

4-11-2018

Perception and Attitude of Library and Information Science Professionals towards Knowledge Management: A Survey of Certified Librarians in Nigeria

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OYEDOKUN, TUNDE TOYESE; Oyewumi, Fausat Ayobami; and Laaro, Dolapo Medinat, "Perception and Attitude of Library and Information Science Professionals towards Knowledge Management: A Survey of Certified Librarians in Nigeria" (2018). *Library Philosophy and Practice (e-journal)*. 1791.

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PERCEPTION AND ATTITUDE OF LIBRARY AND INFORMATION SCIENCE PROFESSIONALS TOWARDS KNOWLEDGE MANAGEMENT: A SURVEY OF CERTIFIED LIBRARIANS IN NIGERIA

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ABSTRACT

Knowledge management can be closely linked with activities that overlapped with library practices. Lack of credence on how this two concept interwoven makes library and information science professionals to held distinct understanding of the concept knowledge management, most especially on how it relate to librarianship and information management, and at that, that there is no unity of consensus on which knowledge management definition should be considered universally acceptable. The study adopted a survey research design in exploring the perception and attitude of library and information science professionals in Nigeria toward knowledge management. Certified librarians in Nigeria (CLNs) constitute the unit of analysis and their total population stood at 5,437 from which a sample size of 3,000 was drawn using clustered random sampling techniques. Questionnaire is the instrument for data collection which was administered on a web-based platform, Proprofs survey maker (www.proprofs.com). But due to difficulties associated with web-based questionnaire, Only 389 participants respond to the survey, and a total number of usable, fully completed questionnaire is 369. Collected data was subjected to descriptive statistical analysis. The study reported that LIS professionals in Nigeria perceived knowledge management as an allied field of study that expands the horizon of the profession, even though some still perceived it as another name for information management or librarianship in another cloth/case of old wine in new bottle. Most participants prefer IFLA definition of KM to other definitions. In order to embrace the opportunities and as well curb the threats of knowledge management to library and information science profession, the study suggested that regulatory bodies and library associations should educate professionals on the position of LIS professionals in knowledge management through seminars, research report, conference proceedings, symposiums and any other means at their disposal.

Keywords: Knowledge management, Perception, Attitude, Librarianship, Library and information science professionals, Nigeria

INTRODUCTION

Background to the Study

Knowledge management is a concept that first gains prominent in business world before transcending to other fields. This expression was give credence by Fraser-Arnott (2014), who asserted that knowledge management pre-existed in different forms before gaining prominent in business worlds in 1990s. It pre-existence in various form is what is responsible for it multi-disciplinary dimensions, as several professions (such as: management science, information science, library science, cognitive science, computer science and so on) make claim to it origination as well as part and parcel of their professional domain. In consonance to this claims, Tjaden (2010) and Tredwell (2014) advocated that there is commonality between knowledge management and library practice.

The hallmark of knowledge management was to promote integration of people, process, technology, and organization structure in identifying, managing and sharing of organization intellectual capital across to all stakeholders. Such intellectual capital include unarticulated expertise knowledge embodied in individuals as well as those that was deposited in organization databases, file cabinet and so on (Thakur & Thakur, 2003). Ability to understand the modes through which knowledge are formalized as well as being able to distinguished what constitute knowledge in organization is essential ingredient of knowledge management. The expression above was buttressed with the fact that explicit knowledge would be managed (captured, stored, retrieved, shared, changed and so on) in different ways to that gathered over the years of experience (Frost, 2017). The main purpose of knowledge management is essentially to harness the intellectual capital (sometimes refers to as knowledge asset) of an organization for easy adaptation in the face of change in organization's environment. The processes involved goes beyond management of document and vital information resources.

The success of any organization hinges on the successful implementation of knowledge management program, which encompasses management of both tacit (knowledge embodied in the mind of individuals) and explicit knowledge (knowledge embedded in processes, organizational structure routine and so on). Although it is possible to distinguish conceptually between tacit and explicit knowledge, but they are not separate and discrete in practice (Kim, 2000; Angioni, 2011). Reflecting to that, Frost (2017) stressed that all knowledge is a mixture of tacit and explicit features rather than being one or the other.

Knowledge management can be closely linked with activities that overlapped with library practices. This notion was established on the evidence that knowledge management coach for independent knowledge access which is synonymous with information literacy programs that ensure library users independently access information on their own (O'Farrill, 2010). Librarianship can be seen as a field of study that encompasses other disciplines such as; communication and media studies, computer science, management science and information science (Orme, 2008). In similarity to librarianship, knowledge management also has a strong link with information system, information management, human resources management and project management (Sarrafzadeh, Martin & Hazeri, 2010).

There are several interpretations of how knowledge management and librarianship relate and interact with each other. Buttressing this assertion was Wilson (2002) who stressed that knowledge management is an amalgamation of activities linked to library and information science

functionalities such as data mining, intellectual property, information systems and decision support tools and so on. This was reinforced by Schlogl (2005) who pointed out that knowledge management includes features of library practices which suggested that knowledge management is a mere re-budging and relabeling of librarianship.

