productivity, quality, consistency, and so on. On the other hand, performance or service indicators may also involve (criterion-based) results, behaviors and (normative) relative measures, concepts of education and training and instruments, involving management development and leadership training for developing attitudes of performance management and essential skills (Richard, 2002). Balance Scorecard is one of the most critical tools which provide help or framework to ensure that the strategy is translated into a rational set of performance measurements (Kaplan & Norton, 1992).

Statement of the Problem

Over time, public library organizational culture has been perceived to be an important element to service delivery. Organizational culture is the catalyst to library system – cum -preservation, and dissemination of library services. In a library setting, lack of effective organizational culture and poor cultural integration affect service delivery and decrease users satisfaction. Eaton and Kilby (2015) indicated that 72% of librarians acknowledged the importance of organizational culture to service delivery but only 25% identified an effective organizational culture for their service delivery. The problem of librarians in public libraries is the lack of an effective organizational culture, which often results in poor services delivery and loss of confidence within the library setting. The specific library problem is that some librarians lack strategies to establish an effective organizational culture to improve performance. It is against this background, therefore, that the study seeks to investigate the effect of organisational culture on service delivery in Kwara State public libraries.

Objectives of the Study

The main objective of this study was to examine the effect of organisational culture on service delivery in Kwara State public libraries. However, the specific objectives were to:

1. identify the organizational culture prevalent in Kwara State public libraries;
2. determine the effect of organizational culture on services delivery in Kwara State public libraries;
3. examine the challenges of organizational culture on service delivery in Kwara State public libraries and;

Research Questions

The following research questions are provided to guide the study

1. What are the organisational culture prevalent in Kwara State public libraries?
2. What are the effects of organizational culture on services delivery in Kwara State public libraries?
3. What are the challenges of organizational culture on service delivery in Kwara State public libraries?

Organisational Culture and Public Library

Organisational culture according to Business Dictionary (2015), culture is the principle and mannerisms that add to the unique social and psychological environment of an institution. The culture of an organization is made up of the organization's potentials, practices, beliefs, and values that bind it together, and it's articulated in its dealings with the public, inner workings, interactions with the outside world, and future expectations. Organisational culture is critical for the day-to-day running of the library, because the employees exhibit different attitudes, behavior, and hold their values that needed to be applied in their daily activities.

Organisational culture is not a monolithic concept in the sense that it can differ among different organizations and even within the same organisation. For example, employees who operate in a bureaucratic structure and which have clearly defined lines of authority such as in the government bureaucracy, tend to be more receptive to organizational culture initiatives. In contrast, employees who have a greater sense of independence and autonomy in their work, such as in an academic environment, are often resistant to complying with certain organizational norms. Within the same organizational entity, multiple culture may exist and these cultures can be manifested in

different levels of an organization, be it a public library, business group, or sub-group level.

Effects of Organizational Culture on Service Delivery

It was indicated in the work of Fusch and Gillespie (2012) that developing a positive workplace culture leads a performance improvement in the library. Organizational culture is an important determinant factor for services delivery (O'Reilly et al., 2014). Childress (2013) also noted that organisational culture does affect library performance positively or negatively. However, Berg and Wilderom (2012) argued that the organizational culture might affect the performance of the library, where the change is a long time interval showing the effects of culture on service delivery. Library manager uses the term organizational performance to express an action undertaken in the organization and an outcome to show library performance that reflects outputs. When the library uses organizational performance to express action, execution of given tasks becomes easier in the library (Uddin et al., 2013).

Librarians may use action performance to measure with high, medium, or low scales. When librarians use services delivery to express an outcome, library performance is the output or results of an organization including productivity, profitability, and growth (Carter & Greer, 2013). The output may measure against its intended goals and objectives. Berg and Wilderom (2012) identified five factors to measure the impact of organizational culture on services delivery. The factors include (a) employee empowerment, (b) external emphasis, (c) interdepartmental collaboration, (d) human resource orientation, and (e) the performance improvement tendency.

A Positive relationship was found by Inabinett and Ballaro (2014), between positive organizational culture and performance. Librarians confirmed that a positive organizational culture is a primary factor in the success of a library (Childress, 2013). The founders of Google and Apple also identified their positive organizational culture as the ultimate source of sustainable competitive advantage (Simoneaux & Stroud, 2014). However, library staff with a positive organizational culture may develop a high level of trust in the leadership. In a positive organizational culture, library staff uses a transparent leadership style to develop and maintain trust in the organization (Simoneaux & Stroud, 2014).

