

Problems and Prospects of Knowledge Sharing in Libraries: A Meta-Synthesis of the Empirical Literature

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ABSTRACT

The aim of this paper is to identify and summarize potential antecedents and variables that promote or impede knowledge sharing in libraries. A systematic literature review (meta-synthesis of empirical research) was carried out using a systematic data extraction technique to locate, retrieve, select, classify, and review 21 scholarly articles, published during 2015-2016 both quantitative and qualitative, relating to antecedents and barriers to the sharing of knowledge in libraries. The study noted minimal research on the sharing of knowledge in libraries in terms of both theoretical and realistic implementations. From the analysis of findings of these studies, six main themes have emerged. The results reported in the literature indicate that the attitudes and behaviour of LIS professionals differ from country to country, depending on their needs and circumstances. In addition, findings in the literature have revealed that the major obstacles hindering knowledge sharing (KS) are lack of time, trust, communication, financial support, top management support, technical support, and staff training. This study can be useful for researchers and librarians because it provides a conceptual framework for further studies on knowledge sharing from the perspective of libraries and information institutions.

Keywords: Knowledge sharing, Libraries, LIS professionals, Meta-synthesis

INTRODUCTION

In a knowledge society, libraries play a critical role in the creation, collection, storage, organization, and dissemination of knowledge. Knowledge sharing is one of the most effective ways for libraries to strengthen their knowledge assets to deliver improved services. Knowledge is critical for any organization, as it has been recognized as an important determinant for survival in today's rapidly changing, challenging, and competitive environment. As a result, knowledge management is just as essential as managing other resources in any organization.

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Knowledge sharing can be described as a process in which people share explicit and tacit knowledge in order to generate new knowledge. According to Massa and Testa (2009), knowledge sharing is a “process of transferring, disseminating and distributing knowledge to make it available to those who need it”.

Today knowledge have become one of the most vital resources for any organization. Managing knowledge effectively in an organization is not an easy task and at the same time sharing of knowledge in an organization is also a challenging process (Kanaan *et al.*, 2013; Masa'deh *et al.*, 2014). In general, organizational knowledge exists in the minds of workers, and this knowledge must be shared among them in order to be used effectively. Knowledge sharing in an organization may facilitate in the refinement of existing knowledge, the creation of new knowledge, and the integration of knowledge for potential use (Fong *et al.*, 2011; Masa'deh, 2013). Despite the fact that the terms knowledge sharing, knowledge transfer, and knowledge exchange are often used interchangeably, knowledge sharing is distinct from these terms (Zheng, 2017).

The basic goal of knowledge sharing is to capture and store both tacit and explicit knowledge that is available within or outside the library, and then disseminate it so that Library and Information Science (LIS) professionals can perform their tasks more effectively.

Libraries have played a vital role in improving knowledge sharing. Today, libraries and information centres are among the organizations that require knowledge sharing in their daily routine. They are anticipated to provide high quality information to their users in an appropriate time. However, this is possible only if librarians gain advanced expertise and skills. One of the most successful ways to increase the level of specialized knowledge among LIS professionals and staff is to share it.

Researchers have identified several factors that influence knowledge sharing behaviour of LIS professionals including personal characteristics of the knowledge expert (individual knowledge) and the characteristics of organization and groups (collective knowledge). The main antecedents to knowledge sharing in libraries were found to be organizational frameworks and a lack of knowledge sharing policies (Muchaonyerwa and Mutula, 2017). Additionally, certain essential or fundamental qualities among LIS professionals such as trust, communication (face-to-face or online) and coordination between staff (support from top management) are some of the influential factors that affect knowledge sharing in libraries (Dollah *et al.*, 2015; Burnette, 2017; Muchaonyerwa and Mutula, 2017). Further, Kaffashan Kakhki *et al.* (2019) in their study reported that external motivation of librarians and task identity are influential factors that impact knowledge sharing in libraries. Findings of a study by Khan and Ali (2019) were also reported that rewards,

recognition, knowledge self-efficacy and establishment of collaborative relationships among colleagues as motivating factors that affect knowledge sharing in libraries.

Despite the comprehensive and rich literature on knowledge sharing, little research has been conducted on knowledge sharing in the context of libraries. Therefore, this study was carried out to examine the trend of research in knowledge sharing over the last six years. Through such examination, knowledge sharing strategies in various libraries of different countries will be reviewed. Therefore, the purpose of this paper is to reveal the issues related to knowledge sharing, particularly to examine the concepts, perceptions, potential benefits, and barriers pertaining to knowledge sharing, and factors that influence knowledge sharing across libraries of the world.

