# Knowledge Management Practices In (Comsat) Academic Library Network

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***Abstract:*** *Our society today is immensely impacted by the progress in information and communication technologies (ICTs). Literature names this change and the rise of new environment as "period of rapid change". There is hardly any professional or field which has not stirred by the ICTs. In this globally competitive environment, librarianship is also deeply affected by ICTs and acts as a web among all the educational institutions. Libraries of various educational institutions must go with the flow by transforming the information into knowledge and introduce productive and new services. Knowledge is indeed the root to stay firm in this economy-run society today. This research article attempts to analyze the KM tools, their usage, awareness, and advantages. This study will show how COMSAT University (CIIT) Library network around different campuses convert the intellectual assets of Library and there workers and staff members into higher productive services by using KM tools and techniques.*

***Key Words:*** *Knowledge management, organizational performance, Peer Assist, Knowledge creation.*

## Hypotheses

Following hypotheses will be formulated:

H1: Knowledge is well created when there is collaboration in an organization.
H2: Knowledge is well created when there is trust in an organization.
H3: Knowledge is well created when there is learning in an organization.
H4: Knowledge is not well created when there is formalization in an organization.
H5: Knowledge is well created when there is IT Support in an organization.
H6: Knowledge is well created where there is organizational creativity in an organization.
H7: Knowledge is well created when there is organizational performance in an organization.

## RESEARCH METHODOLOGY

The study was qualitative research. Data could be collected through questionnaire, forms and Interviews. Data could be analyzed statistically and as well as theoretically. Web portal of all COMSAT libraries would also be used in analysis of KM tools and techniques.

## Population and Sampling

Population is diverse in nature in regard of their skills, experiences, knowledge, age and gender therefore random sample is preferred Working in partnership with faculty, staff and students, library provides easy access to Authentic information resources, and an environment that encourages study and personal growth. CIIT libraries target to support the academic work by providing right information to the right people at right time. There are 6 Campus libraries situated in Islamabad, Abbottabad, Lahore, Wah, Attock, Sahiwal, vihari .More than 69 staff members are working in these campus Libraries.Purposive sampling design was adopted for research process. The population of the study was comprised of all the Library staff from 6 campuses of COMSAT from all over the Pakistan. The population is large and diverse. Therefore, stratified random sampling design was adopted. The overall sample size of the study was 69 staff members in following tables.

| S.no | Campus/City | Professional Staff | Semi professional | Non pro | Total staff Members |
|---|---|---|---|---|---|
| 1 | Islamabad | 19 | 12 | 5 | 36 |
| 2 | Lahore | 9 | 4 | 2 | 15 |
| 3 | Abbottabad | 2 | 1 | ------ | 3 |
| 4 | Sahiwal | 1 | 1 | ------- | 2 |
| 5 | Vihari | 1 | 1 | ------ | 2 |
| 6 | Wah cant | 4 | 2 | 2 | 8 |
| 7 | Attock | 2 | 1 | ----- | 3 |

**KM in Case of Pakistani universities Libraries**

By this research we did not mean that all universities in Pakistan are not using the knowledge management approaches. In fact some universities and degree awarding institutions in Pakistan are using knowledge management ideas and produced excellent results. Very much it is true about many non-academic institutions in Pakistan. On the other hand, the present societal culture in Pakistan does not support open sharing of knowledge because sharing knowledge is considered akin to sharing of power.

In what follows, we can take as an example the COMSATS University of Information and Technology, though COMSATS is a rather newly established university. From very start it adopts the concept of knowledge management and now COMSATS is one of the top three leading universities of Pakistan. A couple of the knowledge management continuously performed at COMSATS.

- Upgrading to up-to-date IT infrastructure performed at the whole organization.
- Use of information portal.
- Implementing a knowledge-based course planner and timetabling system.
- Introducing an internet –based document management.
- Building knowledge sharing repositories.
- Supporting distance learning Programme.

