

## Knowledge Management and Organizational Design: A Case Of First-Generation Banks in Ibadan, Oyo State Nigeria

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**Abstract.** The banking sector in Nigeria has undergone several structural changes in recent times to meet the competitive demand within the industry. Aligning institutional information through processes and practices and effecting such on organizations design have been a major challenge for attaining efficiency. Knowledge management practices are organizations threshold that allow for innovation utilization of information to drive both internal and external demand for sustainable organizational growth. The study examined the extent to which knowledge management influenced organizational design in first generation banks in Nigeria. To achieve this objective, the descriptive survey research design was adopted with emphasis on quantitative and qualitative data gathering and analysis techniques. Sample size consists of 114 respondents (regional, business, sales and operation managers) from sixty-six branches of the three selected first generation banks in Ibadan. Simple random sampling technique was used to select all respondents. Data was collected with the aid of questionnaire. Data was analyzed using regressions at univariate and bivariate levels showing the relationship among knowledge management indices such as Knowledge Management Strategies and Practices (KMSP), Knowledge Management Strategies and Development (KSMD) on organizational design. Empirical evidence revealed a strong interconnectivity among the variables under study. Hence, knowledge management practices was found to have direct influence on organization design that serve as a bedrock for performance

**Keywords:** Knowledge Management, Organization Design, Information Technology, Knowledge Implementation.

### 1. Introduction

The ever changing and competitive world of work, laced with unprecedented increase in technological sophistication with clearly influence of covid-19 pandemic on the organizations has increased the need to redesign the structure of organizations to bolster organizational performance and effectiveness. Organizations are social complex system that emerge in order to accomplish definite set goals and are usually established by minds of similar ideology. In order for organization to attain a status of “gladiator” in a given industry, competitive advantage needs be achieved and this will be practically impossible even in the presence of strong production resources if appropriate design elements are not in place.

Organizational design is concerned with the factors and issues that must be considered, and the rules and processes that must be implemented, with respect to the development, implementation and maintenance of a successful and effective organization. Literature is replete in branding organizational design as structure (Hamd, Elwany and Zaki, 2016). However, beyond structure, which bothers on organizational organogram, organizational design encompasses factors such as decision-making process, culture, information and reward system, vision and mission, norm, strategy and goals and purpose for which the organization exist.

A sound financial system is critical to economic growth of any country, and a healthy banking system is a key component of this. The banking sector in Nigeria has witnessed numerous reforms due to abnormally which has plagued and incapacitated the sector to perform optimally. Inappropriate structure, operations coupled with poor management oversight has engendered the sector in recent time (Tang,

2017). Consistently, technological advances are getting more sophisticated, new innovation are daily evolving in the banking sector, government financial policies are frequently moderated as are management practices, all these in addition with the current global pandemic requires most organizations including banking sector to redesign the organization for maximum effectiveness.

Economic research shows that a well-functioning banking system helps accelerate economic growth and poverty alleviation, while poorly-functioning banks can impede economic progress (Christine, Albert, Barakat, Pieter, Michaella and Jana 2018). Nigerian banks have a lot of impediment as reported by (National Bureau of Statistics, 2019) about ₦1.4 trillion excesses according to the last (NBS) report in June 2019, and as much as 9% of all loans in the economy are at the verge of becoming bad debt.

One of the chronic factors plaguing the banking sector in Nigeria is poor organizational design (Ezinma, Ebele, and Henry, 2015). Appropriate organizational design ensures that management act in the best interest of the organization and remain viable in the business world. Essentially poor organizational design is often identified as a major factor in virtually all instance of financial sector distress. The competitive pressure experience by first generation banks since the reconsolidation and emergence of fintech has placed a premium on speed in order to reduce the amount of time required to offer a banking service, revisiting organizational design to eliminate potential threat has been envisage by many authorities (Ardi, Apriliadi and Adman, 2019).

