

The African corporate culture: an obstacle to effective strategic planning in Ghanaian university libraries

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Abstract

Cultural practices are defined in the context of this paper as being the way things are done in an organisation. Aspects of cultural practices that may affect strategic planning are explored in a study of stakeholders of five Ghanaian university libraries and two senior civil servants. Points discussed include organisational values and beliefs, tribalism and organisational behaviour.

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Introduction

The concept of culture has been derived both from anthropology (Benedict, 1934) and organisation theory (Meadows, 1967). In anthropology, culture is the foundational term through which the orderliness and patterning of much of our life experience is explained (Benedict, 1934). Meadows (1967, p. 82) has also argued that organisation theory is always rooted in the imagery of order and asserts that "the development of theories of organisation is the history of the metaphor of orderliness".

Different concepts of organisation and culture abound in the literature. There is also variation in the ways that the concept of culture is used by researchers and a lack of consensus about the definition of the term "culture". For this paper, however, culture is viewed as "the way things are done in an organisation". It is composed of three elements – shared values, decision-making patterns and overt behaviour patterns (Kono, 1990).

Previous studies (for example, Kono, 1990; Davies *et al.*, 1992) have suggested a fit between strategy and culture. They have asserted that the more organisational strategy and corporate culture are in true harmony, the higher the level of strategic management competence. Other authors (such as Rue and Holland (1986) and Bowman and Asch (1996)) have also shown a link between the role of culture in strategy and the environment, and have concluded that the internal and external environments of an organisation affect the way individuals think. This paper therefore explores some aspects of cultural practices in Ghanaian university libraries that are likely to affect the strategic planning process.

Methodology

This study uses a hybrid of quantitative and qualitative research methodologies and analysis. This is in agreement with Patton's (1988) claim for a post-positivist view of research. The post-positivist approach is about using the approach which the researcher deems most appropriate for his study, each method being adopted appropriately at any stage in the research.

Ghana has five well established universities whose libraries were all considered ideal for

this study because each case was found to support the initial propositions of the research. The cases are represented here as UnivA, UnivB, UnivC, UnivD and UnivE for the sake of anonymity.

The selection of subjects for the research was carried out in two phases. First, 85 major stakeholders of the Ghanaian university libraries and four senior civil servants were selected for a qualitative interview. The number that was actually interviewed was 61 major stakeholders and two senior civil servants, giving a response rate of 71 per cent. The 29 per cent who were not interviewed were either not available, or refused to take part. The major stakeholders consisted of: deans of faculties, heads of departments, registrars, planning officers, university librarians and their deputies, members of library boards, members of library strategic planning committees and finance officers and their deputies.

Second, out of the 182 library staff at the five universities, 120 were selected and sent questionnaires; 98 completed questionnaires were returned, giving a high response rate of 82 per cent. Twenty-two people did not return a completed questionnaire.

The analysis of data for this study used some aspects of the grounded theory approach (Glaser and Strauss, 1967) for the qualitative study, and the SPSS (Nie *et al.*, 1970) for the quantitative study, using non-parametric techniques. The data analysis did not have separate sections devoted to individual cases. The whole paper consists of cross-case analysis. Each section is devoted to a separate cross-case issue and the information from the individual cases is dispersed throughout each section. Qualitative responses are presented verbatim in this report.

Findings

To determine whether corporate culture is, or is not, in conflict with corporate strategy, some general philosophical statements were used to characterise the culture of the university libraries in Ghana. The first three statements sought to ascertain how certain processes within the libraries might affect individual perceptions and cognition, particularly power relationships. The concept of a large power-distance in the workplace

implies that supervisors and subordinates consider each other as existentially unequal. The hierarchical system is felt to be based on this existential inequality. Using some aspects of the power-distance concept (Hofstede, 1991) the stakeholders and the library staff were asked separately to indicate the extent to which they agreed with the following statements:

- (1) In the library, all workers can speak their minds even if it means disagreeing with their superiors.
- (2) Subordinate staff are afraid to express disagreement with superior officers.
- (3) Subordinate staff fear the authority of senior members.

Tables I(a) and (b) show the overall responses from the perspectives of the major stakeholders and the library staff respectively. A cross tabulation of responses by library did not yield any significant relationships.

