AN INVESTIGATIVE STUDY OF RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, ORGANIZATIONAL STRUCTURE AND KNOWLEDGE SHARING PRACTICES OF EMPLOYEES IN UNIVERSITY LIBRARIES IN SOUTH-WEST, NIGERIA

BY

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

Uthman, Kikelomo Olubunmi,
Tai Solarin University of Education, Ogun state, Nigeria

Abstract

The paper investigated relationship between organizational culture, organizational structure and knowledge sharing practices of employees in university libraries in south-west, Nigeria and it was guided by three research hypotheses vis-à-vis there is no significant relationship between the existing organizational culture and knowledge sharing practices in selected university libraries in the South-West Nigeria; there is no significant relationship between the existing organizational structure and knowledge sharing practices in selected university libraries in the South-West Nigeria and lastly, there is no significant joint relationship between organizational culture, organizational structure and knowledge sharing practices in selected university libraries in the South-West Nigeria. The research is quantitative and copies of a self-developed and structured questionnaire which was adopted as the research instrument were served on the academic librarians and non-academic librarians that served as the population of the study. The findings revealed that organizational structure influenced knowledge sharing practices among academic librarians but there was no significant relationship between organizational culture and knowledge sharing practices among academic librarians in the studied libraries. It was concluded that knowledge sharing practices in Nigerian university libraries is strongly being supported by organizational structure unlike the organizational culture that recorded no significant relationship with knowledge sharing practices. The paper therefore recommended that the prevailing organizational culture in the studied libraries should be beef-up so as to enhance knowledge sharing practices. In doing so, managers in the university libraries should put up mechanisms that will strengthen trust, teamwork, fairness and justice among employees to enhance continuous knowledge sharing practices. By extension, concerted efforts should

be put in place to further strengthen the existing organizational structure for the enhancement of knowledge sharing practices in Nigerian university libraries.

Keywords: Knowledge sharing, Tacit knowledge, Explicit knowledge, Organizational culture, Organizational structures, Nigerian university libraries

Introduction

Organization relies on human and material resources for the running of the organization and achievement of its aims and objectives. In order of hierarchy between these two resources, human beings comes first as the most valuable asset that an organization can possess to rapidly achieve its organizational goals and next to human resource is knowledge which has, undoubtedly has becomes the fifth factor of production as a strategy to maintain competition in the knowledge society of today. Interestingly, human beings are also the carriers of this knowledge commonly referred to as tacit knowledge. Thus, every organization, university libraries inclusive have always been very eager to recruit and retain knowledgeable members of staff. Upon recruitment therefore, these employees have to be constantly updating their knowledge or else they will soon become obsolete and no longer relevant to the organization and this will inevitably brings setback to the organization. Updating of knowledge is achievable through organizational learning and the two are inseparable. Learning is a basis for acquisition of knowledge which is expected to be shared among employees. However, this study is limited to knowledge sharing and factors that may affect its fruition. What then is knowledge sharing?

Succinctly put, knowledge sharing defined as the propagation of skills in the form of tacit knowledge that an individual have acquired over a period of time. Knowledge sharing also includes the making of existing documented organizational activities available to members of staff in the workplace so as to improve best practices. These documented records are collectively referred to as explicit knowledge. Both tacit and explicit knowledge constitute the required knowledge that is meant for sharing in university libraries as against the popular notion that knowledge sharing is about individual skills only. Chatterjee (2019) cited by Valarmathi & Vasanth (2020) opined that knowledge sharing means making knowledge more active and relevant to create value in the organization. It is a process in the organization where information and knowledge passes from individuals, teams to all the members of the institutions. Zack (1999) cited by Samir (2020) observed that in an economy where the only certainty is uncertainty, the one sure sources of lasting competitive advantage is knowledge. Calin (2013) concluded that institutions have to give more priority on knowledge sharing, teaching and research activities. Wilem (2003) cited by Eiriemiokhale and Idiedo (2020) defined knowledge sharing as the exchange of knowledge between two

parties in a reciprocal process allowing reshape and sense. University library is a type of non-profit organizations that are not exempted from common characteristics of such. Knowledge sharing is a mechanism through which employees in university library can update their knowledge.

