EFFECTS OF CORPORATE CULTURE ON THE IMPLEMENTATION OF AUTOMATION IN LIBRARIES OF FEDERAL UNIVERSITIES IN THE NORTH –EAST ZONE OF NIGERIA

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Abstract

This study determined the perception of library staff on the effects corporate culture components of (values, norms, attitudes and beliefs) whether they are responsible for the non –implementation of automation in libraries of federal Universities in the North East Zone of Nigeria. The objectives of the study is to determine: the level of implementation of automation of libraries in Federal Universities of the North-East Zone of Nigeria, the perception of libraries staff on the effect of corporate culture of: values, norms, attitudes and beliefs on the implementation of automation in libraries. Four null hypotheses were tested. Survey method was used for the study. A target population of one hundred and twenty-five [125] professional and non-professional library staff members of the three Federal University under study (AbubakarTafawaBalewa University, Bauchi, Federal University of Technology, Yola and University of Maiduguri) were used for the study. The purposive sampling technique was adopted. Questionnaire was used as the main instrument for data collection. Data collected were analyzed using descriptive statistics. Non-parametric statistics of chi-square was also used to test the four null hypotheses. The findings of the research question revealed that, implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria was very low; the tested null hypotheses revealed that, corporate culture components of value, norm, attitude and belief were significant. This paper concludes that, these variables might be responsible for the non-implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria. The study therefore recommends among others that, Federal Universities in the North East Zone of Nigeria should be opened in their policies and involve library staff in planning and execution of implementation of automation in their respective libraries.

Keywords: Library Automation, Corporate Culture, Library Staff, Federal university.

Introduction

The problem of literature explosion became noticeable in the 1970s, the developed countries have devised various systems to facilitate the flow of information both within and across the countries, and developing countries are invited to take advantage of these devices. However, this invitation is not often readily accepted by the developing nations like Nigeria because of some militating factors. These include the human factor,fear and the level of development of infrastructure of the nations and so on.

Adeyoyin (2006) noted that in the application of modern technology in any library, library staff corporate culture has to be considered, as it is the key component in the achievement of an organization's mission and strategies, the improvement of organizational effectiveness, and the management of change. Effects of corporate culture towards achieving a change in any organization cannot be over emphasize. Bryson (2004) rightly pointed out that, successful organizations that effect change have strong corporate culture that serve to identify the guiding belief and values upon which all policies and actions take place. That is, effective corporate culture translates cultural values at the organizational level into behaviours at the individual level.

Tiamiyu (2000) noted that library automation involves using the computer as productivity- enhancing tool to perform some or the entire data and information-processing task in libraries. Underwood (1990) explained that the implementation of automation is the penultimatesteps in the computerization life cycle. It is the stage at which the commitment by management to the introduction of new system is expressed in decision to seek a supplier; if the conceptual of automation is to become actual. Chin and Berne (1995) opined that, implementation of automation process itself in any organization is an improvement in decision-making process and hence, it is a change. For this, employees should be given reasons behind the contemplated change; the benefits that will accrue to employee as a result of the change are to be discussed with them. The assumption is that, if employee is told what he benefits from change, his resistance, his resistance to it may decrease. Successful implementation can only be achieved when there is a change in employees' attitudes and patterns of behaviour to the new pattern. People are creatures of habits and are committed to social norms and certain patterns of behaviour.

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

The concept "corporate culture" as explained by Schershom (1993) is a set of common values, attitudes and behaviours which are perceived as being of the organization- this include ethical standards, flexibility of management, creativity of employees, concern for public welfare, and the need for compliance with the law. Adeyoyin (2006) noted that culture is rooted in deeply held belief and it reflects what has worked in the past. It is a way of sharing beliefs, attitudes, assumptions and values, which may not have been explicitly articulated. It is a very powerful instrument of change, because, it shapes the way people act and interact and strongly influences how things get done.

Corporate culture according to Schein (1983) is learnt in two ways- the trauma model in which members of the organization learn to cope with using defense mechanism and the positive reinforcement model where things that work become embedded and entrenched. Learning takes place as people adapt and cope with external pressure and this helps them to develop successfully approaches to carry out organizational goals. The nature of those goals largely determines the way it goes about its business, and this in turn, affects the way corporate culture develop and is manifested within an organization. It is against this background that organizational members, with their values, attitudes, beliefs, assumptions and norms play a dominant role. Corporate culture therefore, has the effect of conveying a sense of identity and unity of purpose to members of the organization. It facilitates the generation of commitment and shaping behaviours by providing guidance on what is expected. This affects all, from the most senior manager to the humble clerk (Ukoha, 2005).

