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Availability of Library Facilities, Knowledge Sharing as Determinants of Job Performance of Library Staff in Southwest Nigeria

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Abstract

It is pertinent for the library staff to work in the direction of providing adequate information resources that will satisfy the library users and sustain effective library service delivery. This study examined on how the availability of library facilities can enhance knowledge sharing among librarians and improves their job performance. The study adopted a descriptive survey design and total enumeration that covers staff in the three universities in Southwest Nigeria. They are the Federal University of Agriculture, Abeokuta, University of Ibadan, Ibadan and University of Lagos, Lagos. The questionnaire was the instrument used to collect data for the study. The result indicated that the majority of the staff were highly exposed to library facilities that encourage job performance. The finding revealed that some were not willing to share their knowledge because people don't appreciate it. The study revealed that knowledge sharing had impacted greatly on their job performance. The study revealed that a relationship exists between the three variables; availability of library facilities, knowledge sharing, and job performance. Statistical Package for Social Sciences (SPSS) was used to analysis the result using descriptive statistics with tables of frequencies and percentages, ANOVA and Correlation in analyzing the data. It was recommended that the library management should endeavor to give equal opportunity to the staff in terms of staff development and training. This will, in turn, encourage staff to embrace knowledge sharing practices.

***Keywords:** Library facilities, Knowledge sharing, Job performance. staff, South-west Nigeria*

Introduction

Academic libraries are libraries attached to the higher institution of learning such as universities to support the teaching, learning and research activities of the parent institution by providing adequate resources to fulfill the objectives of the library. Olorunsola (2008) cited by Christopher and Oseghale (2011) said that a university is nothing more than an association of scholars, of which each seeks to speak the truth according to their different disciplines, this is in accordance to support teaching, learning and the research activities of those scholars in the universities. In this regard, the librarians in academic libraries are tasked with the responsibilities of seeking and having access to a reservoir of information which should be made accessible to the users in return in order to promote the various activities of the university. Services provided by the libraries include collecting and providing access to printed and non-printed materials such as books, journals, CDs and all other forms of recorded information which should be accessible to the users.

Library facilities are those facilities required to be acquired by the library for effectiveness of library services. The availability of these facilities can have a strong impact on knowledge sharing among staff since it will add value to their service delivery. Correlation among the library facilities and knowledge sharing is even more crucial and important for the libraries know the strength and weakness of their resources. In other words, this implies that if facilities such as current printed materials, printers, internet/email, multimedia projectors, CD-ROMs, air conditioners/fans are adequately available in the library it will eventually create a conducive working environment for the staff and enhance their job performance. Libraries generally capture, preserve and disseminate information resources of scholarly interest. Majority of academic libraries are being empowered and enriched today by these facilities. These resources not only add value to library services, but serve as a motivational instrument to perform their duty effectively. A library with well-organized facilities encourages the users to locate and borrow physically available resources. This also helps users to browse and search catalogues, access databases, perform real-time interactions in the social space. Therefore, the library facilities are invaluable in meeting the best academic and research needs.

In addition, library facilities indicate the degree of proximity among users to make out the clear picture of the relationship between the variables of facilities and job performance.

Consequently, the libraries can plan and proceed for further development of the institution as effective and productive as possible when machinery of service delivery is in top gear.

The availability of library facilities and accessibility of relevant information resources is to encourage users' satisfaction while staff in the library is always aspiring to provide access to high-quality resources that will enrich and empower the users' academically. Therefore, it is essential for librarians to be motivated in order to inculcate the syndrome of knowledge sharing and joyfully share it with colleagues.

Knowledge sharing is a significant aspect of Knowledge Management (KM) which is an important concept of any organization. Its aim to explain how to transform personal and organizational information into individual and collective knowledge that may include skills needed in executing the various tasks of an individual organization. For any organization to be successful in today's competitive market, such organization needs expert and experienced human resources, in line with this, it is necessary for organizations considering the importance of transfer of experience and knowledge from experts to fresher or beginners and those who need to acquire new knowledge from time to time for the progress and effectiveness of their duties. Mesmer-Magnus and DeChurch (2009) posited that knowledge sharing is positively associated with reductions in production costs, it promotes rapid completion of new product development projects, team performance, firm modernization capabilities, including firm performance, sales growth and revenue from new products and services.

