
Knowledge Sharing among Library Employees: the case of Debremarkos and Assosa Universities Libraries

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Abstract:

The main objective of this study was investigating the factors that affect knowledge sharing in Debremarkos University Library (DMUL) and Assosa University Library (ASUL). The subjects of the study were all DMUL and ASUL employees including the library directors. Questionnaires were used to collect data from the DMUL and ASUL employees and interviews were also used to collect data from the library directors. Data was analyzed using qualitative and quantitative methods. Descriptive statistics (frequency and percentage) were used to analyze quantitative data. The results revealed that there were obstacles or factors that influence knowledge sharing among employees of DMUL and ASUL; such as lack of ICT infrastructures, administration or management problems, lack of knowledge storage mechanisms, lack of trust among colleagues, lack of incentives or rewards for those who contribute for knowledge sharing, lack of interaction between knowledge provider and knowledge seeker, physical layout of work areas and the library culture. The study concludes that, since knowledge sharing is very important for libraries to give quality service for the users and to enhance their performance;

the library top managers should give value to it and they have to link it with rewards, recognitions and some benefits that motivate the employees to share their knowledge.

Key words: Knowledge, Knowledge sharing, Knowledge management, Information Science, library employees

Introduction:

In the contemporary knowledge-intensive economy, knowledge is recognized as a critical strategic resource for the libraries or organizations. The world is now in the era which has been termed as the knowledge age. That means, knowledge is the primary commodity and most important in the economy (Nakiran and David, 2003).

According to Nakiran and David (2003), knowledge is defined as human expertise which is found in people's mind and gained through experience, interaction, communication, discussion and the like. Every accomplishment needs some sort of knowledge, because there is nothing which can be performed without knowledge. Knowledge is the key reason for the existence of business and academic world (Chong, 2005). But having knowledge by itself is not worthy unless it is shared with friends, staff and the community at large. Knowledge sharing (KS) is a process where the individual exchanges his/her knowledge and ideas through discussions or communication to create new knowledge or ideas. Organizations or institutions which implement KS properly become successful and competent enough in this world. As a result, many organizations are encouraging the KS behavior among their employees in order to meet the organization's objective and goals.

Since knowledge is used as a resource in the economy, Knowledge management (KM) became popular and plays an important role in an organization to improve its performance

and gain competitive advantage (Abdullah et al., 2005). KM is the process that governs the creation, dissemination and utilization of knowledge to fulfill organizational objectives. It also refers to a range of practices used by organizations to identify, create, represent, and distribute knowledge for reuse, awareness, and learning across the organizations (Adhikari, 2010). To manage, retain, reuse and share knowledge, appropriate KM implementation plays a great role. However, the implementation of KM in most of the organizations in Ethiopia is very meager. For this reason, every organizations or institutions should give value for the proper implementation of KM, so as to meet organizations objectives and goals.

KS is becoming important these days as people have started to value knowledge due to its vast availability. In the context of library as a centre of knowledge for one community, KS among librarians, users, or between librarians and users, may help in improving library services. Librarian may share their knowledge in managing the library with the help of library management system. Librarian can create their Community of Practices (CoPs) and collaborate with librarian from another library (Shazwani and Mazlina, 2008)

Objectives:

- ❖ To identify KS mechanisms among employees of DMUL and ASUL
- ❖ To identify obstacles that prevent KS in DMUL and ASUL
- ❖ To suggest a model of KS mechanisms for employees of DMUL and ASUL

2. Literature Review

Knowledge sharing mechanisms

KS mechanisms can be considered as a means by which individuals access knowledge and information from others. KS

mechanisms are also defined as the formal and informal mechanisms for sharing, integrating, interpreting and applying know-what, know-how, and know-why embedded in individuals and groups that will aid in the performance of organizational tasks (Boh, 2007).

There are four identified mechanisms for the sharing of individual knowledge within organizations (Bartol and Srivastava, 2002). The first mechanism is contributing knowledge to the organizational databases. The second is sharing knowledge in formal interactions across employees working in different teams, departments and divisions. The third mechanism of sharing knowledge is sharing through informal interactions like water cooler chat, telephone and others. The final mechanism of KS is, establishing CoPs (i.e., voluntary forums created around a particular topic of interest). CoPs enable employees within the organization to communicate in topics of interest.

