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Knowledge Management Practices a Predictor on Job Performance of Librarians in Selected Universities, Ibadan, Oyo State, Nigeria

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ABSTRACT

Libraries and librarians play a vital role in higher education in providing essential information services for both academic communities and the broader society. Their contributions are fundamental to achieving institutional goals, and any deficiency in their performance could negatively affect the institution, students, and national development. This study examines the influence of Knowledge Management (KM) practices on the job performance of librarians in higher institutions. A survey research design was adopted, targeting 46 librarians in two universities in Ibadan, Oyo State, Nigeria—University of Ibadan and Lead City University. The total enumeration approach ensured that all library staff were included. Data was collected using a structured questionnaire and analyzed using descriptive statistics, correlation, and multiple regression analysis at a 0.05 significance level. Findings revealed a moderately high level of job performance among librarians (Mean = 3.21) and a similarly high level of KM practices (Mean = 3.30). Regression analysis indicated that KM practices significantly influence job performance ($\beta = .747$, $t = 5.797$, $p < 0.05$). The study concludes that librarians in these institutions demonstrate a moderately high level of job performance, supported by effective KM practices. It recommends that higher institutions invest in knowledge-sharing platforms such as digital repositories, online forums, and professional workshops to foster collaboration and enhance job performance.

Keywords: Job performance, Knowledge management, Librarians

1.0 Introduction

Performance is a multi-dimensional concept and attempts have been made by researchers to give an understanding to it. It refers to the accomplishment of a given task measured against pretest known standards of accuracy, completeness, cost, and speed. Performance is what an organisation hire employees to do and does it well. Performing employees help leaders to create excellent organizations; there is more commitment, satisfaction, and motivation for the overall job performance for the employee. Academic libraries in Nigerian universities have been making significant contributions to the mandate of their parent institutions, which are; teaching, research and community services geared towards social, political and economic development of the country (Sani, & Musa, 2019).

Little attention has been given to job performance of librarians in Nigerian universities and two major categories of job performance such as task performance and contextual performance have been identified (North, & Kumta, 2018). Some of the problems of job performance are manifest in the form of decreased productivity, difficulty prioritizing tasks, committing errors in given tasks, or missing deadlines, turnover intentions among members of

staff; among others. However, all these problems could make universities not to achieve their stated goals and objectives (Shahzad, & Khan, 2023). Effectiveness and efficiency refer to the ability of librarians to achieve an end goal with little to no waste, effort, or energy. Librarian effectiveness is intrinsically tied to the ability to support and enhance the academic mission of the institution. This encompasses a wide range of activities, from facilitating access to information resources to actively participating in the teaching and learning process. Effective librarians are those who can seamlessly integrate traditional library services with emerging technologies and pedagogical approaches, creating a dynamic and responsive learning environment (Echem, 2022).

Peer facilitation is the process of evaluating the performance of an entire team, not just as a librarian. Peer facilitation among librarians creates a supportive ecosystem where knowledge, skills, and experiences are freely shared. Unlike traditional hierarchical mentoring structures, peer relationships allow for a more egalitarian exchange of ideas, where each participant can simultaneously be both learner and teacher. This approach is particularly valuable in the rapidly evolving field of librarianship, where staying current with technological advancements and changing user needs is paramount. The process of

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facilitating peer relationships often begins with structured programs implemented by library leadership which include peer mentoring initiatives, where librarians are paired based on complementary skills or experiences (Echem, 2022). In fulfilling the objective of effective and efficient job performance, some factors such as knowledge management practices.

Knowledge management practices refer to all the procedures that an organization do to create, choose, organize, utilize, and communicate knowledge as well as transfer significant data and experiences. The relationships that a person can adapt and apply will surely affect how well they grasp the data set (North, & Kumta, 2018). Effective knowledge management practices can be a powerful catalyst for enhanced job performance. When librarians have ready access to the information and expertise they need, they can make more informed decisions, solve problems more efficiently, and innovate more effectively.

The measures of knowledge management practices are knowledge sharing and knowledge accessibility. Knowledge sharing refers to the exchange of information, skills, expertise, and insights among library staff. This practice encompasses a wide range of activities, from formal training sessions and mentorship programs to informal conversations and collaborative problem-solving (Abu-Mahfouz, et al., 2023).