The application of knowledge sharing in the library has the capacity to promote the performances, activities, and development. The librarians in academic libraries can be categorized as knowledge workers with which the library progresses. Wang and Noe (2010) found knowledge sharing among staff and within groups as a mean of providing the organization with the opportunity of discovering knowledge resources that could be invested on. This indicates that knowledge sharing should be one of the fundamental activities that should be taking place from time to time among the academic librarians to improve their services.

Knowledge sharing is likely to promote the job performance of librarians and encourage users to have easy access to information. Job performance as posted by Johari and Yahya (2009) is one of the significant indicators in managing organizational performance. Job performance refers to a clear understanding of one's job and the effectiveness of carrying out the various tasks attached. It simply means how well an employee performs positively at the individual place of work. Job performance and employee performance are sometimes used interchangeably by

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scholars. Borman and Motowidlo (1997) cited in Ariani (2013) that employee performance or job performance is seen as the aggregated value to an organization which is the set of behaviors that an employee contributes directly and indirectly to organization goals. The interpretation of this is that the behaviour and commitment of an employee in a particular organization determine the quick and successful realisation of the organization's goal. Bowling (2010) posted job performance to consist of task performance or in-role performance and contextual performance or extra-role performance. From the organisational perspective, researchers focused on a task or in-role performance that represents the extent to which employees perform their official job or duties effectively. Job performance is an output of a staff on the job, which is measurable in terms of quality and quantity of job performed or done by such staff.

Increasing emphasis has been laid on an employee's job performance as a source of competitive advantage that promotes responsiveness toward the enhancement of overall organisational effectiveness. In view of this, the librarians in academic libraries should be concerned with the various means of which they can have access to information resources that will satisfy different queries of the library users and promote the library within the community, such means should include knowledge sharing, which is likely to be a factor that can promote information accessibility and contribute to the enhancement of effective job performance of staff in academic libraries.

Information has an important role to play in any academic environment including the universities. In view of this crucial role, the academic libraries are also vital to the development of scientific information use and dissemination in Nigeria. Attention must be given to the availability of facilities that could improve job performance of the staff in academic libraries. However, observation and reports revealed that most of the staff in academic libraries are not interested in sharing their knowledge. This is likely caused by some factors such as enabling working environment, insufficient research training, and self-sponsor to international conferences and others. The inability of some staff to share their knowledge is likely to encourage low productivity and resulted in dwindling knowledge growth. Also, many academic libraries lack adequate infrastructural facilities; most libraries were constrained in availability and accessibility of relevant information, coupled with poor workers remuneration that could motivate them to put in their best which may adversely jeopardize meaningful breakthrough in job performance.

As a result of this factor, this study investigated the extent to which availability of library facilities; knowledge sharing could determine job performance of staff in South-west Nigeria.

Objectives of the Study

1. To ascertain the extent of which library facilities are available to support job performance of staff in southwest Nigeria.
2. Find out reasons why knowledge is not being shared among staff in southwest Nigeria.
3. To ascertain the impact of knowledge sharing on job performance of staff in southwest Nigeria.
4. To find out the extent of how satisfied with the knowledge shared among staff in southwest Nigeria

Research Question:

1. What is the extent of which library facilities are available to support job performance?
2. Why is it difficult for library staff to share their knowledge in academic libraries?
3. What impact does knowledge sharing have on job performance in academic libraries?
4. How satisfied of knowledge sharing among library staff?