Organizational culture is critical variable to be considered in university libraries when talking about success or otherwise of knowledge sharing. Adeyoyin 2006 cited by Mamza, Bassi & Mohammed (2015) amplified that culture is rooted in deeply held belief and it reflects what has worked in the past. It is corporate culture consisting of shared values and doctrine. Luu 2010 cited by Oche 2020 opined that organizational culture serves as the internal integration and coordination between an organization's operations and its employees, stressing that if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively and positively, if otherwise. Whichever is the situation, it will produce inevitable result on the organizational output. Several variables can constitute to reflect in organizational culture. These according to Dunkwu, Peter-Iweh, Okokpele & Osemeke (2022) the work environment, leadership style and organizational structure. In the words of Waktola (2019) cited by Dunkwu, Peter-Iweh, Okokpele & Osemeke (2022), work environment comprises of the physical setting, job profile. Leadership is a phenomenon that strongly dictates the prevailing situation in the workplace. Thus, attitude and perception of leaders in the university libraries to staff discipline, communication, knowledge sharing and conflict management to employees will to a very large extent shape the overall organizational culture in university libraries. Organizational structure in relation to organizational culture as stressed by the scholars is the "hierarchical structure that makes up the management of the organization" and this will have influence on the organizational workflow and which will turn aid or frustrate employees' attitude to knowledge sharing practices.

From the foregoing, it can be concluded that both organizational culture and organizational structure are intertwined variables that will dictate the strength or weakness of knowledge sharing practices in university libraries.

Literature Review

In the present knowledge society, knowledge has undoubtedly become a commodity that has to be shared both within and outside the workplace with a view to improve organizational performance. Knowledge sharing is an important strategy which can be employed in university libraries to improve on library services. Knowledge sharing practices in libraries will enhances individual cataloguing and classification skills, selection and acquisition of information resources, utilization of various information communication technologies,

attending to library users' inquiry, management of library users' records, management of book stacks, effective security system and other library routines and thereby professionalism in librarianship as a whole. In their own submission Lawal, Agboola, Aderibigbe, Owolabi and Bakare (2014) opined that knowledge sharing can be described as a process in which knowledge and information skills is been exchanged. However, Cheng, Ho and Lau 2009 cited by Eiriemiokhale and Idiedo (2020) seems to have gotten the knowledge sharing clearer by noting the relevant component of knowledge sharing when they identified two approached to knowledge sharing among academic staff to consist of close network model which is person to person knowledge sharing and open network sharing that is sharing through an open repository. Close network in this context can be referred to sharing of tacit which may or may not need any organizational structure such as information communication technology facilities to share while the open network sharing will definitely needs the availability of information communication technology facilities to share the existing documented knowledge which otherwise is referred to as explicit knowledge. Going by this network structure therefore, it means that for effective knowledge sharing practices to take place in university library certain elements have to be put in place and this may include organizational culture and organizational structure. Both organizational culture and organizational structure are indispensable elements to the success of knowledge sharing in libraries. This is so because existing organizational culture will reflect whether employees in the library are willing to share knowledge among themselves or not. If they are willing, are prerequisite organizational structures such as availability of information communication technologies, acceptable and functional organizational hierarchy in place to facilitate knowledge sharing among employees in libraries. This is the central question that the present researchers intend to provide answer to by embarking on this study and thereby adding to the body of literature in librarianship on knowledge sharing.

Some of the benefits of knowledge sharing to university libraries as identified by Nassuora (2011) cited by Eiriemiokhale and Idiedo (2020) include breaking down barrier within the organization, enhancement of both external and internal services and usefulness, enhanced ability to support the trend toward decentralized strategic planning and decision making while on knowledge sharing can be hindered basically by two major factors and these are organizational factor and individual factors. On the constraints to knowledge sharing in university libraries, Olatokun (2020) studied knowledge sharing practices among cataloguers in Nigeria's academic libraries and reported that although respondents acknowledged crucial need for knowledge sharing in their department however, some of the identified factors hindering knowledge sharing as revealed by the

respondents include mood and pressure from work, seeing knowledge sharing as a waste of time, tribal differences, lack of financial motivation, no formal training and mentoring program.