It was observed by Flamholtz and Randle, (2011], that effective organizational culture is an asset, and ineffective culture is a liability to the service of any library. Eaton and Kilby (2015) indicated that library members of staff use organizational culture to control and moderate the working environment throughout the organization. Hartnell et

al. (2011) noted that librarians use an effective organizational culture (a) to shape employee attitudes, (b) to improve operational effectiveness, and (c) to increase financial performance in the organization. Operational effectiveness contains information on how management uses an effective organizational culture to introduce and innovate new products and to improve processes and services. The financial performance includes information regarding the achievement of profitability, productivity, and growth in the organization. Effective organizational culture is a combination of strong and positive culture. In a strong culture, the organization members behave in a way consistent with organizational values (Flamholtz & Randle, 2011).

In a positive organisational culture, employees share the goals and values of the organization (Flamholtz & Randle, 2012). Librarians may establish an effective organizational culture to improve performance and productivity in the library (Inabinett & Ballaro, 2014). Givens (2012) noted that librarians with effective organizational culture promote excellent customer service and library innovation, and otherwise. In an effective organizational culture, librarians show employee-focused leadership, sound interpersonal relationships, and ethical decision-making processes (Engelen et al., 2014). Librarians use an effective organizational culture to maintain a positive work environment (Pinho et al., 2014). Effective organization culture is a collection of sub-organizational cultures. Such culture includes (a) healthy customer service, (b) employee-oriented management, (c) strong interpersonal relationships, (d) exemplary leadership, and (e) ethical decision-making process (Childress, 2013). Maintaining an effective organizational culture in the organization is essential to motivate employees (Berg & Wilderom, 2012).

Challenges of Organisational Culture on Service Delivery

Although most libraries have staff that is trained in generalised skills, such as the use of electronic resources in the library, that can be made responsive to the needs of the users' community, the majority of libraries do not have a trained member of staff that serves the needs of patrons who request health information (Nwokocha, 2018). In addition, only about a third of the public libraries have personnel who is designated to handle the requests for information and services from the serving community. According to Nwokocha (2018), low patronage; lack of current materials; lack of trained personnel; inadequate funding; and suggestions for improvement, including the involvement of multinational organizations in funding are seen as challenges of organization culture on service delivery. Libraries' resource constraints are also illustrated by the fact that libraries find the lack of funds or staff time to promote library

resources and services to the community to be one of the most significant barriers to improving service in public libraries.

Theory on Organisational Culture

This study is underpinned by Denison's Organizational Culture Theory:

Denison (2003) proposed organisational culture theory that can be practiced in any organization. The crux of the theory is based on four aspects of culture in any organization as follows: involvement, consistency, adaptability, and mission. The theory stated that the involvement - orientation is based on the culture of personal engagement, capacity building of the employee, and participation of individual members of the organization leading to having a sense of ownership, responsibility, and commitment. Similarly, employees are dedicated to their job and feel that they own a piece of the organization when they are involved in decision making that concerns their job and the work is directly connected to the aims and objectives of the organization and individual attainment.

Consistency -orientation implies that organisations tend to be effective because they have strong cultures that are very consistent, coordinated, and integrated. The individual way of doing things are entrenched in a set of core values; the organization members can reach an agreement and meaningful decision that will move the organization forward.

Adaptability -orientation implies that the organization is always changing the system to advance the organisations' group abilities to give value for their clientele in ever-changing society; it gives the organization a sense of purpose and direction for achieving organizational goals. It also involves a vision of how the future of the organization will look like.

Denison's study is based on the relationship among organizational culture, satisfaction, and performance such as productivity, expansion, value, improvement, and customer and employee satisfaction and retention. Every member of the organization has deeply -held beliefs about organisation, co-workers, clientele, competitors, and business. These beliefs and assumptions, and their connected behaviours affect the culture of an organization (Denison, 2009).

When the right culture that is human-friendly is adopted in any organisation, including library and information centers, the job satisfaction of the librarians will increase. It is based on the relationship among organizational culture, satisfaction, and performance such as productivity, expansion, value, improvement, and customer and employee

satisfaction and retention. Every member of the organization has deeply held beliefs about organisation, co-workers, clientele, competitors, and business. These beliefs and assumptions, and their connected behaviors affect the culture of an organization.