**LITERATURE REVIEW**

It has been a common practice that people with great wisdom and stored knowledge have given away all their potentials to the coming youngsters by the skillful method of storytelling about their life experience and achievements. In the modern days as it has been in the old days, people make use of easy and present communication ways to transfer their tacit knowledge to the society. (Hansen et al., 1999)

Wah and Bonner conclude that tacit knowledge, in particular, is lost through subcontracting, downsizing, unions and conclusions. Reportedly, people's heads have maximum of the knowledge stored and produced from. (Wah, 1999b' Bonner, 2000a; Lee, 2000)

It is very rare that employers are honest about their knowledge. It is the crux of the book, if Only we knew What We know, to record what knowledge people actually possess. (O'Dell and Grayson 1998).

The flow of knowledge is regular and beneficial when people realize and apply what is actually known to them.

Pascarella reviled that Knowledge is a property of blooming corporation assets which could include management, brand uniqueness, customer gen and corporate status (Pascarella, 1997).

A survey result shows that knowledge management consists of four areas: handling palpable intellectual wealth such as copyrights, patents, licenses, royalties, etc.; congregation, establishing and allocation. (Wah, 1999a).Liebowitz and Beckman says thatTacit knowledge is non-maintainable, it decides the fade of an organization and its members individually and collectively in a flash. (Liebowitz and Beckman, 1998).

The successfulness of a KM implementation is based on two main factors: willingness of staff to participate and the methodological approach. Based on these two factors the approaches to introducing KM can be divided into the following (Bornmann et al., 2003):

- Culture-driven introduction of KM: it focuses more on self-evident voluntary rather than the applied method.
- Targeted methodical implementation: the applied methods are sued to focus creative potential on the company strategic goals.
- Management-driven introduction: it focuses on the targeted and application of specific KM methods on pilot projects.
- Unrealizable wish: No wiliness and no methods are used.

According to Hayes-Roth, Waterman, &Lanat 1983 knowledge acquisition can be considered as 'The transfer and transformation of potential problem solving expertise from some knowledge source to a program.' (p.129). the knowledge acquisition involves elicitation, collection, and analysis of knowledge. Experts have vast amounts of knowledge (Roa, 2005; Burton, 1999) and thus it is important to consider their knowledge when considering knowledge acquisition. In order to obtain this kind of knowledge, Srikantaiah and Koenig (2000) suggested using knowledge "expert systems" that will allow having knowledge not only from textbooks but also from human expert.According to Kull study (as cited in Wamundila, 2009, p. 19), knowledge preservation is actually the collective effort and intelligence of an institution by creating a suitable environment of social, cultural and techno excellence. In such a setup, learning of expertise and gathering of information takes place by interaction with others through knowledge sharing approaches and by re-freshing the knowledge which is already there. In this process, the existing knowledge is combined with the new and innovative form of practices by following the tacit, implicit and

explicit forms of knowledge. According to Wenger 2004 "There is no doubt that knowledge is power and why would anybody share power. However, advertising knowledge is not the best use of this power. If a society gives good reputation to people who share knowledge, then the act of distribution of knowledge can be the best way of getting respect in a community.

Knowledge logistics deal with knowledge requirement, knowledge availability, and knowledge transfer. Knowledge requirements represent the first step in the sphere of influence of KM processes. The company's knowledge holders represent the available knowledge. Finally the knowledge transfer is the procedures of linking the e available knowledge and the knowledge requirements (Von Krogh, Ichijo, &Nonaka, 2000; Bornemann et al., 2003). Knowledge creation plays an important role in KM. The knowledge creation process can be seen as spiraling processes which involve dynamic interaction occur at different levels (Baskerville &Dulipovici, 2006). Knowledge creation performance is based on the organizational culture (Baskerville &Dulipovici, 2006). Knowledge organization can be seen when an organization uses the knowledge and regards it as an asset (Rowley, 2001; Schein, 1985).

## DATA ANALYSIS

### Description of Research result (Humanistic, theoretical & ICT Tools)
### Open organizational culture

There is a policy of open culture in which the CIIT Library staff follow the values and norms of sharing knowledge and experiences along with promoting a climate of commitment and trust. Due to the explicitly defined polices and rules, people with common interest and concerns can communicate freely - they are allowed to make recommendations and suggestions for their respective department's goals, and all are reported to their chief Librarian. Monthly service evaluation system is practice where they come across different questions like their attendance, timings, and behavior with other staff members and their professional service evaluation like the responses to emails, front desk interviews, and telephone enquiries. On the basis of this evaluation, the promotions and increments are given in order to motivate them.

