



## Corporate culture and job performance of library personnel in academic libraries in Rivers state, Nigeria

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### Abstract

Academic libraries are referred to as the hub of academic activity in any higher education institution because of the vital roles they play. The researchers examined the relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria. Two research objectives were developed to guide the study, and the research hypothesis was tested at the 0.5 level of significance. The study adopted consistency theory, involvement theory, adaptability theory, and mission theory. The descriptive survey design was adopted for the study, and the population of the study comprised the entire library staff in all the university libraries in Rivers State, which was 159. The study discovered that corporate culture is practiced among library personnel in academic libraries in Rivers State, Nigeria. It also revealed that corporate culture motivates library personnel to perform very well at their institution. The study further revealed that there was a significant relationship between corporate culture and the job performance of library personnel in the institutions. It was recommended that institutions of higher learning develop a culture that is flexible and supportive to influence employees' abilities, behaviours, attitudes, opinions, and dispositions in the workplace. Also, the management of institutions of high learning should pay close attention to rigid culture to promote autonomy and facilitate corporate behaviour among workers, as ambiguous culture can be very difficult to understand.

**Keywords:** Corporate culture, job performance, library personnel, academic libraries, Rivers state

### Introduction

The hub of academic activity in any higher education institution is the academic library. They play a variety of roles, which can be distilled to include providing a comfortable reading area, offering information resources and services in a variety of formats to support the institution's teaching, learning, leisure, and research endeavours, as well as shaping the neighbourhood where the institution is located through community impact initiatives or creativity programs. Scholars have defined academic libraries as libraries that are attached to institutions of higher learning such as colleges, polytechnics or universities that are publicly or privately funded and whose main objective is to provide information resources to enrich and support the school's curricula and the research needs of students and faculty. Aina (2004) <sup>[3]</sup>, cited in Nyemezue, Oladipupo & Ejeh (2022) <sup>[29]</sup>, defines university libraries as libraries established by a university institution to provide information resources and services to support the teaching, learning, and research objectives of the university.

Corporate culture is believed to be the driving force behind every organization, and it has a big impact on how well employees perform, behave, and think at work. Corporate culture and organizational culture will be used fairly interchangeably, predicts Goserud (2023) <sup>[19]</sup>. Corporate culture can be thought of as a clearly defined system of norms, conduct, attitudes, and values that controls how people behave within an organization. Corporate culture has also been described as a group of common values, guiding principles, notions, and ways of thinking that are instilled in new employees as being correct (Duncan, 2016) <sup>[14]</sup>. Organizational culture, according to Eddah, Lagat, & Ngeno

(2017) <sup>[15]</sup>, refers to views and ideas about the sorts of goals that members of an organization should seek as well as beliefs about the right kinds or standards of behavior that these members should utilize to attain these goals. This shows that culture is not genetically inherited but rather learned and passed down from generation to generation. However, corporate culture is often interpreted as values, and symbols that are understood and obeyed together and are owned by an organization so that organizational members can feel like one family and create a condition for members of the organization to feel different from other organizations.

Corporate culture, according to Nickels *et al.* (2011) <sup>[32]</sup>, is the collection of shared values that an organization uses to promote coherence and cooperation. Thus, corporate culture supports collaboration among staff members in order to achieve organizational goals by fostering a sense of community among them. Corporate culture is the distinct collection of shared beliefs and practices that influence how people and groups interact with one another and with stakeholders outside the workplace, according to Hills and Jones (2003) <sup>[22]</sup>.

The majority of studies concurred that corporate culture is the set of beliefs, attitudes, and actions that form the core character of an organization. Corporate culture, according to Nickels *et al.* (2011) <sup>[32]</sup>, is the collection of shared values that an organization uses to promote coherence and cooperation. Thus, corporate culture supports collaboration among staff members in order to achieve organizational goals by fostering a sense of community among them. Corporate culture is the distinct collection of shared beliefs and practices that influence how people and groups interact

with one another and with stakeholders outside the workplace, according to Hills and Jones (2003) <sup>[22]</sup>. The majority of studies concurred that corporate culture is the set of beliefs, attitudes, and actions that form the core character of an organization. It is acceptable to state, based on the aforementioned definitions, that corporate culture is the collection of core beliefs that a particular group has discovered, developed, or constructed in order to learn how to navigate the difficulties of external adaptation and integration. These ideas are imparted to new members as the proper perspective, manner to think about, and way to feel in connection to those obstacles since they have been successful enough to be acknowledged as true.

