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## KNOWLEDGE MANAGEMENT PRACTICES IN SELECTED PUBLIC LIBRARIES IN SOUTH-WEST AND NORTH-CENTRAL, NIGERIA

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### Abstract

Knowledge management has become an important tool for improving service delivery and enhancing organisational performance in libraries. Public libraries, as significant information centers, require functional knowledge management practices to facilitate knowledge creation, sharing, and utilisation. However, challenges such as inadequate infrastructure, lack of formal policies, and inadequate knowledge-sharing culture continue to affect their effectiveness in Nigeria. This study therefore examined knowledge management practices in selected public libraries in Nigeria and also examined existing gaps in knowledge management practices and evaluated the extent to which institutional support and staff competencies influence effective knowledge sharing and utilization. The study adopted a descriptive survey design, and data were collected from 60 library staff across public libraries in Oyo State, Osun State, Kwara State, and Ekiti State using a structured questionnaire. Data were analyzed using frequency counts, percentages, and mean scores. Findings revealed that knowledge management practices are at a high level, with a grand mean of 3.20. The study identified people, process, technology, policy and governance, and organisational culture as components influencing these practices, with organisational culture and technology ranking highest. The study concludes that strengthening these components will enhance knowledge sharing, improve service delivery and reposition public libraries in Nigeria.

**Keywords:** Knowledge Management, Public Libraries, Knowledge Sharing, Organisational Culture

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## Introduction

Knowledge management (KM) has become an essential strategic practice in modern library systems due to the rapid growth of information resources, digital transformation, and changing user expectations. Knowledge management refers to the systematic process of creating, capturing, organizing, sharing, and using knowledge to enhance service delivery and improve organization effectiveness. Currently, institutional knowledge is not just what the library holds in terms of physical collections. It includes staff expertise and digital repositories, institutional memory and shared knowledge of the community. Recent studies shows that Knowledge management allow libraries to become active knowledge hubs instead of mere information storehouses (Enakrire, 2025). As public institutions serving diverse communities, libraries must adopt structured KM approaches to remain relevant in the knowledge-driven economy.

Knowledge Management practices are important in Libraries especially Public libraries. Public libraries thrive where users' information needs keep changing with time thus requiring librarians to have systems in place that can manage Knowledge effectively. Knowledge management practice on the other hand ensures that rules are set for running explicit Knowledge management like documents, databases and policies in the library. Also procedures on how tacit knowledge like the experience and professional know-how of staff can be harnessed can be found in a Knowledge management practice. According to Okoro (2024), effective Knowledge management helps Libraries in Nigeria to run their services more efficiently, enables librarianship staffs to collaborate smoothly and encourage innovation. With Knowledge processes institutionalized into the system there will be a form of continuity even in the event of turnover of staff this will prevent loss of Knowledge thus leading to stronger public library services.

Despite the recognized importance of Knowledge management, many Nigerian public libraries have not fully integrated formal knowledge management structures into their operational systems. Lack of ICT infrastructure, inadequate funding, lack of knowledge-sharing culture and lack of documented Knowledge policies are some of the challenges confronting Knowledge management implementation in Nigerian Libraries (Enakrire,

2025). Also several studies from Libraries across the world on Knowledge management have proven that Knowledge Management may need to be contextually aligned if to be successfully implemented in libraries in developing countries (Vattikulla et al., 2024). These gaps highlight the urgent need for a tailored Knowledge management practice that addresses the specific realities of Nigerian public libraries.

The study of knowledge management practices in public libraries has become increasingly important in enhancing effective service delivery and organizational performance. Understanding existing knowledge management practices provides a basis for identifying strengths and gaps in how knowledge is created, shared, and utilized within library systems. Contemporary literature emphasizes that effective knowledge management practices must align with institutional goals, user needs, and the operational realities of information organizations (Vattikulla et al., 2024). In this regard, examining current practices will help to reveal how technology, organizational culture, leadership support, and professional competencies influence knowledge management in public libraries.

