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INFLUENCE OF ORGANISATIONAL CULTURE ON SERVICE DELIVERY IN NIGERIAN UNIVERSITY LIBRARIES

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ABSTRACT
The study investigates the influence of organisational culture on service delivery in South-west, Nigeria. Using a quantitative research design, a total of 251 librarians in 18 public universities participated in the survey. Questionnaire was used for data collection, and the collected data were analysed using descriptive and inferential statistics. The findings reveal high extent of service delivery ($\bar{x}$ = 4.26) and organisational culture ($\bar{x}$ = 4.14) among librarians in university libraries. There is a significant positive relationship between organisational culture and service delivery. The study concludes that organisational culture influences service delivery in Nigerian university libraries. It was recommended that university management should regularly hold seminars and workshops in university libraries that focus on organisational culture and effective service delivery.

Keywords: Organisational Culture, Service Delivery, Library Services, University Library

Introduction
University libraries are libraries set up as a unit within the university community to serve as an information resource centre to acquire, process and dissemination information to the university community towards the fulfilment of the university mission and vision in the actualization of academic excellence of its staff and students for human capital development. The university is saddled with the responsibility of teaching, learning and research purpose that will enable them take appropriate decision about their life goals and objectives. The information explosion due to digital age has put pressure on libraries in providing effective service delivery to its users. Effective service delivery in university libraries involves routine and periodical services that are tangible which library users could enjoy to realize their information needs for the achievement of their academic goals (Laaro & Opele, 2019).

University curriculum and syllabus entail many academic programmes of which the library put into consideration the acquisition of relevant information process, and its dissemination to members of the academic communities. The dissemination of such information is regarded as service delivery. Such services may include: reprographic services (photocopy), editing, library education, language translation, selective dissemination of information (SDI), current awareness services (CAS), internet accessibility, newspaper, clippings, abstracting and indexing, among others. In spite of tremendous investment in library resources, studies have shown that services delivery in Nigerian university libraries still faces some obstacle arising from managerial and organisational factors (Godwin et al, 2021); (Awogbami et al, 2021).

One organisational factor that has remained spectacular among the scholars is organisational culture. Organisational culture is the belief, ways of life, customs, ideas, and attitudes that guide values within an organisation (Khan, 2020). Its effect on the organisation entails the interactions among employees, the shared value among employees on achieving organisational goals, as well as employees' determination to deliver services to users. For instance, in an environment or organisation where employees display a good attitude towards each other, share common values and have a sense of mutual purpose- a good organisational culture- then, the environment will be conducive for teamwork, thereby resulting in effective service delivery. On the contrary, an organisation where employees do not get along, do not respect each other- a bad organisational culture- then the environment will be hostile, employees will not work together, which may eventually lead to poor service delivery.

In university libraries, organisational culture tends to shape librarians' attitudes towards users, adoption of new technologies, teamwork, communication, and commitment to service excellence. Studies in Nigerian university libraries have highlighted some of the importance of organisational culture in improving workplace outcomes (Opele et al., 2025). Ugwu and Ejikeme (2022) found that organisational culture plays a critical role in enhancing librarians' job performance through its interaction with knowledge management practices. Similarly, Ojo and Bamidele (2023) reported that organisational culture contributes significantly to professional practices among librarians in universities in South-West Nigeria; while Bankole (2023) found that significant relationship exists between organisational commitment and work performance. In a similar vein, studies on library organisational environments have shown that institutional culture and organisational structures can influence the effectiveness of library service delivery and overall organisational performance (Godwin et al., 2021).

While studies have examined organisational culture in relation to job satisfaction, knowledge management, evidence-based practice, and organisational performance, empirical evidence on its relationship with library service delivery among librarians in university libraries in South-West Nigeria remains limited. Most existing studies have focused on specific aspects of organisational effectiveness rather than directly investigating how organisational culture influences effective service delivery to users (Mudasiru & Opele, 2022). Given the dynamic information environment and increasing expectations of library users, there is a need to better understand the extent to which organisational culture contributes to effective service delivery in university libraries. It is against this backdrop that this study investigates the influence of organisational culture on service delivery among librarians in South-west Nigerian university libraries. It is expected that the findings will be of great value in providing evidence that can guide library administrators and university management in developing organisational culture practices that

Objectives of the study

The main objective of the study is to investigate the influence of organisational

culture on service delivery among librarians in South-west Nigerian university libraries. The specific objectives are to:

i. ascertain the extent of service delivery in university libraries in South-west, Nigeria;
ii. examine the extent of organisational culture among librarians in university libraries in South-west, Nigeria; and
iii. establish the relationship between the organisational culture and service delivery in South-west, Nigeria;

Research Questions

i. What is the extent of service delivery in university libraries in South-west, Nigeria?
ii. What is the extent of organisational culture among librarians in university libraries in South-west, Nigeria?
iii. What is the relationship between the organisational culture and service delivery in South-west, Nigeria;

Hypothesis

There is no significant influence of organisational culture on service delivery in university libraries in South-west, Nigeria.

