

ORGANIZATIONAL CULTURE AND MANAGEMENT OF INSTITUTIONAL REPOSITORIES OF UNIVERSITY LIBRARIES IN SOUTHWEST NIGERIA

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Abstract

Academic libraries rely on organisational culture to manage daily operations effectively. The Denison Model of Organizational Culture, known for its comprehensive management dimensions, offers unexplored potential in institutional repository (IR) management. This study utilised a descriptive survey design to investigate the impact of involvement, consistency, and adaptability - key indicators of organisational culture - on managing IR in Southwest Nigerian university libraries. The study targeted 352 library personnel from 14 university libraries that had established institutional repositories. Total enumeration sampling was used to include all 352 personnel. A structured questionnaire containing 36 items, evenly distributed across the Denison Model's three dimensions, was used for data collection. Of the 352 questionnaires distributed, 298 were returned, and 246 valid responses were analysed, representing a 70% response rate. Descriptive and inferential statistics, comprising frequency, percentage, mean, and simple linear regression, provided insights into the relationship between organisational culture and IR management. The findings highlighted the significant influence of involvement, consistency, and adaptability in shaping IR operations. The study recommends strengthening these dimensions and their associated traits to enhance IR management, improve library efficiency, and align with modern academic and technological demands.

Keywords: Involvement, Consistency, Adaptability, Organisational Culture, IR Management

Introduction

Organisational culture is used in academic institutions, government establishments, non-governmental agencies, and business enterprises, with corporate culture and company culture being synonyms. Scholars' definitions and concepts of organisational culture remain non-consensus, and evaluating this important corporate principle is very tasking (Bellot, 2011). The definitions assigned to this seemingly simple concept had reached over 54 by the turn of 1998 (Tharp, 2009) because it is customarily created inadvertently in line with the values of the top-level managers and leaders of the varying organisations (Sun, 2008). The culture of a given organisation gives its employees specific work ethics, shared values and beliefs propelled by principles of adaptability, effective communication system and consistency (Akpa et al., 2021). The Denison Model of Organizational Culture, often assessed through the Denison Organizational Culture Survey, offers a comprehensive framework for understanding and measuring organisational effectiveness (Petrova & Spatenka, 2022). In 1990, Denison proposed that the behaviours and perceptions of individuals within an organisation are shaped by the prevailing culture in that entity. It identifies four critical cultural traits: Adaptability, Mission, Involvement, and Consistency, with each trait encompassing associated management practices that collectively shape the organisation's character and functioning (Petrova & Spatenka, 2022). The model suggests that a balanced and aligned approach across these dimensions contributes to IR management success, fostering a culture that supports innovation that comes with IR adoption, personnel engagement, and strategic alignment with other stakeholders within the IR management strata. Academic libraries that leverage the Denison Model can gain a nuanced understanding of their cultural strengths and areas for improvement, facilitating targeted interventions to enhance overall performance and competitiveness in the dynamic information service landscape. However, this study emphasises three specific traits identified by the Denison Model vis-a-vis Adaptability, Involvement, and Consistency. These chosen traits provide a focused lens through which to examine key aspects of organisational culture, allowing for a more targeted analysis of their impact on performance and effectiveness in managing IR within the library. By delving into the practices associated with involvement, adaptability and consistency, this study gains more profound insight into how these dimensions influence the library's organisational dynamics and contribute to the overall success of the IR implementation.

Objectives of the Study

The study comprehensively investigates the influence of organisational culture on the management of institutional repositories by personnel in academic libraries in Southwest Nigeria. The objectives of the study are to:

- assess the level of staff involvement in the prevalent organisational culture in academic libraries of Southwest Nigeria
- assess the degree of adaptability practicable in the organisational culture of academic libraries, Southwest Nigeria
- identify the traits of consistency available in academic libraries of Southwest Nigeria
- examine the influence of organisational culture on the management of institutional repositories among personnel in academic libraries of Southwest Nigeria.

Research Questions

The following research questions guide the study:

1. What is the level of staff involvement in the prevalent organisational culture in academic libraries of Southwest Nigeria?
2. What is the degree of adaptability practicable in the organisational culture of academic libraries in Southwest Nigeria?
3. What are the traits of consistency available in Southwest Nigeria's academic libraries?

Null Hypothesis

Based on the above-stated research objectives, a null hypothesis was formulated to be tested at < 0.05 significance level. The null hypothesis says:

Organisational culture will not significantly influence the management of institutional repositories among personnel in academic libraries in Southwest Nigeria.