There are four types of corporate culture that organizational leaders should become familiar with. These, according to Herry (2021) <sup>[21]</sup>, are advocacy culture, clan culture, hierarchy culture, and market culture. Advocacy culture focuses on innovation. It encourages all employees to participate and collaborate regardless of their background because no one knows where the next big idea will come from. Clan culture mainly focuses on nurturing employees through interpersonal influences or mentoring programmes to create a sense of a true extended family. Hierarchy culture, or hierarchical culture, is a type of organizational culture that focuses on long-term stability, consistency, and a shared set of values throughout the entire organization. Market culture is a style of corporate culture that focuses on building an atmosphere of strong internal competition, getting results, and rewarding winners. In this type of culture, all employees are expected to put in their best effort, and those that constantly succeed are given financial rewards or promotion opportunities. In this study, the indicators used to measure corporate culture are corporate behavior and corporate norms.

In any organization, success is a direct outcome of employees performing their jobs well. Job performance includes all of the visible behaviors employees' exhibit while working toward accomplishing organizational goals. Job performance is the level of output produced following the use of both human and material resources. Organization's profitability is significantly influenced by job performance (Bevan, 2012) <sup>[9]</sup>. Job performance refers to how members of staff accomplish the duties assigned to them and their mode of behavior in the workplace. This study focuses on corporate culture and job performance of librarians in academic libraries in Rivers State, Nigeria.

Rivers State, also referred to as Rivers, is located in Southern Nigeria's Old Eastern Region, in the Niger Delta. Rivers State was established in 1967 after splitting from the erstwhile Eastern Region. Imo is to the north, Abia and Akwa Ibom are to the east, and Bayelsa and Delta are to the west. The commercial hub of Nigeria's oil sector is thought to be the metropolitan region that houses Port Harcourt, the state capital. There are five universities in Rivers State: one federal, two state, and two privately owned (Nigeria University Commission, 2022).

The emphasis placed on motivation and incentive systems in most organizations today negates the core values that should encourage individuals to do their best. However, a strong organizational culture is the secret to effective performance at work. A review of the literature revealed that academic library staff have paid little attention to the effects of corporate culture on job performance. Teamwork, communication, reward and recognition, and training and

development were the four organizational culture dimensions that Zain *et al.* (2009) <sup>[40]</sup> looked at for their impact on employee performance. They discovered that all four organizational culture dimensions were significant performance determinants. Although controlling human resources could be problematic, adhering to a high level of organizational culture is a way of making employees committed to bringing out their best in the workplace.

### Research objective

The general objective of this study is to examine the relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria. The specific objectives are:

1. Ascertain if corporate culture is practiced among library personnel in academic libraries in Rivers State, Nigeria.
2. Investigate the level of job performance of library personnel in academic libraries in Rivers State, Nigeria.
3. Identify the relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria.

### Research questions

The following research questions were developed to put the study in the right perspective

1. Is there corporate culture practiced among library personnel in academic libraries in Rivers State, Nigeria?
2. What is the level of job performance of library personnel in academic libraries in Rivers State, Nigeria?
3. What is the relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria?

### Statement of hypothesis

**H01:** There is no significant relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria.

### Literature review

According to Bajaj (2018) <sup>[6]</sup>, a university serves as a place of academic learning; hence, it must have a well-stocked library that can serve the needs of all of its departments.

As a result, a university library is an essential component of the higher education system. It is essentially kept around for the benefit of students, teachers, staff, administrators, and researchers. Compiling resources for academic usage for the benefit of students and instructors from various departments plays a crucial role in the academic life of the university community.

Abubakar (2011) <sup>[1]</sup> stated that academic libraries are at the forefront of providing information services to their respective communities, which comprise students, lecturers, and researchers, to support their teaching, learning, and research endeavours. Several scholars have emphasized the vital role of academic libraries in research and scholarship at institutions of higher learning. Generally, academic libraries are referred to as the heart or nerve centres of institutions of higher learning, where all academic activities revolve. The university library is a repository of knowledge and the highest reproducer of information. They are repositories of information and knowledge from all fields of learning

relevant to the academic community that they serve (Ifukor, 2012; Nwabueze and Anike, 2016) <sup>[18, 23, 28]</sup>.