Literature Review

Service Delivery in University Libraries

Service delivery remains a central indicator of library effectiveness. In university libraries, service delivery involves the provision of information resources, reference services, user education, research support services, electronic resources, and other services that satisfy users' information needs (Odewole & Opele, 2024). Contemporary university libraries are increasingly expected to provide seamless, user-centred, and technology-driven services.

Library Service delivery should be managed effectively by librarians to justify the existence of the university library. Anyim (2020) agreed that university libraries should strive to adopt several performance management approaches that lead to effective service delivery. In the pursuance of effective library service delivery in university libraries, Ireona, Tijani and Bakare (2018) recommended that the survival of libraries now depends on their creative abilities to remain relevant in the 21st century. For this survival to subsist, university libraries must repackage their services, enhance the staff's skills and leverage technology for improved services to reclaim the glory days. Adetomiwa (2020) identified the following services as the core services in university libraries: selective dissemination of information (SDI), current awareness services (CAS), statistical data analysis (SDA), word processing, internet/e-mail services, facsimile, online public access catalogue (OPAC), translation, photocopying, referral, bindery, abstracting, and indexing, CD-ROM database, searching, documentary delivery/loan, and microfilming. These core library services are designed to help users benefit from the library resources.

Alabi and Sani (2021) studied librarians and information service delivery in Kogi State, Nigeria during COVID-19 pandemic. Findings of the study revealed that the majority of the librarians in the study area played the role of assisting their users, in solving their queries, updating users with current information, and providing

selective information to special patrons. The study recommended the upgrading of library services to online services as a way of enhancing the roles of librarians in information services delivery. Also, Ikpe and Udo (2024) evaluated reference services and post graduates' utilisation of university of Uyo Libraries**.** Finding of the study indicated that library services available in university libraries include reading and lending services; bibliographic instruction and library orientation; assisting in the use of the library catalogue and locating documents; currents awareness services (SDI); bibliographic services, reprographic service; interlibrary loan (ILL) service, maintenance of documents and files, user education, exhibition and special displays; securing library and resources; among others (Oyewumi et al., 2020). This indicates that numerous services are being provided in the university libraries.

Godwin, et al. (2021) examined e-library service delivery in university libraries in South-South Nigeria. Their study found that the level of e-library service delivery was significantly influenced by information culture and organisational structure. The authors concluded that libraries with supportive organisational environments were better positioned to provide effective electronic services to users. The study highlights the importance of internal organisational dynamics in determining the quality of library services. Adekoya (2019) investigated workforce planning, total quality management (TQM) and service delivery in academic libraries. The findings of the study revealed a commitment to continuous improvement of quality, improved quality service delivery, and effective teamwork among library employees.

Organisational Culture in University Libraries

Culture is the way of life among a community of people's interaction, behaviour, and respected norms, values, and beliefs inherited from immediate past leaders or parents transmitted from one generation to another. Organisational culture is viewed as the shared, basic presumptions that an organisation learned while tackling the environment and solving external and internal problems taught to new members as the correct way to solve those problems **(**Masoulch & Allahyari**,** 2017). Organisational culture is a pivot on which the axis of the company or organisation relates. The organisational culture is the engine that moves the organisation to its destination. Bamidele (2022), an industrial sociologist, correlated organisational culture as an intangible yet strong force among a community of people who work together that affects the behaviour of the members of that group.

Akpa et al. (2021) viewed organisational culture as an essential component of organisational performance and sustainability. It has always been considered to have deep impact and importance on the variety of organisational process, employees and its performance on the variety of organisational process, employee and its performance and an important element to unify various company cultures**,** while Johns and Jaks (2021) posited that organisational behaviour is the attitudes and behaviours of individuals and groups in an organisation.

Ugwu and Ejikeme (2023) examined the mediating role of organisational culture in

the relationship between knowledge management practices and job performance among academic librarians in Nigerian university libraries. The study found that organisational culture significantly influences librarians' job performance and enhances the effectiveness of knowledge management practices. The authors argued that libraries characterized by supportive values, collaboration, and continuous learning are more likely to achieve higher levels of staff performance and organisational success. Similarly, Lawal and Mairiga (2024) investigated factors influencing knowledge management practices and organisational culture in university libraries in Katsina State, Nigeria. Their findings revealed that organisational culture plays a crucial role in promoting knowledge sharing and professional collaboration among librarians. The study further noted that supportive leadership, effective communication, and employee participation strengthen organisational culture and contribute to improved library operations.