The data in Table I(a) indicate a mixed set of responses from the major stakeholders. Whilst the overall responses for statement number 1 indicate that more respondents agree (11.5 per cent strongly agree and 42.6 per cent agree) with the statement that “all workers can speak their minds even if it means disagreeing with their superiors” than those who disagree (34.4 per cent disagree) which is not consistent with the power distance concept, for statement number 2, the majority of respondents agree (4.9 per cent strongly agree and 60.7 per cent agree) with it. For the third statement, the table indicates that more respondents disagree (67.2 per cent) with the statement that subordinates fear the authority of senior members than those who agree (1.6 per cent strongly agree and 19.7 per cent agree), which, like the responses for the first statement, is not in line with the concept of a long power distance, characteristic of organisational climate of many developing countries (Hofstede, 1991).

Table I(b) however, shows a different set of results as more respondents (library staff) disagree with statement number 1 (6.1 per cent strongly disagree and 51.0 per cent disagree) than those who agree; with more respondents agreeing (12.2 per cent strongly agree and 36.7 per cent agree) to statement number 2 than those disagreeing (10.2 per cent strongly disagree and 28.6 per cent disagree) and still consistent with the concept, more respondents agreeing to statement 3 (12.2 per cent strongly

Table I Power relationships – major stakeholder and library staff perspectives

Statements	Strongly agree		Agree		Uncertain		Disagree		Strongly disagree		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
(a) Major stakeholder perspective												
Statement 1	7	11.5	26	42.6	7	11.5	21	31.4	0	0.0	61	100.0
Statement 2	3	4.9	37	60.7	2	3.3	17	27.9	2	3.3	61	100.0
Statement 3	1	1.6	12	19.7	7	11.5	41	67.2	0	0.0	61	100.0
(b) Library staff perspective												
Statement 1	6	6.1	24	24.5	12	12.2	50	51.0	6	6.1	98	100.0
Statement 2	12	12.2	36	36.7	12	12.2	28	28.6	10	10.2	98	100.0
Statement 3	12	12.2	39	39.8	15	15.3	19	19.4	13	13.3	98	100.0

agree and 39.8 per cent agree) than those who disagree (13.3 per cent strongly disagree and 19.4 per cent disagree).

It is quite clear from the comparison of the two different results that the library staff view their daily working environments differently from the major stakeholders. They disagreed that all workers can speak their minds, even if it means disagreeing with their superiors. From the library staff perspective, respondents are often afraid of their superiors and are hardly likely to disagree with them. According to Hofstede (1991), the bosses in such situations usually turn out to be autocratic or paternalistic. The result from the library staff perspective is quite conclusive and supports Hofstede's (1991) assertion that organisations in developing countries such as Ghana tend to show a high power distance and that there is a high degree of inequality in most of the organisations.

The implication of this result for strategy in the Ghanaian libraries is that the interdependence between the superior and the subordinate does not exist. There is more dependence by the subordinates on bosses than the other way round. The emotional distance between them is large, and subordinates will not normally approach and contradict bosses directly. For the strategy to be successful, the power distance must be small and the dependence of subordinates must be limited so as to encourage greater participation and interaction between bosses and subordinates.

Organisational values and beliefs

Edgar Schein (Handy, 1985) described two contrasting cultures and stated that an information strategy would flourish better in

an organisation that operates under the following assumptions:

- (1) Truth and ideas come from individuals but not from those in higher status only.
- (2) People mill about in conversation and discussion and there is no deference and obedience to rank.
- (3) Relationships are not basically vertical and subordinates can approach bosses to contradict them.
- (4) Open office landscapes and an air of informality exists.

Three more statements modelled on Schein's assumptions were presented to the major stakeholders and the library staff in order to assess the effects of some of these values and beliefs on strategy in the Ghanaian university libraries.

The statements:

- (1) With regard to operational matters in the library, every individual's ideas are considered and truth does not come only from senior members.
- (2) Subordinates can approach senior members and contradict them.
- (3) There is deference and obedience to rank.

Tables II(a) and (b) show the responses of the major stakeholders and the library staff respectively for the combined case studies, as the cross tabulation of responses by establishments were not statistically significant:

Table II(a) indicates that more respondents agree with the first statement (13.1 per cent strongly agree and 32.8 per cent agree) than those who disagree (14.8 per cent disagree and 23.0 per cent strongly disagree).