The concept of performance encompasses both what has to be accomplished and how it can be realized. Job performance is considered the ultimate criterion in human resource management. Its assessment and analysis is capital for different organizational processes, such as personnel selection, compensation and rewards or training. Regardless of the purpose of the evaluation, organizations need accurate ratings of performance, and even better if they produce the same results while saving time and effort (Kaur, & Singla, 2019). "KM is the process of access to experience, knowledge, and expertise that produce new skills, enable work performance, encourage innovation and create customer value". Typically, KM is knowledge process comprising knowledge creation, sharing, acquisition, transfer and application with infrastructures, skills and top management support that encourage and enhance KM processes. The existing literature on KM categorized the KM process into six parts: knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification, knowledge application and knowledge retention.

However, these types of knowledge processes are cyclically interrelated. Therefore, this paper proposes that KM processes can be divided into four individually distinguishable types, i.e., knowledge acquisition, knowledge sharing, knowledge creation, and knowledge retention (Alyoubi, *et al.*, 2018).

Empirically, conducted studies had found significant influence of knowledge management on organization employee's performances. A study observed that knowledge creation, sharing, and application had significant positive effects on librarians' job performance in Nigerian university libraries. The research highlighted that knowledge sharing, in particular, was the strongest predictor of improved performance (Fagbola, & Ize, 2023). Another study investigated the relationship between knowledge management practices and job performance in academic libraries in South-Eastern Nigeria. Their findings revealed a strong positive correlation between knowledge acquisition, knowledge dissemination, and librarians' job performance (Anike, & Echedom, 2020). A study examined the impact of knowledge management on librarians' performance in federal university libraries in North-Eastern Nigeria. They found that knowledge creation and knowledge sharing significantly enhanced librarians' efficiency and effectiveness in service delivery

A study explored relationship between knowledge organization practices and job performance among librarians in academic libraries across the United States. The study revealed that effective knowledge organization positively influenced librarians' ability to support research activities, improve information retrieval efficiency, and enhance user experience (Lee et al., 2016). Another study investigated the impact of knowledge retention practices on job performance of librarians in corporate and law libraries in the U.S. Their research showed that librarians who effectively retained and utilized organizational knowledge performed better in areas such as competitive intelligence and legal research support (Vela, 2018). Virtually, many aspects of knowledge management have significant positive influence on job performance of employees and librarians as well. The implication of this is that library as an organization must ensure that knowledge management is fostered deliberately and productively.

Knowledge accessibility refers to the ease with which librarians can retrieve, comprehend, and utilize information necessary for their various responsibilities. This encompasses access to professional literature, best practices, institutional

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policies, user data, and a wide array of other information resources that inform their daily work and long-term strategic decisions. One of the primary ways in which knowledge accessibility influences job performance is through its impact on decision-making processes (Abu-Mahfouz, *et al.*, 2023).

Preliminary investigations and the researcher's observations in some higher institutions indicates a decline in job performance of librarians in Nigerian academic libraries. This decline in performance may be linked to inadequate knowledge management practices. A dissatisfied librarian is unlikely to be productive, which can negatively impact institutional effectiveness. While numerous studies have examined job performance among employees, knowledge management practices as a potential factor influencing librarians' job performance is yet to be extensively explored. The study seeks to address the gap by investigating the role of knowledge management practices as determinants of librarians' job performance in universities, Ibadan, Oyo State, Nigeria, Nigeria.

Thus, the objectives of the study include: identification of the level of knowledge management practices of librarians in universities, Ibadan, Oyo State, Nigeria; and determining the influence of knowledge management on the level of job performance of librarians in universities, Ibadan, Oyo State, Nigeria. In view of this, this research aims to answer the following questions:

1. What is the level of knowledge management practices of librarians in universities in Ibadan, Oyo State, Nigeria?
2. What is the influence of knowledge management on the level of job performance of librarians in universities, Ibadan, Oyo State, Nigeria

Hypothesis: There will be a significant relationship between knowledge management practices and job performance among librarians in universities, Ibadan, Oyo State, Nigeria.

Methodology

Table 1: Level of Job Performance of Office Managers in Universities

Items: I-----	VL	H	L	VL	\bar{x}	Std. dev
I Effectiveness and efficiency						
1 take appropriate action on problem as necessary	24 (52.2%)	17 (37.0%)	5 (10.9%)	-	3.26	0.86

A cross-sectional survey research design was adopted. The population of the study comprised 46 librarians in two higher institutions in Ibadan, Oyo State, Nigeria. These universities are: University of Ibadan and Lead City University. Total enumeration was used in the study ensuring that all librarians were sampled. A structured questionnaire was used for the study to gather data from respondents. The data gathered were analyzed using descriptive statistics, correlation and multiple regression analysis at 0.05 level of significance.

Result analysis.

