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Summer 7-20-2023

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ejiroghene, Eniekebi, "KNOWLEDGE CULTURE AND LIBRARIAN'S PRODUCTIVITY IN UNIVERSITY LIBRARIES IN SOUTH-SOUTH, NIGERIA" (2023). *Library Philosophy and Practice (e-journal)*. 7821. <https://digitalcommons.unl.edu/libphilprac/7821>

KNOWLEDGE CULTURE AND LIBRARIANS' PRODUCTIVITY IN UNIVERSITY LIBRARIES IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

This work is set to ascertain Knowledge Culture and Librarians' Productivity in University Libraries in South-South, Nigeria. A descriptive survey design was adopted for the study. The study population was 132 Librarians working in the Federal, State and Privately-owned University libraries in South-South Nigeria. The entire population was used for the study as it was manageable. A self-designed questionnaire was used to collect data on knowledge culture and Librarians productivity. Means were used to answer the Research questions while the Pearson Product Moment Correlation coefficient was used to test the hypotheses. Results from the study show that University Librarians adopted different strategies for Knowledge Culture and that there is a positive significant relationship between knowledge Culture and librarians' productivity in university libraries. The study recommended amongst others that Librarians should adopt Swift decision-making strategies in university libraries University librarians should set time aside for knowledge sharing among colleagues Nigerian Library Association, University librarian Association and other professional bodies should write policies to knowledge sharing and it should be made known to all libraries

Key Words: Knowledge Culture, Librarians' Productivity, Productivity, University Libraries

INTRODUCTION

Productivity is a measure of how well-specified resources and services are offered and rendered to meet stated goals promptly. Productivity is also described as an indicator that compares the result (goods and services) in comparison to the exerted effort. Shital (2020) however views productivity as the physical link between the quantity produced (output) and the number/quantity of resources utilized (input) in the course of production. Hence, output is seen as the proportion of goods and services produced to the resources consumed in the manufacturing process. Productivity has remained a topical issue in the humanities, social sciences, and other business-related professions for ages. Keith (2009) defined productivity as the process by which a library as an organization produces high-quality services. Dolly (2016) posits that the productivity of an organization, such as a university library, has a linear correlation with the output/productivity level of the employees. From this viewpoint, no university library can achieve its objectives if the librarians are not productive in agreement/correlation with the vision and mission proclamation of the institution of advanced education library. Dolly goes further to outline some factors that can significantly influence the rate of increase in productivity of employees (librarians inclusive); these are accountability level, project management tools, motivation, teamwork, job rotation,

technological upgrades, and work-life balance. Blakely-Gray (2020) posits that libraries wanting to expand a viable improvement should pay serious attention to productivity killers which could maximally absorb time and competitive edge of the organization. Blakely-Gray (2020) goes further to outline some prominent productivity killers; they are disengagement, workplace distractions, lack of recognition for hard work, perfectionism, disorganization, unnecessary meetings, technological problems, and poor work-life balance. The aforementioned viewpoint is quite right, it is however key for university libraries to identify the productivity killers within their library and deal with them swiftly for optimum output and performance. Further education college libraries, in corroboration with Nkamnebe, Udem, and Nkamnebe (2014 p 3) “are libraries developed, operated, and supported by the university to satisfy the research, information, curriculum, and research requirements of its learners, faculty, and staff”.

Universities libraries as a learning and academic environment are leveraging ways to improve their productivity level, increase their output and overall performance in line with their core mandate of producing high-quality professionals in diverse fields of life. University libraries as a focal department in the institution of advanced education support the core mandate by aiding the teaching, learning, research, and recreational needs of patrons/users. In discharging these duties, university libraries generate a lot of data/ information that should be stored/ managed properly for future reference and posterity’s sake.