Hussain et al. (2019) investigated the impact of employees' recognition, rewards and job stress on job performance; the mediating role of perceived organisation support**.** The results revealed that employee rewards and recognition have significant and positive effects on employee performance. Also, Ankrah, (2021) examined organisation culture for enhanced service delivery in academic libraries in Ghana. The study affirmed that academic libraries are non-profit organisations, which means that they usually do not generate any net revenue from the services they provide to users. Such libraries offer services to users according to their identified needs, and their successes are measured by the satisfaction of users instead of the revenue generated.

Godwin et al. (2021) study information culture, organisational structure and e-library service delivery in university libraries in South-South, Nigeria; related information culture as values embedded in information, and the mindsets towards it are the key indicators. The findings indicated that various layers of organisational culture influence these values and attitudes. This highlights that librarians are supposed to lead with the knowledge of the libraries' culture and cooperatively deliver services to their teaming library clientele. Hong *et al.* (2021) study on purpose-driven leadership and organisational success: a case study of higher educational institutions. Their findings asserted that organisational purpose has drawn the increased attention of practitioners and academics as an essential foundation for leadership, employee engagement, strategic direction, as well as a means to articulate the organisation's broader role with its stakeholders and within its environment.

Nzuva and Kimanzi (2022), in their empirical study on the impact of organisational culture on employees' productivity. Their findings showed that organisational culture significantly impacts employees' productivity. In the same vein, Mohammadi (2020), who conducted research on organisational culture and its impacts on organisational productivity, found that organisational culture has become increasingly important and has become a central focus of management. These imply that organisational culture significantly affects how an organisation operates to attain greater productivity.

S/N	Extent of Library Services Delivery	VHE	HE	ME	LE	VLE	x̄	Std.
	EMPATHY							
1.	Librarians are genuinely concerned about library users.	178	37	10	3	14	4.50	1.05
2.	Librarians understand the individual information need of users.	115	91	19	4	13	4.20	1.03
3.	Librarians have the users' best long-term information interest in mind.	130	73	19	7	13	4.24	1.08
4.	Librarians encourage and motivate users to access library resources.	137	70	17	6	12	4.30	1.05
	Average Mean						**4.31**	**1.05**
	ASSURANCE							
5.	The Librarians are knowledgeable in their individual field.	145	72	8	4	13	4.37	1.02
6.	The Librarians are fair and impartial in assisting the library users' source for information.	121	87	14	6	14	4.22	1.07
7.	Librarians answer all queries thoroughly from the users.	118	86	14	7	17	4.16	1.13
8.	I am confident the Librarians have an expert understanding of the library resources.	127	81	14	4	16	4.24	1.09
	Average Mean						**4.25**	**1.08**
	RESPONSIVENESS							
9.	The Librarians quickly and efficiently respond to users' information needs.	135	74	18	2	13	4.31	1.03
10.	The Librarian is willing to go out of his or her way to help library users to access information.	115	79	24	9	15	4.12	1.13
11.	The Librarians at all-time welcome users' queries and comments.	129	74	15	8	16	4.21	1.13
	Average Mean						**4.21**	**1.10**
	RELIABILITY							
12.	The library consistently provides good orientation and user education.	134	70	13	9	16	4.23	1.14
13.	The Librarians are dependable at all time	136	67	18	6	15	4.25	1.11
14.	The Librarians reliably assist users to access information when needed.	134	70	15	5	18	4.23	1.15
	Average Mean						**4.24**	**1.13**
	TANGIBLE							
15.	The library is modern and updated.	126	80	14	5	17	4.21	1.12
16.	The physical environment of the library aids learning.	142	66	18	4	12	4.33	1.03
17.	The library is equipped with all necessary facilities to aid learning and research work	132	69	18	10	13	4.23	1.11
18.	The library is kept clean and free of distractions.	141	72	11	6	12	4.34	1.03
	Average Mean						**4.23**	**1.07**
	Aggregate Mean/Std.						**4.26**	**1.08**
	Criterion Mean						**3.00**	

Agbo and Okeoma (2020), in their study on the effects of organisational culture on employee productivity, an analysis of Nigerian Breweries Plc, Enugu, found that

organisational culture had a significant influence on the productivity of employees, leading to better performance and profitability. These emphasize the vital roles library service delivery plays in the university community, and show how organisational culture accelerates the actualisation of meeting the information needs of library users.