Literature Review

The average performance of the institutional repositories remained sub-par in African countries (Adam & Kaur, 2021). Though the responsible factors were not explicitly outlined, it should be noted that there is always an indication of equilibrium between the factors of stability and flexibility in organisations (Kirin et al., 2019). Organisational characteristics naturally impact the

firm's potential to maintain equilibrium between the domestic and external cynosure of the organisation (Kirin et al., 2020). The advent of new technologies has affected developments in information science, as reflected in library activities within and without its four walls. These technologies require new methods, approaches, and skills to positively adapt their applications to the library settings (Carroll, 2022). It is, therefore, expedient for individuals, students, library users, and corporate institutions to adapt their routines to the realities of the time (Bayley, 2024). Academic libraries in Thailand and Vietnam had to adapt to the changing technological realities imposed by COVID-19 (Nguyen & Suthiprapa, 2024). It is expected that there should be constant learning and continual adaptation to changes in this era of changing library environments (Lindsay, 2023). The efforts of libraries, particularly the public ones, have been noted as highly ranked in innovation and adaptability (Srirahayu, 2023).

Possession of a culture of teamwork, employee commitment and involvement play a vital role in relation management (Rahimi, 2017). A relationship exists between organisational culture and measures of effectiveness, involvement being a key determinant of effectiveness, and adaptability is used to predict the predominant counts of effectiveness (Nazir & Mushtaq, 2008). Literature has emphasised the importance of internal integration in organisational culture (Lippert, 2015). The involvement of the staff via holding retreats to elicit ideas from the workforce, creating scenarios to encourage staff to provide inputs on new plans, and deploying an inquiry strategy to determine strengths, opportunities, aspirations, and results is central to the commitment of all (Casey, 2015). Therefore, the library personnel's performance is a summation of involvement and commitment to the library's vision and values (Onwubiko, 2019). Participative management and effective communication are significantly related to library personnel's job performance in Southeast Nigeria's academic libraries (Uwandu et al., 2022). Personnel involvement was one of the factors discovered to have influenced quality performance in Ghana's academic libraries. The author investigated the determinants of performance in selected Ghanaian academic libraries. Other determinants discovered included training and development, personnel involvement, management commitment, and effective communication (Asante et al., 2020).

To further consolidate staff involvement, capacity development is a crucial tool. This is done at both individual and organisational levels. Federal university library staff embarks on regular training, positively impacting their job delivery (Akintola, 2021). Library personnel in public universities in the South-south, Nigeria enjoy considerable staff development practices, which,

together with a positive work environment, contribute to the job performance of library personnel (Ekpo Eyo, 2021), ditto for staff of academic libraries in the Ogun state (Adegbite-Badmus & Odunewu, 2023). Nevertheless, library personnel often encounter challenges ranging from insufficient resources, lack of institutional support and time constraints in accessing capacity development programmes (Reuben et al., 2023).

Involving and empowering library personnel in creating changes in academic libraries could be strenuous and time-consuming; their trust and support for proposed changes are earned when consistency is the hallmark (Alexander & Wakimoto, 2020). Consistency is a key characteristic of organisational culture that enhances a firm's ability to integrate work ethics, shared values, and beliefs among its employees. These elements, often non-financial values, are pivotal in fostering a cohesive and productive work environment, as highlighted by Akpa, Asikhia, and Nneji (2021). Kotrba et al. (2012) emphasised that consistency significantly and positively interacts with other dimensions of organisational culture, making it a critical predictor of organisational growth and performance. The unique nature of each institution shapes its core values, which must be clearly understood, consistently communicated, and embraced by all stakeholders. Effective communication, using language accessible to every organisation member, ensures that these values are upheld, reinforcing a culture of consistency (Starkutè, 2023). In educational and corporate organisations, shared vision, teamwork, and collaboration are indispensable for achieving collective leadership. As Azeem and Mataruna (2019) observed, these elements are bolstered by a consistent organisational framework. By embedding consistent practices and values, organisations can strengthen internal unity, drive collective efforts, and ensure sustained success.

Methodology

The study employed a descriptive survey design, utilising a structured questionnaire to investigate the impact of involvement, consistency, and adaptability as indicators of organisational culture on the management of institutional repositories in university libraries across Southwest Nigeria. The study population comprised 352 library personnel from 14 university libraries within the geopolitical zone that had initiated institutional repositories. Given the relatively small population size, a total enumeration sampling method was adopted to include all 352 personnel. The questionnaire contained 36 items evenly distributed across three dimensions outlined in the Denison Model of Organizational Culture: involvement, consistency,

and adaptability. A total of 352 questionnaires were administered, with 298 returned. After a thorough review, 246 questionnaires were deemed valid for analysis, representing a 70% response rate. Descriptive and inferential statistical methods were employed for data analysis. Frequent, percentage, and mean were used to analyse demographic and variable data. Simple linear regression analysis was conducted to test the hypothesis, providing insights into the relationships between the organisational culture dimensions and the effective management of institutional repositories.