Knowledge management practices within the libraries have continued to attract more attention in improving the effective service delivery and performance within the organization. The interpretation of the current knowledge management practices offers a groundwork to the establishment of the knowledge strengths and knowledge gaps in the way knowledge is generated, shared, and applied to the library systems. The current literature underlines that an appropriate knowledge management practice should mean institutional goals, user needs, and the reality of information organizations work (Vattikulla et al., 2024). In this respect, the analysis of the existing practices will assist in revealing the role of technology, organizational culture, leadership support, and professional competencies in knowledge management in the context of libraries.

Therefore, this study explores the knowledge management practice within the chosen public libraries in Nigeria with an aim to determine the current practice and where there is more room to be improved. The sample population of this

research will include librarians, library officers, and other information specialist professionals directly engaged in handling of knowledge and service delivery at selected public libraries in Nigeria. Geographically, the research targeted four public libraries in Nigeria; Oyo state library board, Osun state library board, Kwara state library board and Ekiti National library. This research aims to provide policymakers, library administrators, and information professionals with strategic guidance for institutionalizing effective Knowledge management practices. Ultimately, the framework is expected to strengthen service delivery and reposition public libraries as vibrant knowledge centres in the 21st century.

### Objectives of the Study

The objectives of the study are to:

1. identify the current knowledge management practices in in Selected Public libraries, Nigeria;
2. identify the components Influencing Knowledge Management Practices in Selected Public libraries, Nigeria;
3. determine the strategies for Improving Knowledge Management Practices in Selected Public libraries, Nigeria;

### Research Questions

The study provided answers to the following research questions

1. What are the current knowledge management practices in selected Public libraries, Nigeria?
2. What are the components influencing knowledge management practices in selected Public libraries, Nigeria?
3. What are the strategies for improving knowledge management practices in selected public libraries in Nigeria?

### Literature Review

Knowledge management (KM) scholarship in library and information science has increasingly emphasised the importance of systematic

practices such as knowledge creation, organisation, storage, sharing, and utilization for improved institutional performance. These processes contribute to knowledge management models that inform how libraries can use internal and external knowledge to leverage tacit and explicit knowledge, make it reusable to facilitate service provision and drive innovations and responsiveness (Igbinovia & Adetimirin, 2023). Concerning the Nigerian libraries, it is indicated that even though the knowledge organisation and sharing rates are high, there are still barriers to complete institutionalisation of Knowledge management processes, especially because of resource constraints and cultural obstacles influencing the movement of knowledge (Igbinovia & Adetimirin, 2023).

The recent empirical studies on the practice of knowledge management points to the association between KM and improvement of service delivery in libraries. For instance, critical reviews indicate that knowledge creation and sharing processes are essential to improving the results of library services through access to information, minimizing redundancy, and collaborating to solve problems among employees (Igbinovia and Adetimirin, 2023; Izu & Fombad 2024). A study of tertiary libraries in Nigeria also confirms that knowledge sharing processes exist, but are generally informal and not formally documented or incorporated into strategic plans, which restricts their systems impact (Izu, 2024). Such results encourage the necessity of KM practices that institutionalise knowledge processes and align them with organisational objectives and user requirements especially in the case of a public library when the community is the core focus.

Despite the growing body of research, much of the existing KM literature in librarianship has focused on academic libraries, with relatively fewer studies dedicated to public library contexts. Nevertheless,

broader studies in library science reiterates that the knowledge management concepts like codification and personalisation policies have the potential to enhance the responsiveness and flexibility of a library in the knowledge society (Osahon Igbinovia, 2022). These KM practices entail the systematic recording of knowledge resources and nurturation of communities of practice that promote a tacit knowledge sharing that can be significant in maintaining institutional memory, as well as service innovation. In the resource-limited environment, such as Nigeria, similar strategies can be useful in public library systems, provided that they are adjusted to local parameters of operation and local needs.

In addition to internal organisational drivers, external factors such as technology adoption influence KM implementation in libraries. Research on knowledge sharing behavior within the Nigerian library setting depicts that the use of contemporary KM tools, including electronic document management systems, web portals, and online databases, are nuanced with the roles of enabling the flow of knowledge within the library units (Rexwhite (2025). However, lack of ICT infrastructure, lack of training, and lack of managerial support remain issues that kill the successful use of KM tools. These organisational and technological obstacles indicate the need to have frameworks which combine the factor of infrastructure, policy and human capacity towards sustainable KM practices.