Methodology

The study used a survey research method. The population of the study includes members of staff of public libraries in Kwara State. There are seven public libraries in Kwara State which include: Kwara State Library, National Library, Afolayan Memorial Library, Mustapha Akanbi Library, Offa Township Library, Tunde Idiagbon Library, and Shola Saraki Library. The population of the study is 202. Total enumeration sampling was used due to the manageable population of the study. The study used a self-structured questionnaire as a tool for data collection. The Questions were divided into four sections, a four-point Likert scale of Strongly Agree (SA) =4, Agree (A) =3, Disagree (D) =2, and SD (strongly Disagree) =1. The data for this study were analyzed using descriptive statistics (frequency count, tables and simple percentage, mean and standard deviation. The hypothesis was tested using Pearson Product Moment Correlation (PPMC)). The table below indicates the sample population for the study.

Table 1: Population of staff members in public libraries in Kwara State

<i>S/N</i>	<i>Public libraries</i>	<i>No of staff</i>
1	Kwara State Library Board, Ilorin	91
2	National Library, Ilorin	39
3	Afolayan Memorial Library, Iludun-Oro	09
4	Mustapha Akanbi Library, Ilorin	15
5	Offa Township Library, Offa	14
6	Tunde Idiagbon Library Ilorin	21
7	Shola Saraki Library, Ilorin	13
	Total	202

*Source: Author's Field Work, (2021)
Analysis of Research Questions*

RQ1: What organizational culture is prevalent in the public libraries in Kwara State?

Table 2: Organizational culture prevalent in the public libraries

Statement	SA(%)	A (%)	D (%)	SD (%)	Mean	SD
Involvement Orientation	7 (03.47)	30 (14.85)	81 (40.09)	84(41.50)	1.80	.817
Consistency Orientation	8 (03.96)	21 (10.40)	125 (61.88)	48(23.76)	1.96	.700
Adaptability Orientation	9 (04.46)	20 (9.90)	121 (59.90)	52(25.74)	1.93	.730
Mission Orientation	81 (40.09)	84 (41.5)	30 (14.85)	7 (3.47)	3.18	.811

Source: Author's Field Work, (2021)

Decision rule

If the mean = 1-2.49 = Not prevalent

If the mean = 2.5-3.5 = Prevalent

If the mean = 3.0-4.0= Highly Prevalent

Table 2. reveals that there is an organizational culture in the public libraries of Kwara State judging by the results. It can be deduced from the Table that the aspects of organizational culture that are not prevalent in the public libraries are Adaptability -orientation (mean=1.93) and Consistency -orientation (mean=1.96) and Involvement -orientation (mean =1.80) because they were less than a determinant of 2.5 while and Mission orientation (mean =3.18) was higher prevalent because is mean=3.18, which is higher than 2.5.

RQ2: What are the effects of organizational culture on services delivery in Kwara State public libraries?

Table 3: Effects of organizational culture on services delivery in Kwara State public libraries

Statement	SA(%)	A (%)	D (%)	SD (%)
Ethical decision-making process	68 (33.83)	61 (30.20)	39(19.30)	34(16.83)

Improve operational effectiveness	84 (41.58)	81 (40.07)	7(3.47)	30(14.85)
Strong interpersonal relationship	52 (25.74)	121(59.90)	20(9.90)	9 (4.46)
Healthy customer service	59 (29.21)	56 (27.72)	48 (23.76)	39 (9.30)

Source: Author’s Field Work, (2021)

Decision rule

SA and A were combined to mean SA (strongly agree).

D and SD were combined to mean SD (strongly disagree).

Table 3 shows the response to the effect of organization culture on service delivery in Kwara State with 129(64.3%) of respondents agreeing with the ethical decision-making process as an effect while 73(35.7%) of respondents disagreed. It is also observed in the table that 165(81.63%) of respondents agreed with improved operational effectiveness as the effect of organizational culture on service delivery while 37(18.32%) of respondents disagreed. Moreover, table 3 also shows that 173(85.64%) of respondents agreed with the strong interpersonal relationship as the effect of organizational culture on service delivery while 29(14.36%) of respondents disagreed.

Finally, 115(56.93%) of respondents agreed that healthy customer service is the effect of organizational culture on service delivery in public libraries while 87(43.07%) of the respondents disagreed. The implication of this table to the study is that majority of respondents agreed with the ethical decision-making process, improved operational effectiveness, strong interpersonal relationships, and healthy customer -services as the effects of organizational culture on service delivery in public libraries in Kwara state.

