

Impact of Staff Organizational Culture on the Implementation of Automation in Libraries of Federal Universities in the North East Zone of Nigeria

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Abstract

This study surveyed the Impact of Library Staff Organizational Culture on the Implementation of Automation in Libraries of Federal Universities in the North- East Zone of Nigeria. The objectives of the Study were to determine: the level of implementation of automation of libraries in Federal Universities of the North- East Zone of Nigeria, the perception of library staff on organizational values and norms on the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria. One research question was raised, and two null hypotheses were tested. Survey Method was used. Structured questionnaire was administered on one hundred and twenty-five [125] professional and non-professional library staff members of the three Federal Universities: (Abubakar Tafawa Balewa University Bauchi, Modibbo Adama University of Technology Yola and, University of Maiduguri) as the population for the study. Data collected were analyzed using descriptive statistics to answer the research question while chi-square was used to test the null hypotheses. The findings of the research question revealed that, implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria was very low. The tested null hypotheses revealed that, organizational value and norm were highly significant. The study therefore recommends among others that: the Federal Universities in the North East Zone of Nigeria should ensure proper reconciliation between organizational and library staff corporate values and the Federal Universities in the North East Zone of Nigeria should see to it that the corporate norms of library staff are not infringed if implementation of an automated system would be achieved.

KEYWORDS: *Implementation: Library Automation: Federal Universities: North Eastern Nigeria.*

Introduction

The history of university library development in Nigeria dates back to pre-independence time when the University of Ibadan and its library was established in 1948. Since independence in 1960s, there has been unrelenting upsurge in the establishment of educational institutions at all levels, especially, university education. It must be realized that university libraries, being integral parts of the universities, generally emerged simultaneously with their parent institutions. Ogunsola (2004) also revealed that the proliferation of universities, despite the economic recession in the country since 1980s, has increased the problems of universities and their libraries so much that now their future seems uncertain.

Tiamiyu (2000) noted that library automation involves using the computer as a productivity-enhancing tool to perform some or the entire data and information-processing task in libraries. Underwood (1990) explained that the concept, implementation of automation is the stage where commitment is made by management to the introduction of new system is expressed in decision to seek a supplier; the conceptual is to become actual. Chin and Berne (1995) opined that, implementation of automation process itself in any organization is an improvement in decision-making process and hence, it is a change. Successful implementation can only be achieved when there is a change in employees' attitudes and patterns of behaviour to the new pattern. Nok (2006) disclosed that schools that have automated their libraries report that students actually check out two to three times more items after automation than they did before automation. Searches are possible for the youngest users and visual search is helpful for remedial learners, and catalog card electronically displayed helps the student

know details about materials available on a particular field (Jones 2007).

Ajibola (2000) lamented that; Librarians must appreciate automation because of its ease of use. For example, items can be cataloged using vendor-supplied catalog records. Librarians can circulate items with ease and have an accurate account for each student's activities. Interaction with students is enhanced when the library is automated. Hosting the library to the web, for access wherever teachers, students, and parents have access to a web browser is a wonderful benefit that occurs for little cost and with practically no additional work for the librarian. Networked library software provides for access in each classroom if so desired, as well as via the web for access to the contents of the library beyond the school's walls (Mutula & Mooko, 2008).

The concept "corporate culture" as explained by Schershorn (1993) is a set of common values, attitudes, and behaviours which are perceived as being of the organization- this include ethical standards, flexibility of management, creativity of employees, concern for public welfare, and the need for compliance with the law. Adeyoyin (2006) noted that culture is rooted in deeply held belief and it reflects what has worked in the past. It is a way of sharing beliefs, attitudes, assumptions, and values, which may not have been explicitly articulated. It is a very powerful instrument of change, because, it shapes the way people act and interact and strongly influences how to get thing done.

Corporate culture consists of values. Adeyoyin (2006) noted that, it is a moral dimension that influence beliefs and attitudes of individuals in an organization such as honesty, loyalty, ethical performance, etc. that is, values influence a person's or group's perception of situation or problems and they form the basis of

human activities as they influence choice, preference, and decision in an organization. Bryson (2004) observed that corporate values are the basis of human activities, which influence choice, preference, and decision. Choice of alternative action among decisions greatly affects the growth of organizations without which, error or even failure may occur in achieving a task as a result of error or wrong choice of action.