Knowledge culture is an organizational lifestyle which empowers individuals and motivates them to create, share, and apply knowledge to reach consistent organizational success and benefits. University libraries with a good knowledge culture will find knowledge sharing and management easy which will translate in their level of productivity. University libraries that encourage a good knowledge culture among its employees will remain competitive as several innovations would spring forth speedily leading to enhanced productivity level. A good knowledge culture ethics in libraries will translate to swift problem solving, enhanced innovation, better service delivery, and improved productivity and performance (Oliver and Kandadi 2006). Productivity is a measure of how well specified resources and services are offered and rendered to meet stated goals in a timely manner. Productivity is also described as an index that compares the output (goods and services) to the input. Inman (2021) posits that organizations can monitor productivity for strategic reasons such as corporate planning, organization improvement, or comparison to competitors. It can also be used for tactical reasons such as project control or controlling performance to budget. Keith (2009) defines productivity as the process by which a library as an organization produces high-quality services. Dolly (2016) posits that the productivity of an organization, such as a university library, has a linear correlation with the productivity level of the employees. From this viewpoint, no university library can achieve its objectives if the librarians are not productive in line with the vision and mission statement of the university library. Dolly goes further to outline some factors that can significantly influence the rate of increase of productivity of employees (librarians inclusive); these are accountability level, project management tools, motivation, teamwork, job rotation, technological upgrades and work life balance. Yaya, Uzohue and Akintayo (2016) posits that librarians’ productivity in Nigerian public university libraries entails providing services and current/relevant educational resources in the library, which would encourage faculty members and librarians to publish more papers, as well as innovative research projects in the university that would attract grants from both local and international organizations. Chang and Chuang (2011) describe knowledge-based culture as the extent to which the organizational culture supports knowledge as a valuable capital and source. Knowledge culture is the domain of an organization in which the effectiveness and efficiency with

which knowledge is exploited and used to achieve competitive advantage is determined by its values, beliefs, and behavioral norms (IGI, Global, 2021). Knowledge-driven culture is defined as a culture that incorporates the production and preservation of knowledge into its values and behaviours in a way that promotes continuous improvement and learning, as well as supported concepts of people, processes, and metrics.

While knowledge culture must aid in the development of knowledge, it does not end there, the representations of new knowledge must be documented, verified, and preserved (Travica, 2013). Hajric (2019) avers that efficient knowledge culture is the foundation of every successful organization, particularly one that wants to minimize ambiguity regarding its culture and how it should be reflected in its employees' activities. According to Garfield (2018) a knowledge-sharing culture is a corporate culture that promotes and facilitates information sharing, collaboration, and a significant management of change initiative. Knowledge culture when fully incorporated and imbibed in the organizational culture of university libraries can help foster knowledge sharing, innovativeness and healthy collaboration that can translate to optimal productivity. According to Singh (2018), service organization must foster a culture in which individuals are driven to share information as a result of achieving personal and organizational goals. Organizations should place a strong emphasis on their employee's sharing knowledge gathered from internal and external sources. Successful knowledge sharing organizations, on the other hand, have created a culture where important information is easily accessible and employees can work more productively and efficiently. Knowledge culture incorporated in organizations provide chances for coworkers, boosts innovation, and promotes personal development (Löfvendahl, 2018). Löfvendahl (2018) further avers that improved productivity, extended networks, improved collaboration & motivation, skills enhancement, and more innovations are some of the benefits of knowledge culture in an organization. University libraries acquire a wide range of information resources, as well as generate a lot of information. Information management will enable university libraries harness adequately their information resources and capabilities so that they can use the information generated to increase efficiency and productivity.

Knowledge Culture Embedded in University Libraries

The Knowledge culture embedded in university libraries will go a long way to show if the librarians will be willing to share and manage knowledge for optimum productivity. Mamun and Muhammad (2015), studied challenges and opportunities of knowledge management in Dhaka University Library in Bangladesh. The findings showed that the majority of respondents (59.09%) have worked in an academic library and that they share their knowledge with their coworkers in both official and informal ways. From this study it is glaring that librarians in Dhaka University Library have a knowledge culture of sharing knowledge among themselves which would boost their efficiency and overall productivity.

According to Choi, Lee, and Yoo (2010) both transitive memory systems and information technology support have a positive impact on knowledge sharing and knowledge application, which has a direct influence on team performance. Chitumbo and Kanyengo (2017) studied the knowledge management culture among library cataloguers in the university of Zambia library. The findings reveal that there is minimal knowledge exchange and transfer among catalogers; the application of existing rules or standards, such as Anglo-American Cataloguing Rules and Library of Congress Cataloguing Schedules with Subject Headings, is hampered by catalogers' lack of background knowledge. According to the findings also, there is no structure in place to handle tacit knowledge. Akparobore (2013) investigated librarian knowledge exchange in university libraries

in Nigeria's south-south geopolitical zone. The study finds that librarians' primary areas of knowledge sharing are ICT and networking, database administration, knowledge management, and cataloguing; yet, the extent of knowledge sharing among respondents' understudy was low.