OBJECTIVES OF THE STUDY

Based on the literature reviewed, following objectives of the study were formulated.

- To examine the concepts of knowledge sharing among LIS professionals.
- To explore possible antecedents and variables that encourage or hinder knowledge sharing in libraries.

METHODOLOGY

To systematically examine and synthesize the outcome of previous studies, a meta-synthesis using a qualitative method of research was employed. Meta-synthesis is a method used to incorporate, compare, and evaluate the outcome of previous studies in a constructivist way. It synthesizes results from both qualitative and quantitative studies and provides generalized observations or principles. Using this method, the findings of the literature are reviewed and synthesized to identify certain themes.

35 articles for the present study were extracted from various databases including Google Scholar, ProQuest, Emerald Insight, Web of Science and Scopus. Following search statements were formulated and used to retrieve desired results from above mentioned databases:

- “Knowledge sharing in libraries”
- “Knowledge sharing among library professionals”
- “Knowledge sharing among Library and Information Science professionals”
- “Knowledge sharing among LIS Professionals”.

Each article was read and evaluated according to the inclusion criteria. Only those studies were included in this meta-synthesis which met the following criteria:

- (i) Addressed knowledge sharing in the context of libraries.
- (ii) Described the findings of empirical research.
- (iii) Full length articles published in peer-reviewed journals.
- (iv) Written in English language.

In order to exclude the irrelevant literature, following de-selection criteria were adopted:

- (i) The literature in which participants were not LIS professionals.
- (ii) Non peer-reviewed articles.
- (iii) Article published before 2015.
- (iv) Non-empirical research papers.

This process resulted in 21 articles in total that fulfil the above criteria for this study. Every selected article was arranged in an organized way in table 1 with the name of the author, year of publication, issues or objectives of the study, research findings and the country where research was conducted. Table 1 shows the summary of key findings of all selected articles on knowledge sharing in libraries.

DISCUSSION OF FINDINGS

As may be seen in Table 1, most of the studies employed quantitative methods for collecting data, whereas only a few studies used qualitative approaches. In most of the studies, qualitative data were gathered through interviews. Thus, based on the meta-synthesis of the studies, the following six broad themes were emerged:

Theme 1: Concept of Knowledge Sharing Among LIS Professionals

Very few studies have described the concepts of knowledge sharing in the context of librarianship. Studies by Onifade (2015); Khan and Ali (2019); Awodoyin *et al.* (2016) and Nazim (2016) have cited a few definitions of knowledge sharing as outlined below:

- *Knowledge sharing refers to the dissemination or exchange of explicit or tacit knowledge, ideas, experiences or even skills from one individual to another individual or group of peoples* (Wei *et al.*, 2012 cited by Khan and Ali, 2019).
- *Knowledge sharing starts through an act of externalisation (knowledge shared by knowledge owner) and then conducts an act of internalisation (knowledge received by knowledge seeker), to absorb the new stimulus* (Davenport and Prusak, 1998; Hendriks, 1999 cited by Khan and Ali, 2019; Dollah *et al.*, 2015).

Table 1: Summary of Meta-Review for Knowledge Sharing in Libraries

Name of author(s)	Year	Issues or objectives of the study	Research findings	Country
Nove E. Variant Anna and Dyah Puspitasari	2017	This paper examines the processes, techniques, and technologies used in knowledge sharing, as well as the aims and benefits of knowledge sharing in university libraries.	According to the findings of the study, libraries use social media to share knowledge and create knowledge worker groups. Knowledge sharing activities are required for library staff to participate in.	Indonesia
Fehintola N. Onifade	2015	This study looked at how Nigerian federal university librarians share and exchange their knowledge.	The results of the study revealed that librarians' perceptions of knowledge sharing in Nigerian federal university libraries are positive, but they only share their knowledge on occasion. Since those who share their knowledge are not rewarded, there is a low level of knowledge sharing among them.	Nigeria
Saud AlRashdi and Shyamala Srinivas	2016	The main goal of this research was to determine the level of knowledge sharing within seven Sultan Qaboos University's (SQU) libraries, in relation to common standards, guidelines, and policies for users.	According to the study's findings, SQU libraries need a consistent knowledge management and sharing policy. Circulation policies, an information literacy programme, and collaborative seminars/workshops have all been praised favourably by management and library staff. The study discovered that by putting these programmes in place, librarians would be able to assist in user education and provide better services to their users.	Oman
Mojtaba Kaffashan Kakhki, Maryam Rajabi, Arezoo Naji, Yaser Aseman Doreh, and Hadi Harati	2019	The main goal of this study was to examine how knowledge sharing affects librarians' jobs and motivation in public libraries of Iran	The study's findings showed that librarians' internal and external motivation were both influenced by autonomy. Despite the fact that task identity and intrinsic motivation have no relationship, librarians' knowledge sharing behaviour is strongly influenced by task identity. Furthermore, the study's findings revealed that there is no relation between external motivation and librarians' willingness to share knowledge.	Iran