Factors affecting knowledge sharing

Ismail and Yusof (2010) was conducted a study related with individual factors. Their aim was to investigate the relationship between individual factors such as awareness, trust and personality and the quality of KS. Their findings showed that awareness, trust and personality are correlated significantly with KS quality. Personality is the most significant predictor on the quality of KS, followed by trust and awareness. Creating awareness, trust and building the appropriate personality suitable for the endeavor amongst its staff, the entire public servants is the most important to successfully share knowledge of the individuals with others.

According to Kwakye and Khalil (2011), individuals are the key in KS success because individuals serve as knowledge generator and knowledge receptor. And then researchers have to focus on studying the willingness of individuals on sharing what they have in their mind. The authors described that the

behavior of people showed in different situations depends highly on their personal intentions as well as the social forces, the degree of the reluctance or willingness towards sharing their knowledge might also same to this behavior.

A research conducted on potential individual factors that hinder people from sharing knowledge by Riege (2005). He found seventeen individual factors and these are: lack of time to share knowledge; fear that sharing may jeopardize job security; lack of awareness; dominance in sharing explicit over tacit knowledge; apply of strong hierarchy, position-based status, and formal power; inadequate capture, evaluation, feedback, communication, and tolerance of past mistakes that would improve individual and organizational learning effects; differences in levels of experience; lack of interaction; poor verbal/written communication and interpersonal skills; difference of age; difference of gender; lack of social network; differences of education levels; taking ownership of intellectual property because of fear of not receiving recognition and accreditation from managers and colleagues; lack of trust in people because they misuse knowledge or take unjust credit for it; lack of trust in the accuracy and credibility of knowledge due to the source and differences in national culture or ethnic background and values and beliefs associated with it.

Factors of KS also arise from the organization itself. Study conducted by (Zhang et al., 2006) investigated the dynamics of a KS effort in New York State government that involved multiple organizations, divisions, and geographically separated offices in the development of the Multi-Purpose Access for Customer Relations and Operational Support System (MACROS). Their research determined how organizational factors such as leadership, alignment of issues and incentives and coordination of a number and variety of groups affect KS. They also found that effective leaders are able to promote KS through their ability to shape the organizational structures and processes, mobilize the resources, legitimate the changes, and

cultivate norms and values in favor of sharing. Alignment of issues and incentives also plays a great role in KS since it refers to the motivations and concerns that individuals have about KS in a particular context. The incentive problem is fundamental for the success of KS because humans are not likely to be willing to share the relevant knowledge and skills with others unless they gain benefits from the organization. The number and variety of groups greatly influences the effectiveness of KS because the involvement of diverse groups, that means the growing size and heterogeneity of individuals who share their knowledge could have complicated the processes of communication, consensus building, and resources sharing, and thus created problems unless the coordination is strong.

De Long et al (2000) set out to demonstrate the importance of culture on many of the issues central to effective KM and to explore the four ways in which organizational culture shapes knowledge creation, sharing, and use. The authors propose diagnostic action steps that managers can take to assess the fit between their organization's existing culture and desired behaviors related to effective KM.

Furthermore, Sharat and Usoro (2003) found that KS is influenced by the organizational structure (centralized and decentralized), technical infrastructure, trust, motivation and sense of community. Flexible organizations usually are better prepared to implement KS strategies as compared to more bureaucratic organizational structures.

Technology plays an important role in KS. Technology lead users to the information they need. This includes creating, gathering, storing, accessing and making available the right information that will result in the developments of insight for the organization's users (Davenport and Prusak, 1998).

3. Methodology

3.1. Description of the Study Area

The study was conducted in DMUL and ASUL; Debre Markos University is one of the thirteen universities which were established by the federal democratic republic government of Ethiopia. Its foundation stone was laid in 1997 E.C/ 2005 G.C. The university is located two kilometers east from the central square of the town. It is laid out on 100 hectares. It is situated in north western part of Ethiopia at Debre Markos town. Assosa University is one of the nine new universities which were established in 2003 E.C. It is found in the regional State of Benishangul-Gumuz located in Assosa Town in the western part of Ethiopia. The university is 2.5 km. in the west with the North of Assosa Town.

