

Effects of Corporate Culture on the Implementation of Automation in Libraries of Federal Universities in the North East Zone of Nigeria

Wavi Pur Mamza & Musa Dauda Bassi

Abstract

This study Surveyed Corporate Culture components of Attitudes, Beliefs and Assumptions 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 the effect of corporate culture of Attitudes, Beliefs and Assumptions on the implementation of automation in libraries of federal universities of the north-east zone of Nigeria. One research question was raised, and three null hypotheses were tested. Survey Method was used where structured questionnaire was administered on one hundred and twenty-five [125] professional and non-professional library staff members of the three federal universities under study (Abubakar Tafawa Balewa University Bauchi, Modibbo Adama University of Technology Yola and, University of Maiduguri) as population for the study. Data collected were analyzed using descriptive statistics to answer the research question where 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, corporate culture components of Attitudes, Beliefs and Assumptions were significant. The researchers therefore recommend among others that, Federal Universities in the North East Zone of Nigeria should be opened in their policies so as to involve library staff in planning and execution of implementation of automation in their respective libraries; the Federal Universities in the North East Zone of Nigeria should encourage and motivate library staff so as to change their attitudes against implementation of an automated system, etc.

Keywords: implementation, library automation, corporate culture, beliefs, attitudes, assumptions.

Introduction

Ever since the problem of literature explosion became noticeable in the 1970s, the developed countries have devised various systems to facilitate the flow of information both within and across the countries, and developing countries are invited to take advantage of these devices. However, this invitation is not often readily accepted by the developing nations like Nigeria because of some militating factors. These include the human factor, fear, and the level of development of infrastructure of the nations and so on. Adeyoyin (2006) noted that in the application of modern technology in any library, library staff corporate culture has to be considered, as it is the key component in the achievement of an organization's mission and strategies, the improvement of organizational effectiveness, and the management of change. Effects of corporate culture toward achieving a change in any organization cannot be over emphasized. Bryson (2004) rightly pointed out that, successful organizations that effect change have strong corporate culture that serve to identify the guiding belief and values upon which all policies and actions take place. That is, effective corporate culture translates cultural values at the organizational level into behaviours at the individual level.

With an automated library system, university libraries can be transformed into a new information service unit, providing electronic cataloguing, electronic online public access catalogue, electronic acquisition and serial control, electronic inter-library loan, electronic circulation functions, and the opportunity to, communicate directly with the computer and receive immediate response through online access (Ndagana, 2000).

Gibson, Ivancerich, and Donnelly (2003) equally added that, faculty members could appreciate an automated library because library resources can become an expanded collection of materials for students to use. Research projects form part of materials owned by the university, which

become the basis for term papers, along with online resources that the school can offer. The web access to items in the library collection can facilitate faculty members in their preparation of class activities. Knowing the resources that are available in the library helps faculty members provide meaningful topics for research and evaluate topics of interest to students. Requesting specific additional materials to bolster the library holdings can be more easily and accurately provided from faculty input to the librarian.

Administrators with a well-organized automated library have additional “bragging rights” when competing for students’ reports can be generated to support accreditation goals and outcomes. More importantly, electronic access to the catalog data describing library items gives many more points of access for finding materials because summaries, notes and, keywords are index searches (Jones, 2007). Many sophisticated systems index keywords automatically from words within titles, subject headings, notes, and summary fields. Additionally, maintenance of library automation is easier than the card catalog and even in providing more access points to the information than the traditional cards arrangement can provide. An online catalog makes the printing, filing, and expense of cards obsolete. Librarians can involve themselves with the students in more meaningful ways because so much of the tiresomeness of maintaining a catalog is removed when automation is implemented (Nok, 2006).