According to Eyo & Afebende (2018) <sup>[16, 17]</sup>, academic libraries in Nigeria are most important when it comes to staff. They work in the various divisions of the library as librarians, paraprofessionals, and library assistants, offering a variety of services. These individuals play a significant role in the success or failure of different academic libraries. Therefore, it is true to say that an organization's success or failure, such as a library, depends less on the resources, tools, and machinery and more on the willingness and capacity of the staff to give their all to a job well done. Eyo, Ogar, and Afebende (2013) <sup>[16, 17]</sup> emphasized that without the training and capacity building needed by staff to provide the services expected of them by users, library staff cannot function effectively. Therefore, Eze (2012) <sup>[18]</sup> emphasized that proper training of library staff is the only way to guarantee job performance and efficiency in service delivery.

Corporate behaviour refers to the conduct of a group or organization that acts as a single unit. It outlines the moral principles of the firm and describes its brand. In the workplace, corporate behaviour is essential in developing and shaping corporate culture, according to Sudhakar (2023) <sup>[39]</sup>. The beliefs, attitudes, and behaviours that make up an organization's culture determine how its members interact with one another, with clients, and with the general public. The leadership of an organization, in particular, has a substantial influence on the corporate culture since it sets the tone and standards for the rest of the organization, according to Sudhakar. Sudhakar suggested that transparency, fairness, and accountability are examples of good corporate behaviour that can strengthen an organization's philosophy.

Performance is the outcome of a person's or a group's work in an organization at a specific time, reflecting how well the individual or group meets the requirements of a position in a mission to fulfil the organization's goals (Al-Omari & Okasheh, 2017) <sup>[4]</sup>. Muchhal (2014) <sup>[26]</sup> asserts that performance is crucial for both enterprises and employees. In other words, it makes the organization successful and increases employee pleasure. To provide customers with good value, reduce waste, and run efficiently, some organizations frequently set performance goals for both individual employees and the organization itself. However, several things might have an impact on how well the personnel perform their jobs. This includes but is not limited to, tools, a physical workspace, meaningful work, standard operating procedures, rewards for effective or ineffective systems, performance expectations, feedback on performance, and knowledge, skills, and attitudes (Stup, 2003) <sup>[38]</sup>.

Corporate culture, according to Nelson & Quick (2011) <sup>[31]</sup>, serves four purposes: it gives individuals a sense of identity, boosts their commitment, promotes corporate values, and acts as a control mechanism for behaviour modification. It is crucial to remember that leaders influence and reinforce culture through their attention to detail, behaviour, decision-making about rewards, and hiring and firing practices. Aluko (2003) <sup>[5]</sup> discovered that there is a substantial positive association between organizational culture and employee performance and that a weak culture causes an organization and its people to perform and collaborate poorly.

In the Nigerian banking industry, Omoregbe & Umemezia (2017) <sup>[33]</sup> looked at the connection between organizational culture and employee job performance. The dimensions of organizational culture used in the study were employee commitment, work processes, employee training, and leadership styles. The study's sample size consisted of 392 individuals chosen from among those working for First Bank, Access Bank, Zenith Bank, Fidelity Bank, First City Monument Bank, United Bank for Africa, Diamond Bank, and Guaranty Trust Bank in Nigeria using convenient and systematic sampling approaches. The model parameters used in the framework were estimated using Ordinary Least Squares (OLS). Using descriptive and inferential statistics, the collected data were examined using SPSS version 22.0. According to study results, organizational culture practices are widely used in the Nigerian banking industry. According to their findings, all aspects of organizational culture had a favourable impact on workers' job performance. As a result, the study advised businesses to embrace organizational cultures that best improve worker performance.

Bethlehem's (2017) <sup>[8]</sup> study on the impact of organizational culture on worker performance in Ethiopia's JSI Research and Training Institute, Inc. To determine the link and impact of independent factors on the dependent variable, inferential and descriptive analyses are performed. According to the investigation, there is a strong and positive correlation between the three factors that make up organizational culture and worker productivity.