Statement of the Problem

Review of literature on knowledge management underscored that library and information science professionals held distinct understanding of the concept called knowledge management, most especially on how it relate to librarianship and information management. And at that, that there is no unity of consensus on which knowledge management definition should be considered universally acceptable (Nazim & Mukherjee, 2013). Lack of consensus of opinion is what is responsible for inability of library and information science professionals to adequately position themselves for knowledge management program of their organization. In spite of their positive attitude towards knowledge management practice in the organization, but variance of perception as well as disparity of understanding of the distinct nature of knowledge management accounted for their inability to foresee the potential benefit of knowledge management for their future prospect.

Literature has it that library and information science professionals find it difficult to actively engage in meaningful knowledge management program of their organization because of myopic understanding of the distinct dimension of knowledge management (Hussain & Nazim, 2013). They failed to recognize the line of demarcation between information management (where emphasis is on explicit knowledge; external knowledge, recorded knowledge) and knowledge management (tacit knowledge; internal knowledge, knowledge of experience staff).

Although, studies on knowledge management as it relate to librarianship is rich and elaborate, but study on perception and attitude of library and information science professionals toward knowledge management still remain scanty, as available literature and studies (Koloniari & Fassoulis, 2016; Naushad & Daud, 2015; Nazim & Mukherjee, 2013; Rahmatullah & Mahmood, 2013; Siddike & Munshi, 2012; Roknuzzaman & Umamoto, 2009; Broadbent, 1998) were bias toward a particular type of library (academic library), or institutions without having national or universal view. Bridging this empirical gap orchestrated the reason why this study strive to explore the perception and attitude of library and information science professionals in Nigeria towards knowledge management.

Research Questions

The following are research question answered by the study:

1. What do library and information science professionals in Nigeria understand knowledge management to mean?
2. What is library and information science professionals in Nigeria disposition on relationship of knowledge management and librarianship?
3. What opportunities knowledge management posed for library and information science professionals?
4. What are the threats knowledge management posed for library and information science professionals?

REVIEW OF RELATED LITERATURE

Perception and Attitude of Library and Information Science Professionals towards Knowledge Management

Library and information science professionals have different views of knowledge management. This postulation is in alignment with Naushad and Daud (2015) expression, where they demonstrated that perceptions differ among library and information science professionals on relationship between knowledge management and library practice, that there is no universally accepted consensus as to what level and how the two concepts interwoven or linked up. Koenig (1997) defined knowledge management as a librarianship or information management by another name. In corroboration to that Hawkins (2000) described knowledge management as a new name for what library and information science professionals are known to be doing for years. In similar vein, knowledge management was delineated by Ruknuzzaman and Umemoto (2009) as librarianship in new clothes. In reflection to that, Alegbeleye (2010) also observed knowledge management to be a case of old wine in a new bottle as far as librarianship is concerned.

Contrary to the above, Wilson (2002) considered knowledge management as oxymoron concept and another management fad. Consideration for this assertion is not far fetch; as there is no universally accepted definition of knowledge management, some individuals consider it as management fad that just gain prominent for just short period of time (Koloniari & Fassoulis 2016). In support of this assertion, Shanhong (2000) attribute knowledge management as another method of management. All of this differences in assertions and definitions show the level at which perception of knowledge management among library and information science professionals differs. Siddike and Munshi (2012) found in their study that most library and information science professionals got to know about knowledge management in the literature and they have not done any course relating to it, so they consider it as management vogue. Just in partial corroboration to that, Siddike and Islam (2011) observed in their study that most participants see knowledge management as a new concept for library and information science professionals.

But in spite of variance in perception, Ruknuzzaman and Umemoto (2009) observed that library and information science professionals have positive attitude toward it integration and assimilation into librarianship. In congruence to that observation, was Nazim and Mukherjee (2013) who observed in their study that there are various understanding of knowledge management concept among library and information science professionals, even though they have a positive attitude toward its integration into library operations. Buttressing the forgoing, was the expression of Kebede (2010) who emphasized that knowledge management have survive the test of time, and it's here to stay contrary to the opinion of some that it will soon fade away just like every other management fads.

SWOT Analysis of the Position of Library and Information Science Professionals in Knowledge Management Practice or Program

SWOT is an acronym of strength, weakness, opportunity and threat, while SWOT analysis is a strategic developmental tool used in identifying internal strengths and weaknesses as well as external opportunities and threats. The main purpose of any SWOT analysis was to build on internal strengths so as to reduce or completely eliminate weakness, and as well optimize opportunities in order to minimize threats from external forces (Kirgin, 2010). It is a useful tool for understanding and reviewing of organization's position, prior to making decision about future

direction or implementation of a new project (Madden, 2008).

SWOT analysis of knowledge management position in librarianship presents the strengths, weaknesses, opportunities as well as threats confronting library and information science professionals in the development of a dynamic information services that are user-centered. The analysis is a sustainable effort that will enable library and information science professionals to have a clearer view of their full potentials, deficiency if any, opportunity for career expansion as well as challenges militating against showcasing such potentials. In view of that, Kumar and Gupter (2012) stressed that SWOT analysis allows strategies to be planned for successful utilization of strengths and opportunities to overcome the weaknesses and threats.

Strength and Weakness are internal to the organization. By strength, we mean tasks and action one can do well with skills, talent, and knowledge which also includes one's selling point. The strength can be in term of resources, finance, skills and capabilities of the organization's workforce. Typical examples of library strength will include and not limited to robust collection, competent library staff, present of adequate information technologies to power knowledge management process, member of library consortium and networking for resource sharing, etc. Weakness, on the other hand, is disability, fault, defect or limitation that prevents an individual or organization from achieving its set goals and objectives. The weakness of a library may include lack of competent and adequate staff, inadequate information infrastructure and so on.