Corporate culture according to Schein (1983) is learnt in two ways-the trauma model in which members of the organization learn to cope with using defense mechanism and the positive reinforcement model where things that work become embedded and entrenched. Learning takes place as people adapt and cope with external pressure and this help them to develop successful approaches to carry out organizational goals. The nature of those goals largely determine the way it goes about its business, and this in turn, affects the way corporate culture develop and is

manifested within an organization. It is against this background that organizational members, with their attitudes, beliefs and, assumptions play a dominant role. Corporate culture facilitates the generation of commitment and shaping behaviours by providing guidance on what is expected. This affects all, from the most senior manager to the humblest clerk (Ukoha, 2005).

According to Bryson (2004), corporate beliefs is the acceptance of value or convictions about values and are to great extent, shaped by the consistencies and inconsistencies between values knowing well that, inconsistencies between statements and action, result in different beliefs, and this weakens the organizational culture. Belief that is visible, known, and acted upon by the members (professional and non-professional library staff) of an organization determines the degree of implementation of an action, which is also applicable to the implementation of automation. Beliefs ensure proper communication throughout the organization and are reinforced through human resource management process, recognition, and rewards. These then become permanently infused and accepted as the norms by which the organization exists.

Corporate attitude is a mental position; the state of mind, behaviour or conduct regarding some matters, as indicating opinion or purpose (Tukur, 2004). A perfect implementation of whatsoever task in an organization is purely based on the state of minds of the implementing body as to their opinion or purpose to which it is meant to achieve. Where there is a corporate opinion or purpose towards a particular task in an organization, there is every possibility of proper implementation of the task. In social psychology, Gaskell (2005) observed the idea of corporate attitude is central to explaining the need for a link between an individual's perception of the world and his or her action within it. Attitudes have been thought of as comprising feelings and beliefs about an object and behaviours towards it. An assumption common to various models of attitude change is that these three components coexist harmoniously and are internally consistent.

Bryson (2004) asserted that assumption focuses on exchange of message, interpretation, and interaction sequencing. It assumes that people in an organization have similar attitude, values, views of the task and feelings about situations; it ensures the implementation of decisions. Gaskell (2005) looked at corporate assumption, that “the group” is something over and above the individuals who comprise it and that “it” has a mind of its own. Most positive implementations/actions take place on the basis of assumption that, people in the same situation share common experience and viewpoints. This allows action, events, behaviours, and emotions to take place in an organization. Kotter and Heskett (1992) observed that, besides language differences, employees bring to the job many radically different assumptions about such aspects like dignity of work, the proper relationship between employee and supervisor, the value of initiative, the treatment of unwelcome information, and the voicing of complains and failure to attend to their aspirations, lead to conflict

It is expected that corporate culture of attitudes of library staff can affect implementation of change in organizations. Adeyoyin (2006) asserted that, instability in employees' attitudes toward a situation in an organization, affects the employees' perceptions toward change. It is equally predicted that corporate culture of beliefs of members of organizations has great impact toward implementing automation process. Gilsdorf (2007) noted that, widely held beliefs differentiates one organization from another and often affect the organization's success in effecting a change. It is imagined that corporate culture of assumptions of employees in organizations hinders implementation of change. Shein (2008) observed that, corporate assumptions could create a framework from which organizations can implement their missions and programmes.

According to Ogunsola (2004) and Nok (2006), some of the reasons responsible for the non-implementation of automation in libraries of Federal Universities in Nigeria include: economic, manpower, political, capital, geographical isolation, lack of experience of the use of computers and lack of spare parts. The above observation prompted the need for this study, using library staff perceptions about corporate culture of attitudes, beliefs, and assumptions to see whether the predictable independent variables of corporate culture are the ones responsible for the non-implementation of automation of libraries of Federal Universities in the North-East Zone of Nigeria. It is in recognition of the above-envisioned existing relationship between corporate culture and implementation of automation that prompted the need for this study to determine the effects of corporate culture 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 effect of corporate culture of attitudes 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 effect of corporate culture of beliefs on the implementation of automation in libraries of Federal Universities of the North-East Zone of Nigeria.