Data Presentation



Figure 1. Organisational Culture

Decision rule: < 2.5 = low; 2.5 = moderate; > 2.5 = high

Note: Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1)

Source: Field Survey, 2024

The responses highlight **involvement** as a significant indicator of organisational culture in Southwest Nigeria's academic libraries, assessed through empowerment, team orientation, and capacity development. For **empowerment**, 54.1% of respondents strongly agreed that decisions are made at the most informed level, with an average mean of 3.48. Additionally, 50.0% strongly agreed that information is widely shared, enabling personnel to access necessary resources (mean

= 3.43). Moreover, 48.8% strongly agreed that all staff believe in their ability to impact library operations (mean = 3.41) positively, and 43.9% strongly agreed that planning involves every staff member (mean = 3.28). The weighted mean of 3.40 suggests strong agreement on empowerment's role in organisational culture.

For **team orientation**, 48.4% strongly agreed that cooperation across library sections is actively encouraged (mean = 3.44). Similarly, 50.0% strongly agreed that teamwork replaces hierarchy for task completion (mean = 3.46). Furthermore, 52.0% strongly agreed that routines align individual roles with library goals (mean = 3.47). The weighted mean of 3.44 underscores high team orientation. For **capacity development**, 45.9% agreed that authority delegation enhances autonomy (mean = 3.33), while continuous investment in skills and staff capabilities (mean = 3.30) underscores the focus on growth. A weighted mean of 3.30 supports the role of capacity development in fostering involvement. Overall, involvement holds a weighted mean of 3.38, reflecting its importance in organisational culture.

The results also highlight consistency as a crucial indicator of organisational culture in academic libraries of Southwest Nigeria, assessed through core values, agreement, and coordination/integration. For core values, 48.0% agreed that leaders "practice what they preach" (mean = 3.12). Similarly, 53.7% agreed that a clear set of values guides librarianship (mean = 3.24), and 50.8% agreed that personnel are held accountable when core values are ignored (mean = 3.26). Moreover, 54.9% agreed that ethical codes guide behaviour (mean = 3.29). The weighted mean of 3.23 suggests a high level of agreement on core values. For agreement, 54.9% agreed that disagreements are resolved through "win-win" solutions (mean = 3.25). Additionally, 49.2% agreed that a well-defined culture exists in the library (mean = 3.31), and 52.0% agreed that it is easy to reach a consensus, even on complex issues (mean = 3.24). The weighted mean of 3.27 reflects strong agreement on this measure. For coordination and integration, 52.4% agreed that their service delivery approach is consistent (mean = 3.28), and 48.4% agreed that staff share a common perspective (mean = 3.21). Furthermore, 51.2% agreed on ease of project coordination (mean = 3.27), with a weighted mean of 3.26. Overall, the consistency dimension holds a weighted mean of 3.25, reflecting its significance in organisational culture.

The diagram finally highlights adaptability as a key indicator of organisational culture in academic libraries of Southwest Nigeria, evaluated through creating change, customer focus, and organisational learning. For creating change, 50.4% agreed that library operations are flexible

and easy to adjust, with a mean value of 3.24. Similarly, 53.7% agreed they respond well to environmental changes (mean = 3.33), and 49.6% agreed that new work methods are regularly adopted (mean = 3.34). Cooperation among library sections to create change was agreed upon by 49.2%, yielding a mean value of 3.35. The weighted mean for creating change is 3.32. For customer focus, 53.7% agreed that user feedback drives change (mean = 3.32), and 45.5% indicated that patron input influences decisions (mean = 3.26). Moreover, 55.7% agreed that staff deeply understand user needs (mean = 3.25), while 50.8% agreed that direct client engagement is encouraged (mean = 3.33). The weighted mean for customer focus is 3.29. For organisational learning, 54.2% agreed that failure is viewed as a learning opportunity (mean = 3.28), and 54.5% supported risk-taking and innovation (mean = 3.22). Additionally, 55.3% agreed that learning is a daily objective (mean = 3.32), and 52.0% emphasised communication across staff (mean = 3.26). The weighted mean for organisational learning is 3.27. The overall weighted mean for adaptability is 3.29, indicating its significance in organisational culture. The overall weighted mean for prevalent organisational culture in academic libraries of Southwest Nigeria is 3.31. This suggests that the respondents perceived the prevalent organisational culture in these libraries as high.