Nevertheless, Onifade (2015), used a questionnaire to collect data for a study on knowledge sharing culture among librarians in Nigerian federal universities. Although there is a low level of knowledge sharing, which is largely done through verbal discussions, workshops, seminars, and workshops, 362 librarians replied to the survey, and it was discovered that they had a positive opinion of knowledge sharing. Awodoyin, Osisanwo, Adetoro, and Adeyemo (2016) explored librarians' knowledge culture in Nigerian university libraries. Their findings show that librarians use face-to-face connection, mobile phones, email, and newsletters to share knowledge, which improves innovation, efficiency, effectiveness, and emotional relief. Knowledge sharing, on the other hand, had not yet been formally established in the libraries understudy.

Knowledge Culture and Librarians' Productivity in University Libraries

Knowledge culture embedded in university libraries can foster efficiency in service delivery and enhance productivity output of the library. The degree to which knowledge is shared will determine the rate of efficiency and productivity in university libraries. Knowledge sharing, according to Okonedo and Popoola (2012) allows librarians to share their knowledge and experiences in order to provide rapid, efficient, and effective information services to their users. However, Ugwu and Ekere (2018) studied knowledge management and creative services in university libraries. The findings revealed that academic libraries with greater knowledge capture/creation capabilities are more likely to provide their users with innovative services. The findings also show that academic libraries that have well-defined knowledge sharing/transfer processes and well-developed knowledge application/use practices are also more likely to offer innovative services.

Odunewu and Haliso (2019) knowledge sharing behaviour and librarians' job performance in Nigerian Universities. The findings revealed that sharing knowledge contribute to professional development and better performance, sharing knowledge and experience leads to new knowledge and knowledge production as revealed in the findings of the study.

Neelakandan (2021) affirms that knowledge sharing culture are key in university libraries as they encourage a learning culture, improve efficiency and productivity, fills knowledge gaps, they make knowledge accessible to all, enhance employee engagement, encourage innovation and creativity, and encourage collaboration. Knowledge sharing during collaborative learning makes all participants benefit in terms of positive learning outcome and achieve more in cooperative interaction as compared to individualistic interaction, in order to achieve knowledge effectiveness, individual knowledge needs to be shared (Yang, 2004). Yang (2004) further affirmed that unless individual knowledge is shared with others, the knowledge is likely to have limited impact on effectiveness. According to Lemmetyinen, (2007) individual learning is transformed into corporate competence through knowledge culture embedded in university libraries. Facilitating knowledge sharing, on the other hand, is a difficult endeavor. One of the most significant impediments is people's desire to share and incorporate their expertise (Lemmetyinen, 2007).

Level of Librarians' Productivity in University Libraries

Productivity according to Parham (2014), can be defined as a measure of the rate at which outputs of goods and services are produced per unit of input (labor, capital, raw

materials, etc). It is calculated as the ratio of the number of outputs produced to some measure of the number of inputs used. In the same vein, Ogunsanwo (2012) defined productivity as the rate at which a worker, an organization, or a country produces goods and services. It also means the expected output of manpower in ratio of the energy exerted for the job at hand,

Low productivity is generally observed as a major problem that presently thrives in many organizations particularly in the developing countries. Some scholars (Ajala, 2012;.Dost, Rehman & Tariq, 2012; Suleiman, 2013; Yamoah, 2013; Ali et al, 2013, among others), investigated what constitutes low productivity among workers in different organizations; the results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the organization, to feelings of being marginalized, unfair treatment by their employers; some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity.

Librarians are directly involved in the accreditation exercise in the university as they provide both electronic and printed resources to support the exercise; no meaningful accreditation exercise takes place in the university without the corresponding educational resources stocked in the university library; in other words, library assists the university authority to have more courses and programs accredited by the National University Commission (NUC). Librarians are custodians and managers of these intellectual resources, and should be adequately motivated in order to be more productive. Hence, it becomes logical that librarians should be adequately and fairly motivated by their employers if they are to increase the rate of their productivity in the university system. Generally, "productivity is a concept that depends on the context in which it employed. It is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials & machines) into goods and services" (Ali et al, 2013, p. 68). Productivity is a ratio to measure how well an organization (or individual, industry) converts input resources (labor, materials & machines) into goods and services. This is usually expressed in ratios of inputs to outputs.