Gunaraja (2014) <sup>[20]</sup> used the Indian banking sector to conduct an empirical study on the impact of organizational corporate culture on employee job performance and productivity. The study examined the relationship between organizational corporate culture and employees' job performance and offered recommendations for improving both. The use of a survey research design was made. All of the bank employees in Tamil Nadu's banking sector in Chennai made up the study's population. From each strata, two banks were chosen. To choose a total of 110 employees, employees in the chosen banks were subdivided into three strata: office assistants, senior employees, and junior employees. Primary Using descriptive statistical methods like total, cumulative percentage, and simple percentage, the information from the questionnaire was reviewed, condensed, and interpreted as necessary. When evaluating the aforementioned hypotheses, the chi square is employed to quantify the difference between observed and anticipated frequency as well as to demonstrate the level of significance. In the Indian banking sector, there is no evidence of a beneficial association between corporate sector organizational culture and organizational productivity. While the sampling respondents were chosen using a simple random sampling approach, samples were chosen using stratified random sampling and simple random sampling techniques. The results show that a significant portion of respondents—nearly more than half—strongly agree that organizational corporate culture has an impact on employees' work performance, and that nearly half of employees also agree that corporate sector culture affects the organization's level of productivity.

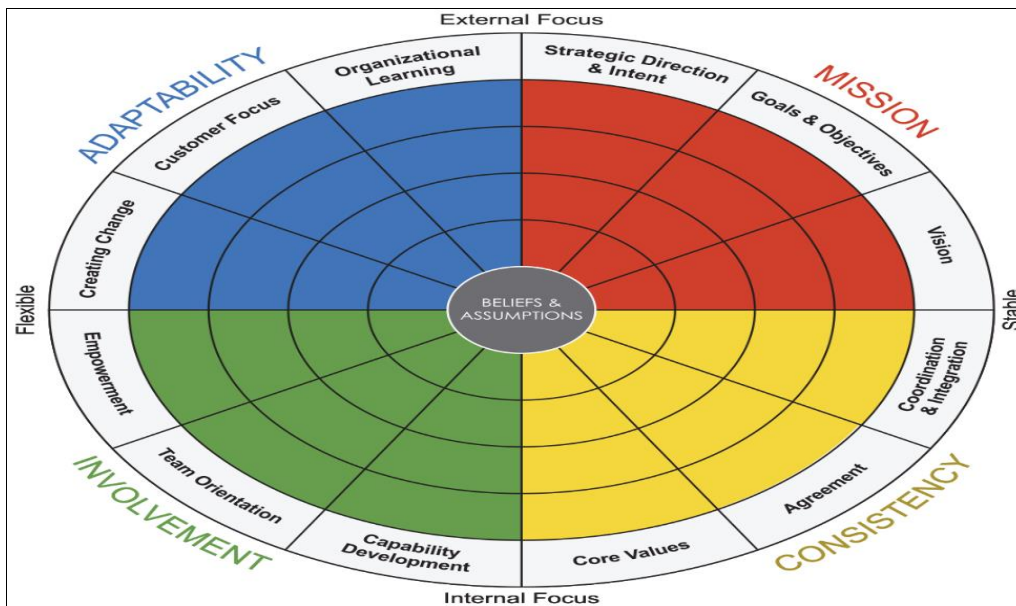
According to Sudhakar (2023) <sup>[39]</sup>, unethical business practices or a lack of ethics can have a negative impact on the culture of an organization. This kind of conduct can destroy employee morale, erode confidence, and harm an organization's reputation. For instance, a company that

engages in unethical or illegal activities may quickly face criticism from the media and the general public, harming the establishment's reputation and its ability to recruit and retain employees and clients. The breaking of norms can result in overt or covert punishment, according to Chaney & Martin (2007) [11]. Norms are firmly established standards of appropriate and incorrect behavior.

Likewise, in terms of how individuals inside the organization behave and how well they adhere to its rules, Group norms are utilized to cope with performance-related goals, according to Robbins (2005) [34]. They are used to establish correct clothing codes and friendships both inside

and outside of the workplace. Putting emphasis on the adoption of accepted standards, he promoted some degree of alignment between an individual's goals and those of the organization: The norms of a given group can be used to describe the attitudes and behaviors of its members. Work groups often give their members explicit indications on how hard they should work, how to complete the task, their level of production, and suitable communication routes.

Denison & Neale (2011) [13] recognized four cultural traits: involvement, consistency, adaptability, and mission. These fundamental traits were expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model.



Source: adapted from Daniel R. Denison. & William S. Neale, M.A.

