

# Information Literacy and Knowledge Management as Determinants of Organisational Growth in Selected Organisations in Ekiti State

<sup>1</sup>Tolulope Elizabeth ADENEKAN Ph.D.

<sup>2</sup>Munirat Opeyemi ADEYEYE

<sup>1</sup>Department of Information Management, Lead City University, Ibadan;

<sup>2</sup>Department of Management Science, Bamidele Olumilua University of Education, Science and Technology, Ikere Ekiti

<sup>1</sup>E-mail: lizzyadenekan@gmail.com, Tel: 09093392575

<sup>2</sup>E-mail: adeyeye.ope@gmail.com, Tel: 09037708586

## Abstract

*The study examined information literacy and knowledge management as determinants of organisational growth in selected organisations in Ekiti State. A descriptive survey research was adopted, participants comprised 60 office managers (male = 19, female = 41) randomly selected using random sampling technique. Questionnaire was used as an instrument to collect data. Descriptive statistics of frequency counts, percentage and mean were used to answer the research questions while inferential statistics of Pearson correlation and multiple regression were used to test the hypothesis at 0.05 level of significance. It was found that the level of information literacy among information managers was high ( $\bar{x}=1.64$ ). It could be inferred that knowledge management influenced organizational growth to a great extent ( $\bar{x}=1.79$ ). Positive significant relationship was also found between information literacy and organisational growth ( $r = 7.20$ ;  $p<0.05$ ); and between knowledge management and organisational growth ( $r = 0.82$   $p<0.05$ ). It was further revealed that information literacy and knowledge management jointly contributed 59.3% to the prediction of organisational growth. It was recommended among others, that organisations should train office managers on how to access, evaluate, retrieve and use information that would be useful to the growth of the organization.*

**Keywords:** Information literacy, knowledge management, organisational growth, Information Management

## Introduction

Overtime, organisations are concerned with their growth and development as this makes them to survive in the very dynamic business environment. Progress is what most organisations aimed at becoming, either big or small. Small organisations desire to be big while large organisations want to get bigger. In order to sustain organisational life and continuous growth,

organisations face many challenges and pressures in today's world. They get the desired results if they put innovation into their growth processes and accommodate the efficient changes.

Organisational growth can be defined as a process by which the structure of a multigent system organisation raises the number of its functions and connections. In other words, organisational growth is the growing progress, ongoing improvement of asset of an organisation (Adeyeye, Aina & Ige, 2012). Of course, in order to succeed, most organisations want progress, not just to survive which most of the responsibilities are in the hands of office managers. Office manager is someone who is responsible for organizing all of the administrative, financial and managerial activities that ensure the efficient functioning of an office.

Organisational growth means different things to various organisations. Indeed, organisations can select several parameters to measure their progress. The most important indicator is one that indicates success with respect to the specified objectives of an organisation. Profit is the ultimate objective of most organisations, so, financial data such as sales and net profit are often used as 'bottom-line' indicators of organizational growth. However, to judge organisational growth, some organisations can use physical expansion, number of employees, sales figures, or other metrics while others may depend on information literacy and knowledge management of information managers.

A set of abilities which helps an individual to be conscious of the need for useful information, and being able to locate, evaluate, and use needed information effectively can be referred to as information literacy. Anunobi & Udem (2016) opined that information literacy is “the ability to use techniques and skills for the wide range of information tools as well as primary sources in molding information solution to solve organisational challenges”. Information literacy aids thorough analysis of information and steady decision making which paves way for creation

of knowledge and innovative learning as well as organizational growth (Forster, 2017). One of the importance of information literacy in organisations is that it increases critical thinking and recognition of sources of potential information as well as prospective stakeholders in the environment which could enhance organizational growth because information is needed to plan for the growth of the organization (Cheuk, 2017). Information literacy is perceived in different ways bearing in mind the significance of contexts of social aspects, works tasks, and learning experiences which could in turn enhance the growth of organizations (Widén, 2018).

