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Knowledge Management Practices in Bayero University, Kano Library, Nigeria

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Abstract

The study investigated knowledge management practices in the library of Bayero University, Kano. Quantitative research methodology using survey research design was adopted. The population of the study consisted of 173 staff of Bayero University Library. Using purposive sampling technique 118 respondents were selected as sample size of the study. Structured questionnaire with closed ended questions was used as instrument for data collection. Descriptive statistics using frequencies and percentages were used in reporting the data collected for the study. The empirical findings of the study revealed a strong trend of moderate involvement across all four knowledge management (KM) practices, with over 70% of respondents falling into this category for creation, capturing, sharing and utilization in Bayero University, Library Kano with the highest frequency of 95(85.5%) the respondent for knowledge creation. It is also reveals that more than half of the respondents indicated that challenges affecting KM practices in Bayero University, Library Kano are: information overload and lack of expertise with the highest frequencies of 91 (97.8%) and 85 (91.4%) respectively. The study concluded that librarians are moderately involved with KM practices in Bayero University, Library Kano. Several significant challenges impede more robust engagement. Key barriers identified include: Inadequate Infrastructure, Resistance to Change, Lack of Expertise, User engagement, information overload, Copyright and Intellectual Property Issues, Data Security and Privacy, Fragmentation of Knowledge. The study recommended that addressing these issues through targeted interventions such as enhanced training programs, increased funding, the development of supportive KM policies, stronger management commitment, capacity-building in technical skills, and improved IT infrastructure could substantially improve KM practices.

Keywords: Knowledge Management Practices, University Library, Bayero University, Kano

Introduction

Knowledge management (KM) is a systematic approach to capturing, developing, sharing, and effectively using organizational knowledge. In the context of academic libraries, KM practices are essential for organizing information resources, enhancing research capabilities,

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and fostering an environment of continuous learning and innovation. This research explores the knowledge management practices in Bayero University library Kano, Nigeria.

Bayero University, Kano (BUK) is a prominent institution of higher learning located in Kano, Nigeria. Established in 1977, it is one of the leading universities in Nigeria, known for its academic excellence and research contributions. The university serves a diverse student population and offers a wide range of programs across various disciplines. The library plays a crucial role in supporting the academic and research endeavors of Bayero University, Kano. It serves as a central hub for accessing information resources, providing study spaces, and facilitating research activities for students, faculty members, and researchers.

Knowledge management (KM) refers to the systematic process of creating, sharing, using, and managing knowledge and information within an organization to achieve its objectives effectively. In the context of a university library, knowledge management involves various practices aimed at optimizing the organization, dissemination, and utilization of information resources to enhance learning, teaching, and research outcomes.The practices of knowledge management in Bayero University library Kano, Nigeria, encompass a range of activities and strategies tailored to the specific needs and goals of the institution.

Statement of the Problem

University libraries exist to support the academic programmes of their parent institutions. They provide resources, including expanded access to them, to enhance or promote teaching, learning, and research in their universities. Knowledge management in libraries aimed to accelerate knowledge flow, foster stronger ties between libraries and their patrons, and encourage innovation in knowledge.

Despite the critical role of knowledge management (KM) practices in Bayero University Library, Kano, Nigeria, there exists a gap in understanding the effectiveness and efficiency of current KM practices. This knowledge gap hinders the library's ability to fully optimize its resources and services to meet the evolving needs of its diverse user base. Therefore, there is a pressing need to assess and analyze the existing KM practices in the library to identify areas of improvement and implement targeted interventions that enhance knowledge dissemination, resource utilization, and user satisfaction.

Research Objectives

The aim of the study is to investigate knowledge management practices in Bayero University, Kano library, Nigeria. The specific objectives of the study are to;

1. Examine the level of involvement on knowledge management practices among librarians in Bayero University Kano Library, Nigeria;
2. Find out the challenges associated with Knowledge management practices among librarians in Bayero University, Library Kano Nigeria.

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Research questions

1. What is the level of involvement in knowledge management practices among librarians in Bayero University, Library Kano Nigeria?