Opportunities and threats are presented by the external forces in the environment in which organization operates. Opportunity is a juicy or favorable occurrence in the external environment that poses to be of advantage for expansion and recognition. The threat, on the other hand, is external factors that tend to jeopardize the success of an organization.

The information handling skills of library and information science professionals in indexing, classification, authority control and database management are considered relevant to knowledge management, but additional skills in managerial, interpersonal and leadership, knowledge generation and sharing are also required. Husain and Nazim (2013) observed that library and information science professionals have positive attitudes towards the application of knowledge management in libraries, since is the best approach to improving library functions and services. Dunn and Hackney (2000) were of the opinion that breaking new ground and chances of leveraging organization knowledge are some of the benefit of knowledge management for library and information science professionals. Involvement of library and information science professionals in knowledge management enhance career development, expansion of status as well as position in the organization. However, if library and information science professionals should be adamant and feels reluctant to change their mind set to embrace new skills, they will become irrelevant in the face of competition (Husain & Nazim, 2013).

Library and information science professionals play a major role in knowledge management process because of their ability to identify access, evaluate, organize, and communicate information/ knowledge. The strength of libraries in knowledge management lies in the competency of their staff: staff that are knowledgeable, dedicated, service oriented, as well as cooperating with one another in fulfilling their responsibility. The ability to deploy knowledge sharing tools such as group discussion forum, web 2.0 and social media, and email for knowledge sharing in the organization is a strength on their part. Jain (2007) reflected to the above expression, by stressing that library and information science professionals can incorporate knowledge management practices in the area of administration, support services, technical service (cataloging,

indexing, and classification), reference and information services, resource management, resource sharing and networking, information technology development, and application.

It has been proven beyond reasonable doubt that knowledge management practice expands the horizon of librarianship and offers new job opportunities for library and information science professionals. Such job positions include but not limited to: knowledge manager, content manager, knowledge coordinator, knowledge officer and many more. Malhan and Sao (2005) buttressed the aforementioned expansion in horizon, by stressing that the roles of knowledge professionals in knowledge-intensive organization are more or less the same as current job titles and activities of library and information science professionals.

Knowledge management has proven to be an opportunity for library and information science professionals to expand their roles in the organization, which serve as means of survival in the face of digital evolution and ever changing environment. Knowledge management is people focused which is concerned with critical thinking, innovation, relationship, exposure to ideas, patterns, competencies, learning and sharing of experiences that if incorporated into library practice will provide library and information science professionals see themselves not only as service oriented but also value oriented. With knowledge management practice, library and information science professionals now found innovative ways of publishing wealth of knowledge to those who are desperate in need of such knowledge. With the aid of knowledge management practice, library and information science professionals now act in the capacity of turning knowledge into realistic productive force (Harineeswaran, Nithyanandam & Muthu, 2015). Knowledge management facilitates interdisciplinary research in libraries, and ability to develop a strategic plan that will improve responsiveness and communication.

Knowledge management initiative in libraries can reduce cost and increase revenue. It can also improve library performances in some ways, such as: identifying and organizing explicit and tacit knowledge that are necessary for daily activities in the library, developing tools for accessing knowledge, selecting knowledge sources as well as developing and implementing classification system (Madge, 2010). Knowledge management brings about a paradigm change, as library and information science professionals are moving from being collections developer into turning to content developer. This is because emphasis is now on library website where information resources are being uploaded for better access to more contents, even at lesser cost.

There are myriad of opportunities emanating from adoption of knowledge management practice in the library. Reflecting to this was Tedd and Southon (2001) who pointed out that knowledge management is the rejuvenator as well as an accelerator that rejuvenate the image of librarianship. The reserve of this opportunity was enshrined by Reardon (1998) who asserts that, if library and information science professionals did not seize the opportunity of knowledge management, they risk being left out of competition. In consonance to that Sarrafzadeh (2005) stressed that knowledge management presents opportunity of new roles and responsibilities that if library and information science professionals should refuse to embrace the new skills of knowledge management requires of them, they risk being ousted out of competition from other professions. Ferguson, Sarrafzadeh and Hazeri (2007) pointed out that ignorance of business and management goals has been the major barrier for library and information science professionals to engage in knowledge management program of their organization, and they have always been urged to align their services with the mission and vision of their organization. Butler (2000) summited that knowledge management is an exciting opportunity they have been recommending for library and

information science professionals.

The most often mentioned challenges to the successful application of knowledge management in libraries are: lack of skilled and competent staff; reluctant on the part of library and information science professionals to embrace change; misunderstanding of knowledge management concept; lack of knowledge sharing culture, lack of incentive for innovation and knowledge sharing; lack of commitment on the part of management; lack of motivation for collaboration and many more (Maponya, 2004; Al-Hawamdeh, 2005; Roknuzzana, Kanal & Umemoto, 2009; Ugwu & Ezema, 2010). With the great opportunities knowledge management presented to library and information science professionals to expand their horizon and to improve service delivery, Badghdadabad (2008) observed that introduction of knowledge management into library and information science curriculum is more or less a response to the threat of professional irrelevancy.

