

# Current Trends in Organisational Culture and Job Satisfaction of Librarians in Nigerian Universities

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## Abstract

Job satisfaction of librarians is intricately linked to organizational factors. Reports indicate that job satisfaction of librarians in Nigeria is low. Past studies on job satisfaction of librarians focused largely on the influence of motivational factors like reward system. This study examined organisational culture as a determinant of job satisfaction of librarians in federal universities in southern Nigeria. Survey design of the correlational type was adopted for the study. 356 librarians in 18 federal universities in southern Nigeria were used as the population and a total enumeration of the population was used for the study. The data collection instrument was questionnaire and data was analyzed using descriptive and inferential statistics.

The results revealed that hierarchical culture ( $\bar{x}=3.48$ ) and adhocracy culture ( $\bar{x}=2.58$ ) were the two types of organisational culture predominantly existing in libraries in federal university in southern Nigeria. There was a significant relationship between organisational culture and job satisfaction of librarians ( $r=0.381$ ,  $N = 297$ ,  $p < 0.05$ ). Specific indicators of organisational culture also had significant relationships with the extrinsic and intrinsic factors of job satisfaction. Based on the findings, the study advocated for the fostering of good organisational culture in libraries to enhance the job satisfaction of librarians and ultimately increase job productivity.

**Keywords:** University Libraries, Organisational Culture, Job Satisfaction, Librarians, Nigeria

## Introduction

University libraries are the nerve-centres of their institutions due to the important information services they render and their contributions to teaching, learning and research. The university library consists of personnel who are responsible for the selection, acquisition, organisation, dissemination, storage, and preservation of information resources for members

and authorized non - members of a university. These trained personnel have requisite skills in information resources management, cataloguing and classification of information sources, education and information services. The professionals among the library personnel are referred to as librarians and are categorised as academic staff in universities (Onwubiko, 2022).

However, to satisfactorily meet the information needs of their users, university libraries require highly skilled and vibrant librarians, who are satisfied with their jobs. Job satisfaction is a job-related attitude that could exert great possible effect on the standard of services rendered by professionals in the service industry, including libraries. Job satisfaction could be associated with a personal feeling of achievement. Bakotic and Babic (2013) opined that job satisfaction may be defined as a feeling of fulfillment, which an employee derives from the job and acts as a motivation for job productivity. While this definition is correct, the totality of job satisfaction cannot be summed up in an employees' feelings alone. This may be why Adeniji and Osibanjo (2012) examined job satisfaction in terms of (1) the fit between what the organisation requires and what the employee is seeking and (2) the fit between what the employee is seeking and what he/she is receiving. The above authors stressed that the level of job satisfaction is affected by a wide range of individual variables including personality, education, intelligence and abilities, age, marital status, and orientation to work.

Dziuba, Ingaldi and Zhuravskaya (2020) adduced that 'Job satisfaction is a strategic way of evaluating the value and excitement employees place on their jobs' (p.18). The positive behaviour that helps a university library to be successful is most likely to happen when librarians are well motivated and when their jobs give them high levels of satisfaction. Librarians may be more satisfied if they are rewarded by extrinsic recognition or an intrinsic sense of achievement. Satisfied librarians are spurred to improve on the performance of their jobs to increase their levels of productivity. Absenteeism and turnover is reduced and job productivity is increased when an employee is satisfied (Okolocha, Akam and Uchehara, 2021). Job satisfaction of librarians is crucial, considering the important role the library plays in the attainment of university objectives and goals. Lack of job satisfaction among librarians could bring about poor service delivery. Therefore, it is important to identify factors that could influence the job satisfaction of librarians. It is in the light of this, that this paper examines organizational culture as a determinant of job satisfaction of librarians in Federal Universities in Southern Nigeria.