Similarly, more people agree (4.9 per cent strongly agree and 37.7 per cent agree) with statement number 2, than those who disagree (18.0 per cent strongly disagree and 16.4 per

Table II Responses to statements about beliefs and values – major stakeholder and library staff perspectives

Statements	Strongly agree		Agree		Uncertain		Disagree		Strongly disagree		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
(a) Major stakeholder												
Statement 1	8	13.1	20	32.8	10	16.4	9	51.0	14	23.0	61	100.0
Statement 2	3	4.9	23	37.7	14	23.0	10	16.4	11	18.0	61	100.0
Statement 3	7	11.5	42	68.9	12	19.7	0	0.0	0	0.0	61	100.0
(b) Library staff perspectives												
Statement 1	11	11.2	13	13.3	13	13.2	42	51.0	6	6.1	98	100.0
Statement 2	9	9.3	15	15.5	17	17.5	40	16.4	16	16.5	97	100.0
Statement 3	24	24.5	59	60.2	5	5.1	8	8.2	2	2.0	98	100.0

cent disagree). The responses to these two statements are quite consistent with Schein's model. However, for the third statement i.e. "there is deference and obedience to rank", the result is out of step with the model as the majority of respondents agree that there is deference and obedience to rank (11.5 per cent strongly agree and 68.9 per cent agree). These mixed views supported by the major stakeholders do not conform to Schein's ideal organisation for strategic success. However, the library staff did not substantiate these findings. Table II(b) shows the responses of the library staff.

They indicate that for the first two statements the library staff who disagree outnumber those who agree. For statement number 1, 6.1 per cent strongly disagree and 42.9 per cent disagree, with 11.2 per cent strongly agreeing and 26.5 per cent agreeing. For statement number 2, 16.5 per cent strongly disagree and 41.2 per cent disagree. The majority of respondents, 24.5 per cent strongly agreed and 60.2 per cent agreed with the third statement that there is deference and obedience to rank.

The findings obtained from the library staff perspective point to a culture opposite to the ideal one suggested by Schein. The one indicated by the library staff affects the success of the strategy. It is a culture in which truth and ideas come ultimately from those in higher positions and in which subordinates cannot usually approach senior members to contradict them. There is obedience and deference to rank. Clearly, these responses from those who implement library strategies indicate that the university libraries embody many of the values of a strict discipline culture, lacking the benefits of flatter organisation and the empowerment now sought in the 2000s as a more effective stance

or structure on which to base competitive survival. Handy (1985) advises that such values and beliefs belong either to the past, or to a very stable environment.

Tribalism

In his study of ethnic diversity, Legum (1979) found that African countries have a greater degree of ethnic, cultural and linguistic pluralism than any other countries in the world. Price (1975) found that in Ghana, chief executive officers are often subjected to role pressures from kinsmen and fellow tribesmen, and in these circumstances tend to favour fellow tribesmen when it comes to recruitment and selection.

In strategy formulation, the universalistic principle of selection according to quality is what prevails. With this in mind, the survey investigated the effect of tribalism on strategic planning in the Ghanaian university libraries.

First, the major stakeholders were asked to indicate the extent to which they agreed with the statement "A particular tribe dominates the workforce in your library". The investigation was then repeated for the library staff. Table III shows the overall responses for the combined case study institutions.

Table III Responses to tribal domination in libraries

	Major stakeholders		Library staff	
	No.	%	No.	%
Strongly agree	0	0.0	3	3.1
Agree	21	34.4	9	9.3
Uncertain/not sure	9	14.8	17	17.5
Disagree	24	39.3	43	44.3
Strongly disagree	7	11.5	25	25.0
Total	61	100.0	97	100.0

Over 50 per cent of the major stakeholders who responded felt that a particular tribe did not dominate the libraries' workforce, while a little over 30 per cent agreed with the statement. Those who agreed were mostly from UnivA where 11 out of the 15 respondents (73.3 per cent) felt there was tribalism in their library. In the case of the other four establishments, the numbers of those who agreed were relatively low.

However, a significant number of the library staff, 68 out of 97, disagreed (25.8 per cent strongly disagreed and 44.3 per cent disagreed) that a particular tribe dominated the workforce in their libraries. At UnivA, where it was found earlier that the major stakeholders were in agreement with the statement, the views of the library staff were different, as 13 out of the 26 respondents (50 per cent) disagreed with the statement, with only four agreeing and the rest uncertain.

Generally, the results from both perspectives indicate that a particular tribe does not dominate the workforce in the libraries. This finding is not consistent with Price's (1975) finding that chief executive officers' selection and recruitment policies in Ghana are influenced by family and tribal sentiments. However, it is an important finding for the success of strategy implementation as the selection of quality staff for library positions is not likely to be threatened by tribal sentiments in the university libraries.