Empirical Studies

Naushad and Daud (2015) carried out a study of perceptions of knowledge management among library and information science professionals in central universities, North India, their study showed that library and information science professionals are aware of the concept knowledge management. Further to that, they selected four (4) wide spectrum definition of knowledge management for respondent to choose from: 31.25% of the respondents chose knowledge management to be acquisition, sharing and use of knowledge within organization, including learning processes and management of information systems; 31.25% chose knowledge management to be creation and subsequent management of an environment which encourages knowledge to be created, shared and learnt, enhanced, organized, for the benefit of the organization and its customer; 25% agreed to knowledge management as process of capturing value, knowledge and understanding of corporate information using information technology systems in order to maintain re-use and re-deploy such knowledge, and the remaining 12.50% of the respondents, least group chose knowledge management to be the capability of an organization to create new knowledge, disseminate it and embody it in a products, services and systems. The stands of library and information science professionals in the studied above shown their preference for definitions that was devoted to activities they have been known to be doing in the past.

Sarrafzadeh (2008) carried out a study of implications of knowledge management for library and information science profession where respondents were asked to pick their most preferred knowledge management definition, the study demonstrated that 52.6% of participants accepted knowledge management to be creation and subsequent management of an environment which encourages knowledge to be created, shared, learnt, enhance and organized for the benefit of organization and its customers. The second most popular choice among library and information science professionals represent 25% respondents who accepted knowledge management definition to be the acquisition, sharing and use of knowledge within the organization including learning processes and management of information system. Perceptions of library and information science professionals on knowledge management was shown in the study and it revealed that 59% of participants (combining strongly agree and agree) perceived knowledge management as a new term for what library and information science professionals have always be doing in the past. Respondents representing 64.7% disagree with the notion that knowledge management is a management fad that gains prominent for just short period. In consonance to that, Keonig (2005) study of comparative publication pattern of knowledge management with other management trends

(total quality management and business process re-engineering) revealed that the volume of knowledge management trends did not drastically reduce compare to that of other management trends.

In similar vein to the above, Mavodza and Ngulube (2011) also carried out a study of knowledge management practices in academic libraries in a changing information environment, and their study demonstrated that 78% of the respondents disagree with the statement that knowledge and information are the same, 12% opted not to give opinion and 10% agreed that they are synonyms. Further in their study, 80% of participants agreed that knowledge management includes information management, 12% give no opinion while 8% disagree. As to whether knowledge management is synonymous with information management, 75% of the respondents disagreed while 15% gave a noncommittal response and 10% agreed with the statement.

Naushad and Daud (2015) carried out a study of perception of knowledge management among library and information professionals in Central Universities in North India and the study showed that 93.75% of the respondents agreed (combining strongly agree and agree) to the statement that knowledge management can help library and information science professionals to be more relevant to their parent organization. The study further observed that knowledge management can increase job opportunities for library and information science professionals as agreed upon by 81.25% of the respondents. It was also stated that knowledge management can encourage library and information science professionals to gain new skills and in response to the statement, 93.75% agreed with the assertion. 87.50% of participants is agreed that knowledge management can contribute to the future prospect of the libraries and 68.75% accepted that knowledge management can help improve collaboration between different units of the library. The study also strives to examine threat associated with knowledge management for library and information science professionals and 75% of the respondent disagreed with the notion that knowledge management is a threat to the status and future of librarianship.

In congruence to the above, Sarrafzadeh (2008) study of implications of knowledge management for library and information science profession underscored that 87.2% (strongly agree and agree combined) of participants confirmed that knowledge management provides new career option for LIS professionals and respondents representing 79% (strongly disagree and disagree) disagree with the notion that knowledge management is a treat to the status and future prospect of LIS profession. Knowledge management increases job opportunities for LIS professionals was agreed upon by 65.3% (strongly agree and agree combine) of respondents and 66.9% (strongly agree and agree combine) attested to the notion that knowledge management help LIS professionals to move from being service oriented to being value-oriented in their service delivery.

Baghdadabad (2008) study of implications of knowledge management for library and information science education demonstrated that 96.1% of the respondents agreed with the assertion that library and information science professionals should engage fully in knowledge management with 10.7% agreeing to the argument that library and information science professionals should focus on information management and leave the other dimensions of knowledge management to other disciplines. Another 70.2% of respondents agreed with the statement that library and information science professionals already possessed the potentials to manage both tacit and explicit knowledge of their organization.

A Wider debate on the skills of newly qualified library and information professionals, the

library and information science curriculum and current employment requirement in the labour market has proven that knowledge management presents both opportunities and threats to library and information science professionals (Harper, 2013). The study of job advertisement for library and information professionals as method of examining their level of competencies, revealed that there are pressures on library and information science professionals to quickly as possible to assume new roles as required of them in current job advertisement. Today job requirement for the post of a librarian expected them to be able to perform managerial tasks, as well as assuming the role of a project manager (Kinkus, 2007; Park, Caimei & Marion, 2009).

METHODOLOGY

Research Design

The study adopted a survey research design since phenomenon at hand cannot be directly observed but through consensus of opinion of research subjects (respondents). A survey research design has the capacity for wide application and broad coverage which is used extensively in a library and information science to assess attitudes and characteristics of a wide range of subjects.