Finding indicated the level of job performance of participants in this study reported that out of the total respondents, 29 (63.0%) were male, while 17 (37.0%) were female, suggesting that more males than females. Regarding age distribution, 5 respondents (10.9%) were within the 20-30 years age range, 10 (21.7%) were aged 31-40 years, 17 (37.0%) fell within the 41-50 years category, while 14 (30.4%) were aged 51 years and above. This indicates the majority of the respondents were between 41 and 50 years old. However, the presence of 10.9% of respondents aged 30 years and below suggests that younger professionals are being integrated into the workforce. In terms of educational qualifications, 12 respondents (26.1%) held an HND, 22 (47.8%) possessed a B.Sc., 11 (23.9%) had a Master's degree, and only 1 (2.2%) had a PhD. This shows that most librarians in universities, Ibadan, Oyo State, Nigeria, Nigeria, are graduates, with 73.9% holding either an HND or B.Sc., while a smaller proportion (23.9%) have a Master's degree. Furthermore, work experience data revealed that 5 respondents (10.9%) had between 1-5 years of experience, 12 (26.1%) had worked for 6-10 years, 15 (32.6%) had 11-15 years of experience, 13 (28.3%) had been in service for 16-20 years, and 1 respondent (2.2%) had over 21 years of experience. The largest group of respondents (32.6%) had between 11-15 years of experience, indicating a well-experienced workforce. However, the presence of 10.9% of respondents with 1-5 years of experience suggests that new entrants are gradually joining the profession.

Research question 1:What is the level of job performance of librarians in universities, Ibadan, Oyo State, Nigeria?

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2	make appropriate priorities for tasks	12 (26.1%)	16 (34.8%)	9 (19.6%)	9 (19.6%)	2.68	0.75
3	work without supervision as necessary	12 (26.1%)	15 (32.6%)	11 (23.9%)	8 (17.4%)	2.65	0.74
4	have a clear professional goal	15 (32.6%)	28 (60.9%)	2 (4.3%)	1 (2.2%)	3.44	0.88
5	fulfill responsibilities within a short time	14 (30.4%)	30 (65.2%)	2 (4.3%)	-	3.38	0.86
II Facilitating peer and team performance							
6	help to set specific challenging goals	15 (32.6%)	26 (56.5%)	5 (10.9%)	-	3.80	0.91
7	collaborate in order for me to plan my work	17 (37.0%)	21 (45.7%)	7 (15.2%)	1 (2.2%)	2.76	
8	share positive opinions about the team's ability to achieve objectives with the aim of motivating each other to complete tasks with my colleagues	16 (34.8%)	19 (41.3%)	10 (21.7%)	1 (2.2%)	2.96	0.79
9	integrating what I have learned from past performance	9 (19.6%)	33 (71.7%)	3 (6.5%)	1 (2.2%)	3.58	0.89
10	help my colleagues when they need it without being asked	7 (15.2%)	36 (78.3%)	2 (4.3%)	1 (2.2%)	3.56	0.89

Average Mean: 3.21

Decision Rule: *High* = 4.00-3.00, *Moderate* = 2.99-2.00, *Low* = 1.99-1.00, *Very Low* = 0.99-0.00 Source: Fieldwork, 2024

Table 1 above showed that with a calculated average mean of 3.21, it could be inferred that the level of job performance of librarians Universities in Ibadan, Oyo State, Nigeria is moderately high. This could be mean that librarians in these higher institutions help one another to set specific challenging goals, collaborate in order for them to

plan their work and take appropriate action on problem as necessary as all these tend to enhance their job performance.

Research question 2: What is the influence level of knowledge management practices of librarians in universities, Ibadan, Oyo State, Nigeria?

Table 2: Influence Level of knowledge management practices of librarians in higher institutions

Items	VL	H	L	VL	\bar{x}	Std. dev	
I Knowledge Sharing							
1	Knowledge is shared during group meetings	11 (23.9%)	21 (45.7%)	8 (17.4%)	6 (13.0%)	2.15	0.76
2	Knowledge is shared using electronic means (websites, wikis, forums).	10 (21.7%)	23 (50.0%)	8 (17.4%)	5 (10.9%)	2.89	0.68
3	I share knowledge with colleagues who are my friends	20 (21.7%)	24 (73.9%)	2 (4.3%)	-	3.30	0.65
4	I share knowledge with colleagues from my department	17 (37.0%)	21 (45.7%)	7 (15.2%)	1 (2.2%)	3.75	0.80
5	I share knowledge with colleagues of other professional groups at the library	12 (26.1%)	16 (34.8%)	10 (21.7%)	8 (17.4%)	3.70	0.85
II Knowledge Accessibility							
6	quickly find information about copyright and licensing issues relevant to my work.	15 (32.6%)	16 (34.8%)	12 (26.1%)	3 (6.5%)	3.04	0.84
7	easy access to the professional literature necessary for my role	13 (28.3%)	16 (34.8%)	10 (21.7%)	7 (15.2%)	3.30	0.81
8	quickly find information about best practices in academic librarianship	16 (34.8%)	20 (43.5%)	9 (19.6%)	1 (2.2%)	3.89	0.80
9	easily access training materials and professional development resources.	14 (30.4%)	19 (41.3%)	11 (23.9%)	2 (4.3%)	3.15	0.84
10	information about new technologies relevant to my work is easily accessible	16 (34.8%)	20 (43.5%)	10 (21.7%)	-	3.87	0.74