Library is an organization which is the center of knowledge; DMUL is found in Debre Markos University for the purpose of storing knowledge and giving service for the staffs and students of Debre Markos University or generally for the community of Debre Markos University; similarly ASUL is in Assosa University for the purpose of storing knowledge and giving service for the staffs and students of Assosa University or generally for the community of Assosa University.

3.2. Population of the Study

The population for the study were included all employees of the DMUL and ASUL. The two university libraries had a total of 190 employees. Out of this there were 148 employees in DMUL and 42 employees in ASUL when the data collection was undertaken.

3.3. Method of Data Collection

The data collection was conducted by the data collectors in the presence and supervision of the researcher. The data collection tools specifically questionnaire was made; pretested and

necessary modifications were made before the actual data collection. The whole data collection procedure was closely supervised by the researcher.

3.4. Method of Data Analysis

The collected data was processed using Statistical Package for Social Science (SPSS) version 20 software and it was analyzed using descriptive statistics (frequency and percentage) to identify the factors affecting KS among employees in selected university libraries.

Qualitative data was obtained through interviews from the library directorates of DMUL and ASUL and then results of the findings of qualitative data was displayed in the form of narrations or interpretations.

4. Results and Discussions

4.1. Knowledge Sharing Mechanisms

Knowledge sharing mechanisms can be defined as the formal and informal mechanisms for sharing knowledge between individuals, groups or personally, institutionally for the better achievement of the organization or library. The table 1 given below shows about the mechanisms of knowledge sharing in DMUL and ASUL.

Table 1: Knowledge sharing mechanisms and practices

Knowledge sharing mechanisms	Frequency	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The library employees share knowledge through workshop and training	N	35	47	36	27	7
	%	23.0	30.9	23.7	17.8	4.6
I believe that documentation is a mechanism of knowledge sharing in the library	N	13	11	35	62	31

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	%	8.6	7.2	23.0	40.8	20.4
Online communication through e-mail and social sites is a way of knowledge sharing among employees in the library	N	28	16	30	54	24
	%	18.4	10.6	19.7	35.5	15.8
I share knowledge with my colleagues individually through e-mail, social sites, phone, etc.	N	22	37	38	40	15
	%	14.5	24.3	25.0	26.3	9.9
I share knowledge with my colleagues institutionally through formal discussion in the library (meeting, etc.)	N	19	42	37	40	14
	%	12.5	27.7	24.3	26.3	9.2
The library employees store knowledge in the library repositories to share with their colleagues	N	40	37	32	34	9
	%	26.3	24.3	21.1	22.4	5.9
Knowledge is closely tied to the person who developed it and employees shared it mainly through person to person contacts	N	23	14	31	63	21
	%	15.1	9.2	20.4	41.5	13.4
The library provides information formally to all employees about how things are done in their working section	N	19	26	25	58	24
	%	12.5	17.1	16.4	38.2	15.8

According to table 1, 35 (23.0%) of the respondents were strongly disagreed and 47 (30.9%) respondents disagreed on the statement ‘the library employees share knowledge through workshop and training’ but 27 (17.8%) respondents agreed and 7 (4.6%) respondents strongly agreed and also the remaining 36 (23.7%) respondents had chosen to be neutral.

On the other hand 31 (20.4%) of the respondents strongly agreed and 62 (40.8%) respondents agreed on the statement ‘I believe that documentation is a mechanism of knowledge sharing in the library’ but 11 (7.2%) respondents disagreed and 13 (8.6%) respondents strongly disagreed and also 35 (23.0%) respondents had chosen to be neutral. This indicates that most of the respondents believed that documentation is a mechanism of knowledge sharing in the

library among employees. Similarly 24 (15.8%) respondents strongly agreed and 54 (35.5%) respondents agreed on the statement 'Online communication through e-mail and social sites is a way of knowledge sharing among employees in the library' but 16 (10.6%) respondents disagreed and 28 (18.4%) respondents strongly disagreed and also 30 (19.7%) respondents had chosen to be neutral.

22 (14.5%) respondents had chosen strongly disagree and 37 (24.3%) respondents had chosen disagree on the statement 'I share knowledge with my colleagues individually through e-mail, social sites, phone, etc.' but 40 (26.3%) respondents had chosen agree and 15 (9.9%) respondents chosen strongly agree and also 38 (25.0%) respondents had chosen neutral. In similar manner 19 (12.5%) of the respondents strongly disagreed and 42 (27.7%) respondents disagreed on the statement 'I share knowledge with my colleagues institutionally through formal discussion in the library (meeting, etc.)' but 40 (26.3%) respondents agreed and 14 (9.2%) respondents strongly agreed and also 37 (24.3%) of the respondents had chosen to be neutral.