Knowledge management can be seen as a process by which knowledge is created, manipulated, stored and used to facilitate the development of an organisation. Omotayo (2015) identified 'knowledge management as a basis that can be used to design an organization's strategy, structures and processes in order for it (the organisation) to be able to know, learn and create economic and social value for its customers and community'. Chawla & Joshi (2015) maintained that knowledge management is the ability to create new skills, capabilities, competencies and the sharing and the use of the same knowledge by information managers for the growth of the organisation. Hence, knowledge is not only the facts and figures that organizations have on spreadsheets or in maps rather it is all about the entire human experience gained by learning, practice and working skills.

Ability of information managers to generate and use skills in the organization would enhance organizational growth (Mansou & Abuarqoub, 2020). Some of the components of knowledge management include: knowledge acquisition/creation, application of knowledge and knowledge sharing. Creation of knowledge begins with gathering data from various sources like both internal and external sources, networks, researches, primary and secondary sources. Knowledge storage and retrieval concerns arranging and filtering overall information to meet the

expectations of a certain group of users and thus, producing contextual information. A stage where knowledge becomes behavior or action is referred to as Knowledge use or knowledge application. (Martensson, 2018).

Despite the fact that studies have been done on factors that could enhance organisational growth, there are not many studies combining information literacy and knowledge management and organisation growth among information managers. This is the gap to be filled in this study as it provides empirical evidence on information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State.

### **Statement of the Problem**

Overtime, the major concern of most organisations is how to enhance their growth. Unfortunately, most of these organisations do not perform up to their expectations due to poor information literacy skills from the managers and also inability of its employees to generate, accumulate, share and use knowledge to improve and /or meet with the goals of the organisation. When this happens, the output of the organization will be affected as its profit margin would drop drastically. The problem that could stem from this is that such organisations could go into moribund. This could lead to organisational restructuring which could breed retrenchment, sack among others. The task of determining the impact of this crucial activity on the success of such organisations is also faced by information managers. Today, many information managers operate their task without a keen interest in ways of retrieving, using and evaluating information; and the degree to which they collect facts and data taken from internal and external sources to make decision for the organisation. All these could consequently inhibit the growth of such organisations. It is against this backdrop that the study examined information literacy and

knowledge management as determinants of organisational growth among information managers in selected organisations in Ekiti State.

### **Objectives of the Study**

The main objective of this study was to investigate information literacy and knowledge management as determinants of organisational growth among information managers in selected organisations in Ekiti State. The specific objectives of the study were to;

- i. examine the level of information literacy among information managers in selected organisations in Ekiti State;
- ii. ascertain the extent to which knowledge management influences organisational growth;
- iii. examine the relationship between information literacy and organisational growth among information managers in selected organisations in Ekiti State;
- iv. examine the relationship between knowledge management and organisational growth among information managers in selected organisations in Ekiti State; and
- v. ascertain the joint influence of information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State.

### **Research Questions**

The research questions that guided this study were:

- i. What is the level of information literacy among information managers in selected organisations in Ekiti State?
- ii. To what extent does knowledge management influence organisational growth?

## **Hypotheses**

H0<sub>1</sub>: There is no significant relationship between information literacy and organisational growth among information managers in selected organisations in Ekiti State.

H0<sub>2</sub>: There is no significant relationship between knowledge management and organisational growth among information managers in selected organisations in Ekiti State.

H0<sub>3</sub>: There is no significant joint influence of information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State

## **Literature Review**

Every organisation is mostly concerned about its growth and development. Growth is not extemporaneous, it is a result of choices: decision to employ or not to shoot, choices to raise production in response to demand, choices to boost demand and so on. Thus, organisational growth will only take place if the increased size is positively related to the accomplishment of individual members of the organization's goals or objectives. Information literacy is the knowledge that an individual has to recognize when and where to locate, evaluate and use needed information effectively with appropriate skills to process such information.

The business environment is highly competitive these days therefore the dynamism of business environment has brought the information literate office managers to the lime light. Office managers due to the nature of their work know what information is required and are capable of retrieving the relevant information useful for decision making. They play key roles in information management. They have access to modern technologies like internet, fax, computer and phones which facilitate their work. They have the skill for managing technology and tools, so as to access

pertinent information. Thus, quality production is enhanced and achieved which consequently promotes organizational growth (Kahiro, Muhammad & Nor, 2017).