Previous researcher such as Ogunsola (2004) and Madu and Adeniran (2000) revealed that, economic, manpower, political, capital, geographical isolation, and lack of spare parts are some of the reasons responsible for the non-implementation of automation of libraries in Federal Universities of Nigeria.

Clokeand Goldsmith (2002) noted that inability to reach consensus by the library staff on corporate values, leads to organization's inability to achieve its implementation plans. It is also assumed that corporate culture or norms of employees can influence change such as implementation of automation in an organization. Fineman, Sims and Gabriel (2003) revealed that, corporate norms guide employees' actions without which, there will be variation of behavior in organizations, and it affects implementation of change. It is expected that corporate culture of attitudes of library staff can affect implementation of change in organizations. Adeyoyin (2006) asserted that, instability in employees' attitudes towards a situation in an organization, affects the employees' perceptions towards change. It is equally predicted that corporate culture of beliefs of members or organizations has great impact toward implementing automation process. Gilsdorf (2007) noted that, widely held beliefs differentiates one organization from another and often affect the organization's success in affecting a change. Shein (2008) observed that, corporate assumptions could create a framework from which organizations can implement their mission and programmes. It is in recognition of the above-envisaged existing relationship between corporate culture and implementation of automation that prompted the need for this study to determine the effects of corporate culture on the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Objectives of the Study
The study is aimed at determining:
1. The level of implementation of automation of libraries in the Federal Universities of the North East Zone of Nigeria.

2. The perception of library staff on the effect of corporate culture of values on the implementation of automation in libraries of Federal Universities of the North- East Zone of Nigeria

3. The perception of library staff on the effect of corporate culture of norms on the implementation of automation in libraries of Federal Universities of the North-East Zone of Nigeria.

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

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

Research Question

The study sought to answer the research question:

1. What is the level of implementation of automation of libraries in Federal Universities in the North East Zone of Nigeria?

Hypotheses

The under stated hypothesis were formulated to guide the study

HO_1. There is no significant effect of corporate culture of values on the library staff in the implementation of automation in libraries of federal Universities in the North-East Zone of Nigeria.

HO_2 there is no significant effect of corporate culture of norms on the library staff in the implementation of automation in libraries of federal Universities in the North-East Zone of Nigeria

HO_3 There is no significant effect of corporate culture of attitudes on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

HO_4 There is no significant effect of corporate culture of beliefs on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Literature Review

The study of Chin and Berne (1995) and Harrison (2003) noted that since implementation process is an improvement in decision-making process and hence, it is a change, employees should be given the reason behind the contemplated change; the benefit that will accrue to employee as a result of the change should also be discussed with them as such will reduce or decrease their resistance to the change. They furtheremphasized that; implementation of automation requires commitment of sufficient resources, adequate and regularly available skills to ensure that the conceptual are fully converted to actual. Raymond (1985) averred that, if planning activities are covered in secrecy, there is likely to be so much defensiveness, rumour, resentment built –up among the staff that even the best of the system will have difficulty in succeeding once it is brought –up.

Bryson (2004) and Mullins (2002 and 2004) stressed on corporate values that, they are the basis of human activities that influences preference, decision, and choice of alternative action among decisions which greatly affects the growth of organization without which, error or even failure may occur in achieving a task. Cloke and Goldsmith (2003) and Steinwatch (1999) emphasized that corporate value provides employee's with a sense of what they ought to be doing and a knowledge of how they should behave to be consistent with organization's objectives and as such, shared values enables organization achieve its goals without moralizing, preaching, excusing, or imposing their values on employees.

Corporate norms as summarized from Cohen, et al (1995), Bryson (2004) and, Fineman, Sims and Gabriel (2005) pointed out that, corporate norms are cements that hold a group together because they tell members exactly what behaviour is believed desirable to foster the group's goal and maintain its existence. That it is a standard of behaviour that is accepted within a particular group or society. Mullins (2004) and Riches (2003) pointed out that, the best way to improve team performance is to establish agreed norms or rules for how the team is to operate and rigorously stick to them. They feel that norms could address the obligation of individual members of the team, how it assesses its performance, how they will work together, what motivation system will be used and, their expectations in an organization and this has an adverse impact on decision-making.