Fig 1

As seen in the diagram, each of these features is further divided into three indices, making a total of 12. The mission of the organization, employee participation and contribution, degree of employee adaptability to internal and external factors, and organizational and employee consistency will all be taken into account when evaluating job performance in this study.

**Theories**

Many theories are related to corporate culture and job performance, but this study focused on consistency theory, involvement theory, adaptability theory, and mission theory.

**Consistency Theory**

Consistency theory was originally introduced by Fritz Heider, Leon Festinger, and others. The theory was first applied precisely to work behavior by Abraham K. Korman in 1970. The theory was based on a two-point premise: a balanced notion and a self-image standard. According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well-integrated (Davenport, 1993; Saffold, 1988) [12, 35]. Employees' behavior is rooted in a set of core values, and leaders and followers are skilled at reaching an agreement even when they have differing views (Blois, Cook, & Hunsaker, 2007) [10]. Employees' behavior is rooted in a set of core values, and leaders and followers

are skilled at reaching an agreement even when they have differing views (Blois, Cook, & Hunsaker, 2007) [10].

**Involvement Theory**

This theory was founded on the notion that participation and involvement will support a sense of ownership and responsibility, which will support organizational success and loyalty (Baker, 2002) [7]. Developing human capability at all levels, empowering employees, and organizing around teams are all characteristics of effective organizations (Baker, 2002) [7]. Executives, managers, and staff members are dedicated to their work and believe they have a stake in the company. People at all levels believe they have some influence over decisions that may affect their jobs and that their efforts directly contribute to the organization's objectives.

**Adaptability Theory**

In most cases, adaptation is understood to be the survival of the fittest. An individual's capacity for environmental adaptation. This concept was created by a well-known scientist named Charles Darwin, who conducted experiments on Galapagos Island in the 1830s. According to the adaptation theory's guiding concept, extinction, genetic change, and environmental monitoring are the other three modifications that can result from an environmental shift. This theory was based on the notion that an organization's

ability to receive, interpret, and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth, and development. However, in terms of the organization, ironically, well-integrated organizations are frequently the hardest to change due to the high levels of adaptation they have built up over time (Kanter, 1993) [24]. According to Nadler (1998) [27] and Senge (1990) [36], adaptive organizations are driven by their customers, take chances, learn from their errors, and have the capacity and experience to bring about change. To encourage advancement and offer value to their clients, these firms are constantly updating their systems (Stalk, 1988) [37].

**Mission Theory**

Organizational members can be coordinated and inspired toward shared objectives by having a common sense of purpose, direction, and strategy (Baker, 2004) [7]. Successful businesses have a distinct sense of direction and purpose that establishes organizational goals and strategic objectives as well as a future vision (Mintzbert, 1994). Other facets of an organization's culture also change as the core mission of the organization does (Ahmad, 2012) [2]. These theories highlight many cultural characteristics, but more significantly, they emphasize various cultural functions. While engagement theory and adaptability theory encourage change and flexibility, consistency theory and mission

theory tend to favor stability. While mission theory and adaptation theory regard culture as addressing the relationship of the organization to its external environment, consistency theory and engagement theory see culture as focusing on internal organizational dynamics (Baker, 2004) [7].

