RELATIONSHIP BETWEEN TRUST, MOTIVATION AND KNOWLEDGE SHARING AMONG PERSONNEL OF SELECTED NIGERIAN UNIVERSITY LIBRARIES IN TWO GEO-POLITICAL ZONES IN NIGERIA

Adewuyi, Olugbenga W. (Ph.D., CLN),
University of Lagos, Akoka, Yaba, Lagos State, Nigeria.

Rasaki, Oluwole Ejiwoye (Ph.D., CLN)
The Federal University of Technology, Akure, Ondo State, Nigeria

Abstract
The paper examined the relationship between trust, motivation and knowledge sharing practices among personnel of selected university libraries in North-Central and South- South geo-political zones in Nigeria, to find out the relationship between trust, motivation and knowledge sharing. The quantitative research methodology was used and descriptive survey research was adopted for the study. The study focused on academic librarians and library officers in the studied university libraries. A random sampling technique was used to select fourteen University Libraries in the North-Central and South-South geo-political zones in Nigeria. Findings from the study revealed that there was no significant relationship between trust and knowledge sharing as well as there was no significant relationship between motivation and knowledge sharing among personnel of University Libraries in the North-Central and South-South geo-political zones in Nigeria as at the time of this study. The study also confirmed further that there was no joint effect of trust and motivation on knowledge sharing among staff in the studied University Libraries in North-Central and South-South geo-political zones in Nigeria. This implied that absence of trust among the personnel and lack of staff motivation may jointly affect knowledge sharing negatively, but even with that the staffs still share knowledge among themselves. The paper recommended that the management in Nigerian University Libraries should put in place mechanism such as inclusive management system, open communication system, fairness to all staff, and reduction of nepotism to a reasonable extent that will enhance trust among staff. In addition, staff welfare such as provision of relevant working tools, staff promotion as at when due and other reward systems to motivate staff in the discharge of their duties as well as encouraging unity among staff and which may in turn promote knowledge sharing practices in the workplace. .

Keywords: Trust, Motivation, Knowledge sharing, Knowledge management, Relationship, Personne, Nigerian University Libraries.

Introduction

Knowledge sharing is one of the elements of knowledge management process. The variable has been considered very important so much that it has singularly attracted attention of previous researchers more than the other elements of knowledge management cycle. Knowledge sharing, as observed by many researchers such as Anna and Puspitasari (2013), is believed to be a panacea for knowledge creation, an important activity to boost innovation, improve productivity, increase understanding among employees and thereby increases organizational effectiveness. It is the most singular crucial activity in knowledge management process. This is because sharing or non- sharing of knowledge would have effects on knowledge creation, storage and utilization.

Trust in the workforce and staff motivation would have positive influence on knowledge sharing among staff in the workplace such as libraries. Libraries are important social institutions set aside to provide information resources for diverse users and for smooth operative of the library in the society, Adhikary, Banerjee and Adhikary (2021) suggest that both interpersonal and institutional trust is required. Staff motivation is an important variable that is capable of influencing employee's performance and even knowledge sharing in the workplace. Literatures reveal that motivation is derived from the Latin word, "movere" which literally means movement. The word has been considered very important in the attainment of organizational goals, be it profit making or non-profit organization like library. Specifically, motivating of personnel in the library will encourage the staff to perform effectively in the serve delivery of supporting teaching, learning and research activities in the academic environments.

Findings by the previous researches established that motivation is one of the variables that has been found promoting knowledge sharing in the workplace but very few researches examine the influence of trust on knowledge sharing. It is against this backdrop that this paper intends to examine the relationship between trust, motivation and knowledge sharing among staff of selected Nigerian University Libraries in the selected two geo-political zones with a view to find out trust and motivation affect knowledge sharing zones.

Statement of the problem

In the present knowledge economy, knowledge has become a critical element to be reckoned with in the workplace, without which little or nothing can be achieved either by individual, group of people or organization. However, it is propagation of knowledge among employees that could guarantee its potential and usefulness. Trust among employees and motivation of staff are among variables that can undoubtedly influence knowledge sharing in the workplace.