Factors Influencing Librarians' Productivity in University Libraries

The productivity of librarians in university libraries is hampered due to some factors that will be reviewed under this section. Babalola and Nwalo (2014) studied the influence of environmental factors on the productivity of librarians in Colleges of Education. The findings revealed that majority of the sampled librarians are not productive in terms of researcher productivity. The factors influencing the low level of productivity include poor internet connectivity and inadequate knowledge sharing with colleagues. From this finding to boost the productivity of librarians there is need to provide them with a swift internet access and encourage collaboration among them.

Yaya (2018) investigated the impact of librarian motivation on productivity in Nigerian public universities. The study concluded that university library administration should continue to promote principles such as increased employee recognition, strong leadership style, and improved employee incentive programs in order to boost employee productivity. The productivity of librarians can be affected when meritorious staff is not rewarded for their efforts, and managerial leadership can also stifle employee productivity. However, McGauran (2017) studied top

challenges that affect the productivity of employees. The findings revealed that low morale, low comfort level, inadequate equipment's/ tools and poor management as the factors that can militate against the productivity of employees.

Haenisch (2012) investigated the elements that influence government workers' productivity. The findings show that state government employees value independence and autonomy, like their employment and a sense of accomplishment, and value teamwork, but that they are constrained by bad supervision and management, poor communications, and insufficient finances and staffing. Arshad and Fatima (2021) looked into the elements that influence employee productivity in a few Lahore SMEs. Cooperation among coworkers, discrimination, and harassment all has an impact on productivity, according to the study. It is also influenced by a work-life balance. The leadership styles and job productivity of university library staff were studied by Segun-Adeniran (2015) the findings suggest that the University Librarian's leadership style may have an impact on job productivity, but it is important to note that leadership style is not the only determinant of productivity in a university library.

In Asaba, Nigeria, Abomeh and Mohammed (2016) investigated the impact of knowledge transfer on employee performance in a few small businesses. Knowledge transfer has a favorable effect on employee performance, according to the study's findings. Employee performance improved in direct proportion to the degree of knowledge transfer implemented in the organization, according to the findings, and knowledge transfer had a strong beneficial impact on employee performance. Zaheer (2019) studied the top 5 causes of low productivity levels in organizations. The causes highlighted are lack of employee training, ineffective management and supervision, ineffective organizational structure, workplace stress and toxic workplace behavior.

Statement of the Problem

Globally, university libraries acquire information resources of diverse formats to offer services that meet up the information requests of users. However, the organization/management of these resources and imbining knowledge culture in university libraries would go far in determining the height of librarians' output. In Nigeria as observed by the investigator and from preliminary interaction with librarians the intensity of output is still low in institutions of advanced education libraries possibly due to lack of framework for knowledge culture. This lacuna in knowledge necessitated this current study to fill this great gap and provide a reference for future researchers undertaking similar studies.

Objectives of the Study

The general objective of the study is to examine information management and knowledge culture as correlates of librarians' productivity in university libraries in south-south, Nigeria. The specific objectives are to:

1. Find out the knowledge culture embedded in the university libraries.
2. Determine ways knowledge culture affect librarians' productivity in university libraries.
3. Investigate the level of librarians' productivity in university libraries.
4. Find out the factors influencing librarians' productivity in university libraries

Research Questions

The following research questions were used to guide this study:

1. What are the knowledge cultures embedded in university libraries?
2. What is the level of librarians' productivity in university libraries?
3. What are the factors influencing librarians' productivity in university libraries?

Research Hypotheses

The following null hypotheses will be tested at 0.05 level of significance:

1. There is no significant relationship between knowledge culture and librarians' productivity in university libraries.

Methodology

The descriptive design was employed for the study. The population employed for the study is 132 Librarians working in 18 Federal, State and Private University libraries in South-South, Nigeria. The census sampling strategy was adopted and all 132 Librarians were recruited for the study. A researcher developed questionnaire was used to elicit data from respondents on Knowledge Culture and Librarians' Productivity. The instrument was designed on a modified 4-point Likert scale response type. The data generated with the aid of a structured questionnaire was analyzed using both descriptive and inferential statistics. Descriptive statistics such as Mean was used to answer the research questions, while inferential statistics of the Pearson Product Moment Correlation co-efficient and t-test were employed to test hypotheses. All statistical analyses were subjected to the Statistical Package for Social Science (SPSS) version 16. A criterion Mean of 2.50 was adopted as a decision rule for answering the Research Questions.