### Impact on staff behavior

Trust, confidence, commitment, self-interest, complete transparency and clearly defined decision making structures, ownership, self-accountability of oneself. By these human traits the tacit and explicit knowledge can easily transfer amongst the staff and justify open organizational culture.

### Personal skills

Moral (Ethics and Value)philosophy becomes an integral part of COMSAT Libraries staff which is an important component of modern KM tools as the human perspective of KM by assessing the ethical values of the people at Library premises, who give different opinions which are classified into understanding of vision and values of the library, privacy, and the confidential issues of library patrons as well as organizational privacy policy about dissemination of information, promotion and freedom of information, other than constraints of privacy policy, which is the right to get information freely and without hassle, acknowledging patron's diversity, and treating all patrons equally.

### Impacts on staff behavior

Motivates staff to learn and practice ethical values and a sense of unity and discourages superiority complex amongst the staff. Promotes integrity and fairness in behaviors.

#### Communication as a KM tool

Beside technical skills, Library team has also focused on their communication strategies with professional business communication skills. Oral and written communication skills are imparted to make them able to give ideas in concise and appropriate manner as well as question about any wrongdoings. Practicing active listening skills, and assessment of library staff gives an idea about beneficial outcomes from their communication skills and strategies and at last, effective conflict resolution skills.

**Impacts**: Library staff driving themselves as an effectively communicating person to serve the patron in a more satisfactory way. This results in more socially integrated and long term relations. Conflicts are easy to reduce, if any, through effective communication and helps people to adopt ideas given by COMSAT Libraries representatives (Librarians). Good vocabulary and communication skills as assets make tacit knowledge more enlightening, visible and transferable to others.

**Interpersonal attitude**

Practicing and treating fellow colleagues with respect, acknowledging strengths and weaknesses, contributions of others, and self-contribution or participation to all Libraries team goals and objectives, contribution in problem solving, sharing of knowledge with other colleagues are welcomed warm heartedly along with feedback from others and self-time management.

**Impacts**

Building SWOT analysis in regard of colleague's relationship to make a sense of respect with each other. This also makes staff members to be useful to each other so that they communicate freely and respectfully with others about sharing new opportunities, threats, weaknesses and strengths of all involved.

**Information Literacy Programs**

The usefulness and the meaningful use of the resources and service are conveyed to the library users by organizing different orientations, workshops and small sessions with the help of library staff.

**Impact**

This training assists library users with searching the library's catalog and databases and helps them develop the ability to recognize an information need, meet it and evaluate the results. Users are able to access and navigate the Internet, understanding common security protocols, locating resources, and downloading and saving files of all types. As a result of this, a trust building is made among the staff members which makes them confident about the resources and through which they can guide others.

**Peer assists**

It is carried out on weekly basis this practice is Assess by gathering of different staff members from all departments of CIIT Library staff at all campus Libraries to get feedback on a problem, project, or activity, and draw lessons from the participants' knowledge and experience. According to staff members, Peer Assists are useful when someone is starting a new activity or project and they want to benefit from the advice of more experienced people and other colleagues. In this practice, the whole staff shares the problems which are faced by another group in the past. Communication is done by the competencies experience listening, the insights, and learning reviews.

**Impacts:** Peers Assist technique helps into to clarify basic concepts of different issues, Better preparation for new projects, Opportunity to clarify complex concepts, Understanding subject matter of problems .Staff also enjoy the learning from their peers or colleuges. This practice results confidence building, Development skills like essay writing, note-taking, time management), Remembering factual information (e.g. names, dates) self-help .It also makes emotional and social bond between others. Social or practical help to each other. The tacit knowledge can more successfully evolved through peer assist due degree of trust, confidence and emotional attachment are more indulge in the peer assist strategy. So one can share more conveniently their tacit knowledge with their colleagues and get back most possible solution to their problems and issues in enlightens of their colleague's experiences.

