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Towards Implementing of Knowledge Management for A-Accredited Academic Library in Indonesia

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Abstract

This research was carried out with the aim of describing the implementation of knowledge sharing to library staff at the Library of Universitas Negeri Malang in the circulation and IT services section on the grounds that these services have the largest number of staff with non-library education, some of whom are employees who undergo rotation. This study uses a qualitative approach. Based on the data analysis conducted, the conclusions obtained from the research are as follows. First, choosing a leader and knowledge champion consisting of rotation and sharing with librarians. Employees who undergo rotation are considered to have more roles in sharing knowledge and employees who do not have basic knowledge in the library or employees who have just undergone rotation and are then placed in the library will certainly share or discuss more with librarians or at least employees who have been in the library. Second, create an environment of mutual trust consisting of work experience and trust. For the third category, creating an office layout for collaboration based on a comfortable and open office layout is considered easier for staff to share knowledge. Meanwhile, for the fourth category, providing motivation consists of giving rewards in the form of incentives and job satisfaction because they are given the opportunity to share their knowledge.

Keywords: knowledge sharing, academic library, motivation.

Introduction

Along with the times, the information needs of users are increasing. Information is a power that encourages people to compete to find and collect information, as well as to become information experts (Rusmana, 2015). Due to increased user information needs, this can be a challenge as well as an opportunity for librarians to provide and provide the best sources of reference or literature for users (Nashihuddin, 2016). For this reason, library staff and librarians should have sufficient knowledge to support their work in the library. In order to improve its performance, of course, every member of the organization must have competence. In this case, library staff are required to have the same skills as librarians who can support their work.

This ability can be obtained through education, librarianship training, or by sharing knowledge. Knowledge will develop if it is shared, to share this knowledge it is necessary to have the will of the individual himself so that *knowledge sharing* will be successful. By sharing knowledge, it can solve a problem in a team or organization, and that knowledge is stored as *organizational knowledge*, indirectly the *organization* already has a knowledge bank which can later be used again to solve the same problem so that the organization can save time (Anna, 2009). Knowledge sharing allows the creation of new ideas or innovations that will support the sustainability of the organization, increase the sale value that can be competent with others, knowledge sharing also allow for the regeneration in the sense that if organisation loss of senior staff (*expertise*) then the organization continues to grow because

the knowledge used does not get carried away (Gurten in Anna, 2009). Matzler (Rodin, Kismiyati, and Margono, 2015) states that *knowledge sharing* is very important for organizations and can maintain competitiveness, because innovation is obtained from a variety of knowledge between one person and another in the organization. Rodin (2015) adds that by knowledge sharing, it will have an impact on improving the competence of individuals in the organization. Through knowledge sharing that is carried out between library staff, each staff will get new knowledge. The usual knowledge is knowledge that is practical (*know-how*). Lumbantobing (2011) explains that *know-how* is knowledge of skills in treating an object of knowledge, working on, or operating.

This knowledge sharing can be implemented in various types of libraries. Likewise, it can be applied in the university library as one of the supporting elements for the implementation of the vision and mission of the university (Yin, Wang, Wang, & Zhu, 2020). As is the case in the Library of Universitas Negeri Malang which is accredited A by the National Library, the activities between library staff and one another in their daily life cannot be separated from knowledge sharing regarding the problems that exist in the library. After making observations, researchers are interested in conducting research at the Library of Universitas Negeri Malang due to the transfer of knowledge between library staff who do not have a library educational background and library staff who have a library or librarian educational background. This research was only conducted in circulation and IT services at the Library of Universitas Negeri Malang. The number of circulation service library staff is 11 people who are assigned to the circulation service itself, *reserve* service, and serial collection service. While in IT there are 3 library staff. To improve their abilities, the library staff of the Universitas Negeri Malang conduct *knowledge sharing*.

Based on the results of an interview with Mr. Ali Mas'ud as KKP (Library Working Group) Circulation Services on 8 July, he said that every library staff is competent. It's just that not all library staff have the same competence, and not all library staff have an educational background in the library sector. So that the competence of library staff must be improved through education, as well as librarianship training (Sirorei & Fombad, 2019). However, even though they have attended the training, sometimes due to the various workloads of librarians, limited time, and the different abilities of each librarian, it will be easier to have discussions with other staff who have longer work experience, or staff who have more experience. has an educational background in the library sector. Based on the results of the above observations, it can be seen that knowledge sharing is important as described previously. The Library of Universitas Negeri Malang has carried out knowledge sharing activities to improve the competence of the library staff themselves. In this case, the application of knowledge sharing is used as a research topic by researchers.