Correspondingly, 40 (26.3%) of the respondents strongly disagreed and 37 (24.3%) respondents disagreed on the statement 'The library employees store knowledge in the library repositories to share for each colleagues' but 34 (22.4%) respondents agreed and 9 (5.9%) respondents strongly agreed and also 32 (21.1%) respondents had chosen to be neutral.

Then again 21 (13.4%) of respondents strongly agreed and 63 (41.5%) respondents agreed on the statement 'Knowledge is closely tied to the person who developed it and employees shared it mainly through person to person contacts' but 14 (9.2%) respondents disagreed and 23 (15.1%) respondents strongly disagreed and also 31 (20.4%) respondents had chosen to be neutral. In the same way 24 (15.8%) respondents strongly agreed and 58 (38.2%) respondents agreed on the statement 'the library provides information formally to

all employees about how things are done in their working section' but 26 (17.1%) respondents disagreed and 19 (12.5%) of the respondents strongly disagreed and also 25 (16.4%) respondents were neutral.

Moreover, the researcher obtained the following information from the heads of DMUL and ASUL through interview.

There is no clear knowledge sharing mechanisms in the library but as per the organizations structure (library structures) knowledge can be disseminated; it may be through training or by such like mechanisms.

In general according to DMUL and ASUL respondents, among those knowledge sharing mechanisms which are listed in the above table 1; documentation and person to person contacts were the most used and also online communication (individually through e-mail, social sites), through formal discussion (institutionally like meeting), and other options were used as KS mechanisms among employees.

4.2. Knowledge Sharing Obstacles or Factors affecting Knowledge Sharing

The general objective of this research is to investigate the factors that affect knowledge sharing among DMUL and ASUL employees.

A good understanding of obstacles to knowledge sharing or factors of knowledge sharing is imperative for DMUL and ASUL in order to develop better method for their day to day activities to give quality services for the user. Following statements were given to find out the opinion regarding obstacles to KS of the employees of both libraries. Each statement was measured by employees of DMUL and ASUL based on a five level Likert scale as a value of 1 was assigned to 'Strongly disagree', 2 'Disagree', 3 'Neutral', 4 'Agree', and 5 'Strongly agree'.

Statement 1: There is shortage of time to share knowledge with colleagues

The respondents' degree of agreement/disagreement toward this statement is summarized in the following figure 1.

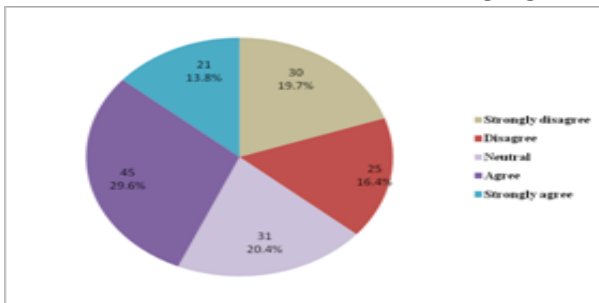


Figure 1: Shortage of time to share knowledge with colleagues

As shown in the above figure 1, unexpectedly 21 (13.8%) of the respondents chose strongly agree and 45 (29.6%) respondents chose agree on the statement one but 25 (16.4%) respondents chose disagree and 30 (19.7%) respondents chose strongly disagree and also 31 (20.4%) of the respondents had chosen to be neutral. Furthermore, during observation or at the time of taking check lists from each working section specially employees who work in Circulation and attendant section were full of activity to do other things rather than their day to day activity.

Statement 2: There is lack of interaction between those who need knowledge and those who can provide knowledge in the library

As illustrated in the following table 2, 20 (13.2%) of the respondents were strongly agreed and 45 (29.6%) respondents were agreed on this statement but 39 (25.7%) respondents were disagreed and 13 (8.6%) respondents were strongly disagreed and also 35 (23.0%) respondents had chosen to be neutral.