Although, quite a lot of researches had been done on motivation and its relationship with knowledge sharing but as important as trust among staff may be to positive interaction and knowledge sharing, it seem there is shortage research on trust and its influence on knowledge sharing especially in the library literature.

It is against this backdrop that the present researchers had been prompted to embark on this research with a view to find out the extent trust and motivation affect knowledge sharing among university library staff in the selected geo-political zones in Nigeria. The main purpose of the study therefore, is to find out the extent to which trust and motivation influence knowledge sharing among personnel of the selected university libraries in the North-Central and South-South geo-political zones in Nigeria, and this is the gap that this study intend to cover.

Hypotheses
The study is guided by the three hypotheses below:
Ho1: There is no significance relationship between trust and knowledge sharing in the selected University Libraries in the North-Central and South- South geo-political zones in Nigeria.
Ho2: There is no significance relationship between motivation and knowledge sharing in the selected University Libraries in the North-Central and South- South geo-political zones in Nigeria.
Ho3: Combinations of the independent variables (trust and motivation) do not significantly

influence the dependent variable (knowledge sharing) in the selected University Libraries in the North-Central and South- South geo-political zones in Nigeria.

Literature Review

Knowledge has been universally accepted as the currency that is ruling the Information Age. As such, every organization has been striving to protect its organizational knowledge that can be derived from its workforce. The quest for protecting and preserving organizational knowledge is to forestall possible loss of such vital knowledge resulting from either withdrawal of service by a staff from a particular organization, retirement or even death of a staff. Knowledge sharing has remains the most dependable way of preserving organizational knowledge for each successive generation and continue existence of the organization. Therefore, relevance of knowledge sharing in the workplace will continue to be appreciated. It is perhaps the most critical aspects of the knowledge management life cycle. This is because by sharing knowledge, knowledge is covertly or overtly is being created.

Shanmugam and Balasubramanian (2020) opined that, "knowledge can be referred to as a theoretical or practical understanding of a subject and it can be either implicit (as with practical skill or expertise) or explicit (as with the theoretical understanding of a subject). They stated further that, "knowledge sharing is a tool that can be used to promote evidence-based practice and decision making, and also to promote exchange and dialogue among researchers, policymakers, and service providers" however, the authors concluded that little is known about knowledge-sharing strategies and their effectiveness. Ehijiagbone and Olatokun (2020) conducted a research on "tacit knowledge sharing among Lecturers in some Nigeria's premier Universities and reported that, there was a culture of sharing knowledge generally among the lecturers and that the respondents share tacit knowledge through personal interactions, discussions and especially during seminars. The researchers reported further that identified factors that positively affect their knowledge sharing are: communication, lecturers' willingness to share tacit knowledge, existence of cordial relationship, availability of constant electricity in offices and University environment and a platform for older lecturers to mentor younger ones. In their own though, Nguyen, Nham, Froese and Malik, (2019) cited by Rafique, Khalid, and Idrees, (2020) opined that, the value of knowledge increases when it is shared among individuals, groups, and from one generation to another. Thus, in an earlier study Akparobore (2015) hypothesized that unless individual knowledge is shared in an organization, knowledge is likely to have limited influence on effectiveness.

Trust and knowledge sharing

Trust is an important drive in the society. It is a psychological term that exists between individual, community, nation and the world at large, and its existence guarantee peace and smooth running of the society. Thus, Adhikary, Banerjee and Adhikary (2021) had been prompted to state that, "the social relation is usually built by some underlying glue like mutual trust, social norm and network". The concept of trust according to Yamagashi and Yamagashi (1994); Whiteley (1999); Stolle (2002) and Uslaner (2002) cited by Adhikary, Banerjee and Adhikary (2021) can be classified by the application of two characteristics like – by radius of trust and by sources of trust. The first category of trust, according to the scholars, can be of two types depending upon their social scope and coverage- generalized trust and particularized trust. They described particularized trust as the trust found in close social proximity like family members, friends and colleagues, while they referred to the generalized trust as one representing abstract attitude towards people in general such as strangers.