Previous research on knowledge sharing, namely First, Maryam (2017) conducted research at the DIY regional library and archive. Maryam's research results show that the sharing ability in BPAD DIY is in the very good category and the level of competence of librarians in BPAD DIY is in the good category. So it can be concluded that in this study there is an effect of knowledge sharing on the competence of librarians at BPAD DIY with a positive and significant value. The research method used is quantitative.

Second, research conducted by Abdi (2017) at the Mercubuana University library, Cibubur branch. The results of the study show that the transfer of library information only acts as a mediator in the information transfer cycle. The culture of *sharing* information and knowledge must be fostered in libraries and librarians must have a proactive and communicative attitude which is an important element that librarians must have. The research method used is a case study with a qualitative approach.

Similar research has focused on the application of knowledge sharing in libraries. Likewise, research conducted by researchers that focuses on the application of knowledge sharing in university libraries. Therefore, this kind of research is used as a reference for researchers to conduct research. The difference between this research and previous research is in the application of knowledge sharing by library staff to one another. If Maryam (2017) measures the effect of knowledge sharing on the competence of librarians and Abdi (2017) shows the role of librarians in the application of knowledge sharing in libraries.

Based on the background of the problem that has been described, the researcher is interested in raising the issue as a research topic by taking the title implementation of Knowledge Sharing for Library Staff in Circulation and TI Libraries Services, Universitas Negeri Malang. This title was chosen to increase the knowledge and competence of library staff, especially in circulation and IT services in knowledge sharing. This research is expected to help the limited library staff in implementing knowledge sharing.

This research focuses on the application of knowledge sharing of library staff in the circulation and IT services of Library of Universitas Negeri Malang, which includes (1) selecting *leaders* and *knowledge champions*, (2) creating an environment of mutual trust (*trust*), (3) creating the right *office layout* for collaboration, and (4) provide motivation. By mapping the focus of this research, the limitations or scope of the research can be known. The research focus is used as a reference for researchers to select and sort data that is relevant to research needs.

Methods

This study aims to describe the application of knowledge sharing (*knowlegde sharing*) of the central library staff of Universitas Negeri Malang. In accordance with the research focus, a qualitative approach was used to examine the condition of natural objects and the data were presented directly. The data obtained from this study is about the strategy of implementing knowledge sharing (*knowledge sharing*) of the Central Library staff Universitas Negeri Malang in the circulation section and the IT section. The data in this study a description derived from interviews strategy to implement the sharing of knowledge (*knowledge sharing*) staff library circulation service and IT at Library of Universitas Negeri Malang seen from four aspects, namely: (1) choose a *leader* and *knowledge champion*, (2) create a trusting environment, (3) creating the right *office layout* for collaboration, and (4) providing motivation

The data collection technique used in this study was interviews. Interviews were conducted with library staff to collect data in the form of strategic steps for implementing *knowledge sharing* in Library of Universitas Negeri Malang. Data presentation, conclusion drawing, and verification were carried out using triangulation techniques, checking data on the same source with different techniques, namely checking from the results of the interview. Researchers analyzed the data and checked between the results of data collection through interview techniques. The grid of interview instruments used in this study can be seen in the table below (*See Table 1*).

Tabel 1 Kisi-Kisi Pedoman Wawancara mengenai strategi penerapan *knowledge sharing* dibagian sirkulasi dan dibagian TI di perpustakaan pusat Universitas Negeri Malang