RQ3: What are the challenges of organizational culture on service delivery in Kwara State public libraries?

Table 4: Challenges of organizational culture on service delivery in Kwara State public libraries

Statement	SA(%)	A (%)	D (%)	SD (%)
Low patronage	53 (26.24)	54 (26.72)	47 (23.27)	48 (23.76)

Lack of current materials	91 (45.0)	51 (25.2)	43 (21.3)	17 (8.4)
Lack of trained personnel	149 (73.8)	23 (11.4)	27 (13.4)	3 (1.5)
Inadequate funding	20 (9.90)	9 (4.46)	52 (25.74)	121 (59.90)

Work, (2021) Source: Author's Field

Decision rule

SA and A were combined together to mean SA (Strongly Agree).

D and SD were combined together to mean SD (Strongly Disagree).

Table 4 also indicates that 107(52.96%) of respondents strongly agreed with low patronage as challenges of organizational culture on service delivery while 95(47.04%) of the respondents disagreed. It is also revealed in the table that 142(70.2%) of the respondents strongly agreed with the lack of current materials as challenges of organizational culture on service delivery in public libraries while 60(29.8%) of the respondents disagreed. Moreover, it is also shown in the table that 172(85.2%) of respondents strongly agreed with lack of trained personnel as challenges of organizational culture on service delivery while 30(14.8%) of respondents disagreed.

Conclusively, 29(14.36%) of respondents strongly agreed that inadequate funding as challenges of organizational culture on service -delivery while 173(85.64%) of respondents strongly disagreed. The implication of the table to the study is that majority of respondents are of opinion that low patronage, lack of current materials, and lack of trained personnel are the challenges of organizational culture on service delivery while only a few respondents agree with inadequate funding as challenges of organizational culture on service delivery.

Discussion of the Findings

On the prevalence of organizational culture in public libraries in Kwara State, findings indicate that Adaptability -orientation, Consistency -orientation, and Involvement -orientation are organisational culture that is not prevalent in public libraries. Adaptability is customers' focus and mission, which means organizations have a shared view of their purpose and desire future, these are low because the staff is new in the system. This is supported by the findings of Mateiu and Puiu (2013) who pointed out that organizational culture in any organization is formed through the process interactions among specific elements, such as organization founder, selection criteria, top management and socialisation

On the effect of organizational culture on service delivery in public libraries, librarians are of opinion that ethical decision-making process, improved operational effectiveness, strong interpersonal relationships and healthy customer -service influence service -delivery in Kwara state public libraries. This is in line with the outcome of a study by Givens (2012) that librarians with effective organizational culture promote excellent customer service and innovation in libraries and otherwise.

On the challenges of organizational culture on service delivery, it is revealed in the study that low patronage, lack of current personnel, lack of trained personnel, and inadequate funding are challenges to service delivery. This corroborates the findings of Nwokocha (2018) who asserts that low patronage; lack of current materials; lack of trained personnel; inadequate funding; and suggestions for improvement, including the involvement of multinational organizations in funding are seen as challenges of organisation culture on service -delivery

The findings of the study also revealed that customer -orientation, staff -orientation, performance, and commitment are the solutions to the challenges of organizational culture on service delivery in Kwara state public libraries. These are the necessary tools that would ensure good service delivery. This is supported by O'Reilly et al. (2014) who indicate adaptability integrity, collaborative, result-oriented, customer-oriented and detail-oriented factors as solutions to the challenges of organizational culture on service -delivery. The study also revealed that there is a significant relationship between organizational culture and service delivery in public libraries in Kwara state

Conclusion

It is established in the study that organizational culture is an important element and pertinent to service -delivery in public libraries in Kwara state. The study concludes that mission -orientation is an integral element for service -delivery in a public library. However, poor staff training, low patronage, and insufficient funding are perceived to be challenges influencing service -delivery in public service libraries. It is also established in the study that organizational culture denotes ethical decision-making, improved effectiveness, and interpersonal relationships on service -delivery.

Recommendations

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

1. Government, as matter of urgency, should provide adequate funding for public libraries.

2. The librarians should imbibe an encompassing culture that will incorporate them in the delivery of services to public libraries.
3. Training and re-training should be organized for library staff on organizational culture for the services delivery.

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