Comparative analyses of KM practices across different library types further illustrate contextual variations and underline the need for customised frameworks. For example, studies in academic settings show that institutional support structures, professional development opportunities, and formal KM policies are significant predictors of KM effectiveness (Igbinovia & Adetimirin, 2023). Though these dynamics are not entirely dissimilar

in the context of public libraries, the greater user base and mandates to serve the community impose structures in which the public will be taken into consideration as well as outreach and local information ecosystems. The literature indicates that public libraries need to be creative both in the way they generate and share knowledge with the stakeholders in the community.

Collectively, these studies show how knowledge management in libraries is a changing field, and it needs the extensive framework that is able to consider not only the organisational processes, but also human resources competencies. The model of the KM specific to the work of the public libraries in Nigeria will help close the gap between the theoretical bases and the practical application and make the knowledge processes a part of the policy, practice, and technology application. Such a framework would allow the local priorities to give the KM strategies a boost, to leverage greater capacity of the public libraries to address various informational demands, facilitate the development of knowledge in a collaborative way, and to facilitate better service delivery in the knowledge society.

Knowledge management comprises of five components namely people, process, technology, policy and culture. Some researchers have pointed out that successful KM systems incorporate a variety of elements such as the human factor (people), processes, technological systems, and organisations culture as key facilitators that can underpin knowledge creation, sharing, utilisation and institutional performances in the context of the public sector. The model puts a strong focus on librarians as facilitators of knowledge and bridges between communities. Procedures are concerned with knowledge capture (documents and exit interviews), knowledge sharing (meetings and repositories), and knowledge application (service innovation).

Technology includes the utilization of inexpensive and cloud-based repositories and collaboration tools. KM should be institutionalized by policy and governance structures by having policies, committees and incentives on sharing of knowledge. (Kassa, 2023).

### Methodology

The study is a descriptive survey, the population for this study consist of sixty (60) library personnel in Oyo state library board, Osun state library board, Kwara state library board and Ekiti national library. The study make use of total enumeration technique, such that all the sixty library personnel

that make up the total population of the study were used for the study. The instrument used in the study is a standardized scale based on each variable of the study. Data was analysed using descriptive statistics.

### Analysis

Majority of the respondents are female 35(58.3%), Majority of are within age range 40-49 years 43(71.7%), the majority has Bachelor of Library Science 40(66.7%), Majority have 37(61.7%) 5-10 years working experience.

**Research Question One:** What are the current knowledge management practices in Selected Public libraries, Nigeria?

**Table 1: Current Knowledge Management Practices in Selected Public Libraries, Nigeria**

<b>Socialization</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
Staff share knowledge during informal meetings or discussions frequently.	25 (41.7%)	30 (50.0%)	5 (8.3%)	0 (0%)	3.33
Tacit knowledge is recommended to be transmitted through mentoring or on-the-job training.	24 (40.0%)	31 (51.7%)	5 (8.3%)	0 (0%)	3.32
Staff feel comfortable consulting with colleagues.	26 (43.3%)	29 (48.3%)	5 (8.3%)	0 (0%)	3.35
<b>Weighted Mean</b>					<b>3.33</b>
<b>Externalization</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
Retiring staff transfer knowledge in written format.	18 (30.0%)	25 (41.7%)	12 (20.0%)	5 (8.3%)	2.93
The library transforms personal knowledge into official handbooks.	17 (28.3%)	26 (43.3%)	12 (20.0%)	5 (8.3%)	2.92
Staff are encouraged to record lessons	19	24	12	5	2.95

they get during day-to-day running. (31.7%) (40.0%) (20.0%) (8.3%)

**Weighted Mean** **2.93**

Combination	SA	A	D	SD	Mean
Staff are consolidated to use procedures and reports.	22 (36.7%)	30 (50.0%)	8 (13.3%)	0 (0%)	3.23
Knowledge from different sources is systematically incorporate into library repositories.	21 (35.0%)	31 (51.7%)	8 (13.3%)	0 (0%)	3.22
Explicit knowledge is organized in the knowledge management systems.	20 (33.3%)	32 (53.3%)	8 (13.3%)	0 (0%)	3.20