Category	Question
Choose a leader and knowledge champion	<ol style="list-style-type: none"> 1. How was the mechanism first placed in that section? 2. Is there someone in the circulation and IT department who has an <i>intense</i> role to share their knowledge with ? 3. If so, how do they share this knowledge? 4. Does the person have the ability to share knowledge? 5. Does the person have a wide network within the organization? 6. Are there any formal activities to share knowledge within the team and give examples?
Creating an environment of mutual trust (<i>Trust</i>)	<ol style="list-style-type: none"> 7. Is there a good relationship between individuals in each room? 8. Do individuals in the same room exchange information and knowledge within the scope of work? 9. Is there also a meeting outside the workspace with and if there is a meeting like what? 10. Did the meeting share information and knowledge with each other? 11. Is each individual given the opportunity to share their knowledge? 12. How to create understanding and share a common perspective regarding the purpose of working in the section?
Creating the right office layout for collaboration	<ol style="list-style-type: none"> 13. Is the room currently occupied comfortable for communicating with other

	colleagues? If not, what kind of room do you expect?
	14. Are there facilities that support smooth communication with colleagues and share knowledge?
	15. Is there a <i>rolling</i> or rotation of employee placements between rooms in the library and when is it done?
Giving motivation	16. Is there a <i>reward</i> if you have played an active role in sharing knowledge? In what form is the <i>reward</i> ?

Result and Discussion

Choosing Leaders and Knowledge Champions

a. Employee Rotation

As dynamic creatures, humans will experience boredom in a routine activity for a long time. Saturation when it occurs in a company can affect the performance of employees which of course will have an impact on the productivity of the company. To overcome this, the company in this case is the leader must have a logical solution, one of which is to do a job rotation.

Job rotation itself is a change in position or type of work at the same level without any compensation in the nature of career, income or incentives. The general purpose of employee rotation is to overcome boredom, and increase employee knowledge and competence. Likewise, in the library unit of the State University of Malang, there are several library staff who are transfer employees who have been rotated from other units. As stated by one of the following library staff.

Quote 1

“Before being placed in the library unit, I served in the international relations office. After that, there was a rotation of employees from the centrally placed library unit. At that time, there were 3 employees who were rotated in the library unit. After that, I was placed in the reference section according to the assignment letter. After 6 months I was placed in the reference section, because there were employees who retired there was an internal rotation in the library. Another rotation I was placed in the circulation section. Until now I was in the circulation section for ± 1.5 years.”

(W/K/K1/9 July 2019)

After occupying their part of the job for a long period of time, usually the staff will be re-rotated. At Library of Universitas Negeri Malang, staff rotation is carried out with a duration of six months to two years, or it can be for a longer time adjusted to the vacancies in that section, because there are employees who are retiring. This work rotation is carried out

with the aim of developing the employee concerned. In addition, rotation is expected to provide a refresher on the work situation and will affect the performance of the staff concerned. With staff rotation, it means that there will be new characteristics where there will be a process of knowledge *transfer* from the old library staff to the new library staff or from the librarian to the new library staff(Jain, 2020).

b. Sharing is done by the librarian

When employee rotation occurs, the *transfer of knowledge* from the old staff to the new staff or vice versa will bring up new characteristics. This knowledge *transfer* will not occur if there is no *sharing* or discussion between the two parties. *Sharing* or discussing is the first thing that can be done to make it easier for the staff to understand the work in the library in general. Meanwhile, to study the job as a whole, you can go through the *jobdesk* and SOP (Standard Operating Procedure) library. SOP is a guideline or reference in working in accordance with the functions, work procedures, work procedures, and applicable work systems, as well as a performance appraisal tool(Ugwu & Ekere, 2019). *Jobdesk* and SOPs for each section in the library are different. In this case, *sharing* in the library is usually done first by the librarian or it can also be done by staff who have *basic* education in this library field. As stated by one of the following library staff.

Quote 2

"Especially to my friends who do not have basic education in the library field or work experience in the library field (non-librarian). With friends who have basic knowledge in the field of libraries, such as Ms. Ani, who has studied in the library sector, she often shares about problems in the circulation department. As for the technical work, the overall work in the library they already know, while for jobs such as indexing, journal searches must be given to the experts. Because some employees don't control it." (W/AM/K2/8 July 2019)

Sharing can be done by anyone and anywhere. Likewise, at the Malang State University library, the staff utilizes *WhatsApp* social media as a forum for them to *share* and discuss. Apart from being a means of giving orders from superiors to subordinates, *WhatsApp* is also used for *sharing* and discussion related to work. As stated by one of the following library staff.