4. The perception of library staff on the effect of corporate culture of assumptions 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 effect of corporate culture of attitudes 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 effect of corporate culture of beliefs on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Ho₃. There is no significant effect of corporate culture of assumptions on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Review of Related Literature

Implementation as a process could be planned without extensive consultations, except with those involved with record creation. Nok (2006) revealed that, implementation 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 users and would constitute a serious experience. It is easy to

become so involved in technical matters that simple considerations of the feelings of others, their hope and aspirations and pride in the job they do, are neglected.

Romani (2004) observed that, managers often face the task of changing employees' because their existing attitude hinders job performance. Employees who do not trust their manager would not accept the manager's message or change attitudes. Similarly, if the message is not convincing, there is no pressure to change. For example, a worker who has decided not to accept a promotion is committed to the belief that, it is better to remain in his present position than to accept promotion. Attitudes that have been publicly expressed are more difficult to change because the person has shown commitment, and changing is admitting a mistake (Fineman, Sims, & Gabriel, 2005). Kendell (2003) opined that, job satisfaction is an attitude that employees have about their job. This results from the perception of their job based on factors for work environment such as: the amount received and the equity to pay; the extent to which tasks are considered interesting, and providing opportunities for learning and accepting responsibilities; the availability of opportunities for advancement; the manager's interest to demonstrate interest in and concern about employees, and the extent to which co-workers are friendly, competent and supportive organization, society or the world.

Corporate beliefs center on what is on reality, as it is understood. Adeyoyin (2006) argued that, cultural beliefs guide the action of organization's members without the need for detailed instructions or long meetings to discuss how to approach a particular issue or problem, and reduce the level of ambiguity and misunderstanding between functions and departments. In effect, beliefs provide a common context and a common purpose for those in the organization. When an organization possesses a strong culture and when the members of the organization have internalized it to the great extent, they no longer question the legitimacy or appropriateness of the

organization's beliefs (Bryson, 2004). Dainty and Anderson (2006) lamented that the basic corporate beliefs affect what decisions are made, how people interact, and the kind of the work practices that are pursued and developed. That corporate belief forms the glues that bind an organization's culture. In successful organizations where everyone is committed to a common set of beliefs, the culture is driven from the very top by an executive leadership that lives and breathes the values they promote and ensure those values saturate the entire organization. Hauser and Hauser (2007) asserted that, what many leaders at all levels do not understand is the impact their beliefs and behaviour have on the culture as an organizational result.

The concept of assumption as it relates to corporate culture according to Kendell (2003) is formed in decision-making (where it is impossible to account for the uncertainties or background factors affecting a particular decision) in model construction and general arguments and theorizing. Gilsdorf (2007) argued that, assumption may be widely shared by the employees, enhancing their communication, which become exaggerated when all assumption have to be checked out. By contrast, members of different departments in the same organization may make different assumptions about the organization's priorities or goals. Shein (2008) observed that, corporate assumptions could create a framework from which the non-profit organizations can implement their missions and programmes power points presentation about the life cycle concept in corporate culture. Marbe, Skinner, and Clark (2000) observed that, underneath corporate culture lays the much-harder-to grasp 'essence' of the organization, the educated, collective, and understood assumptions on which employees base their daily behaviours.

Research Method

For the purpose of this research, survey method was used. According to Kerlinger (1964), survey method focuses on people and their opinions, attitudes, motivation and behaviour A

structured questionnaire was administered on Fifty-six (56) Librarians and sixty-nine (69) non-professional library staff totaling hundred and twenty five (125) from the three libraries in Federal Universities of the North East Zone of Nigeria namely: Abubakar Tafawa Balewa University Library Bauchi, Modibbo Adama University of Technology Library Yola, and University of Maiduguri Library. The entire population was used for the study, data collected was analyzed using simple percentage to answer the research question while Chi-square was used to test the null hypotheses.