Research Hypotheses

The following null hypotheses will be tested in the study at 0.05 levels of significance;

H1: There is no significant relationship between availability of library facilities and job performance of staff of the academic library

H2: There is no significant relationship on knowledge sharing and job performance of staff of the academic library

H3: Availability of library facilities and knowledge sharing will not significantly affect the job performance of staff in an academic library

Literature Review

The academic librarians need to work assiduously in order to be able to provide satisfactory information to the end users. The International Federation of Library Association (IFLA) postulates the minimum standards of facilities that a library should provide. These include adequate reading tables and chair to accommodate the users, book shelves, library space,

fans, lighting, ventilation, flooring, restaurant, location of the exit point, notice board/bulletin, photocopy facilities, car parking space, computers, carrels, periodical racks, circulation desks and other facilities that would ensure user comfort (IFLA, 2001).

Chiemeke et al., (2007) find facilities such as electronic media such as radio, television, and cable satellite, the internet and so on as media that gives wide publicity to events, objects, discoveries, scientific findings, new products, and new services. The availability of all these facilities are not useful for the users alone, it is most useful to the librarians to facilitate their process of getting information readily available to be consulted by the users. By so doing, it is pertinent for the librarian to share knowledge among themselves, which can be effective when relevant facilities such as current printed materials, printers, photocopy facilities and so on are adequately available.

The study by Akobundu (2008) reveals that information resources are not easily accessible to the users, this was as a result of library facilities basically on poor condition such as indexing and cataloguing tools, inefficient loaning and discharge system, poor and disarray shelving arrangement, and lack of adequate guides to library books arrangements, as well as administrative and physical barriers. It was also observed that the library lacks the adequate retrieval tools to access information from electronic sources.

Iwhiwhu and Okorodudu (2012) conduct a study on Public Library Information Resources, Facilities, and Services: User Satisfaction with the Edo State Central Library, Benin-City, Nigeria, it was discovered that library facilities which includes ICT facilities such as internet, computers, photocopiers, fans and air conditioners in the Edo state central library are not enough to enhance users' satisfaction.

Oriogu, et al (2014) emphasize that the extent at which UPS, CD-ROM, and projector uses are observed to be generally poor. It is important to note that the provision and use of ICT is an integral part of student learning and research. Therefore, it was suggested that the university libraries should make adequate provision of CD-ROMs, scanners, and projector in order to increase its effective use by students and staff.

Consequently the submission of the various scholars indicates that the availability of library facilities can promote knowledge sharing among the librarians and knowledge sharing will result in effective job performance. Knowledge sharing among staff of an organization is facilitated with the availabilities' of all the necessity required to perform the daily routine of such an organization in which library is not an exception.

An academic library should be a knowledge driven organization to ensure its successfulness in this globalized world. Knowledge management practices have the potential of allowing academic libraries to function effectively and efficiently. One of the important branches of knowledge management is knowledge sharing, which covers a wide range of organizational ideas including strategic, economic, behavioral, and managerial strategies. All employees can be categorized as a knowledge worker because each employee holds information and knowledge with which its contribution could be used for the development of an organization. Thus, there are important conditions that make an employee to become a knowledge worker, this includes an equal access to information and proper integration of employees and employers in an organization (Rosen, 2011).

From the above discussion, the librarians are categorized as knowledge workers and information disseminators an engine room on which the library progresses. Wang and Noe (2010) find knowledge sharing among staff as a means of providing the organization with the opportunity of discovering knowledge resources that are invested on individuals that can enhance progress. Peariasamy (2009) posit that the most effective result of using knowledge sharing practices as a means of improving workers' skills and knowledge which in turn improved worker efficiency and productivity. In order to encourage knowledge sharing among staff and get the best from them, is for their employers to intrinsic rewards them by sponsoring them local and international conferences, training, and recognitions when due (Sutton, 2009).

Job performance as posted by Johari and Yahya (2009) is one of the significant indicators in managing organisational performance. Job performance refers to a clear understanding of one's job and the effectiveness of carrying out the various tasks attached. Jobs performed in the library include the acquisition of library materials cataloguing and classification of materials, provision of reference services, charging and discharging of materials to users, etc. Job performance of staff in an academic library is geared towards meeting not only the users' information needs but also it is a basis or criteria for promoting the library services.