Corporate attitudes by Nelson (1994 and Adeyoyin (2006) stressed that, the manifestation of instability in employees' attitudes toward a situation in an organization, affect the employees' perceptions towards change. They further argued that managers in their work environment are mostly likely to be successful in creating attitude change if they can show positive relationship that exist between one or more employees' needs and the task these employees are asked to do. Kendell (2003) also emphasized that, the extent to which tasks are considered interesting and providing opportunities for learning and accepting responsibilities; the availability of opportunities for advancement, the manager's interest to demonstrate interest in an concern about employees, and the extent to which co-workers are friendly, competent and supportive are the key attitudes that influences employees toward a change.

Clampitt (2005) revealed that, corporate beliefs can, and in fact, do restrain organizational thought as a result of poor decisions. Meaningful alternatives are not explored because of 'that is how things are done here'. Romani, (2004) noted that, culture once established and prescribed in certain ways of believing, thinking, and acting can in circumstances, prevent meaningful interactions and induce condition of change in which managers are unable to conceptualized their problems in such a way to be able to resolve them. Bryson (2004) observed that, inconsistences between value statements and actions will result in differentbeliefs and this weakens the organization's culture. Cohen, et al (1995) asserted that, people bring cultural beliefs into every situation and select those that seem to fit the situation and if the situation does not satisfy them, conflict manifest.

Research Methods

Survey research designed was adopted for this study. The population of this study consists of one hundred and twenty five (125) library staff (professional and non-professional) of the three libraries in Federal University of the North East Zone of Nigeria, namely: AbubakerTafawabalewa University Library, Bauchi; Federal university of technology Library, Yola and University of Maiduguri Library as presented in table 1. The population consists of fifty-six (56) professional Librarians and sixty-nine (69) non-professional library staff.

Table 1: Distribution of Library Staff According to Institutions

Universities	N	Professional	Non-professionals	%
ATBU	32	15	17	25.6
FUTY	20	8	12	16
UNIMAID	73	33	40	58.4
Total	125	56	69	100

Source: Universities Library Staff list (2010)

The researcher after summing-up the subjects or population observed that, it was sizeable enough to include all of them in the study. There was no sampling in the study because the population could be managed. The choice of these subjects was more appropriate because, they were directly involved in performing the effect of corporate culture in their respective organizations and implementing automation. Based on this, they are capable of voicing out their perceptions about the culture they have formed and about the implementation of automation in their respective libraries.

A questionnaire was used as the main instrument for data collection. The questionnaire was made up of three (3) sections. Section A focused on the library respondents' background. Section B sought to ascertain the level of implementation of automation in the respective libraries, while section C contain questions in an attempt to ascertain the perception of library staff on each of the effects of corporate culture components of values, norms, attitudes and beliefs. Likert scale was used to grade section C in which, respondents were asked to respond to their level of agreement or disagreement options. The options were: strongly agree, agree, disagree and strongly disagree.

To establish the reliability of the instrument, a pilot study was carried out on twenty (20) Library Staff of Adamawa State University, Mubi, who were not part of the population under study. Test re-test method was adopted to test the correlation using Pearson Product Movement Correlation Coefficient (PPMC). Correlation Coefficient of r=0.76 was obtained indicating that the r= value is closer to + 1 which means that there is linear relationship between the variables

and the instrument with high correlation. This was aimed at ensuring the capability of the instrument to answer the research question and hypotheses testing.

The data collected were analyzed using frequencydistribution counts and percentage displayed in tables for research question and inferential statistics of Chi-square for null hypotheses tested. The use of Chi-square test for contingency tables was found appropriate to test the null hypotheses. This is because, the Likert scale used for measuring the response were counted and not scaled or rated. Thus since this study determined the difference between two variables (observed and expected) on the respondents perceptions of the two variables, chi square contingency table used for the study.

Findings and Discussions

Out of one hundred and twenty –five (125) copies of questionnaire administered, one hundred and ten 110 (88%) were successfully retrieved with a non-response rate of 15(12%).out of the one hundred and ten 110 (88%) retrieved copies, one hundred and five 105 (95.5%) were adequately filled and found usable to test the null hypotheses. It was revealed that 25(14.3%) of the total population were from FUTY, 15(21.8%) from ATBU where UNIMAID formed the bulk of the respondents with 65(61.9%).