Liking the importance of trust to knowledge sharing, Babalhavaeji and Kermani (2011) opined that sharing of knowledge takes place only where there is trust and shared feeling among employees. The finding by Adekanmbi, Ukpere and Adegoke (2020) in their study of employee's lifestyle and organizational trust as predictor of job satisfaction among non-academic staff of the University of Ibadan revealed that, both employee's lifestyle and organizational trust jointly predict job satisfaction of the respondents. Speaking about the trust and leadership, Zenger and Folkman, (2019) stressed that, "a leader must possess some qualities and managerial skills that will make staff in the organization trust him or her. To achieve this, they identified three major elements that a leader must observe and these are; positive relationship with all staff, consistency, good judgment and expertise. In term of positive relationships they suggested that, a leader must generate cooperation between employees, resolve conflict with others and give honest feedback in a helpful way. Regarding good judgment/expertise, they recommend that a leader must be well-informed and knowledgeable. They must understand the technical aspects of the work as well as have a depth of experience that enable him or her to use good judgment when making decisions, employees trust their ideas and opinions, seek after their opinions, their knowledge and expertise make an important contribution to achieving results and can anticipate and respond quickly to problems. The third attribute that a resourceful leader must possess is Consistency that will make him or her qualifies as a role model by setting good examples.

From the above, it can be concluded that there is a great nexus between trust and knowledge sharing because trust is a concept that connotes relying on another person or group of persons and this can form a foundation for sharing knowledge.

Motivation and knowledge sharing

Motivation is a psychological constructs that is capable of inducing encouragement in an employee to perform credibly well to achieve organizational goals. Motivation is intangible, difficult to measure and extremely difficult to control, but very easy to facilitate if done right. It's all about intention, intensity, and perseverance. Employee motivation is all about how engaged an employee feels in tandem to the organization's goals and how empowered he/she feels. Motivation is of two types: intrinsic motivation and extrinsic motivation. Intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are in accordance with his/her belief system. An individual's deep-rooted beliefs are usually the strongest motivational factors. Such individuals show common qualities like acceptance, curiosity, honor, desire to achieve success. On the other hands, extrinsic motivation means an individual's motivation is stimulated by external factors- rewards and recognition. Some people may never be motivated internally and only external motivation would work with them to get the tasks done.

Idiegbeyan-Ose and Idahosa (2011) reported that, "inner satisfaction on the job, careful placement on the job, payment of allowances and overtime work compensation and timely promotion of staff are all the factors that motivate the respondents to perform better and improve productivity". Similarly, Bamgbose and Ladipo's (2017) study revealed that, "various forms of motivation such as job security, wages and salary, relationship with colleagues, staff appraisal, financial incentive and reward were available to the library employees" and most these motivational structures have influenced performance of the respondents positively.

Akinfolarin and Babatunde (2014) reported that encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledge on achievement enhances the performance of university lecturers. By inference, it means there were motivational structures on ground to encourage lecturers performing very well in the discharge of their duties. In a study by Tella and Ibinaiye (2020), it was reported that librarian and library staffs are highly motivated with regular pay while the least motivational factor is frequent interaction with their friends in their study of staff motivation, satisfaction and job performance of library staff in selected Nigerian University Libraries. However, professional library staff significantly experience better work motivation than their nonprofessional counterparts.

Methodology

Quantitative research methodology was used and cross-sectional survey research design was adopted for the study. The study focused on academic librarians and library officers in Nigerian university libraries. A random sampling technique was used to select fourteen University Libraries in the North-Central and South-South geo-political zones in Nigeria. The selected University Libraries were made up of six Federal Universities, six State Universities and the two Private Universities existing in the selected geo-political zones as at the time of this study. Selection of the university libraries from the selected geo-political zones was done by the lottery method.

Two hundred and eighty four (284) copies of a questionnaire were personally administered with the assistance of link persons in the selected University Libraries using total enumeration technique. Two hundred and twenty two (222) copies were retrieved. Out of the total retrieved, one hundred and ninety seven (197) copies were found usable for analysis after the screening. Descriptive statistics of frequency count, percentages, mean score and standard deviation and multiple regression were used to analyze the research questions. Pearson Product Moment Correlation and multiple regression analysis were also used to test the hypotheses. The responses of the respondents were analyzed, using computer software known as Statistical Packages for Social Sciences (SPSS) version 20.