2. What are the challenges associated with Knowledge management practices among librarians in Bayero University Library Kano Nigeria?

Literature Review

Knowledge management is the conversion of tacit knowledge into explicit knowledge and sharing it within the organization. Putting it more technically and accurately, knowledge management is the process through which organizations generate value from their intellectual and knowledge- based assets. Balague, *et al.* (2015) defined knowledge management in library context and they referred to it as a systematic management process as well as a concept that control knowledge needs to be viewed as an important resource in the provision of high-quality library and information services. Knowledge Management (KM) holistically, is concerned with extracting value from an intellectual repository and sharing such value/knowledge with various stakeholders of the organization (Jimoha and Oyelekan, 2017).

Knowledge management (KM) practices encompassing the creation, capturing, sharing, and utilization of knowledge are essential components in the operational framework of university libraries. Recent studies have shed light on how these practices are implemented among librarians in Nigerian university libraries. Smith and Jones (2019) indicated that a significant portion of respondents were moderately involved in knowledge management activities, suggesting a growing but still developing practice.

Librarians in Nigerian universities actively engage in knowledge creation through various initiatives. According to a study by Igbinovia and Adetimirin (2023), knowledge organization activities, such as the use of standard cataloging and classification rules, are highly prevalent, indicating a structured approach to managing information resources. However, the same study noted that knowledge creation activities were less prominent, suggesting a need for more proactive strategies in generating new knowledge within libraries.

Effective knowledge capturing is vital for preserving institutional memory and supporting academic endeavors. Onifade *et al*., (2023) observed that practices such as brainstorming sessions, knowledge sharing, and mentoring are common in Nigerian university libraries. However, these activities are often informal and not officially documented as KM practices, indicating a gap in systematic knowledge capturing mechanisms.

The culture of knowledge sharing among librarians significantly influences the effectiveness of KM practices. Lawal and Mairiga (2024) identified that fostering an environment where librarians feel free to express ideas and share knowledge positively impacts organizational culture in university libraries. Nevertheless, challenges such as inadequate training opportunities and a lack of formal KM policies hinder optimal knowledge sharing. Brown and

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Green (2020) revealed that the majority of their librarians were moderately engaged in KM practices, with particular emphasis on knowledge dissemination and retrieval.

Knowledge Utilization is the application of knowledge to enhance library services is a critical outcome of KM practices. Ugwu and Ekere (2018) employed structural equation modelling to demonstrate that effective knowledge capture, sharing, and utilization positively influence service innovation in Nigerian university libraries. This underscores the importance of integrating KM practices into the strategic objectives of libraries to foster continuous improvement and innovation. Also, Johnson and Williams (2021) reported a moderate level of engagement among librarians in KM practices, including knowledge sharing, documentation, and collaboration.

On the challenges associated with knowledge management practices in university libraries. Knowledge management (KM) in university libraries faces several challenges that hinder effective information organization, access, and utilization. One of the primary obstacles is the lack of a well-defined KM strategy, which affects how knowledge is captured, stored, and shared. Many libraries struggle to integrate KM into their organizational culture due to insufficient policies and frameworks (Dhamdhere, 2024). Without a structured approach, valuable tacit knowledge held by experienced librarians often remains undocumented and is lost when staff retire or leave.

Another critical challenge is the rapid evolution of digital technologies. University libraries must constantly update their KM systems to accommodate new technologies such as artificial intelligence, big data analytics, and cloud computing (Mohammed and Musa, 2024). However, budget constraints and limited technical expertise often prevent seamless adoption. Furthermore, the digital divide remains a concern, as some institutions lack the infrastructure to support advanced KM practices, particularly in developing regions (Alhassan and Mensah, 2024).

Resistance to change among staff also hinders KM implementation. Librarians accustomed to traditional information management methods may be reluctant to adopt new digital tools or collaborative platforms (Jones and Taylor, 2023). Training and continuous professional development programs are essential to address this issue, but limited funding often restricts their availability. Additionally, fostering a knowledge-sharing culture requires incentives and leadership commitment, which some libraries struggle to establish.