Table 2: Lack of interaction between those who need knowledge and those who can provide knowledge in the library

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	13	39	35	45	20	152
Percentage	8.6	25.7	23.0	29.6	13.2	100.0

Statement 3: The lack of trust among colleagues in the library

Trust is one of the important quality among employees of any organization to improve productivity and this can be applied in libraries too. Otherwise there will be malfunction on their day to day activity. As shown in the following figure 2, 22 (14.5%) of the respondents were chosen strongly agree and 35 (23.0%) respondents were chosen agree on this statement but 30 (19.7%) of the respondents were chosen disagree and 20 (13.2%) respondents were chosen strongly disagree and also the remaining 45 (29.6%) respondents were selected neutral.

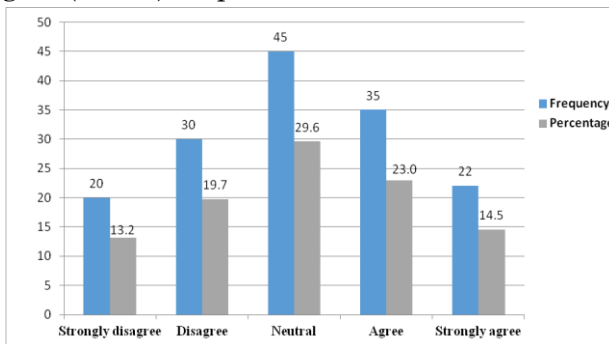


Figure 2: The lack of trust among colleagues in the library

Statement 4: There are no incentives or rewards for knowledge sharing in the library

As illustrated in table 3 given below 29 (19.1%) had chosen strongly disagree and 23 (15.1%) respondents had chosen disagree on this statement but 39 (25.7%) respondents were

agreed and 38 (25.0%) respondents were strongly agreed and also the remaining 23 (15.1%) respondents had chosen to be neutral.

Table 3: There are no incentives or rewards for knowledge sharing in the library

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	29	23	23	39	38	152
Percentage	19.1	15.1	15.1	25.7	25.0	100.0

Statement 5: Concern that sharing knowledge will reduce one’s own value, prestige or recognition

According to Wen (2005), most individuals especially in developing countries there is fear of losing their value, prestige or recognition, power position, incentive and respect if they allow their knowledge to be shared or used by others. But in DMUL and ASUL it is conflicting with the previous idea. As shown in figure 3, 53 (34.9%) of respondents strongly disagreed and 29 (19.1%) respondents disagreed on this statement. Moreover, 20 (13.2%) of the respondents agreed and 16 (10.5%) respondents strongly agreed and also 34 (22.4%) of the respondents were neutral. Generally it is summarized in the following figure 3.

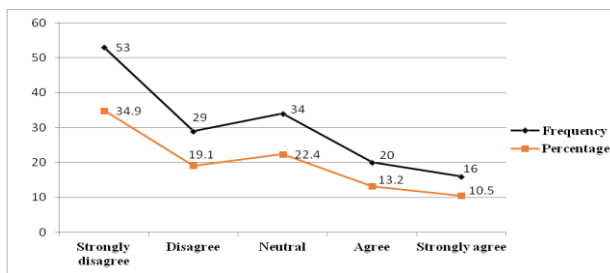


Figure 3: Sharing knowledge will reduce one’s own value, prestige or recognition

Statement 6: Employees in the library do not share knowledge because of poor communication skill

As illustrated in table 4, 46 (30.2%) of the respondents strongly disagreed and 31 (20.4%) respondents disagreed on this statement but 28 (18.4%) respondents agreed and 15 (9.9%) strongly agreed and also the remaining 31 (21.1%) of respondents had chosen neutral.

Table 4: Employees in the library do not share knowledge because of poor communication skill

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	46	31	32	28	15	152
Percentage	30.2	20.4	21.1	18.4	9.9	100.0

Statement 7: Lack of ICT infrastructures in the library to share knowledge

Information Communication and Technology (ICT) is one way to facilitate knowledge sharing among employees or colleagues in the organization or library and ICT infrastructure offers a range of technologies to assist the libraries in running efficiently. These may include hardware, software, networking and implementation. Therefore there should be enough ICT infrastructures in the library. However, as depicted in figure 4, 33 (21.7%) respondents were strongly agreed and 40 (26.3%) respondents were agreed on this statement conversely 28 (18.4%) respondents disagreed and 24 (15.8%) respondents strongly disagreed and also 27 (17.8%) of the respondents had chosen to be neutral. Employees' opinion about ICT infrastructure and KS were summarized in the following figure.