Result

Research Question one: What is the knowledge cultures embedded in university libraries?

Table 1: Knowledge Culture in University Libraries

Knowledge Culture	SA	A	D	SD	\bar{x}
Knowledge sharing with colleagues is done via informal ways in my library	58	62	3	1	3.43
In meetings, we engage in knowledge sharing to improve services delivery	45	74	5	-	3.32
Time is set aside for knowledge sharing among colleagues in my university library	34	63	27	-	3.06
Social media is often employed for knowledge sharing in my university library	34	82	8	-	3.21
There is a knowledge-centred strategy available in my university library	42	58	23	1	3.14
There is a structure in place that encourages tacit knowledge sharing in my university	30	67	23	3	3.01
Librarians prefer to share explicit knowledge than tacit in my university library	37	82	3	2	3.24
Knowledge sharing is a sustained practice in my university library	30	76	18	-	3.10
There is a written policy that encourages knowledge sharing in my library	25	53	46	-	2.83
There is a knowledge recording and knowledge preservation system in my library	16	83	22	3	2.90
Aggregate Mean					3.12
Criterion Mean					2.50

Table 1 revealed that the aggregate means of 3.12 is higher than the criterion mean of 2.50, which implies that knowledge culture is embedded in the university libraries under this study. The conclusion was reached that knowledge sharing with colleagues via informal ways (\bar{x} =3.43), meetings (\bar{x} =3.32), preference to share explicit knowledge than tacit (\bar{x} =3.24), use of social media

(\bar{x} =3.21), use of knowledge-centred strategy (\bar{x} =3.14), sustainability of knowledge sharing practice (\bar{x} =3.10), structure put in place that encourages tacit knowledge sharing (\bar{x} =3.01), knowledge recording and knowledge preservation system (\bar{x} =2.90), and written policy that encourages knowledge sharing (\bar{x} =2.83) are the knowledge culture embedded in the university libraries under this study.

Research Question Two: What is the level of librarians' productivity in university libraries?

Table 2: Level of Librarians' Productivity in University Libraries

Statements	VHL	HL	LL	VLL	\bar{x}
I carryout shelving and shelf-reading of books in my university library	3.40	3.27	3	-	3.40
I carry out charging and discharging routines in my university library	32	83	9	-	3.27
I can independently carry out research studies in librarianship	21	94	6	3	3.25
I have publications in indexed journals	33	83	7	1	3.19
I carry out indexing and abstracting routines in my university library	27	65	32	-	3.19
I carry out user education routines in my university library	46	58	19	1	3.23
I can catalogue and classify library materials in my university library	33	78	13	-	3.29
I engage in knowledge sharing routines with colleagues and users of my university library	20	84	18	2	3.13
I can manage information effectively in my university library	22	72	30	-	3.23
I engage in the marketing of services and resources in my university library	11	32	69	12	2.83
I carry out electronic library services in my university library	25	87	11	1	3.13
I carry out reprographic library services in my university library	65	51	8	-	2.77
Aggregate Mean					3.16
Criterion Mean					2.50

Data in Table 2 revealed the level of librarians' productivity in university libraries. It was revealed that the aggregate means of 3.16 is higher than the criterion mean of 2.50, which indicates that the level of librarians' productivity is high. The conclusion was drawn that the level of librarians' productivity in the university libraries under this study is high.

Research Question three: What are the factors influencing librarians' productivity in university libraries?

Table 3: Factors Influencing Librarians' Productivity

Statements	SA	A	D	SD	\bar{x}
Leadership style of library and university management	66	55	3	-	3.51
Adequate knowledge sharing among employee	32	83	9	-	3.19
Recognition/renewal system among employees	21	94	6	3	3.07
Adequate work tools/equipment	33	83	7	1	3.19

Appropriate incentive programme	27	65	32	-	2.96
Time management	46	58	19	1	3.20
Ability to prioritise tasks appropriately	33	78	13	-	3.16
Adequate training for librarians	20	84	18	2	2.98
Appropriate work-life balance	22	72	30	-	2.94
Illness and other health-related concerns	11	32	69	12	2.34
Moral and librarian's motivation	25	87	11	1	3.10
Adequate manpower to perform duties	65	51	8	-	3.46
Aggregate Mean					3.09
Criterion Mean					2.50