Table 1 contd...

Name of author(s)	Year	Issues or objectives of the study	Research findings	Country
Ndakasharwa Muchaonyerwa and Stephen Mutula	2017	The aim of this study was to investigate the knowledge-sharing strategies used by library employees in selected university libraries in KwaZulu-Natal, South Africa.	According to the study's findings, knowledge sharing at university libraries in KwaZulu-Natal is inhibited due to a variety of factors including a lack of a knowledge-sharing culture, hierarchical organizational structures, trust between library workers and lack of top management support.	South Africa
C.I. Ugwu, O.B. Onyancha and M. Fombard	2020	The study's main aim was to figure out how transformational and transactional leadership styles influence librarians' knowledge-sharing activities in Nigerian libraries.	In comparison to transactional leadership models, transformational leadership has a greater effect on knowledge sharing. According to the findings, transformational and transactional leadership behaviours are needed to increase knowledge sharing activities among Nigerian librarians.	Nigeria
Wole Olatokun and Tobechukwu Mary-Ann Njideaka	2020	This study investigated knowledge sharing norms and factors that limit cataloguers' ability to share their knowledge in order to provide a positive outlook and approach to knowledge sharing in university library's cataloguing sections, as well as to strengthen knowledge management mechanisms for better service delivery to end users.	Despite participants' understanding of the critical need for knowledge sharing in their offices, the study's findings revealed that knowledge sharing practices are inconsistent and informal. The major barriers to knowledge sharing were identified as a lack of positive attitude, lack of financial incentive, inability to learn and copy cataloguing, and a lack of structured training programme.	Nigeria
Azman Mat Isa, Nurul Farhana Mohd Jemal and Nordiana Mohd Nordin	2016	This study examined the factors that affect knowledge sharing behavior of LIS professionals in a state library (Raja Tun Uda Library), Selangor. The study established the relationship between individual, organizational and technological factors with knowledge sharing behavior in the organization.	Individual and technological factors have significant relationships with knowledge sharing behaviour, according to the study's results, while organizational variables have no significant relationship with knowledge sharing behaviour.	Malaysia

Table 1 contd...

Name of author(s)	Year	Issues or objectives of the study	Research findings	Country
Ganiyu Oluwaseyi Quadri and Francis Garaba	2019	This study examined the impact of technology on knowledge sharing among librarians in South-west Nigeria.	The study's findings revealed that ICT facilitates librarians in recognizing various elements relevant to the knowledge sharing process, as well as facilitating rapid knowledge exchange and dissemination. ICT has also enhanced librarians' knowledge-sharing activities, according to the findings of the study.	Nigeria
Margaret Burnette	2017	The study's main goal was to determine how librarians share tacit knowledge and the impact of contextual variables like organizational culture and mentor/mentee relationships on librarians' knowledge sharing.	Organizational culture and trust were found to be influential factors in knowledge sharing behaviour, according to the study's findings. Furthermore, the significance of collaboration and the relevance of mentor/mentee roles emerged as significant drivers of tacit knowledge exchange. The study's findings also suggest that there is a need for a deeper understanding of tacit knowledge in relation to sources of knowledge and categorizations of experience and expertise.	N. A.
George Theodore Chipeta	2018	This paper aims to find out the strategies of knowledge sharing in University libraries of Malawi.	According to the study's findings, library staff share their expertise with others both within and outside the organization. The study's findings also revealed that LIS professionals were intrinsically motivated to share their knowledge and that there were no organizational incentives for doing so. In addition, the study's findings revealed that the lack of knowledge management policies results in inadequate budgets for coordinating knowledge sharing forums. This affected the motivation of employees to share their experience with one another.	South Africa
Daud Khan and Naushad Ali	2019	The aim of this study was to look at librarians' attitudes toward knowledge sharing.	According to the study's findings, librarians' perceptions and understanding of knowledge sharing concepts vary, but the majority of	India

Table 1 contd...