Organizational Culture

Culture is a construct that gives meaning to actions and procedures within an organization. It is the collective employees' behaviour in the workplace. Gomez-Mejia, Balkin & Cardy (2008) stated that there are three aspects of an organization's culture and these are the visible culture which is described as that which an observer can hear, feel, or see. The second one is what they refer to as the espoused values which they describe as the one that are not readily observed but instead are the ways managers and employees explain and justify their actions and decisions. This usually occurs at a deeper level. Organizational culture can be a critical factor in determining the competitiveness of an organization. It can also assist managers to achieve organizational objectives.

Cascio (2013) also stressed that individuals who choose jobs with organizations that are consistent with their own values, beliefs, and attitudes are more likely to be satisfied employees and would therefore be productive. Robbins, Judge & Vohra (2011) identified seven primary characteristics of an organizational culture as innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation, aggressiveness and stability, that is, the degree to which organizational activities emphasize maintaining the status quo in contrast to growth. It may be argued therefore, that there is a great nexus between the organizational culture, organizational structure and knowledge sharing practices and the three are tied together.

Organizational Structure

Like every other organization, university libraries also have structures and many of which are interrelated in forms of formalization, standardization and specialization as it relates to collection or decentralization and centralization in terms of services. This is so because of the wide scope of the university libraries in terms of services, collections and patrons. An organization's structure consists of patterned regularity that is reproduced as its members. Thus, have been prompted to state that, 'an organization's structure consists of patterned regularity that is reproduced as its members interact and communicate about their interactions to coordinate actions and sustain the state of being organized". Similarly, Barman & Marak (2021) opined that organizational structure is a pattern of relationship that has been generated through a conscious process. It operates within an environment which comprises economic, social, cultural, political and legal subsystems. The two scholars stated further that organizational

structures can be affected by goals, strategy, environment, technology, organization size and the psychological characteristics of workers. In a similar view, Wagner, (2021) noted that an organization's structure consists of patterned regularity that is reproduced as its members work together and communicate about their interactions to harmonize actions and sustain the state of being organized. Bayode (2023) carried out a study on effect of automation on organizational structure, job performance and communication in university libraries in South West Nigeria and reported that automation has enabled a more flexible working environment, affected the pattern of staff by specialization and bridge the gap between communication flow through the use of a variety of information and technology communication.

From the foregoing, it can be concluded that knowledge sharing would definitely be affected positively or otherwise by the existing organizational structure since it is carried out by the combination of social interaction and technical communication channels, and as in order to build these channels effectively, it depends on the strength of the existing organizational infrastructure. By inference, it means that successful sharing of knowledge largely depends on suitable organizational infrastructure and these involve constructing viable social communication infrastructure and technical communication infrastructure.

Statement of Problem
The importance that has been attributed to knowledge as indispensable assets for progression in the present age has given prominence to the concept of knowledge sharing with the notion to exploiting its propagation. The most viable way of propagating knowledge is through knowledge sharing which has been universally accepted as the process of spreading information and knowledge by individuals or group of people in the workplace. The extent to which knowledge sharing flourishes in the workplace largely depends on variables such as the prevailing organizational culture and existing organizational structures in an organization. However, as critical as these variables are to the success of knowledge sharing in the workplace not many research seems to have been carried out in this regard, especially within the Nigerian University Libraries context. It is against this backdrop that this study is being carried out to find the extent that organizational culture and organizational structure affect knowledge sharing in selected university libraries in South-West, Nigeria.

Hypotheses
The studied is guided by the following hypotheses:
Ho1: There is no significant relationship between the existing organizational culture and

knowledge sharing practices in selected university libraries in the South-West Nigeria.