Amusa, Iyoro, and Ajani (2013) in their study found job performance fair with variables such as professional practice, contribution to the overall development of the library, ability to attend promptly to clients request as well as, meeting minimum requirements for promotion. Mohammed (2010) posits that all those training programmes that the staff are exposed to, enhance the professional and para-professional staff to be current with new knowledge and development in their field. The more staff undergoes staff development trainings, the more they

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will be committed and improved in their job performance. Job performance consists of distinct sets of activities that an individual contributes to the organization goals and aspirations in diverse ways.

Methodology

The survey research design was adopted. This is because the study involves opinion of several individuals' specifically librarians in southwest Nigerian Universities. The population of the study comprised of the staff in the three academic libraries in South-west Nigerian Universities. The universities include the Federal University of Agriculture, Abeokuta (FUNAAB), University of Lagos (UNILAG) and University of Ibadan (UI). The total enumerations of 116 staff in the three universities were used for this study. Only 113 copies of questionnaire administered was returned and found usable. A questionnaire designed based on the objectives of the study was used for data collection. The questionnaire was in five (5) sections. It contains questions on demographic information, availability of library facilities, reasons for not sharing knowledge, impact of knowledge sharing on job performance of staff in academic libraries. To find out if the library staff are satisfied with the way knowledge is being shared. Statistical Package for Social Sciences (SPSS) was used to compute the result using descriptive statistics with tables of frequencies and percentages ANOVA and Correlation in analyzing the data.

Data Analysis

Table 1: Demographic Information

1	Institutions	Frequency	Percentage	Valid %	Cumulative
	Federal Univ. of Agric, Abeokuta	37	32.7	32.7	32.7
	University of Ibadan	44	38.9	38.9	71.7
	University of Lagos	32	28.3	28.3	100.0
	Total	113	100.0	100.0	
2.	**Gender**				
	Male	50	44.2	44.2	44.2
	Female	63	55.8	55.8	100.0
	Total	113	100.0	100.0	
3.	**Designation**				
	Library officer	15	13.3	13.3	13.2
	Assistant Librarian	4	3.5	3.5	16.8
	Librarian II	51	45.1	45.1	61.9
	Librarian I	21	18.6	18.6	80.5
	Senior Librarian	15	13.3	13.3	93.8
	Deputy Librarian	7	6.2	6.2	100
	Total	113	100.0	100.0	
4.	**Age bracket**				
	20 – 30	47	41.7	41.7	41.7
	31 – 40	42	37.2	37.2	78.9
	41 – 50	16	14.2	14.2	93.1
	51 – 60	7	6.2	6.2	99.3
	61and above	1	.7	.7	100.0
	Total	113	100.0	100.0	
5.	**Highest qualification**				
	Diploma	15	13.3	13.3	13.3
	Bachelor's Degree	5	4.4	4.4	17.7
	Masters	79	69.9	69.9	87.6
	PhD	14	12.4	12.4	100.0
	Total	113	100.0	100.0	
6.	**Years of experience**				
	1-10	78	69	69	69
	11-20	28	24.7	24.7	93.7
	21-30	6	5.4	5.4	99.1
	31 and above	1	.8	.8	100.0
	Total	113	100.0	100.0	

Table 1 shows the percentage of respondents from each institution. Federal university of Agriculture had 32.7%, University of Ibadan 38.9% and the University of Lagos 28.3%. Female carried the highest percentage of respondents with 55.8%. Librarians II had the highest

percentage in the table of designation, which is 45.1% follow by Librarian I with 18.6%. The Table clearly shows that the majority of respondents falls within the age bracket of 20-30 years had (41.7%) while 51-60 years had (6.2%) respectively. 69.9% of the respondents had a Master's degree and 12.4% of the respondents had a doctorate degree. The result also reveals years of experience of the respondents. Respondents within the bracket of 1-10 had the highest amount of experience.

Table 2: Availability of library facilities in the three universities.