The finding indicated that out of the one hundred and five respondents, majority were males scoring 65(61.9%) where 40(38.1%) of the respondents were females. Furthermore, the bulk of the library staff were in the range of those who served between 20-29 years with 29(27.6%) respondents were the least from 30 years of experience and above indicated 22(21%). With regard to the highest qualification, it was also uncovered that Library Assistants (LA) certificate formed the bulk of the library staff accounting for 27(25.7%) where Assistant Library Officers was the least with 9(8.6%) and 0(00%) Ph.D. holders. It can be seen that non-professional staff have the highest population of 72 (68.6%) with only 33 (31.4%) professional staff.

Analysis of Research Question

What is the level of implementation of automation of libraries in Federal Universities in the North-East Zone of Nigeria?

Table 1: level of implementation of automation of libraries in Federal Universities in the North-East Zone of Nigeria

Items		Responses				
		Yes	%	No	%	Total
1	Availability of ICT facilities in the library	94	89.5	11	10.5	105(100)
2	Acquisition of computer literacy	47	44.8	58	55.2	105(100)
3	Availability of software package for library use	39	37.1	66	62.9	105(100)
4	Connection of library to internet	83	79	22	21	105(100)
5	Automation system coverage in library processes	33	31.4	72	68.6	105 (100)
	Average	**59**	**56.36**	**46**	**43.64**	**105(100)**

Table 1 shows that, 94 (89.5%) respondents indicated that the libraries have acquired ICT facilities. Connection to internet was indicated by 83 (79%) respondents, but, 58(55.2%) respondents have no computer literacy. None availability of software package for library use was indicated by 66 (62.9%) respondents and majority of the libraries do not use automation system in carrying out their library processes as indicated by 72 (68.6%) respondents.

Hypothesis Testing

To test the five null hypotheses, inferential statistic of Chi-square of contingency table was employed to test the respondents' perception whether there were significant effects with respect to the attributes of corporate culture on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

HO$_2$: There is no significant effect of corporate culture as values on the library staff in the implementation of automation in libraries of Federal Universities in the North-East Zone of Nigeria.

Table 2a Cross Tabulation of Corporate culture of values of Observed and expected frequencies

Perception on corporate culture	SA		A		D		SD		TOTAL
	FO	FE	FO	FE	FO	FE	FO	FE	
Cost Benefit	60	45	41	53	2	4	2	3	105
Speed	42	45	59	53	1	4	3	3	105
Accuracy	40	45	55	53	6	4	4	3	105
Flexibility	40	45	57	53	6	4	2	3	105
Directness	36	45	60	53	5	4	4	3	105
Total		225		265		20		15	525

Table 2b: Chi-square contingency table for the test of the effect of corporate culture of values on the library in the implementation of automation in libraries of Federal Universities in the North-East of Nigeria.

Option	SA	A	D	SD	Total	X^2	df	P-Value	Decision P<0.05
Observed	38	44	16	7	105 (100)	35.381	3	000	S
Expected	26.3	26.3	26.3	26.3	105 (100)				

Significant at 0.05 level of significance

The result in table 2b shows that, the calculated X^2 is 35.381, while the p-value at 0.05 level of significant at 3 degree of freedom is 000. Since the calculated X^2 of 35.381 is greater than the P-value of 000 at 0.05 level of significance at 3 degree of freedom, the null hypothesis which stated that, there is no significant effect of corporate culture of norms on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria is rejected. This implies that, there is significant effect of corporate culture of values on the library staff in the implementation of automation in libraries of federal Universities in the North-East Zone of Nigeria.

HO$_3$: There is no significant effect of corporate culture of attitudes on the library staff in the implementation of automation in library of federal universities in the North East Zone.

Table 3a: Cross Tabulation of Corporate Culture of Attitudes of Observed and Expected frequencies

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

Table 3b: Chi-square contingency table for the test of the effect of corporate culture of attitudes on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria

Option	SA	A	D	SD	Total	X^2	df	P-Value	Decision P<0.05
Observed	41	44	13	7	105 (100)	34.695	3	000	S
Expected	26.3	26.3	26.3	26.3	105 (100)				

Significant at 0.05 level of significance

Table 3 show that, the calculated X^2 is 34.695 while the P-value at 0.05level of significance at 3 degree of freedom is 000. Since the calculated X^2 of 34.695 is greater than the p-value of 000 at 0.05 level of significance at 3 degree of freedom, the null hypothesis which stated that, there is no significant effect of corporate culture of attitudes on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria is rejected. This implies that, there is significant effect of corporate culture of values

on the library staff in the implementation of automation in libraries of Federal Universities in the North –East Zone of Nigeria

HO_4 There is no significant effect of corporate culture of beliefs on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria.