**Weighted Mean** **3.22**

Combination	SA	A	D	SD	Mean
Staff apply knowledge from manuals, databases, and guidelines in their everyday activities.	25 (41.7%)	30 (50.0%)	5 (8.3%)	0 (0%)	3.33
Staff adapt organizational knowledge to enhance service delivery	26 (43.3%)	29 (48.3%)	5 (8.3%)	0 (0%)	3.35
Training programs assist employees in transforming the knowledge documented in to practical skills.	24 (40.0%)	31 (51.7%)	5 (8.3%)	0 (0%)	3.32

**Weighted Mean** **3.33**

**Grand Mean** **3.20**

Decision rule: 1.0-1.99=Very low. 2.00-2.50=low, 2.51-2.99=Moderate, 3.00-3.49=Hgh, 3.50-4.00=Very high

**Source: Field survey, (2026)**

The table 1 above represents a survey of various knowledge management practices in selected public libraries in Nigeria. The table is structured into four main sections: Socialization, Externalization, Combination, and Internalization. Each section contains specific statements along with respondents' ratings and mean scores. Below is the analysis of the findings: In the section for socialization, various practices relating to knowledge sharing among staff were highlighted. The statement *"Staff regularly share knowledge during informal meetings or discussions"* shows that 25 respondents (41.7%) strongly agree, 30 (50.0%) agree, and 5 (8.3%) disagree. No respondents for strongly disagree. "Tacit knowledge is recommended to be transmitted through mentoring or on-the-job training" recorded 24 respondents (40.0%) strongly agree, 31 (51.7%) agree, and 5 (8.3%) disagree. Also, *"Staff feel comfortable consulting with colleagues."* had 26 respondents (43.3%) strongly agree, 29 (48.3%) agree, and 5 (8.3%) disagree. The weighted mean of 3.33 indicates a high level of agreement, showing that knowledge sharing among staff is well established.

For externalization, the section examines how tacit knowledge is converted into explicit knowledge. The statement *"Retiring staff transfer knowledge in written format."* shows that 18 respondents (30.0%) strongly agree, 25 (41.7%) agree, 12 (20.0%) disagree, and 5 (8.3%) strongly disagree. Also, *"The library transforms personal knowledge into official handbooks"* 17 respondents (28.3%) strongly agree, 26 (43.3%) agree, 12 (20.0%) disagree, and 5 (8.3%) strongly disagree. Furthermore, *"Staff are encouraged to record lessons they get during day-to-day running"* had 19 respondents (31.7%) strongly agree, 24 (40.0%) agree, 12 (20.0%) disagree, and 5 (8.3%) strongly disagree. The weighted mean of 2.93 indicates a moderate level of agreement, suggesting that documentation practices are not fully developed.

In the combination section, the focus is on integrating and organizing explicit knowledge. The statement *"Staff are consolidated to use procedures and reports"* 22 respondents (36.7%) strongly agree, 30 (50.0%) agree, and 8 (13.3%) disagree.

Similarly, *"Knowledge from different sources is systematically incorporate into library repositories"* 21 respondents (35.0%) strongly agree, 31 (51.7%) agree, and 8 (13.3%) disagree. Also, *"Explicit knowledge is organized in the knowledge management systems"* 20 respondents (33.3%) strongly agree, 32 (53.3%) agree, and 8 (13.3%) disagree. The weighted mean of 3.22 shows a high level of agreement, indicating that knowledge integration practices are fairly effective.

For internalization, the section evaluates how knowledge is applied in daily work. The statement *"Staff apply knowledge from manuals, databases, and guidelines in their everyday activities"* 25 respondents (41.7%) strongly agree, 30 (50.0%) agree, and 5 (8.3%) disagree. Also, *"Staff adapt organizational knowledge to enhance service delivery"* recorded 26 respondents (43.3%) strongly agree, 29 (48.3%) agree, and 5 (8.3%) disagree. Furthermore, *"Training programs assist employees in transforming the knowledge documented in to practical skills"* had 24 respondents (40.0%) strongly agree, 31 (51.7%) agree, and 5 (8.3%) disagree. The weighted mean of 3.33 indicates a high level of agreement, showing that knowledge is effectively applied in the libraries.