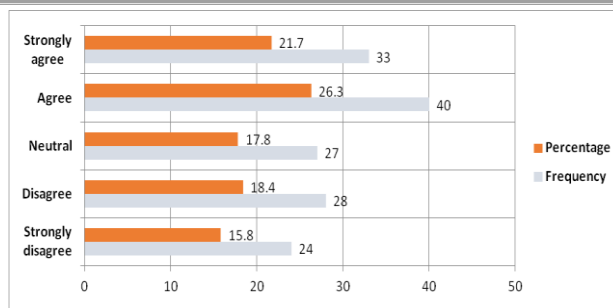


Figure 4: Lack of ICT infrastructures in the library to share knowledge

Statement 8: Internet is not user friendly and it is messy

As illustrated in table 5, 53 (34.9%) of the respondents strongly disagreed and 48 (31.5%) respondents disagreed on this statement, besides 22 (14.5%) respondents agreed and 14 (9.2%) respondents strongly agreed and also 15 (9.9%) respondents chose neutral. This indicates that internet is user friendly and it is not messy for the major DMUL and ASUL respondents.

Table 5: Internet is not user friendly and it is messy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	53	48	15	22	14	152
Percentage	34.9	31.5	9.9	14.5	9.2	100.0

Statement 9: Physical layout of work areas in the library restrict effective knowledge sharing among employees

The physical layout of the library affects knowledge sharing among employees or colleagues, for example if there is not enough space or room for colleagues who have similar profession and who work in the same section, they could not exchange knowledge when they need. And also the corporeal arrangement of the library is another dilemma of knowledge sharing. As illustrated in the table 6, 19 (12.5%) respondents strongly agreed and 41 (27.0%) respondents agreed on this

statement while 29 (19.1%) respondents disagreed and 21 (13.8%) respondents strongly disagreed and also 42 (27.6%) respondents had chosen to be neutral.

Table 6: Physical layout of work areas in the library restrict effective knowledge sharing among employees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	21	29	42	41	19	152
Percentage	13.8	19.1	27.6	27.0	12.5	100.0

Statement 10: Employees in the library do not share knowledge because they think knowledge is power

As shown in figure 5, 7 (4.6%) of the respondent strongly agreed and 36 (23.7%) respondents agreed on this statement. Whereas 40 (26.3%) respondents disagreed and 27 (17.8%) respondents strongly disagreed and also 42 (27.6%) respondents had chosen to be neutral.

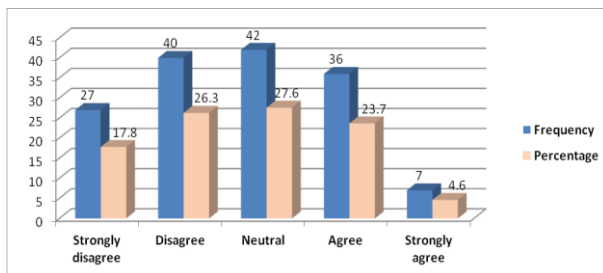


Figure 5: Employees in the library do not share knowledge because they think knowledge is power

Statement 11: Library managers encourage employees to share knowledge with their colleagues

According to the DMUL and ASUL employees’ response, most of the respondents disagreed/strongly disagreed on the library managers’ or directorates’ encouragement of employees to share knowledge with each other for the development of the library function. But in any organization or library the manager should

encourage any activity which helps that organization or library to fulfil its routine function. As illustrated in table 7, 37 (24.3%) of the respondents had chosen strongly disagree and 28 (18.4%) respondents had chosen disagree on this statement while 33 (21.7%) respondents agreed and 13 (8.6%) respondents strongly agreed and also 41 (27.0%) respondents had chosen to be neutral.