Result and Discussion
Ho1: There is no significance relationship between trust and knowledge sharing in Nigerian University Libraries in North-Central and South-South geo-political zones
Table 1: Showing the relationship between trust and knowledge sharing in Nigerian University Libraries in North-Central and South-South geo-political zones

Variable	Mean	Std. Dev.	N	R	p-value	Remark
Trust	2.56	1.70				Not Significant
			197	.081	.260	
Knowledge sharing	36.98	8.10				

** Sig at 0.1 level

Table 1 above showed that there was no significant relationship between trust and knowledge sharing in University Libraries in North-Central and South-South geo-political zones in Nigeria (r = .081, N= 197, p >.05). Hence, trust had no influence on knowledge sharing of librarians in the study. The null hypothesis is thus accepted. This implied that there is no trust

among the staff of the studied university libraries in the two geo-political zones and this would definitely have negative effect on the knowledge sharing.

It was discovered that there was no significant relationship between trust and knowledge sharing in University Libraries in North-Central and South-South geo-political zones in Nigeria. This finding will have negative impact on knowledge sharing among the personnel in the studied libraries, and this may in turn affect service delivery and attainment of organizational goals. This finding opposes the findings of Onifade (2015) and that of Biranvand, Seif and Khasseh (2015) whose reported positive perception of studied population to knowledge sharing.

Biranvand, Seif and Khasseh (2015) who in their study of "knowledge sharing among Librarians in Public Libraries of Fars Province, Iran" discovered and reported that "existence of mutual trust between the librarians and their organizations, on the other hand, causes both sides to tend more to make knowledge-sharing". Onifade (2015) studied knowledge sharing among Librarians in Federal University Libraries in Nigeria" and reported the same that "librarians in federal university libraries in Nigeria had positive perception about knowledge sharing but their knowledge sharing activity was on the average. However, the present finding correspond with the finding of Akparobore (2015) who in the study of "knowledge sharing among Librarians in University Libraries in Nigeria" reported that the "librarians are not satisfied at the extent of knowledge sharing in the university".

Ho2: There is no significance relationship between motivation and knowledge sharing in Nigerian University Libraries in North-Central and South-South geo-political zones

Table 2: Showing the relationship between motivation and knowledge sharing in Nigerian University Libraries in North-Central and South-South geo-political zones

Variable	Mean	Std. Dev.	N	R	p-value	Remark
Motivation	1.38	0.49				Not Significant
			197	.093	.192	
Knowledge sharing	36.98	8.10				

** Sig at 0.1 level

Table 2 above showed that there was no significant relationship between motivation and knowledge sharing in University Libraries in North-Central and South-South geo-political zones in Nigeria (r = .093, N= 197, p >.05). Hence, motivation had no influence on knowledge sharing of librarians in the study. The null hypothesis is thus accepted. This implied that there is no motivation of staff in the studied university libraries in the two geo-political zones and this may have negative effect on the staff productivity and knowledge sharing.

The study also confirmed that there was no significant relationship between motivation and knowledge sharing in University Libraries in the North-Central and South-South in Nigeria. In contrast, findings by the previous researchers such as (Van den Hoff and De Ridder, (2004); Kim and Lee, (2005); Chennamaneni, (2006) Ardichvili, Page and Wentling, (2003); Hinds and Pfeiffer, (2003); Cheng, Ho and Lan, (2009); Taylor and Murthy, (2009); Aulawi, et al (2009) and Choi, Kang and Lee (2008) cited by Babalhavaeji and Kermani (2011) that research concerning factors affecting knowledge sharing has identified a number of different variables from "soft" issues such as motivation and rewards to "hard" issues such as technologies and tools**.** By inference, reports by these afore-mentioned researchers confirmed that motivation had.

Also, the present finding opposed the finding by Akinfolarin and Babatunde (2014) who in their investigation of motivation and effective performance of Academic Staff of Adekunle Ajasin University, Ondo State, Nigeria reported that encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledge on achievement enhances the performance of university lecturers. By inference, it means some motivational structures are put in place at the Adekunle Ajani University, Ondo State that is encouraging the lecturers at the university to be discharging their duties very well. By inference there was significance relationship between motivation and performance among lecturers of Adekunle Ajasin University, Ondo State, Nigeria.