Organisational behaviour

Certain aspects of behaviour in the working environment which were thought likely to impinge on the success of strategic planning were investigated. The immediate goal was to uncover any mismatches between work habits and management preferences.

In all the five case study institutions in Ghana, the most commented-on behaviour was bad time-keeping at all levels, which respondents felt affects the delivery of services and quality of work. At UnivC, however, respondents remarked that bad time keeping was more apparent among the junior staff than the other senior staff. Typical responses from two stakeholders at UnivA and UnivC are as follows:

Lateness is the number one problem for all of us, everybody. People come to work late and this affects our work especially the quality of service.

Well lateness, some people especially if you look at those in lower ranks but those who are sub-professionals are a bit conscientious, most of them are quite punctual. The senior members are much better and are usually not too late.

The level of staff commitment to work was also found to be very low, as noted by the majority of staff in all the libraries. This, they believed, affected the involvement in, and commitment to, the strategic planning process and they feared that its long-term effectiveness was in doubt. Examples of some of the comments from the stakeholders at UnivA and UnivC are as follows:

I will say they are not committed. Very few in the library system are committed. You give them work and they do not do it satisfactorily which is not good for planning and the achievement of goals. Well there are often times when people, especially the junior staff, do not really put in the maximum effort you expect of them. This affects our plans because they do not put in their maximum.

In UnivA, UnivB, UnivC and UnivE another aspect of employees' behaviour that was seen as being counter-productive was their attitude to working periods. Very many workers were described as not spending the entire time at their desks, leaving assigned jobs uncompleted or haphazardly done. Typical responses from two major stakeholders at UnivE and UnivC are as follows:

Sometimes workers have outside engagements and because the work is not satisfying they wouldn't stay from 8 a.m. to 5 p.m. Some of the staff are also involved in community activities. So almost every day they have to find time to attend to these things. When it is not time for them to go they sneak away and stop whatever they are doing.

Yes, work habit, well moving around without purpose. Not staying by their desks to finish assigned work.

There were indications from most of the respondents that these negative aspects of organisational behaviour by some of the library staff had strong links with the Ghanaian macro-environment. Though some respondents recognised that this behavioural trait ran counter to the attainment of library objectives, they expressed the view that some aspects of the behaviour were the direct consequence of the poor reward system of work in Ghana. Other interviewees also tried to link the unsatisfactory behaviour to the poor economic climate and inadequate public transport. The following responses, given by some members of the library management at

UnivC, illustrate their beliefs about the link between the organisational behaviour and the external environment.

I do agree that punctuality is a problem but I believe it is the economy. Certain issues affect you personally. You must move to solve your economic problems. It is an individual issue. Many problems and people must survive. I know it affects work, but as I said it depends on the individual.

Well, the main problem with us is that a lot of workers are off campus and the problem of getting to the work place early to start work is difficult therefore lateness is bound to occur. It is due to a lack of adequate public transport.

Other respondents, mainly the university librarians, also conceded that some of the behaviour stemmed from traditions they had inherited from their predecessors, which they found very difficult to change. The following statements made by two major stakeholders at UnivB and UnivA illustrate this point:

Lateness is one of the bad habits. The former librarian had not been firm with discipline and this is what has affected us. I must say that the problem is now chronic and will be difficult to change.

The problem now is endemic. Previous heads have gone along with the situation without checking and have even allowed people to get away with it and the practice has gone on for so long. I believe there has to be a change. They always attribute their behaviour to economic problems. If this continues, the economic problems will always stay with us.

Several respondents also explained that some aspects of this behaviour were accepted social norms which could be traced to the Ghanaian social structures and remarked that it would be difficult, if not impossible, to change as supervisors, middle and top managers were equally guilty. A remark made by a major stakeholder at UnivC illustrates this point:

There is too much familiarity between management and other staff. Some management staff also come in late, they loiter about so how do they correct these things. These things are traditional. If someone leaves his job to attend a funeral there is not much management can do because funeral is regarded as a social function you cannot stop any one from going to a funeral. I believe these things are part of us and will be very difficult to change and I wonder if we can.

In the university libraries there have not been any large scale attempts to manage these aspects of behaviour in order to promote the success of strategy implementation. Explicit attention has not been given to matching strategy and culture. However, attempts that

have been made so far to curtail the problem have proved to be ineffective as these aspects of behaviour are as rampant now as they were a decade ago.