Study Population

The Target population for the study comprises of all certified librarians by Librarian Registration Council of Nigeria (LRCN). Librarian Registration Council of Nigeria (LRCN) was established as a parastatal under the Federal Ministry of Education by Act 12 of 1995 (CAPL 13 LFN 2004). They were saddled with the responsibility of determining who are professional librarian, setting standard of knowledge and skill required for accreditation of library schools programs, organizing workshops, seminar and conferences for librarians' capacity building, maintaining professional disciplines among librarians as well as collaboration with national/international associations and institutions. The council had so far registered and certified a total of 5,437 librarians in Nigeria, expressly 536 in 2005; 1,177 in 2011; 948 in 2012; 603 in 2013; 877 in 2014; 530 in 2015, 354 in 2016 and 412 in 2017 as enshrined in LRCN (2017) list of certified librarians in Nigeria.

Sampling Technique

The study adopted a clustered random sampling technique. The targeted population was demarcated into clusters in respect to their location alongside the six geopolitical zones (North-Western, North-Eastern, North-Central, South-Western, South-Eastern and South-Southern) in Nigeria and 500 respondents with active email address are drawn from each geo-political zones.

Instrument for Data Collection

The researcher used a web-based questionnaire for collection of data, which was administered on a web platform, Proprefs Survey Maker (<http://www.proprofs.com>). The questionnaire is in two sections: the first section ask questions on demographic information of the respondents and the second section present the queries in alignment with the research objectives. The instrument was designed in four and five points Likert scale, as well as yes or no questions

Validity and Reliability of the Instrument

The instrument was validated to ensure construct appropriateness, with the view of checking the extent to which it accurately measures what it claims to measure. The instrument was given to five (5) research experts from the faculty of Communication and Information Sciences, University of Ilorin.

The reliability of the instrument was determined using test-retest reliability testing. The instrument was administered twice to ten (10) master students of department of library and information science, University of Ilorin at interval of two weeks. The two data collected in the two period are subjected to correlation analysis and the Cronbach alpha calculation for the two data is 0.878, which was adjudged reliable enough for data collection.

Ethical Considerations

The researcher put into consideration some ethics in the cause of carry out the study so as to maximize the benefit of the study and as well minimize risk or harm to vulnerable individuals and groups by protecting the privacy of research subjects (respondents) as well as the confidentiality of their personal information. Appropriate research method was adopted for the study with transparency and integrity in discussion of the result. Falsification and misrepresentation of evidence, data and findings are avoided in totality. The researcher ensures that no copyright of any author was infringed as all citations in the body of the work were all accounted for in the reference section using APA reference style of 6th edition. Information about the purpose and nature of the study was sent to respondents via short message service (SMS) for them to be able to choose whether to participate or not in the study.

Procedure for Administration of the Instrument

The researcher administered the questionnaire on a web-based platform; www.proprofs.com, which was delivered to the email of respondents. The researcher send the link to the survey to 3,000 certified librarians with functioning and active e-mail account. The contents of the mail is as follows:

“Hello,

I'm a certified Librarian with registration number: 4568, 6th inductee of Librarian's Registration Council of Nigeria (LRCN).

I'm conducting a survey and would love your response on it. Please click on the link below to go to the survey:

<https://proprofs.com/survey/t/?title=knowledge-management-competency-questionnaire&token=IHRveWV4NGV0ZXJuaXR5OGdtYWlsLmNvbQ==>

I really appreciate you taking the time out for this and participating”.

Prior to the survey, a bulk SMS (short message service) was sent thus *“Hi, Certified Librarian. A web-based questionnaire on Proprofs Survey Maker will be sent to your email from Tunde Toyese, Oyedokun - toyex4eternity@gmail.com”*. This is to give participants prior knowledge of the survey.

Administration lasted for 32 days starting from 7th of July to 8th of August, 2017, only 389 participants respond to the survey, and a total number of usable, fully completed questionnaire is 369.

ANALYSIS OF DATA

Based on quantitative data collection method adopted for the study, the quantitative data collected from the survey was analyzed using Proprofs Survey Maker Statistical Reports, which include frequency counts and percentages.

Table One: Demographic Information of the Respondents.

Demographic Information (%)	Frequency	Percentage
Gender: Male	221	60%
Female	148	40%
Total	369	100%
Age Bracket: Below 30	100	27%
31-40	110	29%
41-50	113	31%
51-60	40	11%
61 and above	6	2%
Total	369	100%
Geo-Political Zones: North West	77	21%
North Central	79	21%
North East	26	7%
South West	102	28%
South-South	50	14%
South East	35	9%
Total	369	100%
Highest Qualification: B.Sc./BA/BLIS	112	30%
MLS/MLIS	154	42%
PhD	96	26%
Post-PhD	7	2%
Total	369	100%
Years of Experience: 0-10	127	34%
11-20	130	35%
21-30	90	25%

31 and above	22	6%
Total	369	100%
Place of Work: National Library	23	6%
Academic Library	99	27%
Public Library	36	10%
Special/Research Library	50	14%
Information Center	55	15%
Library School	67	19%
Archive/Museum	18	4%
Others	21	5%
Total	369	100%

Source: Field Survey.

Table one above presents the demographic information of the respondents (library and information science professionals in Nigeria), and it shows that 60% (221) of the respondents were males while 40% (148) were females. This indicates that the survey attract more male participants than their female counterpart.