Advancement in information technology have changed the landscape of the banking sector which lead to incorporation of computer tools and common data set to generate and disseminate substantial amount of information and data throughout the organization. While development supports creation of less hierarchical organization, the tool will only be effective if organizations develop adequate information processing capabilities and modify their organizational designs. Organizations across the world battles challenges resulted from changes in a new knowledge economy (Zwain, Teong, & Othman, 2012; Mohajan, Haradhan, 2017). Consequently, organizations need to prepare to tackle the challenges by revisiting organizational design or grope in its failure. Redesigning organization for optimum performance and effectiveness requires that knowledge factors be considered as essential. The world economy model has position human factors as one of the most important in the

organization, The decisive role assigned to human factor in the banking sector is knowledge base, the emergence of e-banking, FinTech's, quest for acquisitions of other banks coupled with desire to maintain competitive advantage and remain viable has orchestrated banks to rethink its strategies, mechanisms for creating values, its cultural values and ways of functioning. As a result, aligning institutional information through processes and practices and effecting such on organizations design have been a major challenge for attaining efficiency. Designing and redesigning of organizations have been a major challenge in the banking sector. It is imperative to note that performance functioning depend on knowledge management principles and processes.

Knowledge management (KM) is the process of using meticulous steps to acquire, design, manage and share knowledge within an organization to achieve better performance such as reduced costly rework, faster work and use of best practices (Abubakar, Elrehail, Alatailat, and Elçi, 2017). Knowledge management becomes highly important because these situations are inevitable. Further, Rollett (2003) reported that 44 percent of employees are either poor or very poor at transferring knowledge. **All this adds up to knowledge workers spending 30% of their time looking for or recreating information that already exists.** When knowledge is not shared and accessible, employees waste time recreating solutions, making mistakes people made before, had difficulty in getting the insights they need to be productive, and answering the same questions over and over again, these calls for effective knowledge management system practices.

Information technology (IT) is widely used to link individuals with reusable systematized knowledge, and it encourages open discussions between organizational members. It can be considered as a common medium for the knowledge stream. By utilizing information technology in an organization, streams of knowledge that were disconnected long ago can be rejoined. Interests in information technology appear to be inevitable for the expansion of KM ventures. Advanced KM frameworks pay off because of their capacity to exploit existing knowledge. IT facilitates the usage and management of knowledge, and helps organizations to realize the expected benefits from it (Bagher et al, 2017). Conventionally, first generation banks utilized manual process in dealing with information, this however is not without its shortcoming. Electronic system act as a buffer in handling large volume of data in order to manage banking processes, this

however has resulted in less reactive responses and decline of capacity. It is imperative to note that without proper management of knowledge, efficient and effective organization cannot be obtained. In order for first generation banks to be effective, organizations are now making decisive moves to capture, store and share knowledge in their quest for organizational design and re-designing. Studies have tried to establish the relationships between knowledge management and organizational design in diverse setting but view focused on first generation banks. Hence this study purposed to establish the relationship, relative and composite effect of knowledge management practices on organizational design among first generation bank in Ibadan, Oyo State Nigeria.

## 2. Literature Review

KM is a set of procedures, infrastructures, technical and managerial tools designed for creation, sharing, and implementation of information and knowledge inside and outside organizations. (Torabi et al., 2016). Further, knowledge management is a systematic or structured activity to improve organizational capabilities through the process of managing knowledge both tacit and explicit relating to acquisition, transfer, storage, retrieving to support knowledge creation as a basis for generating innovation. Thus, supporting optimal achievement of organizational performance (Budihardjo, 2017).

Knowledge management encompasses distinct stages, knowledge creation is a process in which new knowledge is created through four sub-processes (socialization, combination, externalization, and internationalization) of the theory of continuous organizational knowledge creation (Shujahat, Ali, Nawaz, Durst, & Kianto, 2018). Knowledge Storage is described as an activity that includes separating knowledge into various categories, transferring knowledge, and storing knowledge in organizational databases (Mahdi, Nassar, & Almsafir, 2018). Knowledge sharing involve activities through which knowledge (i.e. skills, expertise or information based on experience, as well as reports, manuals and documents relating to user needs, possible innovations, barriers and other areas) are exchanged through informal dialogues, face-to-face meetings, and group discussions (Islam, Agarwal, & Ikeda, 2017).

