Library Philosophy and Practice (e-journal)   Libraries at University of Nebraska-Lincoln

9-24-2022

Organizational Knowledge Management practices for better Library and Information Services

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Abstract

Library and Information unit of any organization, as profession within profession, runs independently, is managed separately, and serves information universally. Its management is unique and universal, which forms its identity although attached to any organization. The entire process of management of library goes parallel to the management of the parent organization, but not conflicting with it. Library receives information from the organization and contributes knowledge to the organization for its better services and products. The library management unit has to act independently, think separately, show effectiveness, and manage the unit as a small organization within a large organization.

Organizational Knowledge is the knowledge specific to the organization; it is generally gained by being attached to the organization. When group knowledge from several sub-units or groups is combined and used to create new knowledge, can be called as organizational knowledge. Organizational Knowledge Management is managing the organization's knowledge through systematically acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance. Knowledge Management must manage organizational knowledge storage and retrieval capabilities, and create an environment conducive to learning and knowledge sharing. It is about making sure that an organization can learn, and that it will be able to retrieve and use its knowledge assets in current applications as they are needed. Library as a sub-part of the organization should determine the knowledge necessary for the operation of processes for products and services of the parent organization. The Information services and products of the library, which are the outcome of its internal Knowledge Management system, are used as information inputs for the Organizational Knowledge Management System of the whole organization. The basic goal of knowledge management within libraries is to leverage the available knowledge that may help librarians to carry out their tasks more efficiently and effectively. Knowledge management is a viable means in which libraries could improve their services in the present knowledge era and can help transform the library into a more efficient, knowledge sharing organization. Most knowledge management practices in use are; partnerships with other libraries, consortium formation, knowledge sharing, collaborative work, team creation, regular staff interaction, promotion of organization culture, motivation of staff for innovations, ICT applications, etc.

This paper aims to give an outline of Organizational Knowledge Management and its role in libraries and relevance for Library and Information Science professionals. The paper is able to demonstrate that Organizational Knowledge Management is a key driver of library performance.

Key Words: Organizational Knowledge Management, Knowledge Management in library, Knowledge management practices

Organisational Knowledge Management practices for better Library and Information Services

Introduction

Library and Information unit of any organization, as profession within profession, runs independently, is managed separately, and serves information universally. Its management is unique and universal, which forms its identity although attached to any organization. The entire process of management of library goes parallel to the management of the parent organization, but not conflicting with it. Library receives information from the organization and contributes knowledge to the organization for its better services and products. The library management unit has to act independently, think separately, show effectiveness, and manage the unit as a small organization within a large organization. As constituents of the parent organisations, libraries should rethink and explore innovative ways to improve their services and become learning organisations for better library management. The 'Learning Library' is to discover how to capture and share knowledge (tacit, explicit and embeded) within the library and to develop a separate organisational culture. For an improved library, the Organisational Knowledge Management is a practical means in which libraries could improve their services in the knowledge economy. TFPL (1999), a global consultancy, argued that "for organisations to compete effectively in the knowledge economy they need to change their values and establish a new focus on creating and using intellectual assets". Lee (2000) pointed out that the knowledge and experiences of library staff are the intellectual assets of any library and should be valued and shared. However, libraries face innumerable challenges in managing organisational knowledge. The challenges occur because only a part of knowledge is internalised by the organisation, the other is internalised by individuals (Bhatt, 2002). The overall success of libraries depends on their ability to utilise information and knowledge of its staff to better serve the needs of the users. Libraries can create and leverage their knowledge base through initiation of appropriate knowledge management practices in library.

What is Knowledge Management?

'Putting knowledge to work' is the central notion behind Knowledge Management (KM). It refers to a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge. Whatever is done with Information all comes under Knowledge Management but the information activity must to attain the objectives of the organisation. If information is the currency of the knowledge economy, human expertise is the bank where it is kept, invested and exchanged (Omotayo, 2015). "A firm's competitive advantage depends more than anything on its knowledge: on what it knows-how it uses what it knows – and how fast it can know something new." (HR Magazine 2009, p.1). Knowledge Management is the process of creating, sharing, using and managing the knowledge of an organization.

While the first generation focused on systematising and controlling existing knowledge and knowledge sharing within an organisation, the second generation KM strategies have shifted towards enhancing the conditions for innovation and knowledge creation (McElroy, 2000). The major concern for many organisations is the need to prove that organisational knowledge and it management actually adds any value to the processes of their production and services.

