

**INFLUENCE OF KNOWLEDGE MANAGEMENT SYSTEM ON SERVICE
DELIVERY AND ORGANIZATIONAL PERFORMANCE IN SELECTED
UNIVERSITIES IN NIGERIA.**

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ABSTRACT

This study investigated the influences of knowledge management system on service delivery and organizational performance in selected universities in Nigeria. Four (4) objectives, Four (4) and research questions guided the study. The research adopted a descriptive design. The population of the study was 218 professional librarians and registered users, and a census sampling method was employed to select all the respondents of the study. Data collection was conducted using a structured questionnaire. Data analysis involved descriptive statistics (simple percentage) to address the research questions. The findings reveal that knowledge sharing, digital storage system and institutional documentation represent key components of knowledge management within libraries and information repositories and that it enhances proper presentation of knowledge. The finding also reveals easy access to electronic information resources. The study concludes by establishing that libraries especially academic libraries are the live-wire of all institutions of learning as repositories where information is created, organized and disseminated to support teaching, learning and research activities. Based on the finding, the study, recommends the administrations of libraries and information of libraries should as a matter of necessity encourage librarians and information officers skills with the application of information and communication technologies (ICTs), Adequate budgetary allocation should be attracted to the libraries and information centers to enhance effective acquisition of modern technological infrastructure and that regular training should be organized for the library staff and information center officers to improve in the service delivery.

Keywords: Knowledge Management System, Service Delivery, Organisational Performance, University Libraries, ICT

Introduction

The influx of information characterized by rapid technological advancement unremitting data generation, and limitless demand for productive information resources. Libraries and information centers are saddled with the responsibilities of acquisition of information resources, organization of the information resources for easy retrieval, preservation of the information material and facilitation of information resources for diverse user communities. However, the shift from traditional library operation to digitally networked information systems has remarkably transformed the operation of library services. The advent of information technology (IT) has introduced digital repositories, collaborative information networks and electronic database to library services and operations. (Alavi & Leidner, 2001). Knowledge management system (KMS) refers to the methodical but regular process through which organizations, information centers and academic libraries create, acquire, process, store and share information and knowledge management extends beyond traditional information management functions according to Heisig (2021). The adoption of knowledge management systems (KMS) in libraries and information centers has attracted scholars globally to the relevance of libraries as research information centers and a central facility providing a range of related services such as learning research productivity, and community development according to Corral, Kennan, & Afzal (2016). The ability of library to fulfil these roles effectively depends on scholarly organized knowledge management systems of satisfying user needs.

Rapid technological advancement has tremendously increased the relevance of knowledge management in library operations. The generation of knowledge and its application have been altered in 21st century because of the existence of cloud computing, artificial intelligence applications, digital preservation system and open access platforms according to Cox (2016). Library's ability to meet the need of information seekers with the application of information and communication technologies (ICTs) depends on structured knowledge management systems. Without effective knowledge management frameworks, libraries risk information fragmentation and knowledge loss due to ineffective library service as declared by Jantz (2017).

Another significant dimension of knowledge management system in library services is the organizational learning and promotion of knowledge library staff professionally acquire electronic information resources, digital archiving and meta data to improve user satisfaction. Studies by various researchers have revealed that structured knowledge sharing mechanism and digital knowledge repositories promote institutional service innovation in libraries and information centers (Fullwood & Rowley 2017).

Despite the avalanche benefits of knowledge management systems (KMS), many libraries are information centers are faced with diverse constraints which include inadequate technological infrastructure, limited financial staff indifference towards change and lack of well-defined knowledge management system policies (Hislop et al., 2018). However, knowledge management system (KMS) is known to have a noticeable impact on library services, innovations and collaborations within and without the library location. Through collaborative networks, interlibrary partnerships, digital consortia, and knowledge sharing platforms have enhanced service quality. The integration of knowledge management system (KMS) has provided sustenance for research data management initiatives and institutional repository development, consequence upon these, the objectives of the academic libraries and research mission of information centers are fully realized (Jantz, 2017).

Statement of Problems

Libraries and information centers significantly serve as custodians of recorded knowledge which include electronic information resources. With the advancement of information and communication technology (ICTs) libraries and information are required to function as dynamic knowledge hubs that enhance research, learning, innovation and community engagement. Despite these objectives, many libraries and information centers are faced with surmountable challenges according to Dalkir (2017). One of the problems is lack of well-defined knowledge management system (KMS) policies, inadequate technological infrastructure, lack of training for staff, poor knowledge sharing culture and low budgetary allocations for libraries and information centers according to Massaro, Dumay & Garlatti (2019).

Addressing these problems is paramount in order to strengthen institutional resilience promote service delivery and ensuring the sustenance of the relevance of libraries and information centers in the evolving digital knowledge landscape.

Objective of the Study

The objective of the study is to examine the effectiveness of knowledge management system in improving service delivery and organizational performance in selected universities in Nigeria.