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Average Mean: 3.30

Decision Rule: *High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.00, Very Low = 0.99-0.00* Source: Fieldwork, 2024

With a calculated average mean of 3.30, it could be inferred that the level of knowledge management practices of librarians in universities in Ibadan, Oyo State Nigeria is moderately high. This means that knowledge sharing and knowledge accessibility of librarians which include sharing using electronic means (websites, wikis, forums) and

finding information about best practices in academic librarianship could enhance their job performance.

Test of Hypothesis: There is no significant influence of Knowledge Management Practices on job performance of librarians in Universities, Ibadan, Oyo State Nigeria.

Table 4.5a: Influence of Knowledge Management Practices on job performance of librarians Universities, Ibadan, Oyo State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.545	.512	3.09247

a. Predictors: (Constant), Innovative behavior,

The result produced a coefficient of multiple regressions $R = 0.738$ and multiple R-square = 0.545. This suggests that knowledge management practices has positive correlation with job performance accounted for 51.2% ($Adj.R^2 = .512$) variance in the

prediction of job performance of librarians in universities, Ibadan, Oyo State, Nigeria. The other factors accounting for the remaining variance are beyond the scope of this study.

Discussion of Findings

Findings indicates that the job performance of librarians in universities in Ibadan, Oyo State, Nigeria, is moderately high. Librarians actively support one another, set challenging goals, collaborate on tasks, and take necessary actions to address problems, all of which enhance job performance. This aligns with studies on secretarial personnel, the hospitality industry in South Africa, and federal university secretaries in Southwest Nigeria, all of which reported a moderate level of job performance (Yesuf et al, 2014 & Onche, 2023). These studies emphasized the importance of communication, teamwork, organizational culture, and employee coordination in improving job performance. Effective communication practices, goal-setting, and clear role definitions were identified as key factors contributing to improved employee productivity across various sectors.

The finding reveals the level of knowledge management practices among librarians in universities in Ibadan, Oyo State, Nigeria is moderately high. Knowledge sharing and accessibility, including the use of electronic platforms and best practice research, contribute to improved job performance. This aligns with studies

in federal university and public libraries in Southeast Nigeria, which found that knowledge creation, storage, sharing, and application significantly enhance librarians' efficiency, service delivery, and innovative practices (Ugwu, & Ekere, 2019). Additionally, effective documentation and retrieval systems were identified as key to improving user satisfaction and overall job performance (Bashir, Malik, & Mahmood, 2021).

More so, the result from hypothesis ($Beta = .747, t = 5.797, p < 0.05$), reveals that there was significant influence of knowledge management practices on job performance of librarians in higher institutions, Oyo State Nigeria. The finding corroborates a study that explored the influence of knowledge management on job performance in academic libraries in South-West Nigeria. They found that knowledge creation, sharing, and application positively influence librarians' performance, with knowledge sharing having the strongest impact (Bokoh, Ajiboye, & Bello, 2023).

Summary and Conclusion

Summarily, the study found that the level of job performance of librarians in higher institutions, Oyo State, Nigeria was moderately high. The level of knowledge management practices of librarians in higher institutions, Oyo State Nigeria was

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moderately high. Knowledge management has significant influence on job performance of librarians in Universities, Ibadan, Oyo State. The study concludes that librarians in universities in Ibadan, Oyo State, Nigeria, exhibit a moderately high level of job performance, supported by effective knowledge management practices. The significant influence of knowledge management on job performance in universities in Ibadan highlights the importance of systematic knowledge sharing, storage, and application in enhancing librarians' efficiency. Institutions should therefore strengthen knowledge management strategies to further improve librarians' contributions to academic success. Library management must be deliberate in their effort in ensuring and maintaining a high-level job performance else any little slight can cause a drop in performance. Higher institutions should invest in knowledge-sharing platforms such as digital repositories, online forums, and professional workshops to encourage collaboration. Library management should understand the need for a supportive and knowledge-driven work environment to optimize librarians' contributions to institutional success via several programs, continuous development conference and so on.

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