What was found to be encouraging was the willingness of some of the respondents, particularly those at UnivA, UnivC and UnivD, to effect cultural changes so as to boost the chances for the success of strategic planning. One of the respondents at UnivA suggested education and motivation as some of the methods to help the process of change:

To discourage these negative behaviours we need to give the workers incentives. They need to be trained and then promoted and there is the need to let them know that their work is valued that is what I am willing to do.

However, a significant number of the respondents, particularly at UnivA, UnivD and UnivE, also expressed the view that there were no immediate solutions to the problems as they had become chronic and continued to defy solution. They also explained that the problems had deep roots in their corporate, as well as the Ghanaian, social order. The following remark that was made by one of the major stakeholders at UnivA illustrates this point:

You see the attitude of not coming to work on time, the attitude of doing the least possible, the attitude of knocking off early, the attitude of getting up and going to all kinds of places for long periods. People don't sit on their buttocks to do the work. It is a national disease and the registry is the worst place so the library staff always refer you to the registry if you try to control these habits. Well, we try to lead by example but you see, people have done this for far too long so if you try to work hard they tend to believe you are doing the wrong things.

The effect of organisational behaviour on strategy from the library staff perspective was subsequently investigated. Using some of the major issues that emerged from the interviews, subjects were asked to agree or disagree that a particular behaviour affected library services by indicating "yes" for agree and "no" for disagree. Table IV shows the responses of the library staff.

Using simple majority views, it can be noted that 51.7 per cent and 65.2 per cent of the respondents considered lax supervision and late arrival at work respectively as affecting library services; 7.9 per cent of the respondents also reported other factors that they felt affected their libraries. The analysis of some of these factors (others) showed that they were rather more the cause of specific

Table IV Responses concerning the effects of specific behaviour on library services

Behaviour	Yes responses		No responses		Total	
	No.	%	No.	%	No.	%
Late arrival at work	58	65.2	31	34.8	89	100
Lax supervision	46	51.7	43	48.3	89	100
Loitering about	43	48.3	46	51.7	89	100
Laziness on part of workers	31	34.8	58	65.2	89	100
Others	7	7.9	82	92.1	89	100

behaviour than behavioural practices themselves. Some of the respondents offered the following remarks:

Lack of motivation

Low salaries and no incentives lead to low productivity, etc.

The causes of some aspects of organisational behaviour, particularly bad time keeping, were explored further. Respondents were asked to select from a list of reasons why they are sometimes late for work. Table V shows the outcome cross-tabulated by institution.

Table V indicates that for the combined case studies, 86 out of 98 respondents (87.8 per cent) reported that transportation problems were the major cause of bad time-keeping in the libraries. This is not surprising because very few of the library staff across all the libraries were found to have their own means of transport, while the rest of them have to use public transport, which in Ghana, as in most developing countries, is very unreliable.

For the rest of the factors the overall responses demonstrate that fewer than 40 per cent of the respondents indicated that any of the factors listed were responsible for the bad time-keeping in libraries. However, some minor

differences exist between the responses by institution. For the second cause, i.e. senior officers cannot check because they are equally guilty, 14 out of the 26 respondents (53.8 per cent) reported that this was a cause of bad time-keeping in UnivA. This indicates that probably, if the senior officers could lead by example as reported by one interviewee, this behaviour could be curtailed or even be eliminated.

Nine out of 17 respondents (52.9 per cent) at UnivD reported that family problems accounted for bad time-keeping in their library; 15 out of 24 respondents (66.7 per cent) at UnivB reported a lack of job satisfaction as being a cause of bad time-keeping. The differences between the libraries call for separate actions if the management of these specific behaviours is to be effective.

The overall finding, as far as the factors for bad time-keeping are concerned, is that transportation problems were perceived by over 80 per cent of the population as being the major cause of bad time-keeping in the libraries. This finding is important to the strategy implementation process. First, strategists will have to find a way of solving the problem so as to cut down the effect it has on staff time-keeping. Second, it reinforces Bowman and Asch's (1996) suggestion that there is a strong link between organisational culture and the external environment, and that proper management of the external environment is necessary to achieve a fit between culture and strategy.

