

UNIVERSITI TENAGA NASIONAL LIBRARY

**CULTURAL INFLUENCE ON KNOWLEDGE MANAGEMENT – NIGERIA AS  
A CASE STUDY**

**By**

**BAMGBOJE ADEOLA ESTHER**

**A Thesis Submitted in Fulfillment of the Requirement for  
the Degree of Masters in Information Technology,  
College of Graduate Studies  
Universiti Tenaga Nasional**

**AUGUST 2012**

① Knowledge management

THS  
HD  
30.2  
.B35  
2012

**UNIVERSITI TENAGA NASIONAL LIBRARY**

**DEDICATION**

I dedicate this thesis to God Almighty for His care, guidance, direction, inspiration, wisdom and for helping me thus far in all ramifications. Without Him I am nothing and I can accomplish nothing.

**UNITEN LIBRARY**

Property of UNITEN Library.  
Action will be taken against any user who  
underlines words, makes notes in the  
margins or disfigures or damages books in  
any way.

DATE RECEIVED : 01 JUN 2014

ACCESSION NO : 160657

## ABSTRACT

The role of knowledge management in organizations today cannot be over-emphasized. Culture, which represents the desires, end goals and customary practices of the corporation, is one of the elements that lead to the effectiveness of knowledge management. However, Nigeria has not been able to harness the multiple benefits of the incorporation of knowledge management in their organizations because of the cultural practices in organizations and within Nigeria which has made the nation lag behind in IT and National development.

In this thesis, a critical analysis of the existing knowledge management frameworks was made; a telephonic conversation with some of the respondents was made in order to fine-tune the questionnaire while the final online questionnaire was administered to respondents in the field. Sequel to the data collection, the data was analyzed and the results gave a clear view of the problems bedeviling the organizations in Nigeria with respect to knowledge management and culture. Based on the identified problems, a solution-level knowledge management framework was developed. The framework has been validated by experts in the field.

The successful implementation of this framework will be a positive step towards the development of the country Nigeria. The framework will help foreign investors in Nigeria to understand the cultural perception of their human capital with respect to knowledge management and it also adds to the body of knowledge.

## DECLARATION

I hereby declare that this thesis, submitted to Universiti Tenaga Nasional as fulfilment of the requirements for the degree of Masters in Information Technology has not been submitted as an exercise for a similar degree at any other university. I also certify that the work described here is entirely my own except for excerpts and summaries whose sources are appropriately cited in the references.

This thesis may be made available within the university library and may be photocopied or loaned to other libraries for the purpose of consultation.

1 August 2012

Bamgboje Adeola Esther

## TABLE OF CONTENTS

	<b>Page</b>
<b>DEDICATION</b>	ii
<b>ABSTRACT</b>	iii
<b>ACKNOWLEDGEMENT</b>	iv
<b>DECLARATION</b>	v
<b>TABLE OF CONTENTS</b>	vi
<b>LIST OF TABLES</b>	x
<b>LIST OF FIGURES</b>	xiv
<b>LIST OF ABBREVIATIONS</b>	xvi
<b>CHAPTER 1 - INTRODUCTION</b>	
1.0 Background Study	1
1.1 Problem Statement	3
1.2 Research Questions	4
1.3 Research Aim and Objectives	4
1.4 Research Significance	5
1.5 Research Scope	5
1.6 Organization of the Thesis	6
<b>CHAPTER 2 – LITERATURE REVIEW</b>	
2.0 Introduction	7
2.1 Nigeria's ICT and Economy	9
2.1.1 Nigeria's ICT	9
2.1.2 Nigeria's Economy	11
2.1.3 Brain Drain and the Effect on the Nigerian Economy	12
2.2 Culture, Nigerian Culture and its Influence on Organizations in	13

Nigeria	
2.2.1 Culture	13
2.2.2 Nigerian Culture – An Overview	14
2.3 Influences on the National Culture on Organizations in Nigeria	15
2.3.1 Dimension 1 – Power Distance	16
2.3.2 Dimension 2 – Individualism vs. Collectivist	16
2.3.2 Dimension 3 – Masculinity vs. Femininity	17
2.3.4 Dimension 4 – Uncertainty Avoidance	18
2.3.5 Dimension 5 – Long Term Orientation	18
2.4 Knowledge Management and the Existing Frameworks	20
2.4.1 Knowledge Management	20
2.4.2 Knowledge Sharing	22
2.5 Knowledge Management Frameworks	24
2.6 Organizational Culture	32
2.7 Knowledge Management and Organizational Culture	33
2.8 Existing KM frameworks that have Incorporated culture	35
2.9 Summary	37

### **CHAPTER 3 - METHODOLOGY**

3.0 Introduction	40
3.1 Research Design	41
3.2 Research Methods	43
3.2.1 The Telephonic Interview Method	43
3.2.2 The Questionnaire Method	44
3.2.2.1 Sample Collection	45
3.2.2.2 Administered Questions	46
3.2.2.3 Limitation of Online Questionnaire	53
3.3 Data Collection	54
3.3.1 Data Collection Methods	55
3.3.2 Data Analysis Technique	55
3.3.3 Data Management	56

3.3.4 Representation	56
3.4 Reliability and Validity	57
3.5 The Flowchart for the Processes	58
3.6 Summary	59

#### **CHAPTER 4 - ANALYSIS**

4.0 Introduction	60
4.1 Analysis	61
4.2 Section One: Individual Assessment	62
4.2.1 Profiling	62
4.2.2 Basic Knowledge about Knowledge Management	70
4.3 Section Two: Organization's Assessment	80
4.3.1 Organizational Culture	80
4.3.2 Collaboration	87
4.3.3 Data Quality Management	94
4.3.4 Strategic Practices	98
4.3.5 Decision Making Practices	112
4.4 Summary	124

#### **CHAPTER 5 – INTERPRETATION AND DISCUSSION**

5.0 Introduction	126
5.1 Findings	126
5.1.1 Profiling	127
5.1.2 Basic Knowledge about Knowledge Management	127
5.1.3 Organizational Culture	129
5.1.4 Collaboration	130
5.1.5 Data Quality Management	131
5.1.6 Strategic Practices	132
5.1.7 Decision Making Practices	133
5.2 Discussion	135
5.3 The Correlation between the Identified Problems with Respect to	137

the Existing Literature	
5.4 Framework Development	138
5.5 Summary	143
<b>CHAPTER 6 – VALIDATION</b>	
6.0 Introduction	144
6.1 Summary of Experts Comments	144
6.2 Summary	152
<b>CHAPTER 7 – CONCLUSION AND FUTURE WORK</b>	
7.0 Summary of Work	153
7.1 Contribution of Research	154
7.2 Future Work	155
7.3 Conclusion	156
<b>LIST OF REFERENCES</b>	157
<b>APPENDICES</b>	164
<b>LIST OF PUBLICATION(S)</b>	195
<b>BIOBATA OF AUTHOR</b>	196