Test of Hypothesis

H₀₁: Organisational culture will not significantly influence the management of institutional repositories among personnel in academic libraries in Southwest Nigeria.

The above null hypothesis was tested using simple linear regression analysis. Data measuring management of institutional repositories were regressed on data measuring organisational culture. The results of the regression analysis are presented in Tables 1a, b and c below.

Table 1.0: Regression analysis for influence of organisational culture on the management of institutional repositories among personnel in academic libraries of Southwest Nigeria

a. Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.619 ^a	.383	.380		.29868

a. Predictors: (Constant), Organisational Culture

b. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.486	1	13.486	151.177	.000 ^b

Residual	21.767	244	.089
Total	35.253	245	

a. Dependent Variable: Management of Institutional Repository

b. Predictors: (Constant), Organizational Culture

c. Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.590	.156		10.191	.000
	Organisational Culture	.576	.047	.619	12.295	.000

a. Dependent Variable: Management of Institutional Repository

Source: Field Survey, 2024

Table 1.0a reveals that organisational culture has a high and positive correlation ($R = 0.619$) with the management of institutional repositories among personnel in academic libraries of Southwest Nigeria. Also, the coefficient of determination ($\text{Adj. } R^2 = 0.380$) shows that organisational culture explains 38.0% of the variance in managing institutional repositories among personnel in academic libraries of Southwest Nigeria. The remaining 62.0% variation in the management of institutional repositories among personnel in academic libraries of Southwest Nigeria is explained by other factors not investigated in this study. Table 1.0b shows the overall significance of the model for hypothesis one ($F(1, 244) = 151.177, p < 0.05$). In addition, Table 1.0c shows that if all other factors remain constant, a unit change in organisational culture will lead to a 0.576 increase in the management of institutional repositories among personnel in academic libraries of Southwest, Nigeria at a 95% level of confidence ($B = 0.576, p < 0.05$). Hence, based on the result of the regression analysis, the null hypothesis, which states that there will be no significant influence of organisational culture on the management of institutional repositories among personnel in academic libraries of Southwest Nigeria, is rejected.

Discussion of Findings

The findings reveal that personnel in academic libraries play an active role in managing library routines. Key indicators of their involvement include effective information sharing, active participation in planning, informed decision-making processes, and a strong sense of self-esteem. These factors collectively empower personnel and foster a more profound sense of inclusion in library management. This observation aligns with Casey (2015) and Onwubiko (2019), who

emphasised the significance of involvement as a tool for securing staff commitment and motivation. Additionally, the findings highlight team orientation, another critical indicator of involvement. Encouraging cooperation among library personnel has cultivated a culture of teamwork. Rahimi (2017) underscored the importance of teamwork in enhancing client patronage, reinforcing the necessity of collaboration in achieving organisational goals.

Furthermore, the study identifies capacity development as an essential element of staff involvement. This is evidenced by the delegation of authority, which improves decision-making at various levels and enhances personnel's skills and capacity. This finding aligns with Asante et al. (2020), who asserted that training and development are pivotal to enhancing job performance and productivity. Managing institutional repositories (IR) integrates technological innovations, environmental considerations, and human resource management to deliver information resources effectively. This holistic approach underscores the importance of empowering library personnel and fostering a collaborative work environment to achieve the desired outcomes in information resource delivery.

The findings further reveal a high level of consistency in the organisational culture of academic libraries in Southwest Nigeria. This consistency is reflected in the leader's and staff's adherence to core values and ethical standards. Leaders demonstrate a commitment to these values in their words and actions, serving as role models for ethical behaviour within the institution. Staff members who act contrary to the established culture are appropriately sanctioned, ensuring accountability and reinforcing the importance of the organisational ethos. In situations where differing opinions arise, consensus-building processes ensure agreement while aligning with the library's core values. This commitment to shared principles fosters a harmonious work environment where decisions are made collectively and transparently. The libraries exhibit high coordination and integration, enabling consistent service delivery across various units and sections. Goals are well-aligned at all organisational levels, and projects are seamlessly coordinated, enhancing overall efficiency and effectiveness.