Name of author(s)	Year	Issues or objectives of the study	Research findings	Country
		The study also looked into the concept of knowledge sharing and related topics like possible benefits, motivating factors, and obstacles to knowledge sharing activities in Indian academic libraries.	librarians interpret knowledge sharing as “the dissemination or exchange of knowledge (explicit and tacit) from one individual to another or group of people.” The study’s findings also revealed that librarians have a positive attitude toward knowledge sharing, believing that knowledge sharing improves the learning process and individual skills, as well as the efficacy of library activities and services.	
Ndakasharwa Muchaonyerwa	2015	The primary aim of this study was to examine knowledge sharing strategies in University Libraries in KwaZulu-Natal Province of South Africa.	According to the findings of this research, knowledge produced and acquired in libraries is not properly shared. Furthermore, the organizational structure and culture did not encourage librarians to share their expertise. The study’s findings also revealed that university libraries’ organizational structures are based on procedures, which makes knowledge sharing difficult.	South Africa
Anuoluwa Awodoyin, Temitope Osisanwo, Niran Adetoro and Islamiyah Adeyemo	2016	The main goal of this research was to study about the trends in knowledge sharing among librarians in Nigerian academic libraries.	According to the findings, librarians prefer to share their knowledge through face-to-face communication, mobile phones, emails, and newsletters. According to the study’s results, knowledge sharing is beneficial because it improves librarians’ performance, proficiency, and effectiveness.	Nigeria
Wan Ab Kadir Wan Dollah, <i>et al.</i>	2015	This paper examined the relationships between trust, communication, information system, reward system and organizational structure and knowledge sharing among LIS professionals.	The findings of the study stated that trust, communication between staff, information system and organization structure are all positively related to knowledge sharing in libraries.	Malaysia

Table 1 contd...

Name of author(s)	Year	Issues or objectives of the study	Research findings	Country
Mohammad Nazim	2016	The main goal of this study was to examine the attitudes of LIS professionals toward knowledge sharing, and to identify barriers to knowledge sharing.	Results of the study reported that attitudes of LIS professionals towards knowledge sharing are positive, and they share knowledge to solve job-related problems and enhance their job performance. Findings of the study also reported that LIS professionals motivate towards knowledge by getting intrinsic motivation over extrinsic motivation. Lack of time, communication and training, political and cultural reasons are identified as major obstacles of knowledge sharing among LIS professionals.	India
Naresh Kumar Agarwal and Md Anwarul Islam	2015	The main aim of this paper was to look at how libraries can minimize knowledge loss when LIS professionals or staff retire or resign, as well as the strategies used to retain that knowledge and transfer it on to new professionals or employees.	The study found that the most common strategies for preventing knowledge loss are documentation, training, and digital repositories. Findings of the study also showed that retention and transfer being done poorly by the employers.	World
Laila Naif Marouf	2016	The aim of this study was to examine the impact of social and individual factors that motivate librarians to share their knowledge.	Findings of the study reported that perceived benefits had a positive impact on knowledge sharing while perceived costs had negatively impacted. The findings of the study may assist libraries in identifying the opportunities and overcoming obstacles that motivate librarians to share their knowledge.	Kuwait
Ali Biranvand, Mohamad Hassan Seif and Ali Akbar Khasseh	2015	The study's main goal was to look into the factors that influence knowledge sharing among librarians in public libraries in Fars Province, Iran.	Findings of the study revealed that performance of librarians may be enhanced through education and consultation programmes. These types of programmes should be designed based on employees' ability and type of activity. Task-technology helps users to make better use of technology by encouraging	Iran

Table 1 contd...