Discussion and conclusions

Organisational culture can facilitate or hinder an organisation's strategic actions. Verespej's

Table V Responses from the library staff concerning the causes of bad time-keeping in the Ghanaian university libraries, shown by institution

Causes	UnivA N=26		UnivB N=24		UnivC N=23		UnivD N=17		UnivE N=8		All N=98	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Lateness is a national culture	6	20	10	14	4	19	13	4	5	3	27	71
Senior officers cannot check because they are equally guilty	14	12	19	5	8	15	12	5	8	0	66	32
Family problems	14	12	18	6	16	7	8	9	5	3	61	37
Transportation problems	3	23	1	23	4	19	3	14	1	7	12	86
Lack of motivation	23	3	24	0	23	0	17	0	7	1	94	4
Other reasons	23	3	24	0	23	0	17	0	7	1	94	4

study (1994) indicated that firms with “strategically appropriate cultures”, such as PepsiCo, Wal-Mart and Shell, outperformed other corporations which had less appropriate cultures. Kono (1990) has emphasised the point that the culture of a successful firm must be appropriate to, and supportive of, that firm’s strategy and that the culture must enshrine values which can help the firm to adapt to environmental change.

An important aspect of culture that correlates with strategic success is the power relationships that exist in an organisation. Hofstede (1991) demonstrated that a large power distance in an organisation correlates negatively with organisational performance. The analysis of data, particularly of the library staff perspective of all the university libraries in Ghana, showed that there is a large power distance between library management and the rest of the library staff. This finding is consistent with Hofstede’s study of the Power Distance Index (PDI) values of 50 countries and three regions when it was found that West African countries had a high PDI of 77, much higher than that of the USA (38) and Britain (44) (Hofstede, 1991). The implication for strategy is that the effect of organisational processes such as inequality at workplaces encourages a mechanistic structure. The power to make decisions rests with only the very top managers, and the tendency for junior staff, because of their non-participation, to block the implementation of decisions, affects the strategy-culture relationship (Bowman and Asch, 1996). The negative impact of a monopoly of organisational decision making by top management has been demonstrated in a study of 12 successful companies by Lorsch (1986). He found that, because top managers have a system of beliefs that underlie their strategic choices, the less successful companies have managers whose beliefs inhibit strategic change and who are also blinded by strongly held beliefs, without listening to advice from other staff.

Schein (1985) has observed that culture is shaped by many factors such as values and beliefs. He states further that, in an organisation that operates under the assumptions that, for example, truth comes ultimately from older and higher status people, people are capable of loyalty and discipline in carrying out instructions. But some organisations are characterised by closed doors and deference and obedience to rank, leading

to a power and role culture where culture depends on a central power source, with influence spreading out from the central figure. The role culture is stereotyped as a bureaucracy, its strength resting in defined functions and specifications, as well as in procedures and sets of job descriptions. The organisational beliefs and values of the libraries studied in Ghana indicate a similar situation to that described by Schein (1985). For example, the responses indicated that an overwhelming number of respondents (84.7 per cent) believed that the libraries were characterised by deference and obedience to rank, a kind of environment which Norton (1994) describes as embodying values and beliefs that are less effective to competitive survival.

Davies *et al.* (1992) and Bowman and Asch (1996) note that patterns of behaviour that clash with management preferences correlate negatively with organisational performance and hence the strategy process. The data analysis of the case study libraries in Ghana suggests a number of tensions and conflicts between staff behaviour, routinised both deliberately, or through custom and practice, and the formal organisational routines. For example, late arrival at work, lax supervision, laziness, non-commitment and loitering emerged strongly as behavioural patterns which will have to be changed to create the compatibility between planned strategy and the libraries’ culture, because the more strategies and corporate culture are in true harmony, the higher the level of strategic management competence (Kono, 1990).

In view of the culture-strategy misfit identified within the Ghanaian university libraries, explicit attention should be given to matching strategy with culture. The libraries need to adopt a participative style of management and introduce informal strategic control. If they were able to do this, the large power gap between bosses and subordinates would begin to close. A reconfiguration of staffing structures would also restructure authority, responsibility, functions, programmes and resource allocation conventions. As a result, there would be redistribution of power. The current organisational values and beliefs in which there is obedience to rank and subordinates have a fear of approaching and contradicting their bosses will begin to die out.

Management will have to fine tune some of the beliefs that will be stubbornly persistent.

They may have to adopt specific steps to manage some of the existing behavioural patterns which were found to affect the strategy structure coalignment. Many models of corporate cultural change can be found in management and library management literature, for example, Norton (1994), Mintzberg (1989), Rue and Holland (1989) and Kono (1990).

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