Horton and Hunt (1980) defined corporate norms as standards of behaviour that are typical of or accepted within a particular group or society. It is a concept of what is expected to exist; standardized expected ways of feelings and acting where members of the society generally acknowledge and with some deviations, follow more or less perfectly. An organization that has a clear knowledge of what is expected to exist in its workings will not by any means have a problem of achieving a particular task; this applies to the implementation of library automation. Cohen, et al (1995) opined that, corporate culture norms are the cements that hold a group or employees together because they tell members exactly what behaviour is believed desirable to foster the group's goals and maintain its existence.

Previous researchers such as Ogunsola (2004) and Mullins (2004) revealed that, lack of training workshops, employees' survey, assistance with portfolio building, time needed to introduce and consolidate the change required and, the timescales agreed for assessment are some of the reasons responsible for the non-implementation of automation of libraries in Federal Universities of Nigeria. It is envisaged that library staff corporate culture of values is related to implementation of automation in an organization. Cloke and Goldsmith (2002) noted that inability to reach consensus by the library staff on corporate values, leads to organizations' inability to

achieve its implementation plans. It is also assumed that corporate culture of norms of employees can influence change such as implementation of automation in an organization. Fineman, Sims, and Gabriel (2003) revealed that, corporate norms guide employees' actions without which, there will be variation of behaviour in organizations, and it affects implementation of change. It is in recognition of the above-envisaged existing relationship between organizational culture and implementation of automation that prompted the need for this study to determine the impact of organizational culture of value and norm on the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Objectives of the Study

The objectives of the study were to determine:

1. The level of implementation of automation of libraries in Federal Universities of the North- East Zone of Nigeria.
2. The perception of library staff on the impact of corporate culture of values on the implementation of automation in libraries of Federal Universities of the North-East Zone of Nigeria.
3. The perception of library staff on the impact of corporate culture of norms on the implementation of automation in libraries of Federal Universities of the North-East Zone of Nigeria.

Research Questions

The study sought to answer the research question, which states that:

1. What is the level of implementation of automation of libraries in Federal Universities in the North-East Zone of Nigeria?

Hypotheses.

Ho₁. There is no significant impact of organizational culture of values on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Ho₂. There is no significant impact of organizational culture of norms on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Literature Review

Mullins, (2004) pointed out that, effectiveness of implementation of automation is based on the consideration of training workshops, progress meetings, employees' survey, and assistance with portfolio building. The biggest problem for most organizations was the time needed to introduce and consolidate the change required and the timescales agreed for assessment. That even with good planning, circumstances can change, and having made a commitment to be assessed by a certain date, organizations find themselves under pressure to meet the datelines. Undoubtedly, it pays as Peace and Robson (2004) found, not to try and rush it and to set realistic timescales. For this, employees should be given reasons behind the contemplated change; the benefits that will accrue to employees as a result of the change have to be discussed with them. The assumption is that if employee is told what to benefits from change, his resistance to it may decrease.

Adeleye (2005) revealed that corporate value evolves usually overtime and they represent a collective experience of both employees and the managers without which, managers would have to start from the scratch each time they involve in decision-making. Librarianship has strong

corporate values, which may not always fit the changing environment. Demands for access and availability for example, may be frustrated by our desires to preserve and protect materials. Even with interlibrary loan and interlibrary cooperation, there is still a gap in meeting the demands of the library clientele across the continent, especially in the developing nations of the world. Users are sometimes restricted from accessing some materials because of their sensitive nature and more importantly, the preservation of such materials are for future generations (Gilsdorf, 2007). Similarly, Clampitt (2005) argued that, effective organizations use values to structure information to provide a focused reminder to employees knowing well that, they can pay attention to an infinite array of information ranging from listening to the latest gossip to reading an ever-expanding stream of electronic communication.

Variation of behaviour in an organization has an adverse effect/impact in decision-making. Romani (2004) opined that, a corporate norm expresses what is usually appropriate in an organization as norms indicate to individuals what they must do, links individuals to behaviours. Change in individuals' behaviour in an organization affects their perceptions toward a task. Organizations need to have something to govern their affairs and that is, the corporate norms. Bryson (2004) commended the need for a set of corporate norms that as a service organization, an information service corporate culture should be the set of norms that affect employees' behaviour in areas of clientele/customer service satisfaction, and a concern for equality and innovation in service delivery. Adeyoyin (2006) also stated that, group accepts norms in various degrees, that is, some are accepted completely, others only partially. And so if a norm is broken, members will usually react in some kind of negative ways-with a dirty

look, a sarcastic comments, a joke that has a cutting edge, even a physical punishment, such as a ‘friendly’ punch on the arm or some other negative responses.