Overall, the grand mean of 3.20 shows that knowledge management practices are at a high level in selected public libraries in Nigeria. However, there is a need to improve documentation and knowledge capture processes to enhance overall effectiveness.

**Research Question Two:** What are the components influencing knowledge management practices in elected Public libraries, Nigeria?

**Table 2: The Components Influencing Knowledge Management Practices Selected Public Libraries, Nigeria**

<b>People</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
Staff are willing to share professional knowledge with colleagues.	28 (46.7%)	27 (45.0%)	5 (8.3%)	0 (0%)	3.38
Librarians in my library possess the competencies required to manage and share knowledge effectively.	26 (43.3%)	29 (48.3%)	5 (8.3%)	0 (0%)	3.35
<b>Weighted Mean</b>					<b>3.37</b>
<b>Process</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
Regular meetings are used to facilitate knowledge sharing among staff	27 (45.0%)	28 (46.7%)	5 (8.3%)	0 (0%)	3.37
Public libraries should institutionalize processes for knowledge capture (e.g., exit interviews, documentation).	25 (41.7%)	29 (48.3%)	6 (10.0%)	0 (0%)	3.32
<b>Weighted Mean</b>					<b>3.35</b>
<b>Technology</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
Cloud-based collaboration tools would improve knowledge sharing in public libraries.	28 (46.7%)	27 (45.0%)	5 (8.3%)	0 (0%)	3.38
Affordable digital repositories should be implemented for storing institutional knowledge.	27 (45.0%)	28 (46.7%)	5 (8.3%)	0 (0%)	3.37

<b>Weighted Mean</b>						<b>3.38</b>
<b>Policy &amp; Governance</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	
The library has guidelines governing knowledge management activities	23 (38.3%)	30 (50.0%)	7 (11.7%)	0 (0%)	3.27	
Public libraries should develop formal KM policies to guide knowledge practices.	26 (43.3%)	28 (46.7%)	6 (10.0%)	0 (0%)	3.33	
<b>Weighted Mean</b>						<b>3.30</b>
<b>Organisational Culture</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	
<b>Weighted Mean</b>						
Collaboration among staff strengthens KM practices.	29 (48.3%)	26 (43.3%)	5 (8.3%)	0 (0%)	3.40	
A culture of trust is necessary for effective knowledge sharing.	30 (50.0%)	25 (41.7%)	5 (8.3%)	0 (0%)	3.42	
<b>Weighted Mean</b>						<b>3.41</b>
<b>Grand mean</b>						<b>3.36</b>

Decision rule: 1.0-1.99=Very low. 2.00-2.50=low, 2.51-2.99=Moderate, 3.00-3.49=Hgh, 3.50-4.00=Very high

#### Source: Field survey, (2026)

The table 2 above presents the analysis of the components influencing knowledge management practices in selected public libraries in Nigeria. The table is divided into five major components: People, Process, Technology, Policy and Governance, and Organisational Culture.

In the people component, the findings reveal that staff willingness and competence play a significant role in knowledge management practices. The statement “*Staff are willing to share professional knowledge with colleagues*” shows that 28 respondents (46.7%) strongly agree, 27 (45.0%) agree, and 5 (8.3%) disagree. Similarly,

*“Librarians in my library possess the competencies required to manage and share knowledge effectively”* 26 respondents (43.3%) strongly agree, 29 (48.3%) agree, and 5 (8.3%) disagree. The weighted mean of 3.37 indicates a high level of agreement, suggesting that human capacity and willingness are key drivers of knowledge management practices.

For the **process** component, the findings indicate that structured mechanisms for knowledge sharing are important. The statement *“Regular meetings are used to facilitate knowledge sharing among staff”* shows that 27 respondents (45.0%) strongly agree, 28 (46.7%) agree, and 5 (8.3%) disagree. Also, *“Public libraries should institutionalize processes for knowledge capture”* 25 respondents (41.7%) strongly agree, 29 (48.3%) agree, and 6 (10.0%) disagree. The weighted mean of 3.35 indicates a high level of agreement, implying that formalized processes enhance effective knowledge management.