Methodology

The study adopted a descriptive research design of the correlational type of survey using quantitative method. This research design was considered appropriate because it allows the researchers to gather quantifiable, relevant data for an analytical description of the characteristics. The design enables the researchers to describe the relationship between organisational culture and service delivery in university libraries in South-west Nigeria. The study population comprised 251 librarians in 18 public university libraries in South-west Nigeria. The selection was based on 6 federal and 12 state universities. Total enumeration sampling techniques was employed to select 251 librarians that formed the sample size. A self-designed structured questionnaire was the instrument used for data collection. To ascertain the validity of the instruments, five copies of the questionnaire were given to professionals in Library and Information Science, and Test and Measurement at Babcock University and Ekiti State University to establish the face and content validity. Split-half method was used to collect data from 20 respondents from Afe Babalola University, Ado–Ekiti (ABUAD) to ensure the instrument's reliability. The reliability index shows 0.98 and 0.94 for organisational culture and service delivery respectively. Data collected were analysed using descriptive statistics of frequency, mean and standard deviation for research questions; while inferential statistic of Pearson's Product Moment Correlation was used to test the hypothesis at 0.05 level of significance.

Results

Research Objective One: To ascertain the extent of service delivery in university libraries in South-west, Nigeria

Table 1.0. Extent of service Delivery in university libraries

Research Objective 2: To examine the extent of organisational culture among librarians in university libraries in South-west, Nigeria

Table 2.0: Extent of organisational culture in university libraries

	Components of Organisational Culture on Service Delivery	VGE	GE	ME	LE	VLE	x̄	Std.
	Leadership							
1.	In library services, leadership has significant impact on the library	165	55	8	1	13	4.48	1.00
2.	The librarian's leadership foster a positive libraries services delivery	133	82	9	4	14	4.31	1.04
3.	Leadership can lead to firm performance and improved productivity	146	69	13	1	13	4.38	1.01

4.	Leadership in university libraries has led to successful library services delivery	124	88	12	3	15	4.25	1.05
5.	The university library is more productive and lucrative because of the leadership in place	129	80	17	2	14	4.27	1.04
6.	Library users are more satisfied in information dissemination under good leadership	115	98	12	0	17	4.21	1.06
	Average Mean						**4.32**	**1.03**
	Communication							
7.	Communication is viewed as central to the quality service delivery of all university libraries	147	69	9	1	16	4.36	1.06
8.	Librarians have successfully adopted the proposed change or changes and has improved service delivery	117	95	13	3	14	4.23	1.03
9.	Librarians are effective in dissemination of information concerning change	126	81	19	2	14	4.25	1.05
10.	Change is always communicated effectively thus improving quality service delivery	110	91	25	0	16	4.15	1.07
11.	Communication channels are well established in university libraries.	122	70	23	4	15	4.19	1.09
	Average Mean						**4.24**	**1.06**
	Unified Sense of Purpose							
12.	Schedule of duties are carried out in the department	161	49	15	3	14	4.21	1.12
13.	Service delivery is more successful with groups	126	80	14	5	17	4.11	1.17
14.	Team work is done competitively	119	73	26	6	18	4.24	1.08
15.	Unity among librarians foster rapidly in the various department	125	84	14	3	16	4.20	1.18
16.	Cordial relationship is encouraged among librarians	133	69	17	2	21	4.36	1.06
	Average Mean						**4.22**	**1.12**
	Organisational Values							
17.	The beliefs and values of the organisation are well stated	132	79	11	4	16	4.27	1.09
18.	Librarians easily adapt to the values of the library	106	92	23	2	19	4.09	1.13

19.	The values of the library make it easier for to disseminate information	122	86	17	0	17	4.22	1.08
20.	The values of the university library promote peaceful coexistence among the librarians	114	95	14	3	16	4.19	1.07
	Average Mean						**4.19**	**1.09**
	Accountability and Autonomy							
21.	Librarians are assigned position of responsibility	138	71	13	2	18	4.28	1.12
22.	Schedule of duties automatically demand report of their output from time to time	114	101	10	2	15	4.23	1.03
23.	Accountability is an instrument for measuring library services	123	92	10	2	15	4.26	1.04
24.	Accountability and autonomy allow to measure the failure or success of library services	129	78	13	5	17	4.23	1.12
	Average Mean						**4.25**	**1.08**
	Employee Recognition							
25.	Certificate of award system has been established by the management of university library	103	76	24	11	28	3.79	1.36
26.	Certificate of award is given to workers that are excellent in library service delivery	90	89	18	12	33	3.73	1.46
27.	University library energizes the staff on monthly award	98	75	17	10	42	3.67	1.44
28.	Cards of gratitude are given to the university library top performance	86	86	16	12	42	3.63	1.45
29.	University library workers that more productive are appreciated in kind and cash	83	85	20	10	44	4.28	1.12
	Average Mean						**3.82**	**1.34**
	Healthy Environment							
30.	University library has established a peaceful working relation system	151	57	14	3	17	4.33	1.12
31.	Opportunities are available to belong to various association in the library	99	102	17	3	21	4.05	1.15
32.	The library has conflict resolution committee as a strategy for peaceful coexistence	101	87	20	8	26	3.95	1.27
33.	The library has put in place social welfare committee	102	85	24	11	20	3.98	1.21