Table 7: Library managers encourage employees to share knowledge with their colleagues

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	37	28	41	33	13	152
Percentage	24.3	18.4	27.0	21.7	8.6	100.0

Statement 12: The library culture does not provide sufficient support for knowledge sharing

Organizational or library culture can be understood as a set of rules, values, and beliefs that are shared by an organizations’ or libraries’ members and which conditions their behaviors, along with the configuration of the organizations’ image and identity in relation to its environment. This idea has been linked with ideologies, beliefs, basic assumptions of behavior, or shared values, although other more observable elements such as rules and organizational practices, symbols, language, rituals, myths, and ceremonies have also been included as being related to culture (Alavi et al., 2005). DMUL and ASUL culture is a combination of each employee’s culture; each employee might have different languages and myths. As illustrated in table 8, 30 (19.7%) of respondents had chosen strongly agree and 45 (29.6%) respondents had chosen agree on this statement. Whereas 40 (26.3%) respondents had chosen disagree and 19 (12.5%) respondents had chosen strongly disagree and also 18 (11.9%) of respondents have chosen to be neutral. The result was summarized in the following table 8.

Table 8: The library culture does not provide sufficient support for knowledge sharing

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	19	40	18	45	30	152
Percentage	12.5	26.3	11.9	29.6	19.7	100.0

To get additional information on this information sought from the head of the libraries or the library directorates. Therefore the researcher wrote the following about the factors that affect KS from the heads of DUML and ASUL opinion during interview.

Some of the known obstacles or factors that prevent knowledge sharing in the library are: turnover of employees especially experienced employees, lack of using internet and technologies which are useful to share information among colleagues, limitation in terms of award and motivation, every task performed manually, and others.

In general, according to the respondents' response about the obstacles or factors that affect knowledge sharing; most obstacles or factors which occurred in DMUL and ASUL were: lack of ICT infrastructure, Management problem, lack of interaction among those who need knowledge and who gave knowledge, lack of trust among colleagues, shortage of time to share, library culture, employees turn over and others.

4.3. Suggestions on Models for knowledge sharing at DMUL and ASUL

In DMUL and ASUL, there was not any knowledge sharing model or guide when the study was undertaken. There are two distinct dimensions of knowledge-sharing models/guides or knowledge sharing mechanisms among individuals (Boh, 2007). These are personalization versus codification and individualization versus institutionalization. Among these none of the two models exists in the library under study. Therefore,

the researcher proposes these models for the libraries to facilitate knowledge sharing among employees within the library.

Codification versus personalization, codification knowledge sharing model can be a good mechanism to store large amounts of knowledge and to create a knowledge base, from which all employees can easily access and use knowledge; however during codification knowledge should be carefully codified and stored in databases or documents Boh (2007). DMUL and ASUL provides services for users, therefore codification knowledge sharing mechanism can be used for new employees to easily understand how to do a job without wasting time.

And also according to (Boh, 2007), in personalization of knowledge sharing mechanism/model, knowledge is closely tied to the person who developed it and shared mainly through direct person-to-person contacts. It is used for the library to find a solution for a problem that has no clear solution at an outset. Therefore this model allows them to engage colleagues in discussions to seek a highly customized solution to each unique problem and used to transfer tacit knowledge.

In the case of institutionalization versus individualization, institutionalization knowledge sharing mechanisms help the library to facilitate knowledge sharing in large or branched libraries. Both DMUL and ASUL are growing and branched libraries, therefore institutionalization knowledge sharing model might be effective in these libraries. On the other hand individualization knowledge sharing mechanism is a mechanism used to carry out knowledge sharing at the individual level in the library.

And also with regard to this the researcher wrote the following from the heads of the library or the directors of the library during the interview.

There is no knowledge sharing model or guide but as I discussed in the previous, knowledge sharing is exercised with job description, heads direction and by their colleagues.

In general, DMUL and ASUL did not have any knowledge sharing model or guide. Therefore, DMUL and ASUL may develop among these knowledge sharing models according to their working situation. Institutionalization, individualization, codification and personalization are knowledge sharing mechanisms which are very important for effective knowledge sharing among employees of the library.

Conclusion

Documentation, online communication (through e-mail, social sites), through formal discussion (institutionally like meeting), informal discussion, and others are known knowledge sharing mechanisms. The most known obstacles or factors that affect knowledge sharing in the library are: - lack of ICT infrastructures, management problems, lack of knowledge storage mechanisms, and lack of trust among colleagues, lack of incentives or rewards for those who contribute for knowledge sharing, lack of interaction between knowledge provider and knowledge seeker, physical layout of work areas and the library or organization culture.

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