Findings and Discussion

Out of one hundred and twenty-five (125) copies of the questionnaire administered, one hundred and five 105 (95.5%) were adequately filled and found usable for the research. That is, 25(14.3%) were from MAUTECH, 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 the respondents were males scoring 65(61.9%) while 40(38.1%) of the 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 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%) of the 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 effect of corporate culture of attitudes 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 Corporate Culture of Attitudes of Observed and Expected Frequencies

Perceptions on corporate culture	SA		A		D		SD		Total
	F0	FE	F0	FE	F0	FE	F0	FE	
Harmony	54	41	36	44	9	13	6	7	105
Sincerity	33	41	51	44	13	13	8	7	105
Participation	34	41	47	44	18	13	6	7	105
Preference	40	41	45	44	13	13	7	7	105
Communication	44	41	41	44	12	13	8	7	105
Total	205		220		65		35		525

Table 2b: 2x4 Chi-square contingency table for the test of the effect of corporate culture of attitudes 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	41	44	13	7	105(100)	34.695	3	000	S
Expected	26.3	26.3	26.3	26.3	105(100)				

Significant at 0.05 Level of Significance.

Table 2b shows that, the calculated x^2 is 34.695 while the p-value at 0.05 level of significance at 3 degree of freedom is 000. Since the calculated x^2 of 34.695 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 effect of corporate culture of attitudes 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 effect of corporate 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 effect of corporate culture of beliefs 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 Corporate Culture of *Beliefs* of Observed and Expected Frequencies

Perceptions on corporate culture	SA		A		D		SD		Total
	F0	FE	F0	FE	F0	FE	F0	FE	
Beliefs	30	38	45	42	17	20	13	5	105
Facts	43	38	39	42	19	20	4	5	105
Orderliness	46	38	36	42	20	20	3	5	105
Completeness	38	38	40	42	25	20	2	5	105
Confidence	33	38	50	42	19	20	3	5	105
Total	190		210		100		25		525

Table 3b: 2x4 Chi-square contingency table for the test of the effect of corporate culture of *beliefs* 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	42	20	5	105(100)	33.400	3	000	S
Expected	26.3	26.3	26.3	26.325	105(100)				

Significant at 0.05 Level of Significance.

Table 3b shows that, the calculated χ^2 is 33.400 while the p-value at 0.05 level of significance at 3 degree of freedom is 000. Since the calculated χ^2 of 33.400 is greater than the p-value 000 at 0.05 level of significance at 3 degree of freedom, the null hypothesis which stated that, there is no significant effect of corporate culture of beliefs 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 effect of corporate culture of values on the library staff in the

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

H₀₃: There is no significant effect of corporate culture of assumptions on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria.

Table 4a: Cross Tabulation of Corporate Culture of *Assumptions* of Observed and Expected Frequencies

Perceptions on corporate culture	SA		A		D		SD		Total
	F0	FE	F0	FE	F0	FE	F0	FE	
Motive	39	41	42	42	20	17	4	5	105
Guidance	41	41	44	42	14	17	6	5	105
Training	40	41	46	42	15	17	4	5	105
Conservation	43	41	38	42	19	17	5	5	105
Inducement	42	41	40	42	18	17	6	5	105
Total	205		210		85		25		525

Table 4b: 2x4 Chi-square contingency table for the test of the effect of corporate culture of *assumptions* 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	41	42	17	5	105(100)	36.448	3	000	S
Expected	26.3	26.3	26.3	26.3	105(100)				

Significant at 0.05 Level of Significance.

Table 4.2.8 b shows that; the calculated χ^2 is 36.448 while the p-value at 0.05 level of significance at 3 degree of freedom is 000. Since the calculated χ^2 of 38.200 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 effect of corporate culture of assumptions 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 effect of corporate culture of values on the implementation of automation of libraries among library staff in federal universities in the North-East Zone of Nigeria.