The process of sharing knowledge is seen as a socio-cultural interaction that involves the exchange of experiences, ideas, and skills through departments and organizations (Alaarj et al., 2016). The last phase of knowledge management is knowledge

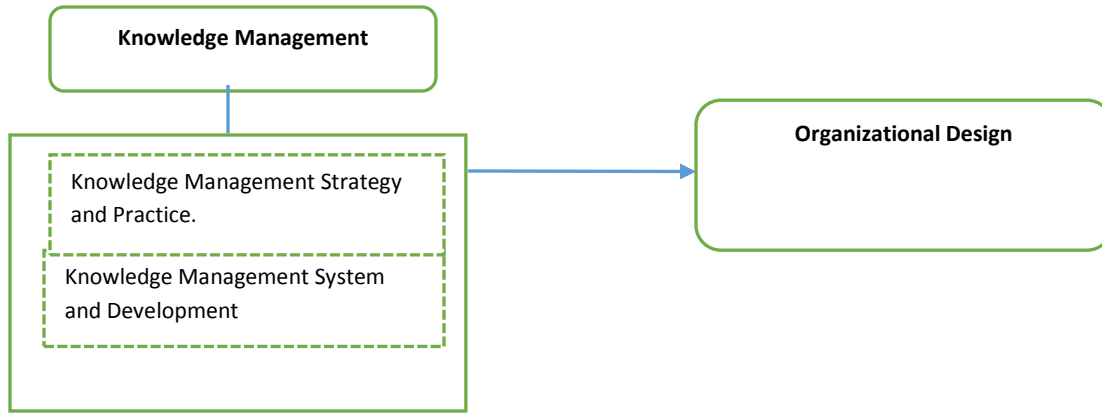
utilization, Knowledge utilization is defined as a routine that applies and exploits newly modified knowledge to modify and create operating routines that improve performance results (Lee, Hung, & Chau, 2011). Therefore, through the utilization of knowledge gained knowledge can be transformed from potential capabilities into realized and dynamic capabilities that impact organizational performance (Mills & Smith, 2011).

Evidently the world economy is becoming more knowledge based, this situation has raised the status of knowledge as the most important organizational assets above conventional factors of production. Departing employees are unable to pass on their technical know-how even when replacement are trained, computer hard drives fail and devices get lost or stolen, wiping out any information stored locally, storing knowledge in email threads and on local drives, there's always an occasion of unintentional loss which increases stress associated with task completion.

Knowledge management is considered a powerful strategy in this information age and regarded as a determinant for maximizing the organization performance and competitive edge. There is a general agreement that KM will represent the biggest competitive advantage for organizations in the new millennium (Halawi, 2005). The main cause for this concern with KM is the idea propagated forth by Halawi et al. (2017) that knowledge and its various applications are the means by which creativity can be promoted when redesigning organization for maximum effectiveness.

Poor knowledge sharing results in companies running much less efficiently and productively. An effective knowledge management system practices reduces these costs of inefficiency by making company knowledge more available, accessible, and accurate. Knowledge management is based on the idea that an organization's most valuable resource is the knowledge of its people. Therefore, the extent to which an organizations performs well, will depend, among other things, on how effectively its people can create new knowledge, share knowledge around the organization, and use that knowledge to best effect. Knowledge management system development in an organization determines the success and or otherwise in organization and has been adjudged as superior to physical assets (Torabi, Kyani, & Falakinia, 2016). Meanwhile, Torabi et al., (2016) believe that knowledge management is managing knowledge through an organizational and systematic process to organize, stabilize, implement, and share explicit and implicit knowledge from employees, improve organizational performance, and create value.

**2.1 Conceptual Framework**



**Fig 1: Conceptual Model of the Study**

Knowledge has become ‘the bloodline’ of organization in this current dispensation, organizations that strives and maintain competitive advantages are those that has bank on knowledge acquisition and utilization. Maintaining relevance status, competitive advantage and attain zenith in the sector, knowledge both tacit and explicit has to be jealously managed by organizations. Ability to incorporate the strategies of controlling the pace, accessibility and or hoarding of knowledge at the disposal of organization Knowledge Management Strategies and Practices (KMSP) influences organizational design. In a bid to keep with the pace of technological and innovation advancement, specific unit of organization are saddled with the responsibility of refining and inventing knowledge in form of technical know-how and a system that will man the developed knowledge Management Strategies and Development(KMSD).