1. Current printed materials

S/N	Institution	AA		OA		S		R		NA		X	SD
1.	FUNAAB	15	40.5	13	35.1	3	8.2	4	10.8	2	5.4	2.05	1.20
2.	UI	28	63.6	10	22.7	4	9.1	1	2.3	1	2.3	1.57	.925
3.	UNILAG	10	31.3	16	50	5	15.6	1	3.1	0	0	1.81	.618

2. Computer hardware/software

S/N	Institution	AA		OA		S		R		NA		X	SD
1.	FUNAAB	14	37.8	8	21.6	8	21.6	6	16.2	1	2.7	2.24	1.21
2.	UI	17	38.6	10	22.7	7	15.9	7	15.9	3	6.8	2.30	1.32
3.	UNILAG	16	50.0	8	25.0	4	12.5	3	9.4	1	3.1	1.91	1.15

3. Internet/email services

S/N	Institution	AA		OA		S		R		NA		X	SD
1.	FUNAAB	25	67.6	9	24.3	2	5.4	1	2.7	0	0.0	1.43	.728
2.	UI	28	63.6	11	25.0	2	4.5	1	2.3	2	4.5	1.59	1.02
3.	UNILAG	18	56.2	10	31.3	2	6.3	1	3.1	1	3.1	1.69	1.06

3. Multimedia projectors

S/N	Institution	AA		OA		S		R		NA		X	SD
1.	FUNAAB	7	19.0	4	10.8	13	35.1	12	32.4	1	2.7	2.89	1.15
2.	UI	6	13.6	8	18.2	11	25.0	17	38.6	2	4.5	3.02	1.15
3.	UNILAG	7	21.9	11	34.2	10	31.3	2	6.3	2	6.3	2.41	1.10

4. CD-ROMs

S/N	Institution	AA		OA		S		R		NA		X	SD
1.	FUNAAB	12	32.4	6	16.2	16	43.2	1	2.7	2	5.4	2.32	1.13
2.	UI	14	31.8	11	25.0	8	18.2	7	16.0	4	9.0	2.45	1.33
3.	UNILAG	12	37.5	10	31.3	6	18.7	3	9.4	1	3.1	1.97	.99

5. Air conditioners/Fans

S/N	Institution	AA		OA		S		R		NA		X	SD
1.	FUNAAB	9	24.3	14	37.8	8	21.6	6	16.2	0	0.0	2.30	1.02
2.	UI	15	34.1	12	27.3	10	22.7	6	13.6	1	2.3	2.23	1.13

| 3. | UNILAG | 6 | 18.7 | 10 | 31.3 | 13 | 40.6 | 3 | 9.4 | 0 | 0.0 | 2.41 | .91 |

Note: AA=Always available, OA=Often available, S=Sometimes, R=Rarely, NA=Not available

Table 2 presents the availability of library facilities in academic libraries in Nigeria. The higher level of availability of library facilities in academic libraries in Nigeria can be determined from the mean score of their responses to each item. The Table reveals that a large proportion of the staff in the three universities attested that availability of library facilities in academic libraries in Nigeria enables them to accomplish their job performance with ease. Current printed books Nigeria indicates that UI had higher mean scores (X=2.07) than FUNAAB (X= 1.57) and UNILAG (X =1.81). The level of availability of computer hardware/software of the three universities was also rated: UNILAG had the highest mean score (X= 2.30) followed by UI (X= 2.30) and UNAAB (X= 2.24). Air conditioners/Fans indicates that UI had higher mean scores (X=2.23) followed by FUNAAB (X= 2.30) and UNILAG (X =2.41) respectively. This implies that the majority of the staff were highly utilized library facilities that encourage job performance of staff.

Table 3: Reasons why knowledge is not shared

S/N	Reasons	SA	%	A	%	D	%	SD	%	X	Std D.
1	I am not encouraged to share my knowledge in this library because of favoritism	43	38.1	30	26.5	29	25.7	11	9.7	2.07	1.11
2	Work and office layout restrict me from sharing my knowledge with colleagues	33	29.2	38	33.6	34	30.1	8	7.1	2.15	.928
3	I stopped sharing knowledge in this library since my colleagues do not appreciate it	38	33.6	29	25.7	23	20.4	23	20.4	1.88	1.16
4	I don't think my knowledge will make any impact if I share it with colleagues in this library	31	27.4	26	23.0	21	18.6	35	30.9	2.16	1.29

Note: SA- strongly agree; A- agree; D- disagree; SD- strongly disagree; X- mean; SD- standard deviation.