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

1. The level of implementation of automated system in the libraries was low.
2. There was significant effect of corporate culture of attitudes 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 effect of corporate culture of beliefs on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria.
4. There was significant effect of corporate culture of assumptions on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria.

The low level of implementation of automation processes in all the libraries is a pointer that there are problems bedeviling the implementation of automation in the affected libraries. Although, there were commendable efforts toward acquiring ICT facilities, library processes still remained

the traditional way they use to be. Some of the reasons uncovered that a percentage of the respondents are computer illiterates and poor planning as they have no library software to use as indicated by 66(62.9%) respondents. Nok (2006) who noted 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.

The finding revealed that, attitudes was significant on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria. The potentiality of automated library service toward providing effective communication, group participation and, harmony in service delivery still have to be explained to the employees of federal universities of the North East zone of Nigeria, and as such, there is manifestation of instability in employees toward situations in the organizations, which has definitely affected employees' perception about a change. This prompted Bourne and Bourne (2002) to educate managers that, change in attitudes is very difficult because: employees do not understand what the change is; what the change means; why the change is necessary; do not like the way the change is being handled; they are not involved in the decision; they think they are being treated unfairly; do not see any personal advantage from the change; change will break-up the existing team and, they see the change will reduce their power. Therefore, if the automation processes in the libraries do not take effect in phases, the problems bedeviling the implementation of automation of libraries will remain unresolved.

There was significant effect of belief on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria. This explains that, the capability of preciseness, orderliness, confidence, and, among others derived from an automated were insufficiently and ineffectively conveyed to the library staff of the universities in the North

East Zone of Nigeria. This finding is in agreement with Romani (2004) who pointed out that, culture once established and prescribed in certain ways of believing, thinking, and acting can in circumstances, prevent meaningful interactions and induce condition of change in which managers are unable to conceptualize their problems in such a way to be able to resolve them. In this situation, attempt at problem solving may become culture bound. He equally added that, many leaders at all levels do not understand what impact their beliefs and behaviour has on the culture as an organizational result. Since employees look to their managers to shape shared meanings and demonstrate corporate beliefs, managers must act as agents of change and minimize conflicts between outer and inner-directed beliefs (the conflict that exists between organizational and professional beliefs) otherwise it will be difficult to effect a change in any organization.

The significance of assumption on the library staff in the implementation of automation in libraries of federal universities in the North East Zone of Nigeria is very alarming since the calculated χ^2 of 36.448 is greater than the p-value of 000. This result is a signal that, the motives behind the implementation of automation in these libraries were not made open to employees which is in line with the view of Bryson (2004) and Gilsdorf (2007) who noted that, corporate assumptions focus upon message exchange, interpretation, and sequencing. Most positive actions are placed on the basis of assumption that, people in the same situation share common experience and viewpoints. Unless a good relationship is maintained such that, the managers reassure employees that the changes can benefit them, introduce (sometimes gradually) the new vision and work to get employees' commitment and support, implementation of change in particular, automation of libraries in federal universities in the North East Zone of Nigeria will suffer threat.

Conclusion and Recommendations

It is universally agreed that the world is becoming increasingly dependent upon information and communication technology (ICT) as is evidenced by the big role it is playing. Library Automation and the Internet services have become the major shareholders in information handling. All developing nations can derive tremendous advantages from this technology for updating the knowledge of its researchers and scientists. This has given all and sundry the ability to keep abreast with the developing worlds. This can be seen in communication, business, education, health, manufacturing, etc, with 100% guarantee of accuracy and up-to-datedness. As unveiled, implementation of automation in the libraries was very low while the effects of corporate culture of Attitudes, Beliefs and Assumptions were responsible for the non-implementation of automation in libraries of federal universities in the North East Zone of Nigeria since the variables have been confirmed to be highly significant. The existing relationship between management and employees of Federal Universities in the North East Zone of Nigeria have not been strengthened to enable them recognize and encourage behaviours that will uphold their corporate Attitudes, Beliefs and Assumptions, communicate and, publicize them.