These findings align closely with the perspectives of Alexander and Wakimoto (2020), who argued that consistency is a cornerstone of organisational success. Similarly, Akpa et al. (2021) emphasised the importance of consistency in ensuring corporate cohesion and unity. The consistent organisational culture observed in these libraries supports smooth internal operations and enhances the management of institutional repositories (IR). The IR management systems in

Southwest Nigerian academic libraries benefit significantly from this cultural consistency. By aligning technological systems, staff practices, and organisational goals, the libraries create an environment conducive to effective IR management. This alignment ensures that information resource delivery is reliable, coordinated, and reflects the institution's overarching values and standards. Such consistency positions the libraries as models of organisational effectiveness and adaptability in the geopolitical zone.

The findings conclusively demonstrate that strong adaptability to innovation characterises the organisational culture of academic libraries in Southwest Nigeria. This adaptability facilitates creating and implementing transformative changes, such as institutional repositories (IR). The libraries exhibit flexibility, foster a competitive spirit among personnel, and continuously embrace innovative ideas. Additionally, the cooperation among library units significantly contributes to the successful adoption and integration of changes, ensuring that innovation is a collective endeavour.

These libraries also exhibit a strong customer focus, with IR being a client-oriented service designed to meet user needs effectively. Regular interactions between library staff and patrons allow personnel to stay informed about the evolving information needs of their clients. Patrons are encouraged to provide feedback and make recommendations, which are incorporated into organisational decisions. This feedback loop improves service delivery and ensures the library meets user expectations. Continuous improvement is another hallmark of these libraries. The libraries foster an environment of organisational learning by learning from past experiences and sharing critical information across all staff levels. Staff members who embrace and implement innovative practices are recognised and rewarded, which motivates others to follow suit. Kirin et al. (2019) noted that flexibility and organisational stability are intricately linked, and this principle is evident in the libraries' adaptive strategies. Moreover, Bayley (2024) and Nguyen and Suthiprapa (2024) emphasised the importance of adapting to contemporary realities, including advancements in technology, while Lindsay (2023) highlighted the critical role of continuous organisational learning.

Effective IR management in these libraries depends on the active involvement of all stakeholders. This collective participation ensures that policies, technology adoption, and organisational values are consistently aligned, creating a stable yet dynamic foundation for managing institutional repositories. The libraries are leaders in information resource delivery by

adapting to new ideas and embracing innovative solutions like IR. In conclusion, the findings underscore that involvement, consistency, and adaptability are crucial indicators of a high level of organisational culture. These factors collectively drive the effective management of institutional repositories in the academic libraries of Southwest Nigeria, ensuring they remain responsive to change, focused on user needs, and committed to continuous improvement.

Conclusion

The study has demonstrated the significant role that organisational culture plays in shaping the operations and management of academic libraries in Southwest Nigeria. Specifically, it highlights the pivotal contributions of three core elements: the level of involvement of library personnel, consistency in organisational values and cultural practices, and adaptability to changes and innovations within the organisational culture framework. Together, these elements create a dynamic and cohesive environment that supports the effective management of institutional repositories (IR).

The study revealed that involvement is critical in fostering a sense of ownership and responsibility among library personnel. Through active participation in decision-making processes, collaborative planning, and information sharing, staff members are empowered to contribute meaningfully to the organisation. This sense of inclusion not only boosts morale but also enhances overall productivity. Furthermore, the study underscores that these libraries' consistent values and ethical practices form a solid foundation for institutional success. These libraries ensure seamless service delivery and effective coordination by adhering to agreed-upon principles, maintaining high standards, and promoting cohesion across departments. Adaptability, the third element of focus, is instrumental in enabling libraries to embrace change, adopt new technologies, and respond to evolving user needs. This adaptability is crucial in managing institutional repositories, allowing libraries to remain relevant in a rapidly changing digital landscape. The study also highlights how user feedback and innovative thinking are integrated into organisational practices, further reinforcing the libraries' capacity to adapt and thrive.

Given these findings, academic libraries in Southwest Nigeria must strive to sustain and enhance their current organisational culture. Concerted efforts should strengthen the key elements - involvement, consistency, adaptability - and the associated sub-traits. For involvement, libraries can implement ongoing professional development programs, foster open communication

channels, and create platforms for collaborative decision-making. To maintain consistency, libraries should continue reinforcing shared values, providing clear ethical guidelines, and promoting a unified vision across all units. For adaptability, libraries must invest in emerging technologies, encourage innovative thinking, and ensure that staffs remain receptive to new ideas and practices. To prioritise these elements and continuously refine them, academic libraries in the region will sustain their current level of organisational culture and position themselves for long-term success. This approach will enhance the management of institutional repositories, improve service delivery, and ensure that libraries remain vital resources for their academic communities in an increasingly competitive and technology-driven world.

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