Evidently, as organizations wrestle to develop, maintain and control knowledge, the organizational design will have to align with the demand of knowledge management practices. Cumulatively, effective organizational design will enable the appropriate practices of knowledge management system which will enhance organizational performance. Knowledge management practices has direct influence on organizational performance. However, when organizational designs are fashioned in a manner to enable knowledge management system practices, organizational performance are further enhanced.

**Table 1: Summarization of Reviewed Literatures**

Article	The study	Methodology and Hypothesis	Findings
<b>Katsuro Pension et al, 2013</b>	Impact of Knowledge Management on Organizational Performance: A Case Study of Grain Marketing Board (GMB)	The research adopted a case study research design in which both qualitative and quantitative techniques were used. The study used a sample of 60 employees from a population of 100 employees. 6 hypotheses were raised.	All hypothesis was confirmed.
<b>M. Hamdy Elwany and Zaki Mahrous, 2016</b>	Investigating Knowledge Management Enablers Affecting Knowledge Management Success in Middle East and North Africa	Using questionnaire survey. Data gathered from 6 companies; 251 responses were collected. 14 hypotheses	Ten were confirmed while 4 were rejected.
Hongmei Tang, 2017	A Study of the Effect of Knowledge Management on Organizational Culture and Organizational Effectiveness in Medicine and Health Sciences.	Using questionnaire gathered from 266 randomly selected Grade III Level I hospital in Shanghai City. 4 hypotheses was raised	All hypothesis was supported.
<b>Ardi Apriliadi and Adman, 2019</b>	The Impact of Knowledge Management on SMEs Performance in the city of Bandung	Using questionnaire gathered from 99 respondents ,7 hypothesis	All hypothesis was confirmed
Ezinma, Ebele and Henry, 2015.	Knowledge Management and Organizational Performance in Selected Commercial Banks in Awka, Anambra State, Nigeria	Structured questionnaire, using total enumeration, 2 hypotheses	All hypothesis confirmed.
Ra’ed Masa’deh Et al, 2019	The Role of Knowledge Management Infrastructure in Enhancing Job		Some were confirmed while

	Satisfaction: A Developing Country Perspective	A total of 168 responses to a questionnaire survey were collected from the academic staff at Zarqa University in Jordan. 4 hypotheses.	others are not
<b>Lucia F. Banta 2016</b>	Knowledge Management in Banking Industry: A Study of Islamic Banks in Bahrain	Questionnaire, 100 respondents, 4 research questions	Three was confirmed while one was not
<b>Bagher et al, 2017</b>	The Effect of Knowledge Management on Organizational Innovation with the Mediating Role of Organizational Learning (Case Study: Agricultural Bank in Iran)	140 subjects were selected based on availability. Data analysis was analysis using structural equation modeling and AMOS software. Data collection tool was a standard questionnaire. 3 hypothesis	3 hypothesize, two were confirmed.
Mohajan, Haradhan 2017	The Roles of Knowledge Management for the Development of Organizations	A position paper	
Hayfaand, Abdullah and Blaqees 2018	The Impact of Knowledge Management on Organizational Performance	Extensive literature review	
Jurgita Raudeliūnienė, Vida Davidavičienė, Artūras Jakubavičius, 2018	Knowledge management process model	Theoretical model	

### 3. Methodology

#### 3.1 Research Design

This study employed descriptive survey research design. A research design is a plan detailing how a research will be conducted. It guides the researcher in planning for and implementing the study (Rubin and Babbie 2011). The descriptive survey research design is a systematic empirical research in which the researcher does not have direct control over independent variables because their manifestations have already occurred, or because they are inherently not manipulated. Inferences about relations among variables are made without direct interaction with independent and dependent variables. The design is appropriate as the researchers has no intention of manipulating the variables in this study.

#### 3.2 Population

The population of this research includes the managers and knowledge workers in the 66 branches of three selected first-generation banks in Ibadan, Oyo state Nigeria. Knowledge workers are middle managers or employees working on new innovations, research and development, IT and similar functions which develop, maintain, and use knowledge extensively, focusing on middle management as they are the real “Knowledge Engineers” of the knowledge creating companies.