Name of author(s)	Year	Issues or objectives of the study	Research findings	Country
			them to use it more often. Overall, trust was identified as a key factor in enhancing the group performance level.	
Akparobore, Daniel	2015	The main aim of the study was to analyze how knowledge is shared and in which areas or subject librarians in the university libraries would like to share their knowledge or expertise.	Findings of the study stated that university librarians are not satisfied with the extent of knowledge sharing in the university. Further, results of the study also reported that librarians intended to share their knowledge mostly in the areas of networking.	Nigeria
M. Osahon Igbinovia and Ngozi P. Osuchukwu	2018	The purpose of this study was to investigate the factors that influence knowledge sharing behaviours of library staff and its implications for attaining SDGs (Sustainable Development Goals).	The results of the study indicated that subjective norm, attitude and perceived behavioural control had a major impact on knowledge sharing intention. Further, the aim to share knowledge had a useful and valuable impact on achieving SDGs.	Nigeria

- *Knowledge sharing is 'a set of behaviours that involve the exchange of information among the members of an organization' (Connelly and Kevin Kelloway, 2003 cited by Khan and Ali, 2019).*
- *Knowledge sharing is the provision of task information and expertise to help others and to collaborate with others to develop new ideas, implement policies or procedures, or solve problems (Pulakos et al., 2003; Cummings, 2004 cited by Awodoyin et al., 2016).*
- *Knowledge sharing is based on the experiences which have been gained internally and externally in the organization and that if this knowledge is available to other organizational members, it will reduce duplication of efforts and serve as basis for solving problem and enhancing the decision-making process (Maponya, 2004 cited by Awodoyin et al., 2016; Onifade, 2015).*
- *Knowledge sharing helps to increase innovation, good team knowledge, as well as strengthen bonds and connections between professionals (Awodoyin et al., 2016).*
- *Knowledge sharing is a 'process of transferring, disseminating and distributing knowledge to make it available to those who need it' (Massa and Testa, 2009 cited by Nazim, 2016).*

The above definitions focussed on the exchange or transfer of both tacit and explicit knowledge among professionals of an organization. Knowledge sharing, as depicted in the above definitions, helps to increase good team knowledge, innovative or new ideas between professionals in order to solve problems and enhance the decision-making process and provide better or quality services to their users.

Theme 2: LIS Professionals' Perceptions of Knowledge Sharing

Some studies examined the perceptions of knowledge sharing among LIS professionals (Onifade, 2015; Khan and Ali, 2019 and Awodoyin *et al.*, 2016). Onifade (2015) in a study found that most of the respondents viewed knowledge sharing as “the process whereby knowledge possessed by an individual is shared with another individual”. Khan and Ali (2019) in their study reported that concepts of knowledge sharing among librarians are varied as majority of them perceived knowledge sharing as “dissemination or exchange of knowledge (explicit and tacit) from one individual to another individual or group of people”. Whereas a study by Awodoyin *et al.* (2016) reported that knowledge sharing enhances innovation, efficiency and effectiveness and offers emotional relief to the LIS professionals.

Theme 3: Attitudes of LIS Professionals Towards Knowledge Sharing

Some studies have examined the attitudes of LIS professionals towards knowledge sharing (Onifade, 2015; AlRashdi and Srinivas, 2016; Khan and Ali, 2019; Nazim, 2016; Agarwal and Islam, 2015; Daniel, 2015; Igbinovia and Osuchukwu, 2018). Study conducted by AlRashdi and Srinivas (2016) found that LIS professionals had positive attitudes towards knowledge sharing as they realized knowledge sharing enhanced services to their users who interact with them.

Khan and Ali (2019) in their study reported that LIS professionals have a positive attitudes towards knowledge sharing as they perceived that knowledge sharing enhances the learning process, competencies of staff, and also boost up the efficiency of the library system by adding value to library operations and services.

Igbinovia and Osuchukwu (2018) found that attitudes of LIS professionals towards knowledge sharing were positive as they believed that through knowledge sharing, they could achieve common goals and targets by providing solutions to problems that underlie the SDGs.

Nazim (2016) in a study found that LIS professionals have a positive impact as they believe that sharing their personal knowledge with colleagues improves the productivity in the library and they always share their knowledge whenever someone asks for help and assistance.

Similarly, Onifade (2015) found that despite having positive attitudes towards knowledge sharing, LIS professionals rarely share their knowledge. This happened because of the lack of incentives

which discourage LIS professionals for sharing of their knowledge with others. Other studies by Agarwal and Islam (2015) and Daniel (2015) found that LIS professionals' attitudes towards knowledge sharing have a negative impact because practices of knowledge sharing among librarians in university libraries is quite low.