Ho2: There is no significant relationship between the existing organizational structure and

knowledge sharing practices in selected university libraries in the South-West Nigeria.

Ho3: There is no significant joint relationship between organizational culture, organizational

structure and knowledge sharing practices in selected university libraries in the South-West

Nigeria

Methodology

The research is quantitative in nature and the research design adopted for the study is descriptive survey research of correlational type. Population of study is academic librarians in the selected university libraries. The population of the study consists of 85 academic librarians across the studied university libraries, from where 75 were selected and were served copied of the research instrument on equal allocation of 15 copies in each of the selected libraries and using total elimination technique to administer copies of the self-developed **s**tructured questionnaire which was adopted as the research instrument on the respondents. Copies of the questionnaire were personally administered by both researchers and with assistant of contact persons in the universities that the researchers cannot reach as at the time of this research due some factors. The questionnaire consists of four sections. Section A focuses on respondents demographic variables, Section B, C and D focuses on organization culture, organizational structure and knowledge sharing practices in university libraries, respectively. The information was put in a weighted scale with numerical values attached to them in the questionnaire as follows: 4 = SA, 3 = A, 2 = SD and 1 = D. Copies of the usable questionnaire were analyzed using computer soft called Statistical Package for Social Science (SPSS) version 25 and interpreted with percentage, mean score and standard deviation.

Table 1: Showing the distribution of questionnaire administered and response rate

S/N	INSTITUTIONS	Administered copies	Retrieved copies
	South –West		
1	Library of Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria	15	15
2	Library of University of Ibadan, Ibadan, Oyo State	15	13
3	Library of University of Lagos, University of Lagos, Yaba, Lagos State, Nigeria	15	14
4	Library of Federal University of Agriculture, Abeokuta, Ogun State	15	13
5	Library of Federal University, Oye-Ekiti, Ekiti State	15	12
	TOTAL	**75**	**67**

Table 1 revealed number of questionnaire administered and the retrieved copies. 75 copies of the questionnaire were administered; 67 copies were retrieved but 4 copies were found not usable for analysis. Thus, the report of this study was based on the 63 copies of the questionnaire that were found usable for analysis. Data were analyzed using descriptive statistics and the analysis was carried out with the aid of the Statistical Package for Social Sciences (SPSS) version 16.0. Raw data was first coded and fed into the SPSS programme. Mean and Standard Deviation were specifically used to analyze the data.

Results and Discussion
Hypothesis one: There is no significant relationship between organizational culture and
knowledge sharing practices in selected university libraries in South-West, Nigeria Nigerian Libraries

Table 2: Pearson Product Moment Correlation (PPMC) showing the relationship between organizational culture and knowledge sharing practices in the selected studied university libraries in South-West, Nigeria South West, Nigeria

Variables	Mean	Std. Dev.	N	r	p-value	Remarks
Knowledge sharing practices	37.6825	8.27906	63	.222	.080	Not Sig.
Organizational culture	19.5238	4.49680				

Table 2 showed that there is no statistical significant relationship between organizational culture and knowledge sharing practices in the selected university libraries in South-West, Nigeria (r=.222, n=63, p(.080)>.05). Hence, organizational culture does not influence knowledge sharing practices in the selected university libraries in South-West, Nigeria. The research finding consequently aligned with the research hypothesis and hence the hypothesis is therefore accepted. Results of the test of hypotheses suggested that there is no statistical significant relationship between organizational culture and knowledge sharing in the selected university libraries in South West, Nigeria. Hence, organizational culture does not influence knowledge sharing among librarians in the studied university libraries. This implied that knowledge sharing activities may have a setback even though other variables such as organizational structure are favourably disposed to the knowledge sharing practices in the selected university libraries in South-West, Nigeria. This is so because it is human beings that will coordinator the organizational structure which has recorded positive relationship with knowledge sharing practices in the studied university libraries in South-West, Nigeria. This finding was in disagreement with Che Rusuli, Tasmin, Takala, & Norazlin (2012) discovery in their study of Malaysian University Libraries and revealed some of the factors affecting knowledge sharing at the Malaysian University Libraries to include organizational culture, incentives for innovation, availability of social meeting places, commitment of management and sensitization. The research finding consequently aligned with the research hypothesis and the hypothesis is therefore accepted.