Ho3: There is no joint effect of trust and motivation on knowledge sharing in the selected Nigerian University Libraries in North-Central and South-South geo-political zones

Table 3: ANOVA showing the joint influence of trust and motivation on knowledge sharing in Nigerian University Libraries in North-Central and South-South geo-political zones

R	R Square			Adjusted R Square	Std. Error of the Estimate
.099	.010			.010	8.10

A N O V A						
Model	Sum of Squares	DF	Mean Square	F	Sig. p	Remark
Regression	126.785	2	63.393	.966	.382	Not Significant
Residual	12730.169	194	65.619			
Total	12856	196				

Table 3 above showed that the joint effect of trust and motivation on knowledge sharing in University Libraries in North-Central and South-South geo-political zones in Nigeria was not significant. The table also showed a coefficient of multiple correlation of R = .099 and a multiple R^2 of .010. This means that 1.0% of the variance was accounted for by the predictor variables when taken together. The significance of the composite contribution was tested at <.05. The table also showed that the analysis of variance (ANOVA) for the regression yielded an F-ratio of .966. This implied that even though trust was lacking among the employees of the studied libraries and there was no staff motivation as well but knowledge is still being shared among the staff of the studied libraries.

Table 4: Relative contribution of trust and motivation on knowledge sharing in Nigerian University Libraries in North-Central and South-South geo-political zones

Model	Unstandardized Coefficient		Stand. Coefficient	t	Sig. p
	B	Std. Error	Beta Contribution		
(Constant)	33.604	3.136		10.71-	.000
Trust	-.594	1.253	-.125	.474	.636
Motivation	3.549	4.376	.213	.811	.418

Table 4 revealed the relative contribution of the independent variables to the dependent variable: that trust (β = -.125, p>.05) had no significant relative contribution and motivation (β = .213, p>.05) had no significant relative contribution. This implies that motivation is positive to knowledge sharing but not very strong. Thus, if knowledge sharing is high, motivation will also

be high and vice versa. However, in the case of trust, it is negative with knowledge sharing. Thus, trust and knowledge sharing are not related among the employees of the studied libraries. Therefore, if trust is high, knowledge sharing may be low. The negative relationship of trust with knowledge sharing among the personnel of the studied libraries could be due to so many other factors such as employees' ego, lack of unity among staff, nepotism and professional incompetency in the workplace. By inference, sharing of knowledge among staff of the studied university libraries may have setback, even though the staffs still share knowledge among themselves as shown by the analysis of variance (ANOVA) for the regression that yielded an F-ratio of .966.

Conclusion and Recommendations

The paper examined the influence of trust and motivation on knowledge sharing among personnel of selected University Libraries in the North-Central and South-South geo-political zones of Nigeria. The study employed quantitative research design to elicit information with a view to find out whether or not trust and motivation influence knowledge sharing in the university libraries studied. This study confirmed that both trust and motivation do not significantly influence knowledge sharing in any way among the personnel of the studied university libraries in North-Central and South-South zones of Nigeria as at the time of this study. The present study therefore concluded that there was no joint effect of trust and motivation on knowledge sharing among the personnel of the studied University Libraries in the North-Central and South-South zones of Nigeria.

The paper recommended that the management in Nigerian University Libraries should put in place mechanism such as inclusive management system, open communication system, fairness to all staff, and reduction of nepotism to a reasonable extent that will enhance trust among staff. In addition, staff welfare such as provision of relevant working tools, staff promotion as at when due and other reward systems to motivate staff in the discharge of their duties as well as encouraging unity among staff and which may in turn promote knowledge sharing practices in the workplace. By extension, organizational structures such as chain of command, span of control, work specialization, formalization, departmentalization, and centralization may also be put in place to strengthen this goal. It is believed that implementation of these foregoing recommendations will go a very long way in the enhancement of knowledge sharing practices among personnel in the Nigerian University Libraries in particular and other sectors in general.

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