Theme 4: Potential Benefits of Knowledge Sharing

Some studies have looked into the possible benefits of knowledge sharing for LIS professionals. A study by Chipeta (2018) discovered that LIS professionals were intrinsically motivated to share their expertise and that they were not motivated by organizational incentives for doing so. Nazim (2016) in a study found that librarians recognize the value of intrinsic motivation over extrinsic motivation in knowledge sharing. Furthermore, Marouf (2016) discovered that perceived benefits from knowledge sharing had a positive effect, while perceived costs from knowledge sharing had a negative impact. Onifade (2015) on the other hand, found no potential benefits for those who shared knowledge in their research, so the level of knowledge sharing among them was very low. Another study by Igbinoia and Osuchukwu (2018) reported that extrinsic reward had a significant relationship with SDGs actualization.

Theme 5: Barriers to Knowledge Sharing in Libraries

A few studies have looked at the numerous obstacles that prohibit LIS professionals from sharing their expertise. Lack of time and preparation, as well as a lack of documentation, are the major barriers to knowledge sharing among LIS professionals (Variant Anna and Puspitasari, 2017; Nazim, 2016). Trust, knowledge sharing culture, organizational structure, lack of confidence, technical support, and nepotism were also found as the major barriers to knowledge sharing in the previous studies (Muchaonyerwa, 2015; Muchaonyerwa and Mutula, 2017; Khan and Ali, 2019). Furthermore, Olatokun and Njideaka (2020) discovered in their research that workplace tension, tribal differences, and a lack of financial incentive are the big roadblocks to knowledge sharing for librarians.

Theme 6: Factors that Affect Knowledge Sharing

Several studies have identified a variety of factors that influence knowledge sharing in libraries. A research by Kaffashan Kakhki *et al.* (2019) discovered that autonomy has a common impact on both internal and external motivation to librarians, and that role identity has a clear and important impact on knowledge sharing. According to Muchaonyerwa and Mutula (2017), the major factors affecting knowledge sharing in libraries are organizational structures and a lack of knowledge-sharing policies. Furthermore, the study shows that top management's engagement encourages employees to share their expertise. However, transformational leadership has a greater

impact on knowledge sharing than transactional leadership styles (Ugwu *et al.*, 2020). Personal and technological factors have a major impact on knowledge sharing in libraries (Mat Isa *et al.*, 2016; Quadri and Garaba, 2019).

Studies by Burnette (2017); Dollah *et al.* (2015); Biranvand *et al.* (2015) identified that culture, trust, communication between staff, technological and organization structure are the influential factors that affect knowledge sharing in libraries (i.e., trust between the professionals increases the group performance level and technology provides the opportunity to LIS professionals in improving the user's services of the library). Similarly, Igbinovia and Osuchukwu (2018) in a study identified that subjective norm had a significant influence on knowledge sharing. Further, Khan and Ali (2019) reported in their study that rewards, recognition, knowledge self-efficacy and building relations with colleagues were acknowledged as key motivators that affect knowledge sharing in libraries.

CONCLUSION

This thorough assessment aims to shed light on the difficulties and opportunities of knowledge sharing in libraries around the world. For academics and practitioners in a variety of fields, knowledge sharing has become a central concept. The amount of existing research focuses on knowledge sharing in libraries and related areas. Based on the findings, knowledge sharing appears to be one of the most important fields of study for the future. However, the design and strategies of such processes may vary from organization to organization to meet the potential challenges.

This study reinforces the notion that knowledge sharing practices benefit organizations significantly, especially in developed countries with limited resources. The process of forming informal relations improves skill learning, that affects organizational performance and creativity and leads to the better and quality services to users.

Libraries would undoubtedly fulfil their role as knowledge disseminators by providing relevant information for knowledge sharing among their practitioners, and then by providing resources to other users and organizations. Despite their lack of understanding of the concept of knowledge sharing, LIS professionals knowingly or implicitly share knowledge with one another when faced with problems in their work. Librarians should also encourage their colleagues by rewarding and praising them for sharing their expertise with others both within and outside the organization. As a result, librarians must exercise extreme caution when planning and implementing knowledge activities in libraries in order to overcome major barriers to knowledge sharing, such as trust, communication, organizational culture, and technological support, and achieve the desired results.

There are certain limitations to this research. Since the data is limited to the selected articles, the research does not cover all aspects of knowledge sharing. Therefore, a comprehensive and systematic investigation is needed in this area. Another limitation is that the quality of the articles included in this study was not evaluated. Since the researchers did not use the quality evaluation parameter to exclude articles, it is likely that some of the publications examined would be challenged by the researchers about the accuracy of their methodology and the validity of their findings.

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