Quote 3

"Because the WhatsApp group basically discusses work-related matters, just like the WhatsApp group, which only consists of the KKP and the leaders there, they must discuss work-related matters and only then will the KKP inform or share it with their team. In this whatsapp group, apart from commands, there is also sharing between members in the whatsapp group. Meanwhile, if sharing in a team, the KKP will definitely start discussing it first and then other members will respond."(W/MI/K2/8 July 2019)

Sharing is done with the aim of sharing the knowledge possessed and to develop ideas or innovations for library staff. The knowledge that is shared will not be lost, but will actually multiply the value of the knowledge, if it is already owned and used by many people. Because *sharing* is the foundation for the *learning* process, and through *sharing* will create wider opportunities for *learning*. Without *learning* there will be no innovation, and

without innovation, the library will not experience development(Umaru, Aghadiuno, & Mamo, 2018).

Creating a work environment of mutual trust (Trust)

a. Work experience

In the process of knowledge transfer, there will be discussions among colleagues. This activity is generally dominated by employees who already have a longer working period or longer work experience. Work experience is not only assessed from the length of time a person has worked in a particular field of work, but can be seen from the skills, expertise, abilities possessed by the employee. Likewise, every staff at Library of Universitas Negeri Malang will share their knowledge with each other by *sharing* and discussing between librarians and non-librarian employees, between new employees and senior employees with the aim of harmonizing the activities that take place in the library in accordance with the agreed upon SOPs and jobdesk. As stated by one of the following library staff.

Quote 4

" Having the ability in this field, because the KKP has a library educational background and his working period in the library has been quite long. Incidentally, even before serving as KKP he had also been placed in the circulation section for a long time and had often been rotated to other sections in the library, so he knew the ins and outs of the circulation section ." (W/ADF/K3/5 July 2019)

Employees who have experience in this field will have confidence when sharing their knowledge, because they feel more competent in carrying out their work. Work experience shows how long the staff has worked in the unit. Thus, the length of service is an individual factor that can relate well, so that it can affect the career development of the staff.

b. Trust

Sharing knowledge through the work environment can provide every library staff opportunity to develop new ideas and innovations. The opportunities provided are not only in sharing knowledge, but also in expressing opinions, developing competencies, and delivering innovations. By providing these opportunities, it is hoped that each individual will grow self-confidence and reduce the gap between library staff. A workplace filled with mutual trust is a very comfortable and exciting work environment where employees who are trusted will be motivated to work optimally. Likewise, Library of Universitas Negeri Malang provides equal opportunities for all staff to share their knowledge, as a form of building mutual trust for all staff to improve their skills, attitudes, and insights related to work. As stated by one of the following library staff.

Quote 5

"All employees in the circulation section are given the opportunity to share their knowledge by sharing their work experience while in the circulation section and policy issues are still left to the KKP." (W/K/K4/9 July 2019)

High mutual trust in a work environment, will certainly make library staff working in that place more open to each other, both when expressing opinions and ideas as well as in their willingness to listen and understand well what other staff have to say. All staff in the

library are also free from worry or fear, and feel less burdened when it is necessary to take an innovative action, different from usual. This means that the management of Library of Universitas Negeri Malang provides opportunities for all staff to build trust in the work environment. Trust in the work environment is expected to create a common understanding of the purpose of working in the library. By providing equal opportunities to all library staff in sharing knowledge, it can create a comfortable working environment. A comfortable work environment can improve the performance of library staff in doing their jobs.

Creating the right Office Layout for Collaboration

a. Library Layout

Generally, the library building has a place consisting of a number of rooms, each of which has a different function. The library space provided must be separated from other activities, meaning that the division of space must be adjusted to the nature of the activity, the activity system, the number of users, the number of staff and the security of work procedures, so that the activities in the library run effectively. The arrangement of the library space must be adjusted to the number of officers or staff who use the room, so that room users feel comfortable and happy to be in the room. As stated by one of the following library staff.

Quote 6

"Already comfortable. Because the ratio of the number of employees to the area of the room is very ideal, and also not overcrowded. If there is a choice of numbers 1 to 10, I choose 8". (W/AM/K5/8 July 2019)

In the circulation section of Library of Universitas Negeri Malang, the office space is open and all activities are carried out jointly by several staff in one large open room without insulation. With the condition of an open room like this, the staff also find it easier to exchange opinions and *share* work-related issues. Besides being easier, the staff at the library also feel comfortable when they are close to each other. As stated by one of the following library staff.