In the **technology** component, the findings show that ICT tools are essential for knowledge management. The statement *“Cloud-based collaboration tools would improve knowledge sharing”* shows that 28 respondents (46.7%) strongly agree, 27 (45.0%) agree, and 5 (8.3%) disagree. *“Affordable digital repositories should be implemented”* recorded 27 respondents (45.0%) strongly agree, 28 (46.7%) agree, and 5 (8.3%) disagree. The weighted mean of 3.38 indicates a high level of agreement, highlighting the importance of technological infrastructure in facilitating knowledge management practices.

For **policy and governance**, the findings indicate that regulatory frameworks are necessary. The statement *“The library has guidelines governing*

*knowledge management activities”* shows that 23 respondents (38.3%) strongly agree, 30 (50.0%) agree, and 7 (11.7%) disagree. Also, *“Public libraries should develop formal KM policies”* recorded 26 respondents (43.3%) strongly agree, 28 (46.7%) agree, and 6 (10.0%) disagree. The weighted mean of 3.30 indicates a high level of agreement, suggesting that policies and governance structures support effective knowledge management practices.

In the **organisational culture** component, the findings emphasize the importance of collaboration and trust. The statement *“Collaboration among staff strengthens KM practices”* shows that 29 respondents (48.3%) strongly agree, 26 (43.3%) agree, and 5 (8.3%) disagree. Similarly, *“A culture of trust is necessary for effective knowledge sharing”* recorded 30 respondents (50.0%) strongly agree, 25 (41.7%) agree, and 5 (8.3%) disagree. The weighted mean of 3.41 indicates a high level of agreement, showing that organisational culture strongly influences knowledge management practices.

Overall, the **grand mean of 3.36** indicates that the components influencing knowledge management practices are rated at a **high level**. This implies that people, process, technology, policy, and organisational culture are critical factors that significantly influence knowledge management practices in selected public libraries in Nigeria.

**Research Question Three:** What are the strategies for improving knowledge management practices in selected public libraries in Nigeria?

**Table 3: The Strategies for Improving Knowledge Management Practices**

Strategies	SA	A	D	SD	Mean
Library management should actively supports knowledge management initiatives	30 (50.0%)	25 (41.7)	5 (8.3%)	0 (0%)	3.42
Leadership should provides the necessary resources (funding, technology, training) for KM implementation.	32 (53.3%)	23 (38.3)	5 (8.3%)	0 (0%)	3.45
Clear vision and strategic goals should be established for KM in the library.	28 (46.7%)	27 (45.0)	5 (8.3%)	0 (0%)	3.38
Staff should receive regular training on KM practices and tools.	31 (51.7%)	24 (40.0)	5 (8.3%)	0 (0%)	3.43
A culture of collaboration and trust should exists among library staff.	33 (55.0%)	22 (36.7)	5 (8.3%)	0 (0%)	3.47
Knowledge sharing should encouraged and rewarded in daily operations.	30 (50.0%)	25 (41.7)	5 (8.3%)	0 (0%)	3.42
Adequate ICT infrastructure should be provided	34 (56.7%)	21 (35.0)	5 (8.3%)	0 (0%)	3.48
Library systems should be user-friendly and support knowledge sharing and retrieval.	29 (48.3%)	26 (43.3)	5 (8.3%)	0 (0%)	3.40
librarians should be encouraged to attend workshops or seminars to enhance KM skills	31 (51.7%)	24 (40.0)	5 (8.3%)	0 (0%)	3.43
Formal policies should exist to guide KM activities in the library.	28 (46.7%)	27 (45.0)	5 (8.3%)	0 (0%)	3.38
<b>Weighted Mean</b>					<b>3.43</b>

Decision rule: 1.0-1.99=Very low. 2.00-2.50=low, 2.51-2.99=Moderate, 3.00-3.49=Hgh, 3.50-4.00=Very high

**Source: Field survey, (2026)**

The table 3 above represents a survey of the strategies for improving knowledge management practices in selected public libraries in Nigeria. The table presents various strategic measures along with respondents' ratings and mean scores. Below are the analyses of the findings:

The statement *"Library management should actively support knowledge management initiatives"* shows that 30 respondents (50.0%) strongly agree, 25 (41.7%) agree, and 5 (8.3%) disagree, with no respondents strongly disagreeing. The mean score of 3.42 indicates a high level of agreement, suggesting that management support is essential for improving knowledge management practices. Similarly, *"Leadership should provide the necessary resources (funding, technology, training) for KM implementation"* recorded 32 respondents (53.3%) strongly agree, 23 (38.3%) agree, and 5 (8.3%) disagree. The mean score of 3.45 shows a high level of agreement, indicating that adequate resources are crucial for effective knowledge management.