#### 3.3 Sampling Technique

The research employed a simple random sampling technique by collecting the questionnaire answers

from members of the population who are randomly selected from the population. In all 114 participants were selected for the study. The sample size was arrived at using the Cooper and Schindler (2014) technique where  $n$  is the sample size,  $e$  the error term and  $N$  is the population size. An acceptable error margin of 5% was provided for and the analysis of the outcome will be done at 95% confidence level.

#### 3.4 Data Collection

The study sample for this research is selected from two first generation banks in Nigeria, United Bank of Africa (UBA) and First bank, the selected banks are considered to be active in KM practices and strategies. The survey respondents include senior and management staff at various first-generation bank. Responses to the questionnaire were collected through online. The questionnaire was mailed to respondents and reminder messages were sent to enable the participants to responds to the questionnaire as early as possible. Approximately two months was used to collect the data. A total of 129 questionnaire responses were collected, out of which 114 were complete acceptable responses.

#### 3.5 Instrumentation

Questionnaire was employed to gather data for analysis from the respondents. The instrument were pilot tested and Cronbach alpha of .83 was recorded. The instrument has two section; A and B. section A concerned itself with demographic information of the respondents such as age, gender, years spent in the organization while section B bothers on organizational design and knowledge management

process having knowledge management and practice(KMSP) and knowledge Management System and Development(KMSD as dimensions. The scale

was adapted and it has 22 items with response format ranging from strongly agree to strongly disagree.

**4. Result**

**Research Question One:** What is the Relationship Between Knowledge Management Dimension ( KMSP, KMSD) and Organizational Design?

**Table 2:** Correlation Matrix Showing the Relationship Between Study Variables.

Variables	Mean	Std.Dev	1	2	3
Organizational Design	31.6579	12.09024	1.000		
KMSP	17.4825	7.96700	.731**	1.000	
KMSD	14.4825	5.62742	.845**	.720**	1.000

Table 2 revealed the relationship between dimension of knowledge management (KSMP, KSMD) with the dependent variable (organizational design); organizational design positively correlated with KMSP ( $r = .731, p < 0.01$ ), KSMD ( $r = .845, p < 0.01$ ). This implies that the higher the influence of knowledge management practices, the higher the likelihood of experiencing appropriate organizational design.

**Research Question 2:** What is the combine effect of knowledge management dimensions organizational design?

**Table 3:** Summary of Regression for the Joint Contributions of Independent Variables to the Prediction of Organizational design.

R =.863 R Square =.745 Adjusted R square =.740 Std. Error =6.16529						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12298.462	2	6149.231	161.776	.000 <sup>b</sup>
	Residual	4219.196	111	38.011		
	Total	16517.658	113			

Table 3 reveals significant joint contribution of the independent variables (KMSP, KMSD) to the prediction of organizational design. The result yielded a coefficient of multiple regressions  $R = .863$  and multiple R-square = .745. This suggests that the two dimensions combined accounted for 74.0% ( $Adj.R^2 = .740$ ) variance in the prediction of organizational design. The other factors accounting for the remaining variance are beyond the scope of this study. The ANOVA result from the regression analysis shows that there was a significant effect of the independent variables on the organizational design,  $F_{(2, 113)} = 161.776, P < 0.01, \eta^2 = 0.539$ . The table further reveal that knowledge management dimensions has large effect on organizational design 53.9% ( $\eta^2 = 0.539$ ) in the variation of change of on organizational design.

**Research Question 3:** What is the relative contribution of the independent variables (knowledge management; KMSP, KMSD) on the dependent variables (organizational design)?

**Table 4:** Relative Effect of the Independent Variables to the Prediction of Organizational Design.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.327	1.626		2.662	.009
	KMSP	.386	.105	.254	3.678	.000
	KMSD	1.421	.149	.662	9.572	.000

Table 4 shows that the two predictors (KMSP, KMSD) are potent predictors of organizational design. The most potent factor was KMSD (Beta = .662,  $t = 9.572, P < 0.01$ ), followed by KMSP (Beta = .254,  $t = 3.678, P < 0.05$ ). This implies that, an increased influence of KMSD will increase

organizational design by 66.2%, while KMSP will increase organizational design by 25.4%.