**Methodology**

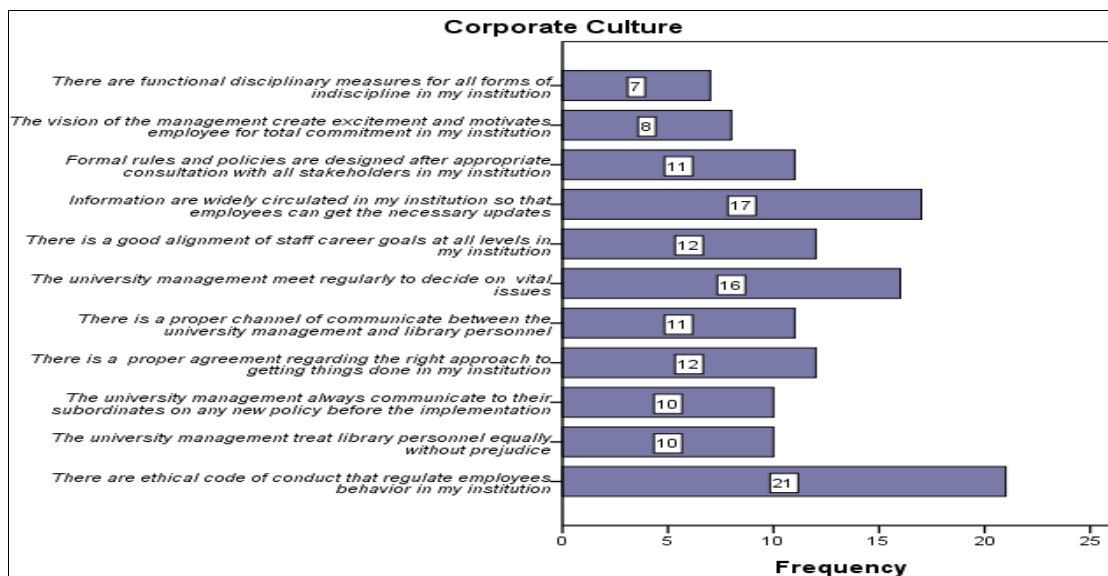
A descriptive survey design was adopted for the study. This was considered appropriate because this study seeks to collect, describe, and summarize data on the corporate culture and job performance of library personnel in academic libraries in Rivers State, Nigeria. The population of the study comprised the entire library staff in all the university libraries in Rivers State, Nigeria, which was 159. These constitute 80 library staff from the University of Port Harcourt; 25 library staff from Ignatius Ajuru University of Education; 30 library staff from River State University; 10 library staff from Rhema University, Obeama-Asa; and 14 library staff from PAMO University of Medical Sciences (Office of the University Librarian of each library, 2022). The questionnaire was the instrument used for data collection. A total of one hundred and fifty-nine copies of the questionnaire were distributed to the respondents, out of which one hundred and thirty-five were properly filled out and found relevant to the study.

**Presentation of findings**

**Table 1:** Distribution of respondents by institutions

Name of Institutions	Distribution Frequency	Distribution Percentage	Retrieval Frequency	Retrieval Percentage
University of Port Harcourt	80	50.3	78	57.8
Ignatius Ajuru University of Education	25	15.7	16	11.9
River State University	30	18.9	24	17.8
Rhema University	14	8.8	10	7.4
PAMO University of Medical Sciences	10	6.3	7	5.2
Total	159	100.0	135	100.0

**Table 1:** shows that out of the 159 copies of the questionnaire distributed, 135 copies were duly completed and retrieved for the study.



**Chart 1:** Is there corporate culture practiced among library personnel in academic libraries in Rivers State, Nigeria?

The above chart shows that corporate culture is practiced in university libraries in Rivers State, Nigeria. Out of the 135 respondents, 21 (15.6%) indicated that there are ethical

codes of conduct that regulate employee behaviour in their institution, 17 (12.6%) indicated that information is widely circulated in their institution so that employees can get the

necessary updates, 16 (11.9%) agreed that their university management meets regularly to decide on vital issues. 12 (8.9%) agreed that there is a proper agreement regarding the right approach to getting things done in their institution; another 12 (8.9%) also agreed that there is a good alignment of staff career goals at all levels in their institution. 11 (8.1%) agreed that formal rules and policies are designed after appropriate consultation with all stakeholders in their institution, and 11 (8.1%) agreed that there is a proper channel of communication between the university management and library personnel. 10 (7.5%) agreed that their university management treated library personnel

equally without prejudice, and another 10 (7.5%) also agreed that their university management always communicated with their subordinates about any new policy before its implementation. 8 (5.9%) agreed that the vision of the management creates excitement and motivates employees to total commitment to their institution, while 7 (5.2%) agreed that there are functional disciplinary measures for all forms of indiscipline in their institution. The above responses imply that corporate culture is practiced among library personnel in academic libraries in Rivers State, Nigeria.