The statement *"Clear vision and strategic goals should be established for KM in the library"* shows that 28 respondents (46.7%) strongly agree, 27 (45.0%) agree, and 5 (8.3%) disagree. The mean score of 3.38 indicates strong agreement, emphasizing the importance of strategic direction in KM practices. Furthermore, *"Staff should receive regular training on KM practices and tools"* recorded 31 respondents (51.7%) strongly agree, 24 (40.0%) agree, and 5 (8.3%) disagree. The mean score of 3.43 indicates that training plays a vital role in enhancing staff capacity for knowledge management.

The statement *"A culture of collaboration and trust should exist among library staff"* shows that 33 respondents (55.0%) strongly agree, 22 (36.7%) agree, and 5 (8.3%) disagree. The mean score of 3.47 reflects a high level of agreement, indicating that organisational culture is critical for effective knowledge sharing. In addition, *"Knowledge sharing should be encouraged and rewarded in daily operations"* recorded 30 respondents (50.0%) strongly agree, 25 (41.7%) agree, and 5 (8.3%) disagree. The mean score of 3.42 indicates that motivation and incentives are important strategies for improving KM practices. Also, *"Adequate ICT infrastructure should be provided"*

shows that 34 respondents (56.7%) strongly agree, 21 (35.0%) agree, and 5 (8.3%) disagree. The mean score of 3.48 indicates a very high level of agreement, highlighting the importance of technology in supporting knowledge management. The statement *"Library systems should be user-friendly and support knowledge sharing and retrieval"* recorded 29 respondents (48.3%) strongly agree, 26 (43.3%) agree, and 5 (8.3%) disagree. The mean score of 3.40 indicates a high level of agreement, suggesting that system usability enhances KM effectiveness.

Furthermore, *"Librarians should be encouraged to attend workshops or seminars to enhance KM skills"* recorded 31 respondents (51.7%) strongly agree, 24 (40.0%) agree, and 5 (8.3%) disagree. The mean score of 3.43 indicates strong agreement on the importance of continuous professional development. Finally, *"Formal policies should exist to guide KM activities in the library"* shows that 28 respondents (46.7%) strongly agree, 27 (45.0%) agree, and 5 (8.3%) disagree. The mean score of 3.38 indicates that policy frameworks are essential for guiding KM practices.

Overall, the weighted mean of 3.43 shows that the strategies for improving knowledge management practices are rated at a high level. This implies that effective leadership, staff training, supportive culture, adequate technology, and clear policies are key strategies required to enhance knowledge management practices in selected public libraries in Nigeria.

**Discussion of findings**

From the grand mean of **3.20**, the study found that knowledge management practices in selected public libraries in Nigeria are at a **high level**. This implies that to a large extent, the libraries under study engage in activities that promote knowledge sharing, creation, and utilization. The findings revealed that socialization and internalization practices are more prominent, indicating that staff frequently share knowledge through informal interactions and apply acquired knowledge in their daily operations. However, externalization practices recorded a relatively moderate level, suggesting that documentation and formal knowledge capture are not adequately institutionalized. This implies that while tacit knowledge exists among staff, it is not sufficiently

converted into explicit forms for long-term organizational use.

This finding is consistent with the study of **Nonaka and Takeuchi (1995)**, which emphasized that knowledge creation in organizations largely depends on the interaction between tacit and explicit knowledge. Similarly, a more recent study by **(Okoro 2024)** found that knowledge sharing practices are prevalent in Nigerian libraries, but documentation and knowledge codification remain weak. This suggests that many libraries still rely heavily on informal knowledge exchange rather than structured knowledge management systems.