Knowledge management as posited by Alan (2012) is the gradual conduct of an organization's accumulated intellectual resources with the intention to create value and meet diplomatic and strategic exigencies. He further admitted that it consists of the initiatives, process, strategies and systems that support and increase the storage, assessment, sharing, retirement, and knowledge creation. It is believed that in organizations, knowledge management is an integrated process which increases and enlarges process of change and also enhances organizational growth (Parikh, 2016).

In a study conducted by Ahmad and Widen (2018) on the impact of information literacy on organizational growth among 85 employees in selected organization in Sweden using the survey design and simple random sampling technique. Result revealed that there was significant relationship between information literacy and organizational growth. The author concluded that as leadership of organization determines goals and defines policies, shapes culture of workplace, its (leadership) role in employees' information literacy development and practices cannot be overemphasized for the growth of the organisation. De Meulemeester, Buysse, & Peleman (2018) examined the influence of information literacy on organizational growth among employees in US adopting the survey design and purposive sampling. The authors discovered that information literate, enhances self-efficacy and confidence in accomplishment of task and goal achievement which consequently enhances organisational growth. The authors concluded that this can improve information managers' confidence by enabling them to deduce from complex information situations that would enhance organizational growth.

In another study conducted by Somerville and Bruce (2017) on the level of information competency among employees in selected organization in US and found that the level of information literacy among employee is high. The authors affirmed that being information literate could allow employees to make use of information to learn within the scope of the organisation.

It was established by Faleye, Kovacs and Venkateswaran (2014) that the ability of information managers to access relevant information in organisation assists the development of highly innovative skills “by helping to evaluate and exploit innovative ideas” and by making the right decisions on allocation of resources in an organisation. In another study conducted by Nnabuife, Onwuka and Ojukwu (2015) examined the influence of knowledge management on organizational growth among commercial banks in Akwa using descriptive research design. The findings showed that knowledge identification has a positive relationship with organizational growth. It also reveals that acquisition of knowledge has a positive impact on organizational growth. The author concluded that knowledge is an invaluable resource needed if an organization wishes to have a competitive advantage over others.

In a research carried out by Mohamad, Mehrdad, Salman and Noruzy (2013), structural equation modeling (SEM) was used to investigate the influence of the practices of knowledge management on organizational growth in small and medium enterprises (SMEs) in Iran. Simple random sampling was used to choose 282 senior managers from these enterprises. The finding revealed that to acquire, store, create and implement knowledge has a significant factor loading on knowledge management; likewise productivity, financial performance, staff performance, innovation, work relationships, and customer satisfaction have significant factor loading on organizational growth. The results of the study showed that knowledge management practices has direct influence on the organizational performance of SMEs. Also, the results of a research

conducted by Abdel, Gawater and Mohamed (2012) on the role of knowledge management in enhancing organizational growth in some Egyptian organizations, revealed that all components of knowledge management potentialities have a positive significant relationship with organizational growth at 1% level of significance; that is to say there is a high level of similarity between knowledge management capabilities and organizational performance.

## **Methodology**

This study adopted the descriptive research design of survey type. The study comprised of information managers selected from 15 organizations which included banks, telecommunication companies, SMEs and hotels in Ekiti State. The 60 information managers were selected using stratified random sampling technique based on the size of the information managers in the organization. The use of total enumeration technique is in line with the position of Byrman (2003) rule of thumb who posits that, the use of this technique arises when the respondents for the study is not too numerous.

The instrument used was a self-developed questionnaire titled “Information Literacy Knowledge Management Organizational Growth Questionnaire” (ILKMOGQ). The face and content validity of the instrument was done by experts in test and measurement. Their suggestions and corrections validated the instrument. Cronbach Alpha method was used to test the reliability of instrument with reliability coefficients of 0.82 which indicated that the instrument is reliable for the study.

The data collected for the study were analyzed using frequency counts, simple percentages and mean for research questions while Pearson’s correlation and regression were used to test the hypotheses at 0.05 level of significance.

## Results

**Research Question 1:** What is the level of information literacy among information managers in selected organizations in Ekiti State?