**Impact on workflow and staff**

| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| They mean the same thing | | | 4 | 24 | 17 |
| Knowledge depends on information | 37 | 5 | 3 | | |
| Knowledge management is the same as information management | 26 | 14 | 5 | | |
| Knowledge management includes information management | 31 | 12 | 2 | | |
| Information use can lead to knowledge creation | 27 | 16 | 2 | | |

A "Likert scale survey" was carried out where 45 Library staff members participated to tell their views about the relationship between knowledge and information. 37(82%) people 'strongly agree' that knowledge depends on information. 5 (11%) of the participants 'agree' that knowledge depends on information. 3 (6%) are neutral about this question.4 (8.88%) people were neutral about relationship between knowledge and information where's 24(53.33%) peoples disagree and 17 (37.77%).
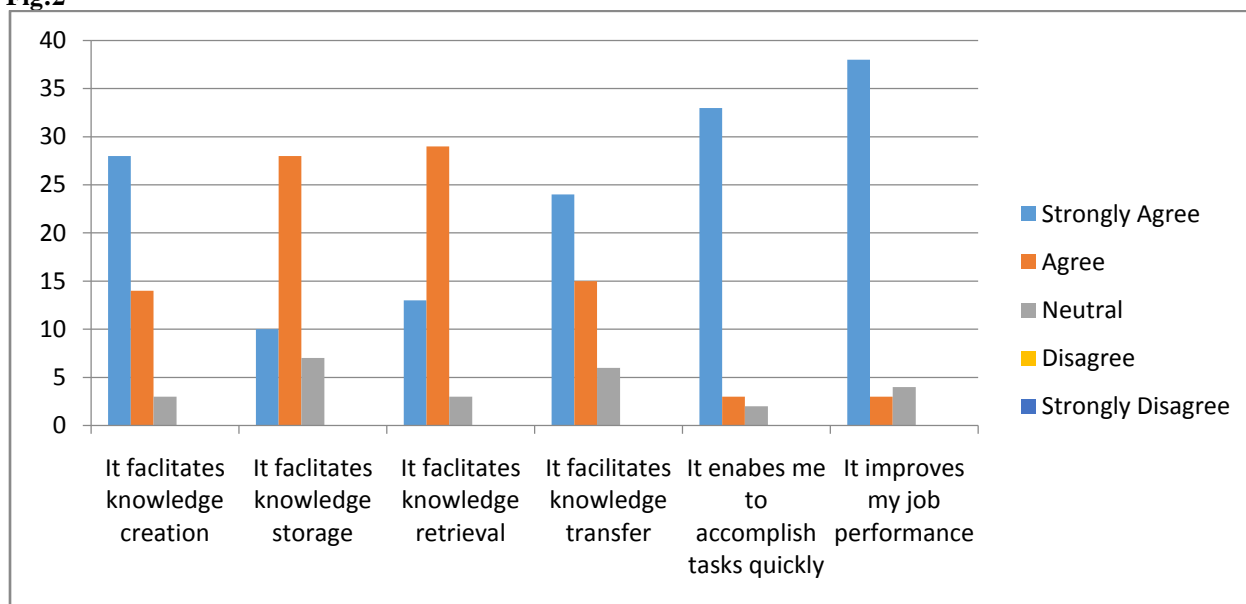
**Fig:1**
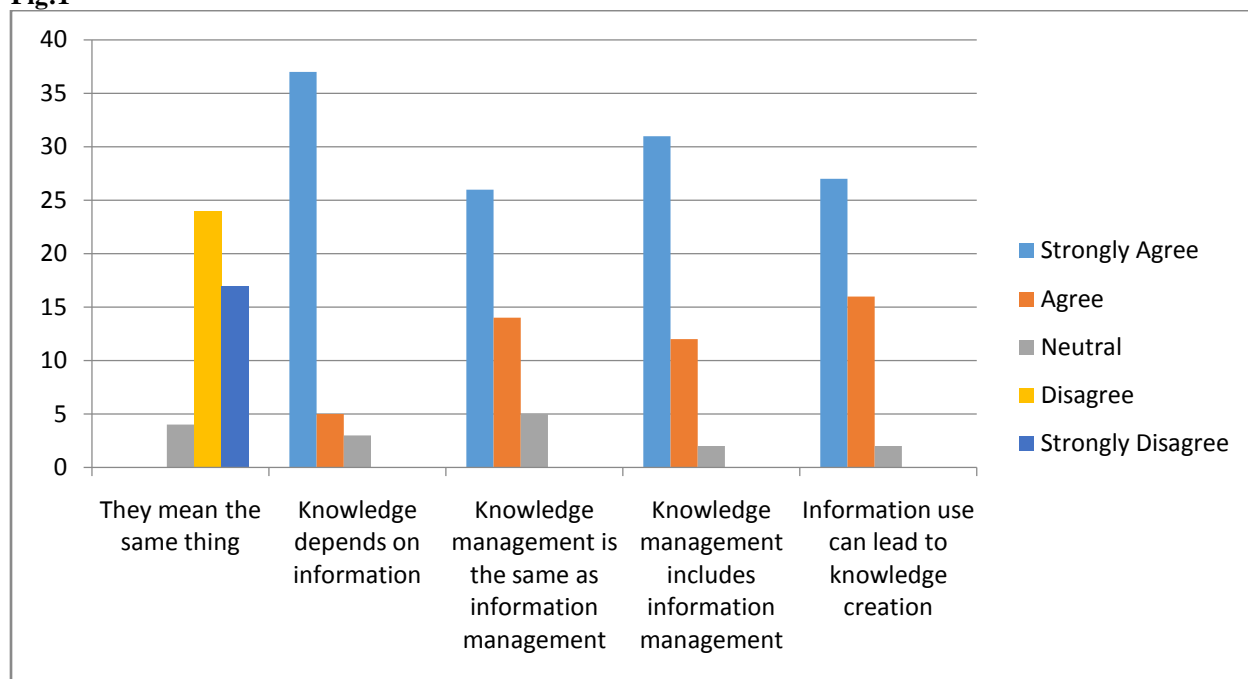