Table 3 summarises the responses to the 4 items that measured the reasons for staff not sharing knowledge in academic libraries in southwest Nigeria. The Table reveals that the majority of the respondents agreed that they are not encouraged to share their knowledge because of favoritism (X=2.07, SD=1.11), Work and office layout restrict me from sharing my knowledge with colleagues (X=2.15, SD=.928), I stopped sharing knowledge in this library

since my colleagues do not appreciate it (X=1.88, SD=1.16), I don't think my knowledge will make any impact if I share it with colleagues in this library (X=2.16, SD=1.29). The study found that some staff were discouraged because their colleagues don't appreciate the knowledge shared with them.

Table 4: Impact of knowledge sharing on job performance of the library staff

S/N	Opinion	SA	%	A	%	D	%	SD	%	X	SD
1.	Knowledge sharing can bring innovation and creativity to library services	64	56.6	40	35.4	6	5.3	3	2.7	1.52	.684
2.	I feel knowledge sharing will enhance my skills in this library	57	50.4	38	33.6	17	15.0	1	0.9	1.66	.763
3.	Knowledge sharing is a common practice in this university library	47	41.6	37	32.7	23	20.4	6	5.3	1.87	.892
4.	I feel staff members should have access to knowledge of one another in this library	60	53.1	35	31.0	15	13.3	2	2.7	1.62	.794
5.	I am willing to share knowledge if I can obtain a sense of achievement	43	38.1	43	38.1	14	12.4	13	11.5	1.94	.985

Table 4 presents respondents' opinions on the impact of knowledge sharing on job performance of staff in academic libraries in Nigeria. The study reveals mean scores of respondents to the items impact of knowledge sharing on job performance of staff in academic libraries. The result shows that knowledge sharing can bring innovation and creativity to library services (X=1.52, SD=.684), knowledge sharing can enhance my performance skills (X=1.66, SD=.764), knowledge sharing is a common practice in their organization(X=1.87, SD=.892). This indicates that respondents knew the importance of sharing knowledge and willingly does it.

Table 5: Staff satisfaction on knowledge sharing among colleagues on job performance

S/N	Opinion	SA	%	A	%	D	%	SD	%	X	SD
1.	I am satisfied with the way knowledge is being shared in my library	34	30.1	40	35.4	25	22.1	14	12.4	1.90	1.134
2.	I don't think I will be fulfilled if I don't share my knowledge with my colleagues	33	29.2	33	29.2	26	23.0	21	18.5	1.97	1.176
3.	Knowledge sharing improves my productivities at work	49	43.4	44	38.9	6	5.3	14	12.3	1.51	.867
4.	Knowledge sharing enables me to answer users' queries effectively	46	40.7	49	43.4	4	3.5	14	12.3	1.52	.846
5.	Knowledge sharing has really promoted library services among users	42	37.2	42	37.2	14	12.4	15	13.3	1.61	.924
6.	This library usually sponsors those who share their knowledge to professional conferences and workshops that enhance their job performance	32	28.3	33	29.2	24	21.2	24	21.2	2.00	1.16
7.	Recognitions is given to those who share their knowledge with annual award that enhance their job performance	37	32.8	26	23.0	25	22.1	25	22.1	2.07	1.27
8.	Recommendation letters are given to those who share their knowledge to enhance job performance	44	38.9	24	21.2	24	21.2	21	18.7	2.10	1.28

Table 5 revealed staff satisfaction of knowledge sharing among colleagues on job performance of staff in academic libraries. Responses to highlighted factors indicate as responsible for staff satisfaction of knowledge sharing. Responses to item 1 revealed that the respondents agreed on the following: knowledge sharing enables me to answer users' queries effectively (X=1.52, SD=.846), knowledge sharing has really promoted library services among users (X=1.61, SD= .924), library usually sponsors those who share their knowledge to professional conferences and workshops that enhance their job performance (X=2.00, SD=1.16), recognitions is given to those who share their knowledge with annual award that enhance their job performance (X=2.10, SD= 1.28), This implies that the respondents willingly shared their knowledge with colleagues which improved their job performance.