**Table 1: Level of information literacy among information managers**

S/N	Items	Agree (%)	Disagree (%)	$\bar{x}$
1	Right and needed information is usually available for me	42 (70%)	18 (30%)	1.70
2	It is very easy for me to recognize the right like company employees, intranet, online sources and clients	34 (56.7%)	26 (43.3%)	1.57
3	I can easily fish out errors, etc. from information gathered from separate sources	39 (65.0%)	21 (35.0%)	1.65
4	I use information to make positive changes in the cause of work practices	41 (68.3%)	19 (31.7%)	1.68
5	I easily use information to solve problem inform of decisions etc.).	35 (58.3%)	25 (41.7%)	1.58
<b>Weighted Average Mean (WAM)</b>				1.64

**WAM: 1.50 - 2.00 (High); 1.00 – 1.49 (Moderate); 0.00 – 0.99 (Low)**

Table 1 shows the level of information literacy among information managers. The mean values for statements in item 1-5 ranges between 1.57 – 1.70. The weighted average mean (1.64) also falls within the range 1.50 – 2.00. This showed that the larger number of the respondents indicated that the level of information literacy among information managers is high.

**Research question 2:** To what extent does knowledge management influence organizational growth?

**Table 2: Extent to which knowledge management influence organizational growth**

S/N	Items	Agree (%)	Disagree (%)	$\bar{x}$
1	This organization knows about knowledge management	50 (83.3%)	10 (16.7%)	1.83
2	This organization is experienced in knowledge management	49 (81.7%)	11 (18.3%)	1.82
3	Identification of knowledge within this organization is very important	45 (75.0%)	15 (25.0%)	1.75
4	This organization puts-in so much effort in identifying existing knowledge	52 (86.7%)	8 (13.3%)	1.87
5	Internal knowledge within this organization is becoming known	40 (66.7%)	20 (33.3%)	1.67
<b>Weighted Average Mean (WAM)</b>				1.79

**WAM: 1.50 - 2.00 (High); 1.00 – 1.49 (Moderate); 0.00 – 0.99 (Low)**

Table 2 shows the extent to which knowledge management influence organizational growth. The mean values for statements in item 1-5 ranges between 1.67 – 1.87. The weighted average mean (1.79) also falls within the range 1.50 – 2.00. This implied that majority of the respondents indicated that the extent to which knowledge management influence organizational growth is high.

## Hypotheses

H0<sub>1</sub>: There is no significant relationship between information literacy and organizational growth among information managers in selected organizations in Ekiti State.

**Table 3: Pearson Correlation showing significant relationship between information literacy and organizational growth**

Variable	Mean	Std. Dev.	N	df	R	P	Remark
Information literacy	1.64	0.42	60	58	0.720**	.000	Sig.
Organizational growth	1.80	0.50					

\*Sig. at .05 level

Table 3 shows the result testing the relationship between information literacy and organizational growth. It was revealed that information literacy has positive significant relationship with organizational growth ( $r = .720^{**}$ ,  $N = 60$ ,  $p < .05$ ). It can be deduced that ability of information managers to effectively search and evaluate information related to a particular need of the organization enhance organizational growth.

H0<sub>2</sub>: There is no significant relationship between knowledge management and organizational growth among information managers in selected organizations in Ekiti State.

**Table 4: Pearson Correlation Showing the significant relationship between knowledge management and organizational growth**

Variable	Mean	Std. Dev.	N	Df	R	P	Remark
Knowledge management	1.79	0.61	60	58	0.82**	.000	Sig.
Organizational growth	1.80	0.50					

\*Sig. at .05 level

Table 4 shows the result testing the relationship between knowledge management and organizational growth. It revealed that knowledge management has positive significant

relationship with organizational growth ( $r = 0.82^{**}$ ,  $N = 60$ ,  $p < .05$ ). It can be deduced that ability of information managers to create and manage information could enhance organizational growth.  $H_{03}$ : There is no significant joint influence of information literacy and knowledge management on organisational growth among information managers in selected organizations in Ekiti State