**What is your perception on the environment for sharing of knowledge all CIIT  libraries**

| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| It facilitates knowledge creation | 28 | 14 | 3 | | |
| It facilitates knowledge storage | 10 | 28 | 7 | | |
| It facilitates knowledge retrieval | 13 | 29 | 3 | | |
| It facilitates knowledge transfer | 24 | 15 | 6 | | |
| It enables me to accomplish tasks quickly | 33 | 3 | 2 | | |
| It improves my job performance | 38 | 3 | 4 | | |
| It is useful in my job overall | 29 | 13 | 3 | | |
| It enables me to react more quickly to change | 14 | 27 | 4 | | |
| It speeds decision making | 11 | 29 | 5 | | |

A survey was hold about "What is your perception on the environment for sharing of knowledge in all CIIT Libraries?" A group of 45 people participated in the survey and they were given various options for this question to vote on. First option was that it facilitates knowledge creation and 28 (62.22 %) strongly agreed to this, 14 (31.11 %) people agreed while 3 (6.66%) of the participants were neutral about this. The second option was that it facilitates knowledge storage to which 10 (22.22 %) strongly agreed, 28 (62.22%) agreed, while 7 (15 .55%) of the people had a neutral opinion. For the third option "it facilitate knowledge retrieval", 13 (28 %) strongly agreed, 29 (64 .66%) agreed and 3 (6.66 %) were neutral about it. Another option was that it facilitates knowledge transfer, for

which 24 (53 %) strongly agreed, 15 (33 %) agreed while 3 (6 %) were neutral. "It enables me to accomplish tasks quickly" was strongly agreed by 33 (73%), agreed by 3(6 %) and 4 (8 %) were neutral. 38 (73 %) strongly agreed, 3 (6 %) agreed while 4 (8 %) of people were neutral about "it improves my job performance". The option of "it is useful in my job overall was strongly agreed with by 29 (64%) people, agreed by 13 (28 %) of people and 3 (6 %) were neutral about it. 14 (8 %) people strongly agreed, 27 (60 %) agreed while 4(8%) people were neutral about the option that it enables me to react more quickly to change. Finally, 11 (24 %) participants strongly agreed, 29 (64 %) agreed while 5 (11%)) of the people had a neutral perception about the option that it speeds decision making.