### **Objectives of the Study**

The main objective of the study is to examine how organizational culture will influence job satisfaction of librarians in federal Universities in Southern Nigeria. Specifically, the study sought to:

1. ascertain the type of organisational culture that exist in federal university libraries in southern Nigeria;
2. examine the relationship between organisational culture and job satisfaction of librarians in federal university libraries in southern Nigeria;

### **Literature Review**

Organisational culture refers to the elements – symbols, values, meanings, cognitions, myths, stories, and so on, as well as practices, structures, and rules that characterize the dynamics of an organisation or a subset of the organisation. The term organisational culture was first used by Dr Elliot Jaques in 1951 in his book, ‘the changing culture of a factory’ (Schuneman, 2019). In the view of Dr Jaques, “the culture of the factory is its customary and traditional way of thinking and doing of things, which is shared to a greater or lesser degree by all its members, and which new members must learn, and at least partially accept, in order to be accepted into service in the firm...” (Schneman, 2019). A more apt definition of organisational culture has been provided by the Business Dictionary (2018); it described organisational culture as ‘the values and behaviors that contribute to the unique social and psychological environment of an organisation’. Similarly, Agwu (2014) defines organisational culture as “the set of shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace”. Kumar (2016) opined that there are many possible elements of organisational culture. These include organisational values, ethics, beliefs, norms, artifacts and symbols, rituals and ceremonies. Cameron and Quinn (2011) identified four types of culture which are clan, adhocracy, market and hierarchical cultures.

The relationship between organisational culture and employee job satisfaction has been subject of extensive research across various contexts (Shurbagi and Zahari, 2012). As evident from the preceding discussions, early studies provided foundational insights into the relationship that exists between employees’ satisfaction with their jobs and organisational culture. These studies also hinted at a significance relationship between job satisfaction and employees’ advancement to higher job levels (Belias and Koustelios, 2014), thereby establishing a link between organisational culture and job satisfaction across different positions. Subsequent research has further elucidated the connections between various facets of organisational culture and specific dimensions of job satisfaction. Shah, Memon, and Laghari (2011) investigated the influence of organisational culture on the job satisfaction of public university faculty in Pakistan. Recognising university faculty members as crucial determinants of institutional success, the study employed questionnaires to assess organisational culture and employee job satisfaction among faculty members from Sindh University and Shah Abdul Latif University. With a response rate of approximately 72%, the study revealed a negative correlation between organisational culture and faculty job

satisfaction in public sector universities, suggesting an inverse relationship between the two variables.

In their examination of Nigerian universities, Ekpenyong and Ekpenyong (2016) examined the influence of organisational culture on employee performance and job satisfaction, using Niger Delta University as a case study. Findings indicated a consensus among respondents regarding the impact of organisational culture on employee performance and satisfaction levels. Additionally, the study revealed that the type of organisational culture practiced significantly influenced employee performance and job satisfaction, with clan or support cultures correlating with higher performance and satisfaction levels due to their promotion of innovation, socialisation, and teamwork. Udey (2020) conducted a more comprehensive study on organisational culture and job satisfaction among university lecturers in Cross River State, Nigeria. Results indicated a significant relationship between organisational vision and mission, management-employee relationships, standard practices, and lecturers' job satisfaction. The study recommended that organisations, while maintaining best practices, should ensure these processes uphold employees' rights.

Similarly, Ariyo and Okwilagwe (2020) conducted a study on the influence of organisational culture on job satisfaction among library personnel in selected academic libraries across three states in southwest Nigeria. The latter also established that a relationship exists between organisational culture and job satisfaction among staff in the libraries under study. Based on this finding, the study recommended sustaining and enhancing motivational actions to boost the job satisfaction of library staff. However, a notable limitation of the study was its emphasis on motivational factors for improving job satisfaction rather than identifying specific dimensions of organisational culture that can influence librarians' job satisfaction. This study intends to fill this gap.

### **Methodology**

The descriptive survey design of the correlational type was adopted for the study. The choice of survey design was premised on its value and feasibility in addressing the research problem raised in the study. The population comprises 356 librarians in the 18 federal universities accredited by the National Universities Commission (NUC) in southern Nigeria as at August, 2021. Southern Nigerian was chosen because the region has the largest number of universities in the country. The entire population (total enumeration) was used for the study.