**Table 5: Summary of regression for the joint influence of information literacy and knowledge management on organizational growth**

R	R-square	Adjusted R-Square	Std. Error of the Estimate		
0.718 <sup>a</sup>	0.599	0.593	6.72750		
ANOVA					
Source of Variation	Sum of Square	Df	Mean square	F	Sig.
Regression	7394.620	2	3697.310	17.641	.000 <sup>b</sup>
Residual	11946.455	57	209.587		
Total	19341.075	59			

\*Significant at  $p < 0.05$

Result from Table 5 reveals the significant joint influence of the independent variables (information literacy and knowledge management) to the prediction of organizational growth among information managers in selected organization in Ekiti State. The coefficient of multiple regressions of the result was;  $R = 0.718$  and multiple  $R$ -square = 0.599. This means that the two variables taken together amounted to 59.3% ( $Adj.R^2 = 0.593$ ) change in predicting organizational growth.

## Discussion

The finding of the study from research question one revealed that the level of information literacy among information manager was high. The finding is in line with Somerville and Bruce (2017) who carried out a study on the level of information competency among employees in

selected organization in US and found that the level of information literacy among employee is high. The authors affirmed that being information literate could allow employees make use of information to acquire knowledge within the organisation's structure.

The finding of the study from research question two showed that the extent to which knowledge management influences organizational growth is to a great extent. The finding corroborates with Onwuka and Ojukwu (2015) who investigated the influence of knowledge management on organizational growth among commercial banks in Akwa and reported that a high information knowledge acquisition has effect on organizational growth to a great extent.

The finding of the study from hypothesis one showed that a positive significant relationship exists between knowledge management and information literacy. The finding supports that of Ahmad and Widen (2018) who conducted a study on the effect of information literacy on organizational growth among 85 employees in selected organization in Sweden and reported that there was significant relationship between information literacy and organizational growth. The author concluded that 'the role of organizational leadership in employees' information literacy development and practices is very germane because it shapes culture, defines policies and determines the goal of the organisation.

The finding of the study from hypothesis two showed that there was significant relationship between information knowledge management and organizational growth. The finding corroborates that of Abdel, Gawater and Mohamed (2012) who investigated the role of knowledge management in enhancing organizational growth in some Egyptian organizations and reported that a helpful relationship exists between all elements of knowledge management capabilities and organizational growth.

Result from hypothesis three revealed that there was significant joint influence of information literacy and knowledge management on organizational growth. The finding lends credence with that of De Meulemeester, Buysse, & Peleman, (2018) who examined the influence of information literacy on organizational growth among employees in US and reported that high level of information literacy calls for high self-efficacy and confidence needed to accomplish task, achieve goal which eventually enhances organisational growth. The finding also collaborated with that of Mohamad, Mehrdad, Salman and Noruzy (2013) on the influence of knowledge management practices on organizational growth in small and medium enterprises (SMEs) in Iran where it was reported that to acquire, store, create and implement knowledge has a significant 'factor loading on knowledge management; likewise productiveness, financial performance, performance of staff, innovation, work relationships, and customer contentment have significant factor loading on organizational growth'.

### **Conclusion and Recommendations**

We can now conclude that having a high information literacy skills could make information managers to use, evaluate and apply the right information that would make the achievement of organizational goals and objectives possible. Meanwhile, it is impossible to practice an effective knowledge management system in an organizations, if the organization does not have the knowledge that is peculiar to the organization and where to locate such knowledge. It is very important to note that organisation can only talk about acquisition of relevant knowledge after such knowledge has been identified. The author recommended that:

- Office managers should be trained on how to access, evaluate, retrieve and use information that would be useful to the growth of the organization.

- Information managers should be able to recognize different information resources, work on data processing, interpret various visual symbols and images, and be able to make use of search engines to enhance information literacy which could as well enhance organizational growth.
- Organizations should adapt and mindfully manage knowledge acquisition activities in order to tap different kinds of knowledge because acquisition of knowledge goes beyond just acquiring more knowledge.
- Organizations that have the mind of remaining relevant in business would need to incorporate identification of knowledge into their knowledge management strategy. It is observed that organizations do practice knowledge identification, but not as extensively as it should be. They need to put in place an effective system that will ensure that relevant knowledge that can enhance performance is recognized.