Advantages and challenges of organisational knowledge management are naturally related to challenges and advantages of organizational learning. Knowledge embedded in the organization's business processes and the employee's skills provides the firm with unique capabilities to deliver customers with a product or service (Sharma, 2010). Murray, Philip C. defines "Knowledge management is a strategy that turns an organization's intellectual assets – both recorded information and the talents of its members – into greater productivity, new value, and increased competitiveness. It teaches corporations, from managers to employees, how to produce and optimize skills as a collective entity". Knowledge Management often encompasses identifying and mapping intellectual assets within the organization, generating new knowledge for competitive advantage within the organization, making vast amounts of corporate information accessible, sharing of best practices, and technology that enables all of the above — including groupware and intranets.

The importance of knowledge management was quickly understood by the managers of the organizations in the business sector and its adoption in the activity of many such structures took place quite rapidly in contrast to organizations such as libraries where the pervasion of the notion of knowledge management and its implementation were more difficult and in this way they entered the attention of libraries and information services not so many years ago. In libraries, knowledge management aims primarily to provide good quality information services and tailored to each user's needs in order to improve knowledge communication, application and generation. Knowledge management covers activities such as collecting new materials, developing collections on specific topics, capturing knowledge from projects, gray literature, case studies, developing expert databases, etc. KM is about making the right knowledge available to the right people at right time. It is about making sure that an organization can learn, and that it will be able to retrieve and use its knowledge assets in current applications as they are needed. In the words of (Drucker, 1999). it is "the coordination and exploitation of organizational knowledge resources, in order to create benefit and competitive advantage"

Need for Knowledge Management

Why the need to manage knowledge? The important factors that are driving the need for KM are organisational survival, competitive differentiation, globalization effects and aging workforce. Considering the management dynamics today, the onus of managing knowledge requires utmost focus as most of the work is information based. It is an undisputed fact that organizations compete on the basis of knowledge, since products and services are becoming increasingly complex. Hence the requirement for a life-long learning has become an unavoidable reality and KM has become important because marketplaces are increasingly competitive and the rate of innovation is rising. Downsizing staff also creates a need to replace informal knowledge with formal methods. KM is also of importance because early retirements and increasing mobility of the work force lead to loss of knowledge while changes in strategic direction may result in the loss of knowledge in some specific areas.

Survival concerns are not limited to for-profit firms as nonprofits and even public agencies have all realized the value of KM. Desouza (2011) points out that without adequate care in how knowledge is managed, organisations will not be operating optimally and this will result in the ineffective and inefficient creation and delivery of products and services leading to unsatisfied customers, which is what ultimately leads to the demise of the organisation. The next

common reason for conducting KM is to help in competitive differentiation. All organisations, whether for-profit or not-for-profit, compete within a sector. KM is a critical driver of competitive advantages because it enhances the capacity of organisations to innovate thereby differentiating itself from its competitors. Organisations that are unable to innovate at a sustainable pace will lack the ability to continuously attract new customers, which in turn will lead to their demise. But organisations that are able to innovate will be able to secure, and even retain, their competitive positions in the marketplace (Desouza, 2011).

Knowledge Management Benefits:

In any organization Knowledge Management style brings changes in the overall performance of its products and services. Some of the acknowledged benefits for management are:

i. Improved efficiency, effectiveness and productivity

ii. Quality of decision-making

iii. Automated replacement of certain manual tasks

iv. Greater interchangeability of personnel

v. Reduced task overlapping

vi. Greater re-use of information assets

vii. Reduced reliance on paper files

viii. Decreased instances of lost or missing information

ix. Faster response time.

Data, Information, and knowledge

Data is the outcome of interaction between knower and knowee (any object or idea). The outcomes are in fact, figure and number. Data are independent, unstructured, unfiltered and unorganised. Structured or organised data with sense is Information. Knowledge is very difficult to define still it is condensed form of Information. It has thin existence if we get deeper into its meaning and analysis. In the technology world knowledge is secondary to information. fact-archive.com defines it as: "information that has a purpose or use." Theirauf (1999) defines the three components as follows: data is the lowest point, an unstructured collection of facts and figures; information is the next level, and it is regarded as structured data; finally knowledge is defined as "information about information". Now we term it as 'Meta-Data'.