Table 6: Test of hypothesis

H₀: There is no significant relationship between availability of library facilities and job performance of staff in the academic libraries

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Job performance * Availability of library facilities	Between Groups	(Combine)	4103.268	38	107.981	2.403	.001
	Within Groups		3325.121	74	44.934		
	Total		7428.389	112			

Level of significance is .001

The hypothesis was tested at 0.05 levels of significance, whereby the result .001 shows that there is a significant relationship between availability of library facilities and job performance. Therefore the null hypothesis is rejected.

H₀: There is no significant relationship between knowledge sharing and job performance of staff in the academic libraries

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Knowledge sharing practice * Job performance	Between Groups	(Combined)	5043.140	20	252.157	12.823	.000
	Within Groups		1809.108	92	19.664		
	Total		6852.248	112			

Level of significance is .000

The hypothesis was tested at 0.05 levels of significance, whereby the result .000 shows that there is a significant relationship between knowledge sharing and job performance. Therefore the null hypothesis is rejected.

Figure 1
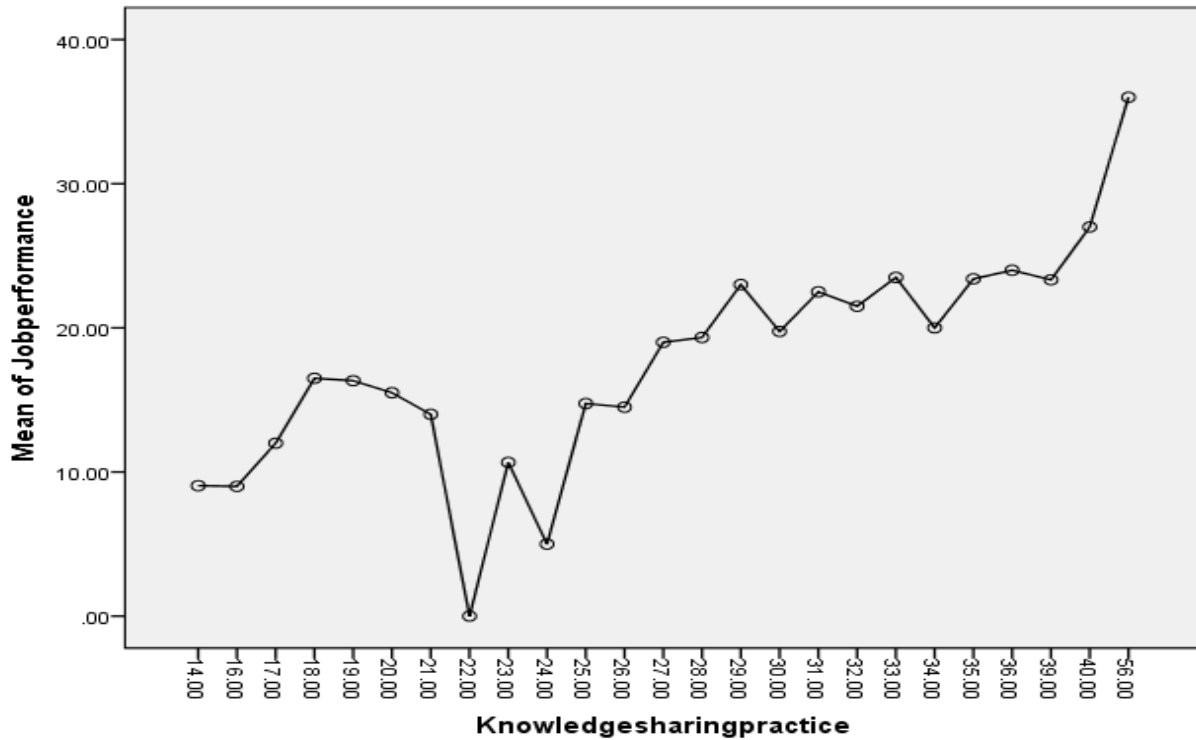
H0: There is no significant relationship between availability of library facilities, knowledge sharing and job performance of staff in an academic library