	Average Mean						**4.02**	**1.19**
	Diversity							
34.	The university library recognizes each person a unique individual who can suggest or contribute to issues at stake	112	85	16	9	20	4.07	1.19
35.	The university library creates a workforce to suggest and contribute to decision making	109	82	23	6	22	4.03	1.21
36.	Librarians are aware that fairness does not always imply equality	114	72	26	6	24	4.02	1.26
37.	The library leadership and employees are conscious of their own personal prejudices	93	94	29	5	21	3.96	1.17
38.	Unity in diversity always promote effective library service delivery	122	72	29	2	17	4.16	1.13
	Average Mean						**4.05**	**1.19**
	Aggregate Mean/Std.						**4.14**	**0.90**

Research Objective Three: To examine the relationship between organisational culture and services delivery in university libraries in South-west, Nigeria.

Table 3.0: The relationship between organisational culture and service delivery

		Organisational Culture	Library Service Delivery
Organisational Culture	Pearson Correlation	1	0.809**
	Sig. (2-tailed)		0.000
	N	242	242
LibraryService Delivery	Pearson Correlation	0.809**	1
	Sig. (2-tailed)	0.000	
	N	242	242

Discussion of the Findings

On the extent of library service delivery in university libraries in South-west, Nigeria, finding reveals that the extent of library services delivery in university libraries is high. The finding shows that librarian's level of service delivery in terms of empathy, assurance, responsiveness, reliability and tangible is high. The finding is in agreement with Ojo & Bamidele (2023) that the goal of every service provider is to ensure that their users are satisfied by the nature of the service delivered. This may be due to the

improvement in the use of information and communication technology tools to deliver most of services in university libraries.

On extent of organisational culture in university libraries, the finding revealed that organisational culture in term of leadership, communication, unified sense of purpose, organisational values, accountability and autonomy, employee recognition, healthy environment and diversity are high in South-west, Nigeria. This finding is in line with the studies of Lawal and Mairiga (2024) that when librarians in university libraries are well equipped with divers' areas of workers requirements then it becomes more easier to share the same feelings, belief, values, customs, philosophies, ideas to achieve organisational goals and objectives, more especially, in university libraries, where service delivery is the primary responsibility of personnel to users. Similarly, the finding corroborates Lokaj and Sadrija (2020) findings that leaders' attributes and behaviours can determine the organisational form and organisational culture or vice versa. Also, the finding agrees with Khan et al. (2020) study that organisational culture has both positive significant correlation and relationship with job performance or service delivery. This may be due to positive perception that organisational culture equips librarians in university libraries to offer the best information services to the university populace.

On relationship between organisational culture and service delivery in university libraries, findings of the study revealed that there is positive significant relationship between organisational cultures and service delivery in university libraries in South-west, Nigeria. This implies that the higher the level of organisational culture, the higher the level of service delivery by librarians in university libraries in South-west, Nigeria. That is, the culture of the university library in question determines the productivity of the library. This finding is in line with Bankole (2023) findings that organisational culture significantly influenced work performance.

Conclusion

The study has revealed some findings that will be of immense benefit to the university libraries in Nigeria. It revealed that the extent of library services delivery in university libraries is high. The study showed that organisational culture such as leadership, communication, unified sense of purpose, organisational values, accountability and autonomy, employee recognition, healthy environment and diversity are factors that determine library service delivery in university libraries in Nigeria. The study concluded that organisational culture among librarians in Nigerian universities influenced their service delivery to users.

Recommendations

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

i. Librarians in university libraries should strive to develop a virile relationship with their subordinates because such will serve as a thread that could hold all sections of the library together for improved services delivery.

ii. The university librarian in collaboration with human resource manager should regularly hold seminars, workshops on training

and retraining of library staff on organisational culture. University library service delivery is a routine service to library users; therefore, librarians are encouraged to be dynamic in information dissemination to users since information is not static.

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