Data presented in Table 3 revealed the factors influencing librarians' productivity in university libraries. It was revealed in the Table that the aggregate means of 3.09 is higher than the criterion mean of 2.50, which indicates that several factors influence librarians' productivity in university libraries. Specifically, the factors influencing librarians' productivity are leadership style of library and university management ($\bar{x}=3.51$), adequate manpower to perform duties ($\bar{x}=3.46$), time management ($\bar{x}=3.20$), adequate work tools/equipment, and adequate knowledge sharing among employees ($\bar{x}=3.19$) respectively. Other factors include the ability to prioritise tasks appropriately ($\bar{x}=3.16$), morale and librarians' motivation ($\bar{x}=3.10$), recognition/renewal system among employees ($\bar{x}=3.07$), adequate training for librarians ($\bar{x}=2.98$), appropriate incentive programme ($\bar{x}=2.96$), and appropriate work-life balance ($\bar{x}=2.94$).

Testing of the Hypotheses

Hypothesis one: There is no significant relationship between knowledge culture and librarians' productivity in university libraries.

Table 4: Correlation between Knowledge Culture and Librarians' Productivity

		Knowledge Culture	Librarians' Productivity
Knowledge Culture	Pearson Correlation	1	.225**
	Sig. (2-tailed)		.013
	N	123	122
Librarians' Productivity	Pearson Correlation	.225**	1
	Sig. (2-tailed)	.000	
	N	122	123

$\alpha = 0.05$

Data in Table 4 reveals the correlation between knowledge culture and librarians' productivity in university libraries in south-south, Nigeria. The result reveals that the correlation coefficient r is .225, which indicates that there is a positive relationship between knowledge culture and librarians' productivity in university libraries in south-south, Nigeria, while the significant level is .013 which is lesser than the alpha level of 0.05. Therefore, the null hypothesis stating that there is no significant relationship between knowledge culture and librarians' productivity is rejected. The conclusion was reached that knowledge culture statistically significantly influences librarians' productivity in university libraries in south-south, Nigeria.

Discussion of Findings

Analysed data reveals that university libraries in the South-South region of Nigeria shows that knowledge culture is rooted in university libraries in the South-South of Nigeria. The result revealed sharing of knowledge with colleagues via informal ways, meetings, preference to share explicit knowledge than tacit, use of social media, use of knowledge-centred strategy, sustainability of the practice of sharing knowledge, structure put in place that encourages tacit knowledge sharing, knowledge recording and knowledge preservation system, and written policy that encourages knowledge sharing are the knowledge culture embedded in the university libraries in the South-South region of Nigeria. This finding is supported by a couple of other studies establishing the fact that knowledge culture is one of the core principles and fundamental of libraries' deliberate effort in ensuring effective. Results of the current study are consistent with Trivellas et al. (2015) observing that expertise in the general sense creates a positive impact on the linkage between knowledge culture and job satisfaction. In another study, Biranvand et al. (2015) revealed that when there is mutual trust between the librarians and their organizations both tend to share more knowledge based on the culture of the organization. Therefore, it can be inferred that from individuals sharing information to preservation of library resources, the university libraries in the South-South are engaged in a well-established knowledge culture which greatly enhance work-quality and decision-making skills, problem solving efficiency as well as competence that will benefit the libraries as a whole (Yang, 2007; Cheng, Ho & lau, 2009). Hence, knowledge culture among librarians leads to increased productivity and in the case of the library users will enhance effective and efficient service delivery.

The study also reveals a weak positive, but not statistically significant correlation between knowledge culture and librarians' productivity. This finding is at variance with that reported by Ibegbulam, Eze and Akpom (2017) that organizational encouragement is highly positive for innovation in academic libraries as a result of the relationship that exists between the knowledge culture which leads to productivity on the part of the librarian.

Conclusion

The study explored information management and knowledge culture as determinants of Librarians productivity in University Libraries in South-south, Nigeria. Based on the findings it was concluded that there is a positive relationship between knowledge culture and librarians' productivity in university libraries in south-south, Nigeria, although the relationship is not statistically significant.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. Librarians should adopt Swift decision-making strategies in university libraries

2. University librarians should set time aside for knowledge sharing among colleagues
3. Nigerian Library Association, University Librarian Association and other professional bodies should write policies to knowledge sharing and it should be made known to all libraries
4. Indexing and abstracting routine should be encouraged by librarians in libraries
5. Librarians should be encouraged to market library and information services and resources.

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