Specifically, the study sought to:

- i. Examine the existing knowledge management practices in improving service delivery and organizational performance in selected universities in Nigeria.
- ii. Identity the tools or technologies used to support knowledge management system in improving service delivery and organizational performance in selected universities in Nigeria.
- iii. Assess the effectiveness of the knowledge management systems in improving services delivery for organizational performance in selected universities in Nigeria.
- iv. Determine the challenges affecting the implementation of knowledge management in improving service delivery and organizational performance in selected universities in Nigeria.

Research Questions

The study seeks to answer the following questions:

- i. What are knowledge management practices in improving service delivery and organizational performance in selected universities in Nigeria.
- ii. What are the tools or technologies used to support knowledge management system in improving service delivery and organizational performance in selected universities in Nigeria?
- iii. What is the effectiveness of the knowledge management systems in improving services delivery for organizational performance in selected universities in Nigeria?
- iv. What are the challenges affecting the implementation of knowledge management in improving services delivery for organizational performance in selected universities in Nigeria?

Literature Review

Knowledge Management System (KMS) is a strategies organizational function in well-developed institutions that have been equipped with advance technological infrastructure digital transformation system and information ecosystems. Bosua & Helms (2018) opined that

libraries and information centers operate as knowledge centers operate as knowledge institutions whose basic objectives are the questions electronic of information resources, organization, preservation dissemination, and utilization of knowledge resources. In this digital age effectiveness of knowledge management systems in libraries and information centers depends on the availability of electronic information resources, Information and communication technology (ICTs), and also on the structured management of intellectual assets embedded in systems (Massaro, Dumay & Garlatti, 2019). Knowledge Management System (KMS) is a technology-enable platform designed to make easier the creation, storage, retrieval, and sharing of an organization's processed information and tacit knowledge. It is important to note according to Nonaka & Takeuchi (1995) revealed that a well-implemented knowledge management system directly promotes time management and improved accuracy by providing trained staff with information management skills, ability to access and retrieve information in the right format and at the right time. KMS is known for its advantage in reducing the time spent for searching and retrieving information from the systems.

Cox (2016) declared also that knowledge management system (KMS) enhance consistency and standardization. This ensures that delivery services are consistent and rapid KMS enhances continuous learning and innovation and can affect collective problem-solving which directly improves the quality and quantity of services rendered. Knowledge Management System (KMS) according to Massaro (2021) promotes decision making. Decision makers at all levels of management are provided with timely, relevant data and information resources. This helps to mitigate the risk of time and resources wastage. KMS helps to fully utilize the experience and knowledge of the old staff of organizations before retirement age.

Despite the numerous benefits derived from knowledge management system, empirical studies by various researchers revealed that libraries and information centers are faced with serious constraints which include financial inadequacy, technological limitations, indifference of staff towards the integration of knowledge management system (KMS) in library services and information center operations as declared by Fullwood & Rowley (2017).

Methodology

The study adopted a descriptive survey design to examine the knowledge management system in improving service delivery and organizational performance in selected universities in Nigeria. The population comprised of 97 professional librarians and 218 registered users. Total number of populations used for this study is 315. Data questionnaire developed based on previous studies on the effectiveness of knowledge management system in improving service delivery in academic libraries.

Results and Discussion

The result that emanated from the analytical procedure are presented by means of relevant tables and analyzed accordingly in the following sections.

Population for the Study

S/N	University Libraries	Proprietorship	No of Librarian	No of Users
1	University of Benin, Benin City	Federal	15	35
2	Ambrose Ali University Ekpoma, Edo State	State	20	40
3	University of Port Harcourt, Port Harcourt	Federal	12	30
4	Delta State University Abraka, Delta State	State	15	25
5	Southern Delta University, Delta State, Ozoro	State	10	37
6	Denise Osadebe University, Asaba	State	10	23
7	Benson Idahosa University, Benin City	Private	7	13
8	Igbinedion University Okada, Edo State	Private	8	15
	Total		97	218

Sources: Offices of the University Libraries

The result in table 1 indicated that 97 (30.8%) librarians responded to the questionnaire while 218 (69.2%) responded as registered users. The total population used for this study is 315 respondents.

Research Question 1: What are knowledge management practices in improving service delivery and organizational performance in selected universities in Nigeria.

Table 2: **Summary of descriptive statistics on the influence of Knowledge Management Practices in the Libraries**

S/N	Knowledge management practices	Frequency	Percentage
1	Knowledge sharing among staff and users	120	38.1
2	Digital knowledge storage system	95	30.2
3	Documentation of institutional knowledge	54	17.1
4	Staff training and knowledge transfer	46	14.6
	Total	315	100.0

Table 2 analysis indicate that 120(38.1%) of the respondents reveal that knowledge sharing among staff and users represent the most common knowledge management practice withing the library. 95(30.2%) Digital knowledge storage systems such as electronic databases and institutional repositories are also widely used. 56(17.1%) Documentation of organizational knowledge and 46(14.6%) staff traning activities contribute to the preservation and transfer of knowledge within every given institution or organization. These findings collaborate with the view the libraries are enriched with diverse strategies to facilitate knowledge management and improve information service delivery.