Furthermore, findings from this study revealed that the components influencing knowledge management practices, namely **people, process, technology, policy and governance, and organisational culture** are all rated at a high level, with a grand mean of **3.36**. Among these components, organisational culture ranked highest, indicating that collaboration and trust significantly influence knowledge sharing among staff. This suggests that a supportive work environment enhances the effectiveness of knowledge management practices. Technology also recorded a high mean score, highlighting the importance of ICT tools such as digital repositories and cloud-based platforms in facilitating knowledge storage and dissemination.

This finding aligns with the work of **(Davenport 1998)**, who emphasized that successful knowledge management depends on a combination of people, processes, and technology. In support of this, **(Enakrire 2025)** reported that organisational culture and technological infrastructure are critical determinants of knowledge management effectiveness in libraries. However, a contrasting study by **(Igbinovia & Adetimirin 2023)** revealed that inadequate ICT infrastructure and poor policy frameworks hinder effective knowledge management practices in many Nigerian libraries.

In addition, the findings from this study showed that strategies for improving knowledge management practices are rated at a high level, with a weighted mean of **3.43**. These strategies include management support, provision of adequate ICT infrastructure, staff training, development of formal policies, and promotion of a collaborative culture. The high rating indicates strong agreement among respondents on the

importance of these strategies in enhancing knowledge management practices.

This finding corroborates the study by **(Vattikulla et al. 2024)**, which emphasized that sustainable knowledge management initiatives require strong leadership support, continuous staff development, and alignment with organizational goals. Similarly, **(Igbinovia & Adetimirin, 2023)**. Found that effective institutional strategies, including policy development and resource provision, significantly improve information management practices in libraries. However, contrary to the findings of this study, **(Rexwhite 2025)**. Reported that lack of formal policies, inadequate training, and insufficient technological resources remain major challenges affecting knowledge management in Nigerian academic libraries. This suggests that although improvements have been observed, some libraries still face structural and operational constraints.

Overall, the findings of this study indicate that knowledge management practices are well established in selected public libraries in Nigeria, but there is still a need to strengthen documentation processes, policy frameworks, and technological infrastructure to ensure sustainability and effectiveness. The study therefore establishes that integrating human, organisational, and technological components with appropriate strategies will significantly enhance knowledge management practices and improve service delivery in public libraries.

## Findings

The study revealed that knowledge management practices in selected public libraries in Nigeria are generally at a **high level**, indicating that libraries are making efforts toward effective knowledge sharing and utilization.

1. The findings showed that **people-related factors**, such as staff willingness to share knowledge and professional competencies, significantly influence knowledge management practices. This suggests that human capacity remains a critical driver of KM success.
2. The study reveals that **processes**, including regular meetings and structured knowledge capture mechanisms, positively contribute to knowledge management practices, although

some gaps still exist in formalizing these processes.

3. This study reveals that **technology** was identified as a key component, with respondents agreeing that cloud-based tools and digital repositories enhance knowledge sharing and storage.
4. **The study also reveals that organisational culture**, particularly collaboration and trust among staff, emerged as the most influential factor, with the highest mean score, indicating its strong impact on knowledge sharing.

### Conclusion

The study concludes that knowledge management practices in selected public libraries in Nigeria are influenced by a combination of human, organisational, and technological factors. The findings demonstrate that while these libraries exhibit a relatively high level of KM practices, there is still a need for improvement in areas such as formal policy development and structured knowledge management processes.

Effective knowledge management in public libraries depends largely on supportive leadership, skilled personnel, appropriate technologies, and a culture that promotes collaboration and trust.

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Therefore, strengthening these components will enhance knowledge sharing, improve operational efficiency, and support better service delivery.

### Recommendations

Based on the findings of the study, the following recommendations are made:

1. Library management should strengthen support for knowledge management initiatives by providing adequate funding, leadership commitment, and strategic direction.
2. Regular training and capacity-building programmes should be organized for library staff to enhance their knowledge management skills and competencies.
3. Public libraries should develop and implement formal knowledge management policies to guide knowledge creation, sharing, and utilization.
4. Adequate ICT infrastructure, such as digital repositories and collaboration tools, should be provided to facilitate efficient knowledge storage and sharing.

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