## References

- Abdel, N., Gawaher, H. and Mohamed, M. (2012). The Role of Knowledge Management in Enhancing Organizational Performance. *I.J. Information Engineering and Electronic Business Journal* 5, 27-35.
- Ahmad, F., & Widen, G. (2018) Information literacy at workplace: the organizational leadership perspective. The Information Behaviour Conference, Krakow, Poland, 9-11.
- Alan, F. (2012). Available at <http://www.Knowledge-Managementtools,Net/Knowledge-Management-Definition.html>, retrieved 26th August, 2014.
- Anunobi, C., & Udem, O. K. (2016). Information Literacy Competencies: A Conceptual Analysis. *Journal of Applied Information Science and Technology*, 7 (2):64-80.
- Chawla, D, & Joshi, H. (2015). Impact of Knowledge Management on Learning Organization in Indian Organizations—A Comparison, *Knowledge and Process Management*, 18(4), 266–277.

- De Meulemeester, A., Buysse, H., & Peleman, R. (2018). Development and validation of an information literacy self-efficacy scale for medical students. *Journal of Information Literacy*, 12(1), 27-47.
- Faleye, O., Kovacs, T., & Venkateswaran, A. (2014). Do Better-Connected CEOs Innovate More? 49(5-6), 1201-1225
- Forster, M. (2017a). Information literacy and the personal dimension: Team players, empowered clients and career development. In M. Forster (Ed.). *Information literacy in the workplace* (pp. 29–40). London, United Kingdom: Facet.
- Kahirolo, M. S., Muhammad, Y.O., & Nor, L.S. (2017). The use of information and communication technology (ICT) and its effects on Office technology and management practitioners' performance in Malaysia. *Research Gate Journal*, 97(10), 233-245.
- Mansou, T., & Abuarqoub, I. A. (2020). The role of knowledge management in improving the performance of media institutions a case study of Abu Dhabi TV. *Sys Rev Pharm*;11(12):240-244.
- Martensson, M. (2018) "A Critical Review of Knowledge Management as a Management Tool", *Journal of Knowledge Management*, 4, 204216.
- Mohamed, H., Mehrdad, N. Salman, M., & Noruzy, A. (2013). Investigating the influence of Knowledge Management Practices on Organizational Performance: An Empirical Study. *Acta Polytechnia hungarica*, 10(2) 2013
- Nnabuife, E. K., Onwuka, E. M., & Ojukwu, H. S. (2015). Knowledge Management and Organizational Performance in Selected Commercial Banks In Awka, Anambra State, Nigeria. *Journal of Business and Management*, 17 (8):25-32.
- Omotayo F.O. (2015). Knowledge Management as an important tool in organisational management: A review of Literature. *Library Philosophy and Practice (e-Journal)* 1238.
- Parikh, M. (2016). Knowledge Management Framework for High Tech Research and development. *Engineering management Journal*, 13(3), 27-34.
- Popoola, S. O. (2016). Strength and Limitation of Correlational Research. Available at [https://www.researchgate.net/publication/275154431\\_Strengths\\_and\\_Limitations\\_of\\_Correlational\\_Design](https://www.researchgate.net/publication/275154431_Strengths_and_Limitations_of_Correlational_Design)
- Somerville, E., & Bruce, B. (2017). From transaction to transformation: organizational learning and knowledge creation experience within informed systems. In M. Forster (Ed.), *Information Literacy in the Workplace* (41-56). London: Facet Publishing.

- Virkus, S. (2016). Knowledge Management and Information Literacy: An Exploratory Analysis. In: Kurbanoglu S. et al. (eds) Information Literacy: Key to an Inclusive Society. ECIL 2016. Communications in Computer and Information Science, 676. Springer
- Widén, K. M. (2018) Role of information culture in workplace information literacy: a literature review. In S. Kurbanoglu, J. Boustany, S. Špiranec, E. Grassian, D. Mizrahi & L. Roy (Eds.), Information literacy in the workplace (21-29). London: Facet Publishing