Methodology

For the purpose of this research, survey method was used as it focuses on people and their opinions, attitudes, motivation and behaviour (Kerlinger 1964). A structured questionnaire was administered on Fifty-six (56) Librarians and sixty-nine (69) non-professional library staff totaling a hundred and twenty five (125) from the three libraries in Federal Universities of the North East Zone of Nigeria: Abubakar Tafawa Balewa University Bauchi, Modibbo Adama University of Technology Yola, and University of Maiduguri. Data collected was analyzed using simple percentage to answer

the research question while inferential statistics of Chi-square was used to test the null hypotheses.

Findings

Out of the one hundred and twenty-five (125) copies of the questionnaire administered, one hundred and five 105 (95.5%) were adequately filled and found usable to test the null hypotheses. That is, 25(14.3%) from FUTY, 15(23.8%) from ATBU while UNIMAID formed the bulk of the respondents with 65(61.9%). The finding indicated that out of the one hundred and five (105) respondents, majority of them were males scoring 65(61.9%) while 40(38.1%) respondents were females.

Research Question: What is the level of implementation of automation of libraries in Federal Universities in the North-East Zone of Nigeria?

Table 1: Level of Implementation of Automation in Libraries of Federal Universities in the North East Zone of Nigeria

Items		Responses				
		Yes	%	No	%	Total
1	Availability of ICT facilities in the library	94	89.5	11	10.5	105(100)
2	Acquisition of computer literacy	47	44.8	58	55.2	105(100)
3	Availability of software package for library use	39	37.1	66	62.9	105(100)
4	Connection of library to internet	83	79	22	21	105(100)
5	Automation system coverage in library processes	33	31.4	72	68.6	105(100)
Average		59	56.36	46	43.64	105(100)

The finding revealed that, 94(89.5%) respondents indicated that the libraries had acquired ICT facilities while 83(79%) indicated that their libraries were connected to Internet. However, 58(55.2%) respondents have no computer literacy while 66(62.9%) indicated that there was none availability of software package for library use. Also, 72(68.6%) of the respondents indicated that, none of the libraries use

automation system in carrying out their library processes.

Ho₁: There is no significant impact of organizational culture of values on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Table 2a: Cross Tabulation of Organizational Culture of *Values* of Observed and Expected Frequencies

Perceptions on corporate culture	SA		A		D		SD		Total
	F0	FE	F 0	FE	F0	FE	F0	FE	
Cost Benefit	60	45	4 1	53	2	4	2	3	105
Speed	4 2	45	59	53	1	4	3	3	105
Accuracy	40	45	55	53	6	4	4	3	105
Flexibility	40	45	57	53	6	4	2	3	105
Directness	3 6	45	60	53	5	4	4	3	105
Total	225		265		20		15		525

Table 2b: 2x4 Chi-square contingency table for the test of the impact of organizational culture of *values* on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria

Options	SA	A	D	SD	Total	X ²	DF	P-value	Decision P< 0.05
Observed	45	53	4	3	105(100)	80.105	3	000	s
Expected	26.3	26.3	26.3	26.3	105(100)				

Significant at 0.05 Level Of Significance.

The result in table 2b shows that, the calculated x^2 is 80.105 while the p-value at 0.05 level of significance at 3 degree of freedom is 000. Since the calculated x^2 of 80.105 is greater than the p-value of 000 at 0.05 level of significance with 3 degree of freedom, the null hypothesis which stated that, there is no significant impact of organizational culture of values on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria is rejected. This implies that, there is

significant impact of organizational culture of values on the library staff in the implementation of automation in libraries of federal universities in the North-East Zone of Nigeria.

H₀₂: There is no significant impact of organizational culture of norms on the library staff in the implementation of automation in libraries of federal universities in the North East zone of Nigeria.