Table 4: Cross Tabulation of Corporate of Beliefs of Observation and Expected frequencies

Perception on corporate culture	SA		A		D		SD		TOTAL
	FO	FE	FO	FE	FO	FE	FO	FE	
Harmony	30	38	45	42	17	20	13	2	105
Sincerity	43	38	39	42	19	20	4	5	105
Participation	46	38	36	42	20	20	3	5	105
Preference	38	38	40	42	25	20	2	2	105
Communication	33	38	50	42	19	20	3	5	105
Total	190		210		100		25		525

Table 4b: Chi-square contingency table for the test of the effect of corporate culture of beliefs on the library staff in the implementation of automation in libraries of federal universities in the north east zone of Nigeria.

Option	SA	A	D	SD	Total	X^2	df	P-Value	Decision P<0.05
Observed	38	42	20	5	105 (100)	33.400	3	000	S
Expected	26.3	26.3	26.3	26.3253	105 (100)				

Significant at 0.05 level of significant

Tabe 4b shows that, the calculated X^2 is 33.400 while the p-value at 0.05 level of significance at 3 degree of freedom is 000. Since the calculated X^2 of 33.400 is greater than the p-value 000 at 0.05 level of significant at 3 degree of freedom, the null hypothesis which stated that, there is no significant effect of corporate culture of beliefs on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria is rejected. This

implies that, there is significant effect of corporate culture of values on the library staff in the implementation of automation in libraries of FederalUniversities in the North East Zone of Nigeria.

The study revealed low implementation of automation processes in all the libraries. The study also revealed that there were commendable efforts toward acquisition of ICT facilities as indicated by 94(89.5%) respondents and affirmed connection to internet as specified by 83(79%) respondents and yet, library processes still remained the traditional way they use to be. Some of the reasons uncovered by this study as responsible for the failures in achieving an automated library system is not unconnected with poor planning. This was evident by 58(55.2%) respondents who indicated that they are computer illiterates and there was no library software to use specifically as indicated by 66(62.9%) respondents. This is in line with Raymond (1985) and Nok (2006) who noted that, the introduction of an automated system into a library or an information service with no prior experience of the use of computers would have a major impact on staff and would constitute a serious experience. Implementation strategies would need to be discussed to minimize disruption and to erase learning. It is usually easy to be involved in technical matters but simple considerations of the feelings of employees' hope and, the aspirations and pride in the job they do are neglected. This is in line with Lewin's (1951) 'Behaviour Modification Model' which stated that, the wider the gap between what the organization believed and what the organization should believe, the lesser the acceptance of the new change. Unless managers make the employees appreciate new change with much emphasis, bringing-out its benefits at individual level to boast the employee's moral toward accepting the new change. For development to manifest there will be problem in effecting a change. This is contrary to the practice of the Federal Universities of the North East Zone of Nigeria where the most important aspects such as availability of software and staff training were completely neglected and if corrective measures are not taken into consideration then, the libraries will continue with their old mode of operation.

The findings revealed that, value was significant on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria. The wide gap revealed between the calculated X^2 of 80.105 and the p-value of 000 clearly signifies that, the cost benefit, speed, flexibilities and accuracy of an automated system were inadequately sounded to the hearing

of both professional and non-professional library staff of the universities and thus, led to the non-implementation of automation libraries. This finding is an agreement with Mullins (2004) who noted that, when all members of an organization are not conversant with organization's values, employees would have problems in organizing themselves whether in participation during decision-making or implementation. The value-based relationships have to be strengthened by recognizing and encouraging behaviour that upholds their values; communicate with publicize their values; and encourage individuals and team responsibility for implementing them; develop methods for monitoring compliance with values; providing feedback, and identifying potential conflicts of interest. The implication of this is that, if plans and policies of organizations are not opened, certainly there will be no implementation of change in the libraries. Until when the corporate values of federal universities of the north east Zone of Nigeria are in agreement with their employees' corporate values, the benefit of automating their libraries will not be actualized.

The study revealed that, norm is significant on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria. This reveals that, friendliness, compliance, and familiarity of an automation system were not properly interpreted to the understandings of employees of Federal Universities of the North East Zone of Nigeria and, this has greatly affected the implementation of automation in the respective libraries. This finding is an agreement with Cohen, et al (1995) who noted that, corporate culture norms are the cements that holds a group or employees together because they tell members exactly what behaviour is believed desirable to foster the group's goals and maintain its existence. Lewin's (1951) 'behaviour modification model' is in agreement with this view that to effect change in an organization, those forces (corporate culture values, norms, attitudes, beliefs, and assumptions of the library staff) which maintain behaviours in its present forms against the new change, must be reduced through adequate awareness such as seminars, lectures, conferences, and induction courses. The risk of not following these steps will definitely derail librarianship of computer age of the 'Dark Age' librarianship.