Out of the 369 library and information science professionals that fully completed the survey, 31% (113) which is the highest, falls within the age bracket of 41-50 years, followed by 31-40 years which constitute 29% (110), while 27% (100), 11% (40), and 2% (6) of the participants falls between the following age range; below-30 years, 51-60 years and 61 years and above respectively.

The respondents were grouped into six (6) geopolitical zones, alongside the geographical location of their place of work or place of residence. South West zone dominate with 28% (102) participants, followed by North Central zone that have 21% (79) participants and North West zone, having 21% (77) participants, while others like South East zones, South-South zones and North East zones had 14% (50), 9% (35) and 7% (26) participants respectively.

Majority of the respondents are Masters holders, which constitute 42% (154) of the respondents, followed by 30% (112) who held Bachelor degree, while 26% (96) of respondents are Ph.D. holders and 2% (7) Post-PhD holders.

Most of the respondents work in academic libraries, and they constitute 27% (99), follow by 19% (67) that lecture in library schools, and some others that work in information/documentation center which constitute 15% (55). Numbers in special/research library constitute 14% (50), that of public library is 10% (36), those in Archival institution and museum are 4% (18), while the remaining 5% (21) works with other organizations outside those mentioned.

Table Two: Library and Information Science Professionals' Most Preferred Definition of Knowledge Management (N=369).

S/N	Definitions of Knowledge Management	Frequency	Percentage
1.	The process of creating, storing, sharing, applying, and re-using organization knowledge to enable an organization to achieve its goals and objectives in term of resources, documents and people skills (IFLA, 2015).	141	38%
2.	A purposeful management process that creates, capture, store, exploit, share and apply both implicit and explicit knowledge for the benefit of the employees, organization and its customers (Jain, 2007).	50	14%
3.	Management of information flow and the application of people competencies, skills, talents, thought, ideas, intuitions and commitments, innovations and imagination (Broadbent, 1998).	41	11%
4.	A process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in the organization (Skyrmes, 1997).	33	9%
5.	a sustainable effort that chose to establish an enabling environment where organization gains competitive advantage through the process of an organizational culture of knowledge creation, sharing and utilization which constitutes the intellectual capital or knowledge asset of such organization (Researcher definition of KM).	104	28%
Total		369	100%

Source: Field Survey.

In table two above, respondents were asked to pick their most preferred definition of knowledge management from selected definitions, and most respondents representing 38% chose IFLA (2015) definition of knowledge management, followed by 28% participants who chosen researcher's definition of knowledge management, while others chose Jain (2007), Broadbent (1998), and Skyrmes (1997) definitions of knowledge management constituting 14%, 11% and 9% respectively. Participants seem to put up-datedness into consideration while choosing most preferred definition as well as minding the authoritative source of the definitions.

Table Three: Perceptions of Knowledge Management among Library and Information Science Professionals (N=369).

Perceptions of Knowledge Management	Frequency	Percentage (%)
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A case of Librarianship in new clothes or of old wine in new bottle.	63	17%
A new discipline in Librarianship.	86	23%
Another name for information management.	107	29%
Oxymoron concept different from librarianship.	2	0.75%
Management fad that gains popularity for a short period of time.	4	1.25%
An allied field of study that tends to expand the horizon of librarianship.	107	29%
Total	369	100%

Source: Field Survey.

Table three presents the perceptions of knowledge management among library and information science professionals in Nigeria. The data distribution in the table illustrates that 29% (107) of the respondents perceived knowledge management to be an allied field of study which tend to expand the horizon of librarianship, another 29% (107) of the respondents perceived it as another name for information management. Some respondents that constitute 23% (86) considered it as a new concept and discipline in librarianship. 17% (63) of respondents perceived knowledge management to be a case of librarianship in a new cloth, a handful number of participants still considered it as management fad and oxymoron concept representing 1.25% (4) and 0.75% (2) respectively. Majority of the respondents consider knowledge management as an allied field of study because it gain popularity in the business world and recently introduced into the curriculum. Another set of majority considered knowledge management as information management rebranding and relabeling as both shared almost the same process, techniques and technologies.

Research Question Four: What opportunities does knowledge management pose for library and information science professionals in Nigeria?

Table Four: Opportunities Pose by Knowledge Management for Library and Information Science Professionals (N=369).

	KM Opportunities for Librarians. Strongly Agree. Agree. Undecided. Disagree. Strongly Disagree. Remark					
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	
Knowledge management provides librarians with an opportunity to collaborate with other units of the organization and become more integrated into the goals and objectives of the organization.	137(37%)	204(55%)	19(5%)	7(2%)	2(1%)	Agree
Knowledge management can help librarians to be more relevant to their organization.	148(40%)	187(51%)	24(6%)	7(2%)	2(1%)	Agree
Knowledge management expands	185(50%)	159(43%)	14(4%)	8(2%)	3(1%)	Strongly Agree

the horizon of library and information science professionals.							
Knowledge management encourages librarians to gain new skills and competencies.	222(60%)	105(28%)	25(7%)	11(3%)	6(2%)	Strongly Agree	
Knowledge management provides new career options for LIS professionals.	149(40%)	194(53%)	16(5%)	5(1%)	5(1%)	Agree	
Knowledge management can enhance librarian participation in decision making of their parent organization.	112(30%)	228(62%)	17(5%)	8(2%)	4(1%)	Agree	
It can contribute to the improvement of future prospect of the librarianship.	164(44%)	171(46%)	22(6%)	9(3%)	3(1%)	Agree	
Knowledge management education can help LIS professionals to respond more effectively to their users' information need.	186(50%)	158(43%)	20(5%)	3(1%)	3(1%)	Strongly Agree	
Knowledge management causes a shift of paradigm for LIS professionals to move from service-oriented to value-oriented in their operation.	174(47%)	167(45%)	22(6%)	3(1%)	3(1%)	Strongly Agree	