The research instrument adopted for the study is questionnaire. The questionnaire was tagged "Organisational Culture and Job Satisfaction Questionnaire". Items on the questionnaire were measured on a 4-point Likert scale of strongly agree (SA), agree (A), disagree (D) and strongly disagree (SD). To determine the internal consistency of the instrument, the questionnaire was

pre- tested on 30 librarians outside the main population of the study. The following Cronbach's alpha values were obtained – Organizational Culture (OC) = 0.87 and Job Satisfaction (JS) = 0.93. These values are adjudged acceptable internal consistency in research.

### **Data Analysis**

356 copies of the questionnaire administered; out of which 297 (representing a response rate of 83.4%) were completed, returned and adjudged useful for analysis. Inferential statistical tools such as linear and multiple regression analyses were utilized to test the formulated hypotheses at 0.05 significance level. The hypotheses were stated in the null form.

For ethical consideration, participants were not required to provide any information that could be used to identify them. Participation in the survey was voluntary and the purpose was clearly stated. Consequently, the responses obtained from participants was based on implied consent.

### **Results**

#### **Types of organisational culture in university libraries**

Table 1 below presents the result of organizational culture prevalent in the university libraries under consideration. Four types of organisational culture were identified in federal university libraries in southern Nigeria. These were clan culture, adhocracy culture, market culture and hierarchical culture. From the results in Table 1, clan culture ( $\bar{x}$ =2.45) was rated below the criterion mean of 2.50, indicating that the culture was not prominently dominant among the libraries in the federal universities used for the study. For instance, the majority of the respondents affirmed that 'the library was high on commitment and development' ( $\bar{x}$ =3.30) while disagreeing with the fact that 'the library is a personal place' ( $\bar{x}$ =2.01). On adhocracy, the weighted mean was 2.58 showing that adhocracy was moderately in existence among the libraries in federal universities used for the study. In fact, a high number of the respondents in the study affirmed that 'the library's emphasis is focused on long term growth' ( $\bar{x}$ =2.84) but less in the areas of 'Innovation and experimentation as priorities of management' ( $\bar{x}$ =2.39).

This suggests that adhocracy culture was prominent as an organisational culture among the libraries in federal universities in southern Nigeria. Market culture is another type of organisational culture with a mean score of 2.45. This implies that market culture was less dominant as the weighted mean was below the threshold mean of 2.50. This points to the fact that majority of the respondents did not support the existence of market culture as an organisational culture in the federal universities used for the study. Specifically, majority of the respondents agreed at varying extent with the statement that the library is majorly focused on

getting the job done ( $\bar{x}=2.55$ ) while disagreeing with the assertion that 'the business strategy in our library is customer and market oriented' ( $\bar{x}=2.26$ ). This means that majority of the librarians in the study do not regard market culture as an organisational culture in their respective libraries.

Further results in Table 1 revealed that the weighted mean for hierarchical culture was 3.48, which suggests that hierarchical culture was prominent among the libraries in federal universities under study. A greater number of the respondents affirmed that 'there is strict adherence to formal rules and regulations in our library' ( $\bar{x}=2.55$ ). It was deduced from the foregoing results that hierarchical culture and adhocracy culture were the two types of organisational culture predominantly existing in libraries in federal university in southern Nigeria. However, clan culture and market culture are sparsely present in libraries in federal universities in southern Nigeria. In a nutshell, the two dominant organisational culture in federal university libraries in southern Nigeria are adhocracy and hierarchical.