Independent Data ⟶ Logical Information ⟶ Personal Knowledge

Types of knowledge

a. *Tacit* – Tacit knowledge is knowledge that's difficult to write down, visualize or transfer from one person to another. This is personal knowledge, which is in human mind and difficult to formalize and also difficult to communicate. We can know more than we can tell. Leadership, Emotional Intelligence, salesmanship, Innovative teaching, language

speaking, intuition, aesthetic sense, humour, etc. are exemplary sources of tacit information. It is very difficult to manage such knowledge in KM system. It goes away with the employee. It is the knowledge of rationality. That is, policies, rules, specifications and formulae. It is also known as declarative knowledge.

b. **Explicit** – Any written data, which can be recorded, codified, transferable, taught to others, achievable and manageable in KM system. It is formal and easy to communicate to others. It is complex form of knowledge. It has two dimensions namely technical and cognitive.

Knowledge is always bound to persons and validated in the context of application. A well-known distinction in this respect is that between explicit and tacit knowledge, a distinction first elaborated by Michael Polanyi (Skyrme, 2002). Beijerse (1999, p.99) stated that "personal or tacit knowledge is extremely important for human cognition, because people acquire knowledge by the active creation and organisation of their own experience". This implies that most of the knowledge is tacit and becomes explicit when shared. Tacit knowledge is personal, context-specific (Allee, 1997) and therefore hard to formalise and communicate. It resides in the brains of the people. Explicit or "codified" knowledge, on the other hand, refers to knowledge that is transmittable in formal, systematic language (Nonaka and Takeuchi, 1995). In other words, explicit knowledge is expressed as information in various formats that include published materials and manuals of rules, routines and procedures. It is important for organisations to determine who knows what in an organisation and how that knowledge can be shared throughout the organisation. It requires turning personal knowledge into corporate knowledge that can be widely shared throughout an organisation and applied (Skyrme, 1997).

c. **Embedded** – Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artefacts, or structures of an organisation. Embedded knowledge is found in: rules, processes, manuals, organizational culture, codes of conduct, ethics, products, systems, etc. It is used to understand, describe and explain the reality as well as conventions. Hislop (2013) corroborates this fact by stating that knowledge is embedded, and inseparable from, practice. That is, knowledge that is embedded in work practices is simultaneously embodied by the workers who carry out these practices. It is gained through experience over time and may reflect one's perceptions, opinions, values and morals.

d. **Encultured** – Encultured knowledge is described as a set of knowledge that is shared among groups of people who share a similar environment or culture, such as what is accepted, what actions and opinions are considered normal, and what behaviours are expected of people.

Therefore in organisation, it can be said that organisational knowledge is *embodied* and *embrained* in the staff, *embedded* in routines/ common tasks, *encultured* among the

staff, and *encoded* in manuals, guidelines and procedures. Organisational knowledge is therefore the sum of the critical intellectual capital residing within an organization.

Data management, Information management, and knowledge management

a. **Data management** is technical area of Computer Science, where the emphasis is on the structures underlying quantitative data and their relationship to the design of databases. The use of managed data is beneficial for various purposes of social issues.

b. **Information Management v/s Knowledge Management**

Information Management and Knowledge Management both are altogether same. Knowledge is often treated very similarly to information, thus making any distinction becomes irrelevant. More recently, the term 'knowledge management' has entered professional vocabulary, confusing the situation further. What is managed in knowledge management is difficult to determine. Peter Drucker has said certainly, it cannot be managed, which is in our heads. Karl-Erik Sveiby, who wrote first text book on "Knowledge Management" in 1990, himself now says that he does not like the term and that it decomposes into the management of information and the management of people. From the information perspective, 'knowledge management' is simply a more pretentious synonym for information management.

Organisational Knowledge

The definition of organizational knowledge is yet another concept that has very little consensus within literature. Variations include the extent to which the knowledge is spread within the organization, as well as the actual make-up of this knowledge. Gamble and Blackwell (2001) define Organisational Knowledge as "Knowledge is a fluid mix of framed experience, values, contextual information, expert insight, and grounded intuition that provides an environment and framework for evaluating and incorporating new experiences and information. It originates and is applied in the mind of the knowers. In organizations it often becomes embedded not only in documents or repositories, but also in organizational routines, practices and norms." Hatch (2010) defines it as: "When group knowledge from several subunits or groups is combined and used to create new knowledge, the resulting tacit and explicit knowledge can be called organizational knowledge." Others present a broader perspective: "individual knowledge, shared knowledge, and objectified knowledge are different aspects or views of organizational knowledge" (Ekinge & Lennartsson, 2000). Organizational knowledge is therefore defined as: all the knowledge resources within an organization that can be realistically tapped by that organization. It can therefore reside in individuals and groups, or exist at the organizational level. Organizational knowledge is knowledge specific to the organization; it is generally gained by experience. It is information that is used and shared to achieve the organization's objectives. Organizational knowledge can be based on: a) Internal Sources (e.g., intellectual property, knowledge gained from experience, lessons learned from failures and successful projects,

capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services); b) External Sources (e.g., standards, academia, conferences, gathering knowledge from customers or external providers) *(ISO 9001:2015 Clause 7.1.6)*. Organizational knowledge is the type of company asset to which no value can be named. When individuals pool their knowledge within an organization, that knowledge can give the organization advantages over others in the same field. Within an Organisation all are information users as well as information creators. When group knowledge from several subunits or groups is combined and used to create new knowledge, the resulting tacit and explicit knowledge can be called organizational knowledge (Frost, 2017).

Organizational Knowledge Resources

The KM of any organisation depends on Individual knowledge, group knowledge, organisation learning, organisation psychology, knowledge sharing, organisational memory, knowledge creation, and organisational culture. Organizational Knowledge can exist on several different levels:

- **Individual:** Personal, often tacit knowledge/know-how of some sort. It can also be explicit, but it must be individual in nature, e.g. a private notebook.
- **Groups/community:** Knowledge held in groups but not shared with the rest of the organization. Companies usually consist of communities (most often informally created) which are linked together by common practice. These communities of practice may share common values, language, procedures, know-how, etc. They are a source of learning and a repository for tacit, explicit, and other types of knowledge.
- **Structural:** Knowledge found in processes, culture, etc. This may be understood by many or very few members of the organization. Eg. the knowledge in the routines used by the army may not be known by the soldiers who follow these routines. At times, structural knowledge may be the remnant of past, otherwise long forgotten lessons, where the knowledge of this lesson exists exclusively in the process itself.
- **Extra-organizational:** Defined as knowledge resources existing outside the organization which could be used to enhance the performance of the organization. They include explicit elements like publications, as well as tacit elements found in communities of practice that span beyond the organization's borders.
- **Organizational Memory** refers to the collective ability of all individuals within an organisation to store and retrieve knowledge and information.
- **Organizational culture** determines values and beliefs which are an integral part of what one chooses to see and absorb. The organizational culture takes the shape after continuous adherence of organizational learning by staff.

Management of information coming out of these sources for bringing out developments in the services and products of an organization is specialized KM called Organisational Knowledge Management.

Library as Learning Organization

Learning Organization is that type of organization, where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole (reality) together. Learning organization becomes effective where systems thinking, personal mastery, mental models, building shared vision, and team learning practices are often prevail in organizational environment. Making it learning organization, any kind of oraganiation can be effectively managed. Library by nature is designed as a learning organization and education environment, letting every staff to think freely and collectively for the management of each part of it and the library as a whole.

Organisational Knowledge Management in Library

There is a thin line of distinction between Knowledge Management and Organisational Knowledge Management, where the latter is more specialized. Organisations need a good capacity to retain, develop, organise, and utilise their employees' capabilities in order to remain at the forefront and have an edge over competitors. Knowledge and the management of knowledge is regarded as an important features for organizational survival; while the key to understanding the successes and failures of KM within organisations is the identification of resources that allow organisations to recognize, create, transform and distribute knowledge. Organisational KM requires both the ability to access stored information and the knowledge among workers to "evaluate the validity and reliability of information obtained from unfamiliar sources". This may be an opportunity for library professionals to implement their expertise in information literacy instruction. As a learning organization, libraries provide strong leadership in knowledge management in the institutions they are attached to. Libraries have enough scope to implement their knowledge management techniques in all of the key areas of library services for better organisation. The basic goal of organisational knowledge management within libraries is to leverage the available knowledge that may help librarians to carry out their tasks more efficiently and effectively. Organisational Knowledge Management is also aimed at extending the role of librarians to manage all types of information and tacit knowledge for the benefit of the library users. Knowledge Management can help transform the library into a more efficient, knowledge sharing organization (Jantz, 2001).