The information overload presents another challenge. With the exponential growth of digital resources, managing and curating knowledge effectively becomes complex (Kumar and Reddy, 2024). Librarians face difficulties in filtering, categorizing, and retrieving relevant information, which affects users' ability to access high-quality academic resources. The lack of standardized metadata and interoperability between different library systems further complicates knowledge retrieval and dissemination.

Finally, intellectual property rights and ethical concerns pose significant barriers to KM in university libraries. Issues related to copyright restrictions, open access policies, and data

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privacy regulations impact how knowledge is shared and disseminated (Smith *et al*., 2024). Libraries must navigate these legal complexities while promoting accessibility and knowledge democratization. Balancing these concerns requires continuous policy reviews and collaboration with legal and academic stakeholders.

Research Methodology

The study adopted quantitative research methodology for the study using survey research design. The population of the study consisted 118 academic and professional librarians of Bayero University Library. Structured questionnaire was used as instrument for data collection. The instrument for the study was subjected to face and content validity by 3 experts for scrutiny. The corrected and modified version of the data collection instrument was subjected to reliability text and was pilot tested. The data collected from the pilot-testing was analysed using cronbach Alpha coefficient formula to ascertain the reliability of the questionnaire. The overall reliability coefficient after the analysis of the pilot tested questionnaire was found to be 0.96 which showed that the instrument was reliable and worthy to be used for the study. The researcher administered 118 copies of the questionnaire and out of which 111 were returned and found usable for the study. Descriptive statistics using frequencies and percentages were used in reporting the data collected for the study.

Results and Discussion

Table 1: Level of Involvement of respondents in Knowledge Management Practices

S/N	Knowledge Management Practices	Highly involved	Moderately involved	Not highly involved	Not involved
1	Creation	5(4.5%)	95(85.5%)	2(1.8%)	9(8.1%)
2	Capturing	22(19.8%)	79(71.1%)	7(6.3%)	3(2.7%)
3	Sharing	24(21.6%)	80(72.0%)	2(1.8%)	5(4.5%)
4	Utilisation	21(18.9%)	78(70.2%)	6(5.4%)	6(5.4%)

Source: Field Survey (2025)

The data in Table 4.1 reveals a strong trend of moderate involvement across all four knowledge management (KM) practices, with over 70% of respondents falling into this category for creation (85.5%), capturing (71.1%), sharing (72.0%), and utilization (70.2%). This suggests that while respondents participate in KM activities, they may not be taking a proactive or leadership role. Notably, high involvement in knowledge creation is significantly low (4.5%), indicating that few respondents actively contribute to generating new knowledge. In contrast, capturing (19.8%) and sharing (21.6%) show relatively higher high-involvement levels, suggesting a stronger focus on processing and disseminating knowledge rather than

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originating it. Additionally, non-involvement remains minimal, with capturing (2.7%) having the lowest percentage of respondents not engaged, while creation (8.1%) has the highest, highlighting a potential gap in knowledge generation efforts. These findings suggest that while KM processes are in place, they are primarily driven by moderate participation rather than strong leadership or innovation.

Overall, KM processes are present in Bayero University Library, Kano but primarily sustained through moderate participation rather than proactive leadership or innovation. This finding is consonance with findings of Johnson and Williams (2021) who reported a moderate level of engagement among librarians with KM practices, including knowledge sharing, documentation, and collaboration. Brown and Green (2020) revealed that the majority of their staff members were Smith and Jones (2019) indicated that a significant portion of respondents were moderately involved in knowledge management activities, suggesting a growing but still developing practice.

Moreover, this could be due to organizational culture and awareness. A library culture that does not emphasize knowledge sharing and collaboration can restrict the active participation of librarians in KM activities. In other word oorganizational culture and awareness play a crucial role in librarians' involvement in knowledge management (KM) activities. A supportive culture encourages open communication, teamwork, and continuous learning can enhance KM practices, leading to better collaboration and knowledge repositories. High awareness of KM's benefits among librarians and management can lead to active participation in KM initiatives, while low awareness can result in passive engagement. Therefore, cultivating a culture that values knowledge sharing and increasing staff awareness is essential for effective KM.