**Table 1: Types of organisational culture existing in federal university libraries in southern Nigeria**

Items	SA		A		D		SD		$\bar{x}$	STD
	N	%	N	%	N	%	N	%		
<b>Clan Culture</b>										
My library is a personal place.	33	11.1	49	16.5	123	41.4	92	31.0	2.01	0.962
We operate like an extended family in my library	67	22.6	80	26.9	84	28.3	66	22.2	2.27	0.725
My library is high on commitment and development	113	38.0	122	41.1	34	11.4	28	9.4	3.30	0.798
The long term success of every employee is an high priority of management of our library	49	16.5	68	22.9	135	45.5	45	15.2	2.14	0.793
Team building is a major focus of our library	83	27.9	82	27.6	72	24.2	60	20.2	2.53	0.715
Weighted mean									2.45	0.799
<b>Adhocracy culture</b>	N	%	N	%	N	%	N	%	$\bar{x}$	STD
My library is a creative place to work in	69	23.2	119	40.1	55	18.5	54	18.2	2.57	0.785
There is room for continuous improvement in our library	71	23.9	125	42.1	44	14.8	57	19.2	2.61	0.914
Innovation and experimentation are priorities of management in my library	54	18.2	91	30.6	83	27.9	69	23.2	2.39	0.775

My library is emphasis is focused on long term growth	91	30.6	108	36.4	55	18.5	43	14.5	2.84	0.901
Individual growth initiative and freedom is encouraged in my library	62	20.9	76	25.6	83	27.9	76	25.6	2.49	0.764
<b>Weighted mean</b>									<b>2.58</b>	<b>0.828</b>
<b>Market culture</b>	N	%	N	%	N	%	N	%	$\bar{x}$	STD
The business strategy in our library is customer and market oriented	57	19.2	83	27.9	93	31.3	64	21.5	2.26	0.907
Our library is a tough and demanding place to work	80	26.9	95	32.0	65	21.9	57	19.2	2.55	0.662
The focus of our library is on enhancing competitiveness among staff	53	17.8	106	35.7	90	30.3	48	16.2	2.51	0.835
Measurable goals and targets are the major focus of our library	65	21.9	76	25.6	79	26.6	77	25.9	2.43	0.918
Our library is majorly focused on getting the job done	85	28.6	92	31.0	52	17.5	68	22.9	2.54	0.947
<b>Weighted</b>									<b>2.46</b>	<b>0.854</b>
<b>Hierarchical culture</b>	N	%	N	%	N	%	N	%	$\bar{x}$	STD
The management team in our library gives consideration to span of control	105	35.4	120	40.4	37	12.5	35	11.8	3.39	0.896
The focus of our library is on consistency and control	110	37.0	123	41.4	44	14.8	20	6.7	3.47	0.788
There is strict adherence to formal rules and regulations in our library	115	38.7	121	40.7	35	11.8	26	8.8	3.55	0.816
Consistency and uniformity forms the nucleus of our library	112	37.7	124	41.8	32	10.8	29	9.8	3.51	0.928
The hierarchical structure of our library is rigid.	111	37.4	129	43.4	34	11.4	23	7.7	3.48	0.925
<b>Weighted</b>									<b>3.48</b>	<b>0.871</b>
<b>Overall Weighted mean = 2.7</b>										

**Key:** Strongly Agree (SA) = 4; Agree (A) = 3; Disagree (D) = 2; Strongly Disagree (SD) = 1.

STD = Standard Deviation.

**Criterion Mean = 2.5 (1+2+3+4 = 10; 10/4=2.5)**

### Testing of Hypotheses

**Hypothesis one: There is no significant relationship between organisational culture and job satisfaction of librarians in federal universities in southern Nigeria.**

Table 2 below indicates that the mean of organisational culture in the libraries in federal university in southern Nigeria was 54.84, Std. Dev. = 16.754, while that of job satisfaction was 71.09, Std. Dev = 23.789. A correlation coefficient of 0.381 was obtained, with p-value < 0.05. The result showed a positive correlation between organisational culture and job satisfaction of librarians in federal universities in southern Nigeria. The correlation is statistically significant at 5 percent significance level. This means that there is a moderate, positive and significant relationship between organisational culture and job satisfaction of librarians in federal universities in Southern Nigeria as indicated in Table 2 as ( $r = 0.381$ ,  $N = 297$ ,  $p < 0.05$ ). From this result, the null hypothesis one ( $H_{01}$ ) is rejected. It was therefore concluded that organisational culture had significant relationship with job satisfaction among the librarians in the universities used for the study. In other words, an improvement in the level of organisational culture would translate to a significant improvement in the level of job satisfaction of the librarians in federal universities in southern Nigeria.