Quote 7

"It's comfortable with the condition of the room being open and no longer needing air conditioning. Sharing is also easier with colleagues with open and close conditions." (W/ADF/K5/5 July 2019)

The right workspace layout can make the workflow run quickly and precisely so that the *knowledge sharing* process becomes smoother. In addition, the implementation of supervision and coordination between co-workers is getting easier. With a comfortable work space, it is hoped that it can spur the performance of library staff.

Giving motivation

a. Job satisfaction

The library staff will feel comfortable and have a loyalty to the job when obtaining job satisfaction, according to what diinginkanya. Staf working in an uncomfortable situation, underappreciated, and can not be given the opportunity to develop the potential within

them, automatically making the staff cannot fully focus on the work being done. Job satisfaction reflects a person's feelings towards his job. This can be seen from the employee's attitude towards work and all aspects of the work environment. High staff job satisfaction will be able to improve performance in carrying out their duties in the library. As happened in the Malang State University library, the *knowledge sharing* process carried out had a positive impact on self-satisfaction in carrying out tasks, forming good motivation for library staff in developing their abilities. As stated by one of the following library staff.

Quote 8

"I think the reward I get is personal satisfaction for sharing knowledge and being useful to others."(W/ADF/K6/5 July 2019)

Staff job satisfaction is an important factor in an organization to support the achievement of organizational goals. Job satisfaction is basically individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activities that are felt to be in accordance with the wishes of the individual, the higher the satisfaction with these activities which have implications for the motivation to provide the best service. Job dissatisfaction must be avoided considering it will have a negative impact and harm the organization. As is the case, there are employees who are often absent, employee turnover, theft, decreased motivation and commitment to work, employees become stressed, performance declines to the most extreme stage where employees submit to *resign* and provide negative information to others.

b. Providing of Incentives

Providing of incentives is one of the efforts to increase the work motivation of library staff. Librarians are the main actors in library organizations. To achieve the target of excellent service to users, librarians must always improve their performance and provide the best service to their users, because the level of performance of librarians is directly proportional to meeting the needs of users. Performance appraisal should ideally be carried out periodically within the internal organization. There are many factors that support performance improvement, including motivation. There are various kinds of motivation, there is motivation from within, motivation from the work environment, and motivation from superiors.

Incentives are an effort to increase motivation. To increase the motivation of library staff in sharing their knowledge in order to improve performance, it can be done by providing compensation in the form of incentives as a reward for the performance performed. The purpose of providing incentives is as a motivator for all library staff to improve performance. As in Library of Universitas Negeri Malang, librarians will get *rewards* in the form of money and credit points for promotions, while for non-librarian staff it is measured from the SKP (Employee Performance Target), as a recorded measuring instrument. As stated by one of the following library staff.

Quote 9

"Rewards are not only in the form of money or rupiah. If a librarian like me gets a reward, he gets credit points. From there I get rewards in the form of promotions and coffers of coins. If a librarian is the same as a lecturer, then for a promotion we need

credit points that we get from our daily work. For other employees who are not librarians, it is measured from the SKP (Employee Performance Unit), so they must carry out recorded and measured activities for one month.”(W/AM/K7/8 July 2019)

This intensive provision is expected to be right on target and can encourage the performance of library staff to be more active in realizing the vision and mission of the library.

Conclusion

Based on the results of research and discussion on the application of knowledge sharing of central library staff at Universitas Negeri Malang, it can be concluded that the implementation of knowledge sharing of library staff in Library of Universitas Negeri Malang in the first category, selecting leaders and knowledge champions consisting of rotation and sharing with librarians. Employees who undergo rotation are considered more involved in sharing knowledge and employees who do not have a basic in the library or employees who have just undergone a rotation and are then placed in the library will certainly share or discuss more with librarians or at least employees who have studied in the library field.

For the second category, creating an environment of trust which consists of work experience and trust. For the third category, creating an office layout for collaboration based on a comfortable and open office layout is considered easier for staff to share knowledge. Meanwhile, for category four motivating consists of giving rewards in the form of incentives and job satisfaction for the opportunity to share the knowledge possessed.

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