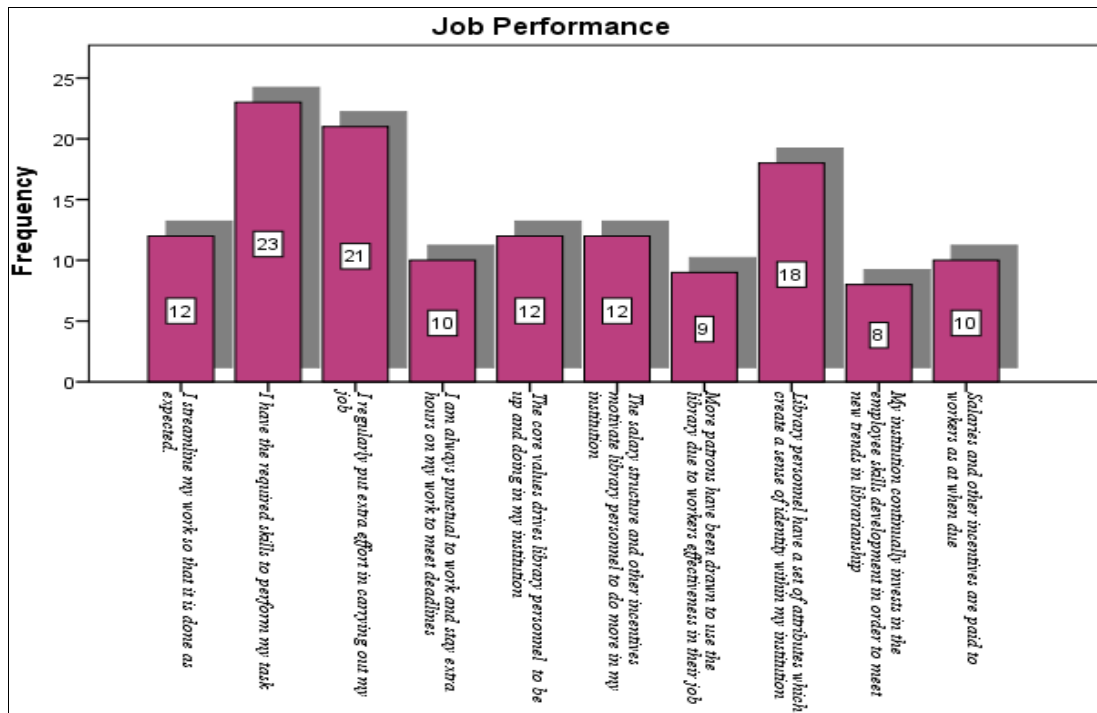


Chart 2: Level of job performance of library personnel in academic libraries in Rivers State, Nigeria

The above chart shows the level of job performance of library personnel in academic libraries in Rivers State, Nigeria. Out of the 135 respondents, 23 (17.0%) agreed that they have the required skills to perform their task; 21 (15.6%) agreed that they regularly put extra effort into carrying out their job; 18 (13.3%) agreed that the library personnel have a set of attributes that create a sense of identity within their institution; 12 (8.9%) agreed that they streamline their work so that it is done as expected; also, 12 (8.9%) agreed that the core values drive the library personnel to be up and doing in their institution; and another 12 (8.9%) likewise agreed that the salary structure and other incentives motivate library personnel to do more in their institution. 10 (7.4%) agreed that they are always punctual to work and stay extra hours on their work to meet

deadlines, and another 10 (7.4%) also agreed that salaries and other incentives are paid to workers as and when due. 9 (6.7%) agreed that more patrons have been drawn to the library due to workers' effectiveness in their jobs, while 8 (5.9%) agreed that their institution continually invests in employee skills development to meet new trends in librarianship. The above responses imply that corporate culture in academic libraries in Rivers State, Nigeria motivates library personnel to perform very well in their institution.

**Test of hypothesis**

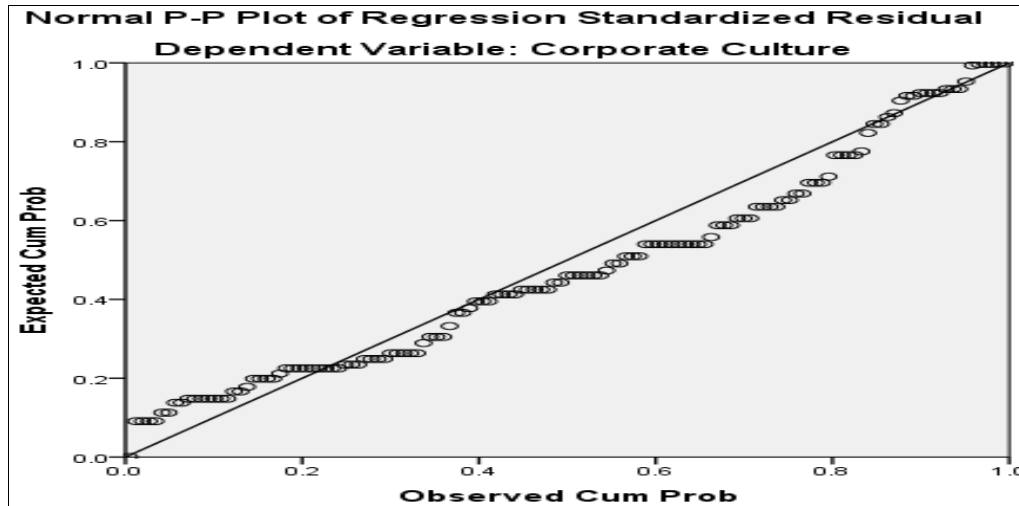
**H01:** There is no significant relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria.