**5. Conclusion**

The findings emanated from current study reveals that knowledge management practices and

development significantly correlates with the organizational design. Fattahiyan et al, 2012, Ezinma, Ebele and Henry, 2015 and Ra'ed et al (2019) corroborate the findings when they reported that knowledge management practices has a strong relationship with organizational design especially the structural aspect of organizational design. From the regression analysis, knowledge management system practices and development significantly predicted organizational design. The findings is supported by the work of ( Bagher et al 2017 who confirmed that dimension of knowledge management predicted organization design.in term of magnitude, knowledge management development predicted organizational design more, this converge with the study of (Ezinma, Ebele and Henry, 2015, Ardi and Adman, 2019) who reported that knowledge management development is key and a potent predictor of organizational performance.

## 6. Conclusion

Contemporarily, knowledge is considered as an essential asset in any organization. Hence, many organizations are trying to apply Knowledge management in order to improve their organizational design cum performance. Organization battles with numerous obstacles in other to maintain the zenith in highly competitive word of work, knowledge management system practices and development has been identified and supported by this study to be the key factor in maintaining effective organizational design.

## 7. Recommendations

Based on the findings, the following are recommended:

Organizations who crave to remain competitive in business should embed knowledge management practices and development. Organizations should strengthen their quest to acquire and utilize knowledge for greater efficiency. Organizations should develop a design framework that will accommodate knowledge management systems as new knowledge emerges.

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## Media Campaign Strategies, Awareness of Breast Cancer and the Practice of Breast Self-Examination among Rural Women in Adamawa State, Nigeria

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**Abstract.** Breast Cancer has emerged as one of the major issues of public health all over the world. It has been identified as one of the most common cancers and a leading cause of deaths among thousands of women worldwide. The media is also assumed to be at the fore front in providing behavior change information. These, motivated this quantitative study, using descriptive survey research design. Anchored on Health Belief Model and Attitude Change theory, the study found that awareness about breast cancer and breast self-examination is high (95.7%) among rural women in Adamawa State, however, only 19.7% of the respondents indicated that they carry out breast self-examination regularly, whereas 50.5% said they do not carry out BSE regularly. This finding calls for concern as it defeats the main aim for which the media campaigns were launched in the first instance, which is to enhance the knowledge of rural women about breast cancer and breast self-examination as well as encourage them to practice breast self-examination as a cost effective and reliable method of early detection of breast cancer.

### 1. Introduction

The rising number of human mortality occasioned by the high incidence of cancer all over the world is disturbing. Humans face a daunting health challenge as a result of the increasing susceptibility to cancer. Incidentally, there appear to be no immediate solution in sight as the prevalence of different kinds of cancer have been linked with aging, growth of the population, unhealthy behaviours associated with lack of exercises, dieting, smoking, economic

development/underdevelopment and urbanization. Professionals in the health sector across the world suggest that the afore mentioned factors result in different types of cancers, such as cancer of the stomach, lungs, liver, uterus, kidney, blood cancer known as leukemia, sinuses and breast cancer.

In recent times, breast cancer has emerged as one of the major issues of public health importance all over the world. Apart from being a major health burden both in developed and developing countries, breast cancer has been identified as one of the most common cancer and a leading cause of cancer deaths among women worldwide, (Ojewusi, Obembe, Oyedunni & Olugbayela, 2016). Patience and Faith (2018) asserted that breast cancer is by far, the most commonly diagnosed cancer among women in Nigeria and the leading cause of cancer deaths in women in their prime, resulting in about 49,190 deaths in Nigeria, in 2016.

The International Agency for Research on Cancers (2012) report showed a high incidence, prevalence and mortality rates of cancers in 184 countries and provided statistics showing that breast cancer is affecting women in 145 countries including the US, UK, Australia, Canada and Denmark who were ranked higher than Asia and Africa. In Africa, however, cases of breast cancer have been in the ascendancy, although the belief before now has been that breast cancer cases are low in the region, however, available reports point to the contrary, with an estimated cases of 20.1 per 100,000 women per year in Sub-saharan Africa. (Samuel, Collin & Richard, 2018).