Source: Field Survey

The table above shown opportunities knowledge management posed for library and information science professionals, and it was revealed that most respondents representing 55% agreed that Knowledge management provides librarians with an opportunity to collaborate with other units of the organization and another 37% strongly agreed with the assertion. Knowledge management help librarians to be more relevant to their organization was agreed upon by 51% respondents and strongly agreed by 40% participants. Most respondents representing 50% strongly agreed and 43% agreed that knowledge management expands the horizon of library and information science professionals. Knowledge management encourages librarians to gain new skills and competencies was strongly agreed upon by 60% respondents and agreed upon by 28%. Participants representing 53% agreed that knowledge management provides new career option for LIS professionals while 40 % strongly agreed with the expression. Majority of respondents that constitute 62% agreed with the assertion that knowledge management can enhance librarian participation in decision making of their parent organization while only 30% strongly agreed. 46% and 44% agreed and strongly agreed that knowledge management will contribute to the future prospect of librarianship respectively.

Knowledge management education can help LIS professionals to respond more effectively to their users' information need was strongly agreed and agreed upon by 50% and 43% respondents respectively and finally 47% and 45% participants strongly agreed and agreed respectively upon the assertion that knowledge management make LIS professionals move from service oriented to value oriented services in their parent institutions or organizations.

Table Five: Threats Pose by Knowledge Management for Library and Information Science Professionals (N=369).

KM Threats for Librarians.	Strongly Agree.	Agree.	Undecided.	Disagree.	Strongly Disagree.	Remark
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	
Knowledge management is a threat to the status and future of LIS professionals if not fully embraced.	112(30%)	157(43%)	19(5%)	48(13%)	33(9%)	Agree
Knowledge management put pressure on LIS professionals to acquire new skills and competencies.	167(45%)	166(45%)	10(3%)	16(4%)	10(3%)	Strongly Agree
Knowledge management subject librarians to the risk of irrelevancy if they fail to acquire required skills and competencies.	133(36%)	121(33%)	47(13%)	36(10%)	32(8%)	Strongly Agree
Involvement of other disciplines in knowledge management increases the competition in labor market.	128(35%)	196(53%)	20(5%)	19(5%)	6(2%)	Agree
Knowledge management can render traditional library practice obsolete.	146(40%)	123(33%)	40(11%)	32(9%)	28(7%)	Strongly Agree

Source: Field Survey.

The table above present threats posed by knowledge management for library and information science professionals and it shown that knowledge management posed danger for the future status and nomenclatures of LIS professionals if not fully embraced as part of required competencies for the position of a librarian with 43% and 30% agreeing and strongly agreeing respectively to the assertion. In a similar vein, 45% and 45% respondents (strongly agree and agree combine together making 90%) attested to the fact that knowledge management put pressure on LIS professionals to keep on acquiring more and more skills and competencies. Participants representing 36% and 33%, strongly agreed and agreed respectively that LIS professionals risk been irrelevant to their parent institutions or organizations if they fail to acquire required knowledge management skills and competencies. Participants agreed (53%) and strongly agree (35%) that involvement of other disciplines in knowledge management increases the competition in labor market for LIS professionals and that knowledge management can render traditional

library practice obsolete as it was strongly agreed and agreed upon by 40% and 33% of respondents respectively.

Discussion

Knowledge management is an encyclopedic phenomenon that is pervasive in many fields of learning and disciplines, its multi-disciplinary nature is what is responsible for its different perceptions from individuals, groups, and professions. Findings from this study proclaimed that prominent perceptions of knowledge management among LIS professionals in Nigeria include knowledge management as an allied field of study which tends to expand the horizon of the profession. The same percentage of participants with above perception observed knowledge management to be another name for information management. In solidarity to that, literature has it that knowledge management is librarianship or information management by another name as pointed out by Koenig (1997). Just in harmony with that, Hawkins (2000) and Sarrafzadeh (2008) contend that knowledge management is a name for what LIS professionals are known to be doing for years. Contrary to the foregoing, Mavodza and Ngulube (2011) study rejected the notion that knowledge management is synonymous with information management that knowledge management is elaborate and more encompassing from which information management is a branch. Some participants still considered knowledge management as a new concept that was recently introduced into LIS curriculum while others agree with Alegbeleye (2010) and Ruknuzzaman and Umemote (2009) who vouched that knowledge management is a case of librarianship in new cloth or case of old wine in new bottle.

Findings in the study have it that knowledge management is not an oxymoron concept different from librarianship and not a management fad that gains popularity for a short period of time. This was in correspondence with Koenig (2005) and Sarrafzadeh (2008) study, which observed that knowledge management is still more prominent in publications compared to other management trends that fade in a short period of time of gaining popularity.