Table 2: Challenges associated with the librarians' Knowledge management practices in Bayero University Library Kano

Statement	Frequency (%)	
	YES	NO (%)
Inadequate Infrastructure	78(83.8%)	15(16.1%)
Resistance to Change	84(90.3%)	9(9.7%)
Lack of Expertise	85(91.4%)	8(8.6%)
User engagement	60(64.5%)	33(35.5%)
information overload	91(97.8%)	2(2.2%)
Copyright and Intellectual Property Issues	43(46.2%)	50(53.8%)
Data Security and Privacy	81(87.1%)	12(12.9%)
Fragmentation of Knowledge	45(48.4%)	48(51.6%)

Source: Field Survey (2025)

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Table 4.2 indicates challenges associated with knowledge management practices in Bayero University library, Kano. The majority 91 (97.8%) of the respondents reported that information overload as a major challenge associated with Km practices in the BUK library. This is followed by 85 (91.4%) of the respondents who indicated lack of expertise as a challenge associated with KM practices in BUK library.

Similarly, 84 (90.3%) of the respondents reported a resistance to change on KM practices, and 81 (87.1%) of the respondents indicated that Data Security and Privacy was a challenge on KM practices in Bayero University Library. It is important to note that 78 (83.9%) of the respondents indicated that inadequate infrastructure a challenge affecting KM practices in the library. In addition, 60 (64.5%) of the respondents showed that user engagement as a challenge to KM practices in Bayero University Library.

It is also observed that 45 (48.4%) of the respondents have reported that fragmentation of knowledge also is a challenges to KM practices in the library. And lastly, 43 (46.2%) of the respondents indicated that the Copyright and Intellectual Property Issues are challenge affecting KM practices in Bayero University Library.

The finding reveals that more than half of the respondents indicated challenges associated with KM practices in Bayero University library, Kano include: The Inadequate Infrastructure, Resistance to Change, Lack of Expertise, User engagement, information overload, Copyright and Intellectual Property Issues, Data Security and Privacy, Fragmentation of Knowledge. This is in line with findings of Afolabi and Alabi (2021) revealed that Nigerian university libraries face significant KM challenges due to inadequate training, lack of financial resources, and poor management support. Smith and Johnson (2020) who revealed that common barriers to KM identified in the study included lack of proper training, limited financial resources, poor management support, and inadequate internet access. Okoye and Ogbomo (2019) identified several challenges impacting KM practices in university libraries, including inadequate training, insufficient financial resources, and lack of supportive institutional policies. Nwalo and Olorunfemi (2018) highlighted key challenges such as lack of technical know-how, insufficient funding, and absence of comprehensive institutional policies on KM. In contrast, libraries that have successfully addressed these issues demonstrate effective KM practices through various strategies. For instance, some libraries implement comprehensive training programs, secure external funding and partnerships, and establish clear, supportive KM policies. They also benefit from proactive leadership that champions KM initiatives, invests in building technical expertise among staff, and prioritizes IT infrastructure and internet accessibility. These contrasting examples show that by adopting targeted strategies, libraries can overcome KM challenges and enhance their overall efficiency and service delivery.

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Conclusion and recommendations

Conclusion

The study concluded that librarians are moderately involved in KM practices in Bayero University library, Kano; several significant challenges impede more robust engagement. Key barriers identified include: Inadequate Infrastructure, Resistance to Change, Lack of Expertise, User engagement, information overload, Copyright and Intellectual Property Issues, Data Security and Privacy, Fragmentation of Knowledge. These challenges collectively restrict the effectiveness and expansion of KM practices within the library.

Recommendations

1. Establish a structured KM framework that includes policies for knowledge creation, capturing, sharing, and utilization.
2. Invest in modern knowledge repositories, cloud storage, and digital libraries.

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