Hypothesis two: There is no significant relationship between organizational structure and knowledge sharing practices in the selected studied university libraries in South-West, Nigeria

Table 3: Pearson Product Moment Correlation (PPMC) showing the relationship between organizational structure and knowledge sharing practices in the selected studied university libraries in South-West, Nigeria South-West, Nigeria

Variables	Mean	Std. Dev.	N	R	p-value	Remarks
Knowledge sharing practices	37.6825	8.27906	63	.351	.005	Sig.
Organizational structure	26.0794	6.02763				

* Correlation is significant at the 0.05 level (2-tailed).

Table 3 showed that there is a statistical significant relationship between organizational structure and knowledge sharing practices in selected university libraries in South-West, Nigeria(r=.351, n=63, p(.005)<.05). Hence, organizational structure influenced/enhanced knowledge sharing practices in the selected studied university libraries in South-West, Nigeria. The hypothesis is rejected and replaced with alternative hypothesis that, there is significant relationship between organizational structure and knowledge sharing in the selected studied university libraries in South-West, Nigeria. A statistical significant relationship between organizational structure and knowledge sharing practices was recorded and hence organizational structure influenced knowledge sharing practices among librarians in the studied university libraries. This implied that the required prerequisite organizational culture such as provision of information communication technologies, standardization of best practices and service delivery system. This finding was in agreement with that of Bayode (2023) who in the study of effect of automation on organizational structure, job performance and communication in university libraries in South West Nigeria reported that automation has enabled a more flexible working environment, affected the pattern of staff by specialization and bridge the gap between communication flow through the use of a variety of information and technology communication. The research finding disagreed with the research hypothesis and therefore is rejected.

Hypothesis three: There is no significant joint contribution of independent variables (Organizational culture and Organizational structure) and dependent variable (knowledge sharing practices in the selected studied university libraries in South-West, Nigeria)

Table 4:Summary of Regression analysis showing the joint effect of organizational culture and organizational structure on knowledge sharing practices in the selected studied university libraries in South-West, Nigeria

R	R Square		Adjusted R Square	Std. Error of the Estimate
.360	.130		.101	7.85026
A N O V A						
Model	Sum of Squares	DF	Mean Square	F	Sig.	Remark
Regression	552.051	2	276.026	4.479	.015	Sig.
Residual	3697.600	60	61.627			
Total	4249.651	62				

Table 4 shows the joint effect of organizational culture and organizational structure on knowledge sharing practices in the selected studied university libraries in South-West, Nigeria. The table also shows a coefficient of multiple correlation R = .360 and a multiple R^2 of .130. This means that 13.2% of the variance was accounted for by the two predictor variables when taken together. The significance of the composite contribution was tested at α = 0.05. The table also shows that the analysis of variance for the regression yielded F-ratio of 4.479(significant at 0.05 level). With the result of the ANOVAL it implied that the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance.

Table 5: Summary of regression analysis showing the relative contribution of organizational culture and organizational structure on knowledge sharing practices in selected university libraries in South-West, Nigeria

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig. p
	B	Std. Error	Beta Contribution		
(Constant)	23.190	5.227		4.436	.000
Organizational culture	.170	.244	.092	0.696	.489
Organizational structure	.429	.182	.312	2.355	.022

Table 5 showed that the relative contribution of the independent variables to the dependent variable, expressed as beta weights, viz: organizational culture (β = .092, p>.05), and organizational structure (β =.312, p<.05) respectively. Hence,

organizational structure was significant i.e. could independently and significantly predicts knowledge sharing practices in the selected studied university libraries in South-west, Nigeria