Research Question 2: What are the tools or technologies used to support knowledge management system in improving service delivery and organizational performance in selected universities in Nigeria?

Table 3: Summary of descriptive statistics on the tools or technologies used to support knowledge management system in improving service delivery.

S/N	The tools/skills and technologies used to support knowledge management	Frequency	Percentage (%)
1	Institutional Repositories	55	19.5
2	Analytical research skills	47	14.9
3	People and culture	42	13.3
4	Online Database	38	12.1
5	Evaluation and assessment skill	35	11.1
6	Digital libraries	25	8.0
7	Information retrieval skills	23	7.3
8	Library management system	22	6.9
9	Online medium skills	18	5.7
10	Web page	10	3.2

Table 3 reveals that 55(17.5%) of the respondents consider the major tool for institutional and repositories technology used to support knowledge creation storage and sharing in libraries and information centers. 47(14.9%) analytical research skill is considered also by the respondents as one of the high level skills used to support knowledge creation, storage and sharing other tools/skill and technologies used to support knowledge creation storage and sharing include: 42(13.3%) people and cultivate a supportive culture that rewards sharing, trust, and collaboration is very important than technology itself; 38(12.1%) evaluation, online databases and assessment skills, 25(8.0%) Digital libraries 23(7.3%) information retrieval skills, 18(5.7%) online medium skills and 22(6.9%) library management system. A robust and systematically implemented knowledge management system (KMS) is highly effective in promoting organization's intellectual capital into high level performance and profitable results.

Research Question 3: What is the effectiveness of the knowledge management systems in improving services delivery for organizational performance in selected universities in Nigeria?

Table 4: Summary of descriptive statistics on Effectiveness of knowledge management system

S/N	Effectiveness of knowledge management system	Frequency	Percentage (%)
1	Enhance decision – making	94	29.8
2	Increased operational efficiency	83	26.3
3	Fostering innovation and competitive advantage	63	20.0
4	Mitigating knowledge loss	43	13.7
5	Improving employee engagement and collaboration	32	10.2
	Total	315	100.0

Table 4: reveals that the respondedent 94(29.8%) consider enhanced decision making as the most effectiveness of knowledge management system in improving service delivery and organizational performance 83(26.3%) increased operational efficiency 63(20.0%) fostering innovation and competitive advantage, 43(13.7%) mitigating knowledge loss, and 32 (10.2) improving employee engagement and collaboration.

Research Question 4: What are the challenges affecting the implementation of knowledge management in improving services delivery for organizational performance in selected universities in Nigeria?

Table 5: Summary of descriptive statistics on challenges affecting the implementation of knowledge management in improving services delivery for organizational performance

S/N	Challenges of knowledge management system	Frequency	Percentages (%)
1	Inadequate telecommunication infrastructure	89	28.3
2	Inadequate high cost network technology facilities	84	26.7
3	Lack of definite of knowledge management policy	70	22.2
4	Poor knowledge sharing culture	32	10.2
5	Inadequate Fund	20	6.3
6	Lack of training for staff	20	6.3
	Total	315	100.0

Table 5 reveals that the respondents 89(28.3%) indicate that the major challenge confronting knowledge management system in libraries and information centers is inadequate telecommunication infrastructure 84(26.7%) high cost of network technology facilities, 70(22.2%) lack of definite knowledge management system policy 32(10.2%) poor knowledge sharing culture, 20(6.3%) inadequate fund and 20(6.3%) lack of training for staff.

Conclusion

The findings from the survey reveal that knowledge management practices play a vital role in improving the efficiency of library services. Libraries especially academic libraries are the live-wire of all institutions of learning as repositories where information is created, processed organized and disseminated to support teaching, learning and research activities.

The findings reveal that knowledge sharing, digital storage system and institutional documentation represent key components of knowledge management within libraries and information repositories enhance proper presentation of knowledge and facilitate easy access to electronic information resources. The relevance of information communication technology (ICT) in promoting knowledge management system (KMS) cannot be over emphasized online databases coupled with the professional skills of the librarians such as analytical research skills information retrieval skills, and evaluation skills enhance the effective information retrieval process and improve the accessibility of library resources. Despite these benefits, there are

surmountable problems that are unavoidable in actualizing the objectives of knowledge management system in libraries and information include high cost network technology facilities inadequate technology infrastructure, lack of definite knowledge management policy, inadequate training for the library and information center staff.

Recommendation

Based on the finding from the study, the following recommendation are presented:

- i. The administrations of libraries and information of libraries should as a matter of necessity encourage librarians and information officers skills with the application of information and communication technologies (ICTs)
- ii. Adequate budgetary allocation should be attracted to the libraries and information centers to enhance effective acquisition of modern technological infrastructure
- iii. Regular training should be organized for the library staff and information center officers to improve in the service delivery.

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