The findings revealed that, attitudes was significant on the library staff in the implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria. Since the potentiality of automated library service toward providing effective communication, group participation and, harmony in service

delivery still have to be explained to the employee of Federal Universities of the North East Zone of Nigeria, and as such, there is manifestation of instability in employee toward situations in the organizations, which has definitely affected employee's perception about a change. This finding corroborated with Nelson (1997) who noted that, employees' attitude toward a change is staggering because of fear of being displaced or loss of job. They also advocated that, the extent to which tasks are considered interesting and providing opportunities for learning and accepting responsibilities; the availability of opportunities advancement; the manager's interest to demonstrate interest in and concern about employees, and the extent to which co-workers are friendly, competent and supportive is crucial if the organization must succeed. Unless managers are careful in fulfilling these conditions, attitude change may be virtually impossible. This prompted Borne and Bourne (2002) to educate managers that, change in attitudes is very difficult because: employees do not understand what the change is; what the change means; why the change is necessary; do not like the way the change is being handled; they are not involved in the decision; they think they are being treated unfairly; do not see any personal advantage from the change; change will break –up the existing team and, they see the change will reduce their power. If the automation process in the libraries does not take effect in phases, the problems bedeviling the implementation of automation of libraries will remain unresolved.

The findings revealed that, belief is significant on the library in the staff in the implementation if automation in library of Federal Universities in the North East Zone of Nigeria. This explains that, the capacity of preciseness, orderliness, confidence, and among others derived from an automated were insufficiently and ineffectively conveyed to the library staff of the universities in the North East Zone of Nigeria. This findings is in agreement with Romani (2004) and Clampitt (2005), who pointed out that, culture once established and prescribed in certain ways of believing, thinking, and acting can in circumstances, prevent meaningful interactions and induce condition of change in which managers are unable to conceptualize their problems in such a way to be able to resolve them. In this situation, attempt at problem solving may become culture bound. They equally added that, many leaders at all levels do not understand what impact their beliefs and behaviour has on the culture as an organizational result. Since employees look to their managers to shape shared meanings and demonstrate corporate beliefs, managers must act as agent of change and minimize conflicts between

outer and inner-directed beliefs (the conflict that exists between organizational and professional beliefs) otherwise it will be difficult to effect a change in any organization.

Conclusion and Recommendations

It has been revealed from the study that, implementation of automation in the libraries was very low because the equipment were not judiciously used for the purpose they were meant to achieve. The findings also exposed that, corporate culture of value, norm, attitude and belief were responsible for the non-implementation of automation in libraries of Federal Universities in the North East Zone of Nigeria since all the variables have been confirmed to be highly significant. The high significance of the tested hypotheses can be interpreted to mean that; failure to achieve perfect automated system was as a result of poor planning. For implementation of automation to effectively take place, the relationship that exist between management and employees have to be strengthened by recognizing and encouraging behaviours that upholds their corporate culture, communicate and, publicize them. There is also the need to encourage individuals and team responsibility for implementing them, develop methods of monitoring compliance with these corporate culture and, provision of feedback. The management should as well be able to identify potential conflicts of interests that may likely hinder a change to occur, until then; there will be success in achieving implementation of automation processes. Conclusively, corporate culture components are the predictable factors responsible for the low-implementation of automation in libraries of Federal Universities in the North east Zone of Nigeria.

Based on the findings of this research, the following recommendations were made:

1. The Federal Universities in the North East Zone of Nigeria should ensure proper planning of implementation of automation processes such that, vital areas such as staff training (computer literacy), selection of programmes such as software packages for library use, etc are seriously considered.

2. The Federal Universities in the North East Zone of Nigeria should ensure proper reconciliation between organizational and library staff corporate values.

3. The Federal Universities in the North East Zone of Nigeria should see to it that the corporate norms of library staff are not infringed if implementation of an automated system would be achieved.

4. The Federal Universities in the North East Zone of Nigeria should encourage and motivate library staff so as to change their attitudes against implementation of an automated system.

5. The Federal Universities in the North East Zone of Nigeria should ensure adequate training and orientation so that the beliefs they have against implementation of automation could be changed.

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