**Fig:2**



**What is your perception on the environment for sharing of knowledge at CIIT Libraries**

| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| The specific knowledge that I need is found only among experts at CIIT rather than in a central location | 16 | 23 | 6 | | |
| The concept of knowledge is difficult to clearly articulate | 37 | 6 | 7 | | |
| The knowledge stored in a central location cannot be directory applied without extensive modifications because of the fast-paced dynamic environment that my department operates in | 9 | 33 | 3 | | |
| As the tasks of my department change frequently, I am always having to seek new knowledge that is not directory available in CIIT databases or on the shared computer drive | | | 4 | 29 | 12 |
| I am able to extensively re-use knowledge from the shared drive after making a few changes to adapt the retrieved knowledge to the current situation | 7 | 35 | 3 | | |
| The knowledge that I find in the shared drive can be applied to current situations with little or no need to seek out or create new knowledge | 12 | 31 | 2 | | |

Another "Likert scale survey" happened asking about "what is your perception for sharing of knowledge at CIIT Libraries" where 45 people participated. Different options were given which they can show their measure of agreement or disagreement with. The first option was that the specific knowledge that I need is found only among

experts at CIIT rather than in a central location. 16 people (35%) strongly agreed with this, 23 (51 %) agreed and 6 (13%) of the participants were neutral about this option. "The concept of knowledge is difficult to clearly articulate" was strongly agreed with by 37 (82 %) people, 24 (53%) participants agreed, 7 (15%) were neutral and 16 (35%) people disagreed with this option.9 (20%) strongly agreed, 33 (73%) people agreed and 3 (6%) were neutral about the choice that the knowledge stored in a central location cannot be directly applied without extensive modification because of the fast paced dynamic environment that my department operates in. Nobody strongly agreed or even agreed with "As the tasks of my department changes frequently, I am having to seek new knowledge that is not directly available in CIIT database or on the shared computer drive", while 4 (8%) were neutral, 29 (64%) disagreed and 12 (26%) strongly disagreed with this notion.

Staff are able to extensively to reuse knowledge from the shared driver after making a few changes to adopt the retrieved knowledge to the current situation was strongly agreed by 7 (15 %) , agreed by 35 (77 %) and 3 (6%) had neutral perception. 12 (26%) people strongly agreed, 31 (68 %) agreed and 2 (4%) participants were neutral about the option that the knowledge that I find in the shared drive can be applied to current situations with little or no need to seek out or create new knowledge**.**