The situation in Nigeria is not different. According to World Health Organization, WHO (2014) data published, breast cancer deaths in Nigeria accounted for 13,264 or 0.70% of total deaths. The age adjusted death rate of 28.11 per 100,000 of population ranks Nigeria 4th in the world. Patience and Faith (2018) in agreement with the World Health Organisation (2014) stated that breast cancer is the most common cancer in Nigeria. Reports from cancer registries across the geopolitical zones in Nigeria show that in the North-east region, cancer of the breast is second only to cancer of the cervix. In the South-west region, the cancer registry at the University College Hospital (UCH), Ibadan, recorded cancer of the breast as the leading malignancy among women (Isara & Ojedokun, 2017; Olubanji, Ikeri, Uche, & Banjo (2018). Also, in the North-central geopolitical zone, breast cancer constitutes 22.41% of new cancer cases registered in 5 years and accounts for 35.41% of all cancers in women in that area (Fidelis & Manalo, 2013).

These high statistics of reported cases apart from being a source for concern, underscores the need for government, NGOs and stakeholders to pay attention to this development in order to come up with workable steps towards preventive measures that will include taking conscious proactive actions such as breast self-examination in order to avert or detect breast cancer early. Studies have shown that early detection of breast cancer is vital to not just the treatment of the disease but also in the determination of prognosis (Olubanji, *et al.*, 2018; Sagir, Jemal, & Ward, 2011). Ojewusi, Obembe, Oyedunni and Olugbayela (2016) found that some of the reasons that predict the difference in severity and survival rate are levels of awareness and attitudes or screening behaviours. In developing and low income countries such as Nigeria, breast cancer is often characterized by late clinical presentations or at advanced stages of the disease, when only chemotherapy and palliative care can be offered, with resulting high mortality (Olubanji *et al.*, 2018).

To this end, women who reside in areas with high incidence of breast cancer such as Nigeria, especially those between the ages of 16 to 65 are to imbibe the habit of breast self-examination, since according to research, it is usually within this age bracket that the risk runs higher. Ojewusi, *et al.*, (2016), noted that late diagnosis in breast cancer has been shown to impact differently on survival between affluent groups and those from socio-economically deprived backgrounds. This, they suggested, makes awareness and health seeking practices, which has been shown to be poor in many developing countries, vital.

In recent years, state governments in Nigeria in conjunction with different NGOs and other advocacy groups have intensified efforts at awareness creation about breast cancer through media sensitization and other action programmes. For example, in Adamawa state, media sensitization campaigns are ongoing on radio, television, billboards and other media channels as part of the state government's effort to educate women about the risk of breast cancer. In addition, advocacy groups are moving around the rural areas in the state, carrying out open air campaigns and town hall seminars educating rural women about breast cancer and stressing the need for early detection through breast self-examination. On their part, the federal government had before now set up early cancer diagnostic and screening services centres to ensure that immediate steps are taken early enough to guarantee positive prognostic outcomes. That effort was seen as a step in the right direction as health professionals are of the opinion that ensuring availability of early diagnostic and screening services and taking immediate steps are the two main strategies for warranting improvement in the prognostic outcome of breast cancer (Akinwale, Omoniyi, Foster & Abeer, 2016).

According to Ojewusi, *et al.* (2016), the establishment of cancer registries by Nigerian government is an attempt to curb the menace of breast cancer disease which started as far back as 1960 when the first registry was set up. These registries, serve as veritable tools for collecting accurate and complete information on cancer incidence, prevalence, and mortality in a given geographical location and such vital information can be used to conduct research, plan and implement cancer control, allocate resources for treatment and prevention, and other public health program planning. The cancer registry centers generate information that can contribute to cancer control policies and resource allocation. In addition to that, the Federal Ministry of Health set up a committee to draw a National Cancer Policy after the World Cancer Congress in 2006, titled "bridging the gap and transforming knowledge into action". Also, in 2008, the Federal Government established a 5-Year Nigeria Cancer Control Plan (2008-2013). However, despite all these efforts, the impact of advocacy, awareness creation, cancer prevention, early detection through regular screening and cancer management are yet not felt. As earlier stated, there are various comprehensive health policies aimed at coping with health care delivery services ongoing in some states of which breast cancer awareness campaigns are among. These campaigns are usually carried out through the media with professionals in the media industry designing appropriate information