**Table 2: Relationship between organisational culture and job satisfaction of librarians in federal universities in southern Nigeria**

Variables	$\bar{x}$	STD	N	r	p	Remark
organisational culture	54.84	16.754	297	0.381	0.000	Sig.
job satisfaction	71.09	23.789				

**Hypothesis 2: There is no significant relationship between the indicators of organisational culture and the factors of job satisfaction of librarians in federal universities in southern Nigeria.**

The finding presented in Table 3 below showed that three of the four indicators of organisational culture positively correlated with job satisfaction. These were adhocracy ( $\bar{x} = 12.90$ ,  $STD = 4.139$ ,  $r = 0.441$ ;  $585 p = 0.000$ ), market culture ( $\bar{x} = 12.29$ ,  $STD = 4.269$ ,  $r = 0.576$ ;  $0.494$ ,  $p = 0.000$ ) and hierarchical culture ( $\bar{x} = 17.40$ ,  $STD = 4.353$ ,  $r =$

0.496; .0267  $p = 0.000$ ). This suggests that organisational culture had significant positive and significant correlation with the indicators of job satisfaction namely extrinsic and intrinsic factors. Only clan culture was not statistically significant ( $p > 0.05$ ). However, since three of the four indicators of organisational culture had significant positive relationship with job satisfaction, it was concluded that a significant relationship exists between organisational culture and job satisfaction of librarians in the universities used for the study. From this result, the null hypothesis one ( $H_{01}$ ) is rejected. It was therefore concluded that organisational culture had significant relationship with job satisfaction among the librarians in the federal universities used for the study. In other words, an improvement in the level of organisational culture would translate to a significant improvement in the degree of job satisfaction of the librarians in these universities.

**Table 3: Correlation matrix showing relationships between the types of organisational culture and dimensions of job satisfaction**

				Organisational culture				Job satisfaction		
		$\bar{x}$	STD		Clan culture	Adhocracy	Market culture	Hierarchical culture	Extrinsic Factors	Intrinsic Factors
Organisational culture	Clan culture	12.25	3.993	Pearson Correlation	1.000	.560	.455	.355	-.388	.267
				Sig. (2-tailed)		.000	.000	.000	.005	.001
				N	297	297	297	297	297	297
	Adhocracy	12.90	4.139	Pearson Correlation	.560	1.000	.314	.445	.441	.585
				Sig. (2-tailed)	.000		.010	.000	.001	.000
				N	297	297	297	297	297	297
	Market culture	12.29	4.269	Pearson Correlation	.455	.314	1.000	.446	.576	.494
				Sig. (2-tailed)	.000	.010		.000	.000	.000
				N	297	297	297	297	297	297
	Hierarchical culture	17.40	4.353	Pearson Correlation	.355	.445	.446	1.000	.496	.267
				Sig. (2-tailed)	.000	.000	.000		.000	.000
				N	297	297	297	297	297	297
Job Satisfaction	Extrinsic Factors	44.77	15.042	Pearson Correlation	-.388	.441	.576	.496	1.000	.533

				Sig. (2-tailed)	.055	.001	.000	.000		.000
				N	297	297	297	297	297	297
	Intrinsic Factors	26.32	8.747	Pearson Correlation	.267	.585	.494	.267	.533	1.000
				Sig. (2-tailed)	.091	.000	.000	.000	.000	
				N	297	297	297	297	297	297

Sig p values are 0.000, 0.001, 0.000, 0.000, 0.010

## Discussion

This study focuses on current trends on the influence of organisational culture on the job satisfaction of librarians. The findings on the types of organisational culture prevalent in the university libraries revealed that that two types of organisational culture namely hierarchical culture and adhocracy culture were prevalent in federal university libraries in southern Nigeria. On the other hand, clan culture and market culture are not as common and were sparsely present in these libraries. It is worthy of note to state that in an organisation with a hierarchical culture such as the university libraries under study, there is a strong emphasis on authority, rules, and a clear chain of command. Decision-making typically follows a top-down approach, with a focus on control and stability. This culture may be characterized by formal structures and processes. In a university library context, a hierarchical culture might mean that there are well-defined roles and a clear reporting structure. This finding corroborates that of Arora and Singh (2019) who in a comparative study of private and public universities of Haryana, India observed that hierarchical culture was prevalent among public universities.