Based on the findings of this research, the following recommendations are 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 encourage and motivate library staff so as to change their attitudes against implementation of an automated system.

3. The Federal Universities in the North East Zone of Nigeria should ensure adequate training and orientation so that the beliefs they have against implementation of automation could be changed.
4. The Federal Universities in the North East Zone of Nigeria should be careful in identifying and control the varieties of assumptions employees bring to work such as proper relationship between employee and supervisor, the value of initiative, the treatment of unwelcome information, and the voicing of complain to avoid conflict.

References

- Adeyoyin, S. O. (2006). *Managing the Library's Corporate Culture for Organizational Efficiency, productivity, and enhanced service*. Ibadan: World Information Service.
- Bourne, M. and Bourne, P. (2002). *Change management in a week: inspiring leaders*. London: Hodder & Stoughton.
- Bryson, J. O. (2004). *Effective library and information center management: information policies (2nd ed)*. Oxford: Butterworth.
- Dainty, H. and Anderson, C. (2006). *Psychology of interpersonal relationship*. Oxford: John Wiley & Sons Inc.
- Fineman, S., Sims, D and, Gabriel P. (2003). *Organizing and organization (2nd ed)*. London: SAGE Publication.
- Gaskell, G. (2005). Social Psychology. In Encarta, (Ed) Encarta Encyclopedia. London: Microsoft Corporation.
- Gibson, J. L., Ivancerich, J. M., and Donnelly, J. H. (2003). *Organization: behaviour, structure, and processes (9th ed)*. London: McGraw Hill.
- Gilsdorf, J. W. (2007). *Organizational culture: managing change*. London: Longman.
- Hauser, L. and Hauser, D. (2007). *Are cultures preventing you from achieving your strategic objectives?* UK: Leadership strategic International.
- Jones, D. W. (2007). *Benefits of automating the school library*. <http://www.msn.com/edu/~mbolin/nok.html> retrieved on 20th September 2008.
- Kendell, D. (2003). *Sociology in our time (4th ed)*. Boston: Wadsworth & Thompson Learning

- Kotter, J. P., and Heskett, J. L. (1992). *Corporate culture and performance*. New York: Free Press.
- Marbe, C., Skinner, D., and Clark, T. (2000). *Experiencing human resource management*. London: SAGE publications.
- Ndagana, B. L. (2000). *The use of library and information technology*, (3rd ed). Yola: Paraclete Publishers.
- Nok, G. (2006). Challenges of computerizing a university library in Nigeria: the case study of Kashim Ibrahim Library, Ahmadu Bello University Zaria. *Library philosophy and practice*, 8 (2) <http://www.webpages.uidaho.edu/~mbolin/nok.html> Accessed on 25-5-2007.
- Ogunsola, L. A. (2004). Nigerian university libraries and the challenges of globalization: the way forward.15 (.2-3). *Electronic Journal of Academic and Special librarianship* Retrieved on 10/5/2008
- Romani, L. (2004). Culture in Management; The Measurement of Difference. In Harzing, A. and Ruysseveldt, J. (ed). *International Human Resource Management*. London: SAGE.
- Schein, E. H. (1983). *Organizational culture and leadership: a dynamic view*. San Francisco:
- Shein, E. H. (2008). *Kurt Lewin's change theory in the field and in the classroom: note toward a model of changed learning* (74 paragraphs). URL <http://www.sone.org/res/wp/10006.html>. Retrieved 19-8-2008.
- Tukur, M. (2004). *Leadership and governance in Nigeria: the relevance of values*. London: Hudahuda/ McGraw-Hill.
- Ukoha, I. O. (2004). *Harnessing information technology for the 21st century: library education in Nigeria*. Michigan: Farmington Hills.

Wavi Pur Mamza and Musa Dauda Bassi are Lecturers in the Department of Library and Information Science, Modibbo Adama University of Technology, Yola, Adamawa State.