Table 3a: Cross Tabulation of Organizational Culture of Norms of Observed and Expected Frequencies

Perceptions on corporate culture	SA		A		D		SD		Total
	F0	FE	F0	FE	F0	FE	F0	FE	
Friendliness	42	38	50	44	10	16	4	7	105
Convenience	38	38	47	44	14	16	6	7	105
Familiarity	30	38	42	44	19	16	9	7	105
Appearance	40	38	45	44	17	16	10	7	105
Compliance	37	38	36	44	20	16	6	7	105
Total	190		220		80		35		525

Table 3b: 2x4 Chi-square contingency table for the test of the impact of organizational culture of norms on the library staff in the implementation of automation in libraries of federal universities in the north east zone of Nigeria

Options	SA	A	D	SD	TOTAL	X ²	DF	P-Value	Decision P < 0.05
Observed	38	44	16	7	105(100)	35.381	3	.000	Significant
Expected	26.3	26.3	26.3	26.3	105(100)				

Significant at 0.05 Level of Significance.

The result in table 3b shows that, the calculated χ^2 is 35.381 while the p-value at 0.05 level of significance at 3 degree of freedom is 000. Since the calculated χ^2 of 35.381 is greater than the p-value of 000 at 0.05 level of significance at 3 degree of freedom, the null hypothesis which stated that, there is no significant impact of organizational culture of norms on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria is rejected. This implies that, there is significant impact of organizational culture of values on the library staff in the

implementation of automation in libraries of federal universities in the North-East Zone of Nigeria.

Summary of Findings

Based on the analysis, the following are the major findings of the study: -

1. The level of implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria was low;
2. There was significant impact of organizational culture of values on the library staff in the implementation of

automation in libraries of federal universities in the North East Zone of Nigeria,

3. There was significant impact of organizational culture of norms on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria.

Discussion

The low level of implementation of automation in all the libraries is a pointer to the fact that, there are problems bedeviling the implementation of automation in the affected libraries. Although, there were commendable efforts toward acquiring ICT facilities, it was also affirmed that the libraries had been connected to the internet. Some of the reasons uncovered as responsible for non implementation of automation include: low level of computer literacy and poor planning as the libraries had no software package to use. This is in line with Nok (2006) who suggested that, the introduction of an automated system into a library or an information service with no prior experience of the use of computers would have a major impact on staff and would constitute a serious experience.

Value has significant effect on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria. The existence of wide gap revealed between the calculated values clearly explains that, the cost benefit, speed, flexibility, and accuracy of an automated system were inadequately sounded to the understanding of both professional and non-professional library staff of the universities. This finding is in agreement with Mullins (2004) who noted that, when all members of an organization are not conversant with the organization's values, employees would have

problems in organizing themselves whether in participation during decision- making or in actualizing conceptions during implementation processes. That the, value-based relationships have to be strengthened by recognizing and encouraging behaviour that upholds their values.

The significance of norms on library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria is alarming. This implies that friendliness, compliance, and familiarity of an automation system were not properly acknowledged and accepted by the employees of federal universities of the North East zone of Nigeria and, this has greatly affected the implementation of automation in the respective libraries. This finding is in agreement with the views of Lewin's ((1951) 'behaviour modification model' that in order to effect change in an organization, those forces (corporate culture values and norms of the library staff) which maintain behaviours in its present forms against the new change, must be reduced through adequate awareness such as seminars, lectures, conferences, and induction courses. The inability of the libraries concerned with regard to creating awareness on the capabilities of ICT for information storage, processing and retrieval to their employees has created a vacuum for not accepting the positive action/change.

Conclusion

The universal acceptance that the world is becoming a global village is un-debatable, as this depends upon information and communication technology (ICT) as evidenced by the big role it is playing. Library Automation and Internet services have become the major shareholders in information handling that had softened librarian's work with high output. Developed and Developing nations are deriving tremendous advantages from this technology

for updating the knowledge of their researchers and scientists as can be seen in communication, business, education, health, manufacturing, etc, with instant and up-to-date information. However, the finding revealed that implementation of automation in the libraries studied was very low while the effects of corporate culture of values and norms were highly significant. This failure may not be unconnected with lack of proper planning and non involvement of staff by the management in effecting the new change.

Recommendations

Based on the findings of this research, the following recommendations were made:

1. The Federal Universities in the North East Zone of Nigeria should ensure proper planning of implementation of automation processes such that, vital areas such as staff training (computer literacy), selection of programmes such as software packages for library use, etc. are seriously considered;
2. The Federal Universities in the North East Zone of Nigeria should ensure proper reconciliation between organizational and library staff corporate values.
3. The Federal Universities in the North East Zone of Nigeria should see to it that the corporate norms of library staff are not infringed upon if implementation of an automated system would be achieved.

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