On the other hand, adhocracy culture appears like the opposite of hierarchical culture. In an adhocracy culture, there is an emphasis on innovation, flexibility, and adaptability. This culture encourages employees to take risks and be creative in their approaches. It may be more common in organisations that value experimentation and exploration of new ideas. In a university library, this culture might promote initiatives and innovations to enhance library services and operations. However, the finding contradicts the position of Hairunneesa and .Abdul - Azeez (2020) who advocated for the adoption of clan culture in a study on organisational culture among university libraries in Kerala, India. According to the authors, clan culture is characterised by a strong sense of belonging and collaboration within the organisation. It resembles a family-like environment where employees share common values and work closely together. In a university library, a clan culture may foster a sense of community and mutual support among library staff if adopted.

It is noteworthy that the presence of these culture types can influence how the library operates and the attitudes and behaviours of its staff. The predominance of hierarchical and adhocracy cultures in federal university libraries suggests a mix of stability and innovation, while the sparse presence of clan and market cultures indicates that factors such as collaboration and competitiveness may not be as prominent in these library settings. This further buttress the position of Idiegbeyan-Ose (2018) who examined organisational culture and turnover intention of librarians in private universities in south - west Nigeria; he observed that the university libraries under study operated very strong organisational cultures that promoted leadership stability and innovation.

Furthermore, organisational culture had significant relationship with job satisfaction among the librarians in the universities used for the study. In other words, an improvement in the level of organisational culture would translate to a significant improvement in the degree of job satisfaction of the librarians in federal universities in southern Nigeria. This is in line with the findings of the study conducted by Ariyo and Okwilagwe (2020). The study examined the influence of organisational culture on job satisfaction of library personnel in selected academic libraries in three states in south-west, Nigeria; it established a relationship in a positive direction between organisational culture and job satisfaction of librarians in the sampled academic libraries. This implies that an organisational culture that is employee-centered, will positively influence job satisfaction of librarians. This assertion is in line with those of Tinuoye, and Atanda (2022). In the latter's study on librarians' perception of organisational culture and job satisfaction in Federal Government owned universities in South-South Nigeria, the authors also affirmed a relationship in the positive direction between organisational culture and job satisfaction among the respondents. This finding may imply that when the culture of a library appears considerate and is perceived to be acceptable, the librarians will have high job satisfaction, derived from the library's condition of service and work environment. On the other side of the coin, when the culture is perceived negative, the librarians may have low job satisfaction levels in such an environment.

The study also revealed that three indicators of organisational culture – hierarchical, market and adhocracy had significant relationship with job satisfaction, while clan culture did not have significant relationship with job satisfaction. This agrees with the findings of Mesfin, Woldie and Adamu (2020), who affirmed that hierarchical, market and adhocracy cultures have significant relationship with job satisfaction. Similarly, aspects of organisational culture that could influence job satisfaction include channels and methods of communication, as well as organisational value system. This is in tandem with Omeluzor (2018) who noted that organisational culture affects job satisfaction in terms of working conditions, relationships among colleagues, institution as a whole and promotion opportunities.

### Conclusion

Job satisfaction is crucial for enhanced productivity of librarians in universities. It was established in this study that organizational culture is a significant influencer of job satisfaction. The study inferred that librarians' productivity can be influenced by their levels of job satisfaction. However, to gain high levels of job satisfaction, organizational culture has a role to play. Organisational culture had significant relationship with job satisfaction among the librarians in the universities under study. In other words, an improvement in the level of organisational culture would translate to a significant improvement in the level of job satisfaction of the librarians. Consequently, there is a need for university and library Management to foster good organisational cultures that will in turn inspire and motivate librarians to give their best in the attainment of the set objectives of their organisations.

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