Conclusion and Recommendations

Based on the outcome of this study, it can be concluded that knowledge sharing in Nigerian university library is strongly being supported by organizational structure unlike the organizational culture that recorded no significant relationship with knowledge sharing. The paper therefore recommended that the prevailing organizational culture in the studied libraries should be beef-up so as to enhance knowledge sharing practices. In doing so, managers in the university libraries should put up mechanisms that will strengthen trust, teamwork, fairness and justice among employees to enhance continuous knowledge sharing practices. By extension, determined efforts should be put in place to further reinforce the existing organizational structure for the enhancement of knowledge sharing in Nigerian university libraries.

References

Barman, N.,& Marak, N. (2021). A study on the organizational staff structure among the selected college libraries of West Garo Hills, Meghalaya, India. *Library Philosophy and Practice (e-journal).* 5062. http://digitalcommons.unl.edu/libphilprac/5062

Bayode, K. (2023). Effect of automation on organizational structure, job performance and communication in university libraries in South West Nigeria. *Journal of advanced research and multidisciplinary studies,*1(3),31-47. DOI: 10.52589/JARMS_LOPK93D9

Calin, F.B. (2013). Knowledge management priorities in higher education: an insight from Romanianacademic research consortium. *Annals of the Oradea University*,.3.3-6

Cascio, W. F. (2013).*Managing human resources: productivity, quality of work life, profits*.-

9ᵗʰedition. (pp.237-238).New York: McGraw-Hill.

Che Rusuli, M.S., Tasmin, R., Takala. J., & Norazlin, H. (2012). Knowledge management process at Malaysian University Libraries; a review. *The International Journal of Social Sciences*, Vol.[ ] No.1.**www.tijoss.com**

Dunkwu, C.O., Peter-Iweh, R.N., Okokpele, E.O. & Osemeke, P.D.(2022).Organizational culture and employees' performance; an exploratory study of local government council in delta state. *International Journal of Academic Management Science Research* (IJAMSR). 6(12), 101-119

Eiriemiokhale, K.A. & Idiedo, V.O. (2020). Knowledge sharing practices among lecturers in Nigerian universities: A case study. *Information and Knowledge Management*, 10(6). www.iiste.org

Lawal, W.O., Agboola, I.O., Aderibigbe, N.A., Owolabi, K.A. & Bakare, O.D. (2014). Knowledge sharing among academic staff in Nigerian University Agriculture: A survey. *International Journal of Information Library & Society*, 3(1), 25-32.

Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2008). *Management: people, performance chang*e.-4th edition.(pp.141-145). Boston: McGraw-Hill/Irwin.

Mamza,P.M, Bassi,M.D. & Mohammed, Z.A. (2015). Impact of staff organizational culture on the implementation of automation in libraries of Federal Universities in the North East zone of Nigeria. *Journal of Information and Knowledge Management*, 6(2)

Oche, N. A. (2020). Organizational culture as a correlate of staff performance in state polytechnics libraries in North Central, Nigeria. International Journal of Library Science, 9(1), 17-25. DOI: 10.5923/j.library.20200901.03

Olatokun, W. (2020). Knowledge sharing practices among cataloguers in Nigeria's academic libraries. *Library Management*. DOI: 10.1108/LM-12-2019-0090.

Robbins, S.P., Judge, T.A., & Vohra, V. (2011). *Organizational behavior*.-14th edition. (pp.506-508, 518-519). Delhi:Prentice Hall.

Samir, M. (2020). The impact of knowledge management on SMEs performance in Egypt.*Open Access Library Journal*, 7, 1-23. DOI: 10.4236/oalib.1106445

Valarmathi, B. & Kumar, G.V. (2020). Factors effecting knowledge management process in Higher Educational Institutions. *Journal of Critical Reviews*, 7(15), 997-1007

Wagner, J.A. (2021). Dimensional research on organization structure: meta-analysis and conceptual redirection. *Journal of Management and Organization*, 1-18. doi: 10.1017/jmo.2021.63