A study (Porumbeanu, 2010) was undertaken in four Romanian libraries and showed that 81% of the respondents considered knowledge management as a process of creating, organizing, sharing and using organizational knowledge to enable an organization to achieve its objectives. The survey also indicated that most of them were aware that sharing knowledge is a basic element of this discipline and their responses revealed their willingness to share knowledge: 77% of the participants in the study would share their experience and professional knowledge with other colleagues because is beneficial for the organization.

Knowledge Management System

Knowledge Management System refers to any kind of IT system that stores and retrieves knowledge, improves collaboration, locates knowledge sources, mines repositories for hidden knowledge, captures and uses knowledge, or in some other way enhances the KM process. H. W. Lee (2000) considers that the most important mission of libraries in this century is to expand access to knowledge for their users and academic libraries in particular should act as learning and knowledge centers and develop knowledge management systems. Knowledge Management Systems (KMS) are applications of the organization's computer-based communications and information systems (CIS) to support the various KM processes.

The requirements are:

o Groupware systems & KM 2.0
o The intranet and extranet
o Data warehousing, data mining, & OLAP
o Decision Support Systems
o Content management systems
o Document management systems
o Artificial intelligence tools
o Simulation tools
o Semantic networks
o Information access, networks and intranets
o More and more information is brought into organizations through organizational networks and their connection to the Internet and the local application of the technology - intranets.

➢ Knowledge Management software – Some open source software are:

o eXo Platform - An Open Source Knowledge Management software
o OpenKM - Open Source knowledge management software.
o Collective Knowledge - An open source, portable and command line framework for knowledge management.

Knowledge Management Practices

"The end of learning is action, not knowledge" -Peter Honey
Knowledge Management practices are key focus for many organisations, across both the public and private sectors. 'Knowledge Management' is an umbrella term that encompasses all other systems and processes for the creation and use of information within an organisation. This is being driven by a range of factors, including a need to improve the efficiency of business processes, the demands of compliance regulations and the desire to deliver new services (Robertson, 2017). Kim (1999) pointed out that knowledge management practices aim to draw out the tacit knowledge people have, what they carry around with them, what they observe and learn from experience, rather than what is usually explicitly stated. It is important for libraries to

determine and manage their knowledge assets to avoid duplication of efforts. Various Knowledge management practice process involves the creation, capturing, sharing and utilisation of organizational knowledge for the management of library.

Knowledge management practices aim to draw out the tacit knowledge people have, what they carry around with them, what they observe and learn from experience, rather than what is usually explicitly stated (Kim 1999). Knowledge Management practices were categorized into policies and strategies, leadership, knowledge capturing and acquisition and knowledge sharing. Libraries do go with many of these Knowledge Management practices traditionally.

i. **Partnerships with other libraries** – Knowledge Management also depends upon the information available outside the organisation. The libraries maintain and develop their resources being part of the library co-operative movements, consortiums, networks, inter library loans and many more activities of like nature. Sharing of knowledge among member librarians in the groups helps in improving better library organisation and services.

ii. **Knowledge sharing** – The idea, information, experience, contact, relationships and insights leave with him when an employee leaves an organisation. How then can management ensure an employee's knowledge is not lost when such employee leaves? This brings the practice of sharing of knowledge. Knowledge sharing among employees is an activity that happens intentionally and voluntarily. The organisational initiatives motivate people culturally to share knowledge among them. Knowledge sharing practice encourages staff to share their knowledge with colleagues, organisational partners and suppliers, which is very common in library management, still needs more attention. This is acknowledged as an essential activity for success of libraries, thus librarian continuously exploit existing knowledge and seek new ways to improve and increase knowledge sharing activities.

iii. **Information security** - Information security practice aim to apply controls and restrictions to the knowledge that can be shared and to prevent the loss or leakage of an organisation's valuable information. Protecting the valuable knowledge and intellectual property (IP) through information security measures is equally important for organisations. This practice contradicts the practice of managing extra-organisational knowledge, where library management is very strong.

iv. **Information Policies and Strategies** - The need to align KM strategy with organisation strategy was identified as critical to the success of KM (Oluikpe, 2012). du Plessis (2007) opines that an organization KM strategy is supposed to create an understanding of the organisation's KM resources and where they reside; articulate the role of knowledge in value creation; and comprise a number of integrated projects or activities phased over time including quick wins as well as long term benefits. At the organizational level, therefore, an information policy defines the overall aims and objectives of the organization in relation to information. As Lytle notes: 'Information policies relate to: (i) data, (ii) information processing equipment and software, (iii) information systems and services, and (iv) staff roles and responsibilities. Formal development of information policies recognizes information as a strategic organizational resource' (Lytle 1988). Libraries, as information

management organisation have the complete set up for developing policies and strategies of management of Organisational Knowledge.