Table 2: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.625 <sup>a</sup>	.391	.386	2.427			
ANOVA						
	Sum of Squares	Df	Mean Square	F	P	Remark
Regression	502.357	2	502.357	85.297	.000 <sup>b</sup>	Sig.
Residual	783.302	133	5.889			
Total	1285.659	134				

The above table shows that there was a significant relationship between the dependent and independent variables. The table also shows a coefficient of multiple correlations (R) of .625 and a multiple-adjusted R square of .386. The significance of the composite contribution was tested at  $p < 0.05$  using the F-ratio at the degree of freedom (df- 2/134). The analysis of variance for the regression yielded an F-ratio of 85.297. This implies that the above

ANOVA result is significant at 0.05 level. Thus, the null hypothesis stating that there is no significant relationship between corporate culture and job performance of library personnel in academic libraries in Rivers State, Nigeria is hereby rejected because there was a positive linear relationship between corporate culture and employees' job performance. The graph below further shows the level of relationship between corporate culture and job performance.



**Graph 1:** The level of relationship between corporate culture and job performance of library personnel in academic libraries in Rivers State, Nigeria

### Discussion of results

The study discovered that corporate culture is practiced among library personnel in academic libraries in Rivers State, Nigeria. This supported the findings of Omoregbe and Umemezia (2017) <sup>[33]</sup>, who examined the relationship between organizational culture and employee job performance in the Nigerian banking sector. The research made use of leadership styles, employee training, work processes, and employee commitment as dimensions of organizational culture. Findings from their study showed that there is a high level of organizational culture in the Nigerian banking sector. Their findings also revealed that organizational culture dimensions all had positive effects on employee job performance.

The study also revealed that corporate culture in academic libraries in Rivers State, Nigeria, motivates library personnel to perform very well in their institution. This finding was in agreement with the submission of Aluko (2003) <sup>[5]</sup>, who observed that there is a significantly positive relationship between organizational culture and employee performance, and found that an organization and its employees were not performing and working together very well because of a weak culture. Likewise, it collaborated with the findings of Ojo (2011), who examined various concepts of organizational culture and strived to ascertain the importance of the relationship between organizational culture and corporate performance in the business context and concluded that organizational culture plays a vital role in an organization's general performance.

The findings of the study further revealed that there is a significant relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria. This was in agreement with the findings of Bethlehem & Gabriel (2017), who researched organizational culture and employee performance in JSI

Research and Training Institute, Inc. Ethiopia. Inferential and descriptive analyses were used to determine the relationship and effect of independent variables on dependent variables. Based on their analysis, it was found that there is a positive and significant relationship between the variables of organizational culture and employee job performance. Also, the study of Omoregbe, & Umemezia, (2017) <sup>[33]</sup> revealed that organizational culture dimensions all had positive effects on employee job performance.

### Conclusion

The general objective of this study is to examine the relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria. Nonetheless, the study discovered that there is a significant relationship between corporate culture and the job performance of library personnel in academic libraries in Rivers State, Nigeria.

### Recommendations

1. The findings of the study will form a basis for further research on corporate culture and employees' job performance.
2. Institutions of higher learning must develop a culture that is flexible and supportive to influence employees' abilities, behaviours, attitudes, opinions, and dispositions in the workplace.
3. Management of institutions of high learning should pay close attention to rigid cultures to promote autonomy and facilitate corporate behaviour among workers, as ambiguous cultures can be very difficult to understand.
4. Employees should improve their performances, as the purpose of every organization is to retain personnel who are dedicated and ready to go the extra mile to accomplish the organization's aims and objectives.

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