Correlations

		Availability of library facilities	Knowledge sharing practice	Job performance
Availability of library facilities	Pearson Correlation	1	.626**	.560**
	Sig. (2-tailed)		.000	.000
	N	113	113	113
Knowledge sharing practice	Pearson Correlation	.626**	1	.670**
	Sig. (2-tailed)	.000		.000
	N	113	113	113
Job performance	Pearson Correlation	.560**	.670**	1
	Sig. (2-tailed)	.000	.000	
	N	113	113	113

**.Correlation is significant at the 0.01 level (2-tailed).

The hypothesis was tested at 0.05 levels of significance and the result reveals that a relationship exists between the three variables where correlation is significant at 0.01 level of significance. Therefore the null hypothesis is rejected.

Discussions of the findings

It was revealed in this study that library facilities were readily available in the three universities. These library facilities augment their job performance with ease.

The result reveals that the respondents agreed that they are not interested in sharing their knowledge because their colleagues do not appreciate it while office work layout restricts them from sharing their knowledge with colleagues. However, some of the respondents said they will not be fulfilled if they don't share their knowledge with their colleagues.

The finding of this study also revealed that the respondents agreed that knowledge sharing is a process whereby knowledge possessed by an individual is shared with one another. This agreed with the Boisot (2002) citing by Evans (2012) that knowledge sharing is no more than "some degree of resonance being achieved between the knowledge states of two or more agents following some sharing of data among them".

The majority of the respondents agreed that knowledge sharing can bring innovation and creativity to library services likewise, experience from a particular knowledge sharing programme can be used in finding solutions to problems, encounter on the job whereby knowledge sharing will enhance the academic library staff performance skills.

Respondents from the three university libraries agreed that knowledge sharing is a common practice in their organization. These findings is supported with the study of Mesmer-Magnus and DeChurch (2009), Wang and Noe (2010) who found knowledge sharing among staff and within groups has means of providing the organization with opportunity of discovering knowledge resources that could be invested on and that knowledge sharing is positively associated with reductions in production costs, promote rapid completion of new product, development of new projects, team performance, firm modernization capabilities, including firm performance, sales growth and increase revenue from new products and services.

The result revealed that a correlation exists between the three variables and are significant whereby the result shows that there is a significant relationship between availability of library facilities, knowledge sharing, and job performance, therefore, the null hypothesis is rejected.

Conclusion

Libraries have been a key provider of information. The staff in an academic library are tasked with the responsibility of providing adequate information that will satisfy their user's needs. This makes it important for the library staff to strive towards having access to adequate information resources that could promote the libraries among the community and increase the staff job performance. In organizational settings such as libraries usually exist to achieve a collective outcome, through the delivering of physical and intellectual products and services. Due to the division of labour required in the libraries which can also be referred to as library routine, it becomes a requisite to integrate a diversity of complementary knowledge in order to achieve the necessary collective outcomes. Knowledge sharing becomes a necessary means of achieving the collective output as a part of the work requirements in every organization. So the library management should promote knowledge sharing among the staff in academic libraries.

Recommendation

Based on the finding of this study the following recommendations are made.

- The library staff should continually seek for a conducive working environment to improve their job performance.
- Knowledge sharing practice should be continually advocated, among the staff in academic libraries.
- Staff in academic libraries should not hesitate to share knowledge with their colleagues as it will go a long way in helping to develop their job performance
- The staff should also endeavour to appreciate their colleagues who share knowledge with them as this will motivate them to share their knowledge with others.
- The library management should inculcate the idea of compensating those staff that shares their knowledge with fellow colleagues' in order to encourage other staff who feels that sharing their knowledge will not make an impact in their colleagues.
- The library management should endeavour to give equal treatment to the staff as this will assure staff of the fact that the management is not playing favouritism. This will, in turn, encourage staff to embrace knowledge sharing practices.

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