v. **Leadership** – The key of Organisational Knowledge Management lies with the role of leader of all levels of management. Libraries provide opportunities to the staff to take initiatives at individual level for implementing innovative ideas for new services.

vi. **HRM practices** - Human Resource Management (HRM) practices can also impact on workers' attitudes towards and participation in KM activities (Hislop, 2013). The use of HRM practices can be seen to be concerned not only with attempting to create a positive attitude towards, and a willingness to participate in, organisational KM activities, but also with making employees committed and loyal to their employer. This is fundamental because, if employees are not committed and loyal to their organisations, there is a risk of losing knowledge possessed by the employees through staff turnover. Retaining employees who possess valuable knowledge should equally be as important an element in an organisation's KM strategy as motivating employees to participate in knowledge activities. This is because the tacit and embodied nature of much organisational knowledge means that when employees leave an organisation, they take the knowledge with them. In other words, staff turnover means an inevitable leakage and loss of knowledge. Unlike others the library management motivates the professionals to take part in human empowerment activities and implement the gained knowledge in library services.

vii. **Knowledge capturing and acquisition** – By taking into account the integral role of employees in the current practices, it was recognised that the KM initiative would need to be designed with the knowledge and experiences of the employees at its core. To elicit individual's knowledge and experiences and develop a snapshot of the knowledge sharing and information security practices, any qualitative data collection method, such as one-to-one interviews, questionnaires or focus groups, would have been sufficient.

viii. **Knowledge Repositories** - Having Knowledge Repositories that contain databases of codified knowledge assets that are systematically organise to facilitate searching, browsing, and retrieval is also essential (Choo, 2002). New York, NY: Macmillan Reference). Knowledge repositories may contain lessons learned, best practices, planning documents, project proposals, marketing presentations, etc. The implementation of mentoring programs is also important. The use of coaching and mentoring in organisations can facilitate informal sharing of knowledge. This involves the sharing of knowledge between a relatively experienced person (the mentor/coach) and someone less experienced (the mentee). Formal repository for modern library is becoming necessary as the technological innovations bring specialised knowledge into the library.

ix. **Knowledge creation** – All staff are creator as well as consumer of Organisational Knowledge. Library has been a place for innovations; new ideas crop up in the mind of library personnel while dealing with new types of information sources, new technologies, and new generation users.

x. **Technology involvement** – Technology plays an important role in both knowledge sharing and information security of any organisation. The technological innovations in society find place for implementations in some work or other in library operations and definitely influence the management of library. Better decisions are taken by librarian using new and

innovative technologies for introduction of new information services or bringing changes in existing operations.

xi. **Organisational Learning** – Organisational Learning is a process of learning and reflection to address and solve real organisational problems. The Organisational Learning environment is specifically designed to be conducive to learning, openness, knowledge sharing and reflection. Organisational Learning is a powerful tool for library staff for their increasing learning capacity, empowering employees, and transforming organisation culture. The implications to Organization learning are three-fold:

- One must understand how to create the ideal organizational learning environment.
- One must be aware of how and why something has been learned.
- One must try to ensure that the learning that takes place work place is useful to the organization.

Conclusion

Organisational Knowledge Management is a buzzword in business environment, in the library world, there is a lesson to be learned from the business practices. This is a set of relatively new organizational activities that aim to improve knowledge, knowledge-related practices, organizational performance, organizational decisions and a new way of considering the role of information in the improvement of overall organizational performance of libraries. To succeed in implementing knowledge management in library, there is requirement of strong leadership and vision from the top management. Library as a sub-part of the organization should determine the knowledge necessary for the operation of processes for products and services of the parent organization also. This management style focuses on knowledge processes like knowledge acquisition, creation, utilization, refinement, transfer, sharing and storage in library. These processes in library support individual learning, collective learning, innovation and collaborative decision making at every level. The basic goal of organisatioal knowledge management within libraries is to leverage the available knowledge that may help library managers to carry out their tasks more effectively and efficiently. The library professionals should think that the concept has had a significant impact on the improvement library services. The paper is able to demonstrate that Organisational Knowledge Management is a key driver of library performance.

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