Majority of LIS professionals in Nigeria preferred IFLA (2015) definition of knowledge management, and the rationale behind that is the fact that International Federation of Library Association (IFLA) is an international body representing the interest of libraries and information professionals, therefore information and publications emanating from such association is considered satisfying and accepted. Researcher's definition of knowledge management alongside creating an enabling environment through organization culture of knowledge creation, sharing and utilization for the purpose of extracting value from intellectual capital (organization's knowledge base) to gain a competitive advantage was also accepted by a reasonable amount of participants. This was in coherence with Naushad and Daud (2015) study of perception of knowledge management among LIS professionals in North India where wide spectrum definition of knowledge management was presented to participants to choose from, and majority endorsed knowledge management as a creation and subsequent management of environment which encourages knowledge to be created, shared, learnt, enhanced and organized for the benefit of organization and its clients. Just in concord with that, Sarrafzadeh (2008) study also demonstrated acceptance of the same definition of knowledge management. Acceptance of knowledge management alongside enabling environment indicated that environment in which organization operates is very crucial to successful knowledge management initiative of any organization or institution, this is because organization attracts and extracts knowledge from both internal and external environment in which it operates.

Findings from the study exhibited that knowledge management provides LIS professionals the opportunity to join forces with other units and departments within the organization or institution, it was also affirmed that it makes them be more relevant to the organization or institution they are serving. It creates new career option and as well expands the horizon of the profession. It manifested in the study that knowledge management encourages LIS professionals to gain more skills and competencies which also increase their participation in decision making in the organization. The study exhibited that knowledge management contributed to the future prospect of the profession as they shift from support service to value-oriented services in the organization. The findings of the study are coincidence with Naushad and Daud (2015) study of the perception of knowledge management among LIS professionals in central university in North India which indicated similar opportunities. Same can be said of Sarrafzadeh (2008) study of the implication of knowledge management for LIS professionals, which indicated new career option and paradigm change from service oriented to value oriented as opportunities knowledge management posed for LIS professionals.

Literature has it that knowledge management is not a threat to the status and future of LIS profession (Sarrafzadeh, 2008; Naushad & Daud, 2015), but current study prove otherwise that it posed danger to future prospect and status of the profession if not fully integrated into the curriculum and also if library schools should fail to become major provider of knowledge management education. The disparity in reports could be as a result of the quality of training LIS professionals where former studies were carried out were subjected to, which makes them be well assured of their job security compared to where current study is been conducted. The study further conceded that knowledge management put pressure on LIS professionals to acquire new skills and competencies just as in the study of Kinkus (2007) and Park, Caimei and Marion (2009). It was also revealed that LIS professionals risk been irrelevant if they failed to fully embrace knowledge management practice, that involvement of other disciplines in knowledge management makes competition in the labor market to be tighter. The study also proclaimed that knowledge management rendered traditional ways of doing things obsolete as we are experiencing a drastic change in users' preference for information access as well advancement in information technology.

Conclusion

Knowledge management manifested in many fields of studies and this multidisciplinary attribute is what is responsible for many claims of its ownership from different professions. In spite of the argument and debate on which profession actually originated knowledge management practice and education, library and information science professionals remain a major players and drivers of knowledge management because rudiments of knowledge management already existed in library and information science practice. Knowledge management is not a new phenomenon as far as librarianship is concerned, such that it has always been an integral part of what LIS professionals have been doing for years. The only thrust about knowledge management which differentiate it from information management and librarianship is the fact that collective knowledge, expertise, experience, intuition and belief of organization workforce is considered intellectual capital for an organization, and they were expected to be managed like every other knowledge resources.

Established fact from this study is that knowledge management is an allied field of study with closed resemblance with library practice (with an extension of an organization's knowledge

base to expertise knowledge and experiences of the workforce), that if fully embraced will expand the horizon of the profession and as well bring about new career options.

IFLA (International Federation of Library Association) definition of knowledge management is the most preferred definition by LIS professionals in Nigeria.

It was affirmed that knowledge management initiative will foster LIS professionals' collaboration with other units or department in the organization. This would made them more relevant to the management and organization as a whole.

Knowledge management was confirmed to have expanded the horizon of LIS profession by providing new career options.

LIS professionals were exposed to competencies wider than the narrow scope of librarianship such as management of experience, know-how, and expertise as a knowledge, leadership and managerial role, communication and interpersonal relationship, information technology and much more. Ability to manage organization intellectual capital ensure their participation in major decision making in the organization most especially now that they were moving from service-oriented to value-oriented in their mode of operations.

The current study has it that knowledge management is a threat to the future prospect of library and information science profession if it was not fully embraced and integrated into the curriculum.

It was also pointed out that library and information science schools needed to be a major provider of knowledge management education if they wanted to be relevant in the face of competition from other professions practicing knowledge management. Traditional library practice was treated to be obsolete in the face of knowledge management.

Recommendation

For a better understanding of knowledge management as regards to its relevance to librarianship among LIS professionals, regulatory bodies like librarian registration councils as well as library associations needed to publicize knowledge management practice through seminars, research, conference, symposium etc. This will enlighten professionals more on phenomenon associated with knowledge management and position of LIS professionals.

LIS professionals should be more value-oriented than service-oriented in their operation as this will foster their participation more in decision making of their organization.

LIS professionals should not restrict themselves to traditional practice but rather expand to areas that will enable them to manage information resources as well as expert knowledge of organization workforce.

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