**Fig: 3**
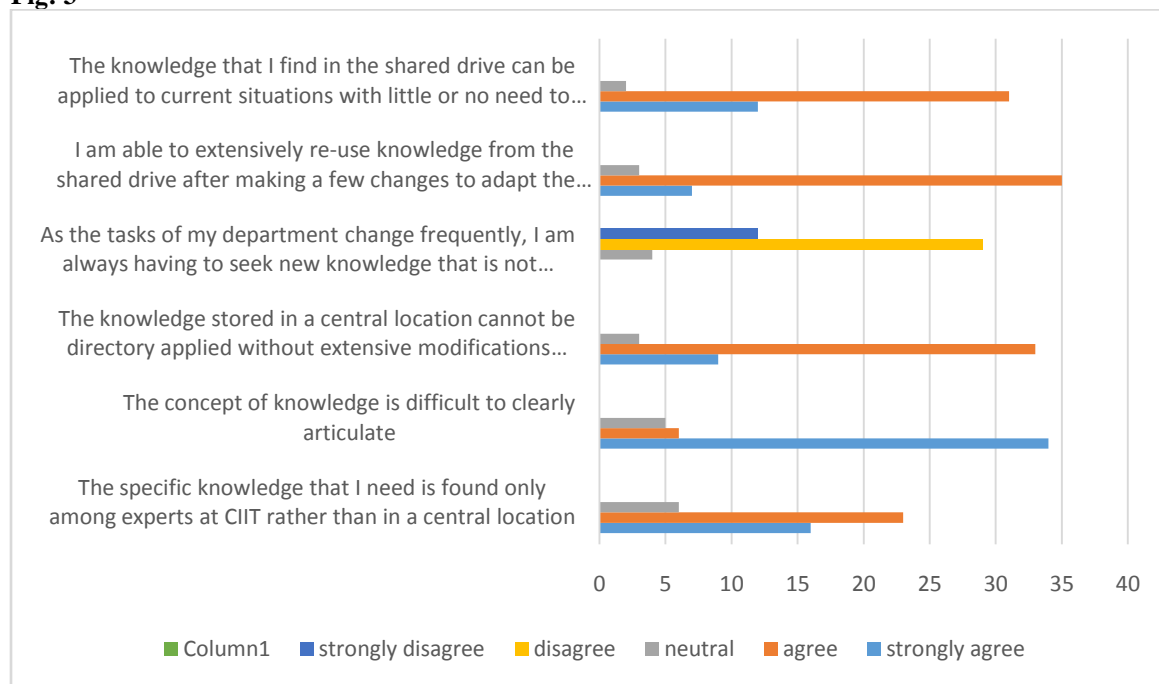


**Do you think the members of your department are?**

| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| Satisfied by collaborating to accomplish tasks | 5 | 37 | 4 | | |
| Supportive for knowledge sharing and creation | 29 | 15 | 1 | | |
| Willing to collaborate across organization units? | 31 | 12 | 2 | | |
| Accept responsibility failure | 23 | 9 | 13 | | |

Further question in the survey was about the members of department asking "do you think the members of your department are". First option given was satisfied by collaborating to accomplish tasks which was strongly agreed by 5 (11%), 37 (82%) agreed while 4 (8%) stayed neutral. 29 (64%) people strongly agreed, 15 (33%) participants agreed and 1 (2%) was neutral about supportive for knowledge sharing and creation. "Willing to collaborate across organization units" was strongly agreed by 31 (68%) people, agreed by 12 (26 %) and 2(4%) participants were neutral about it.
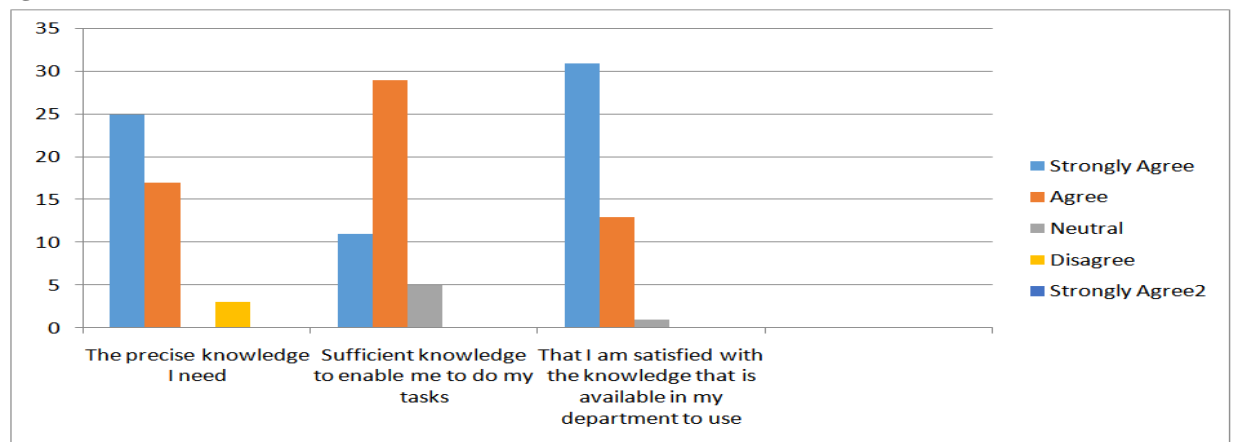
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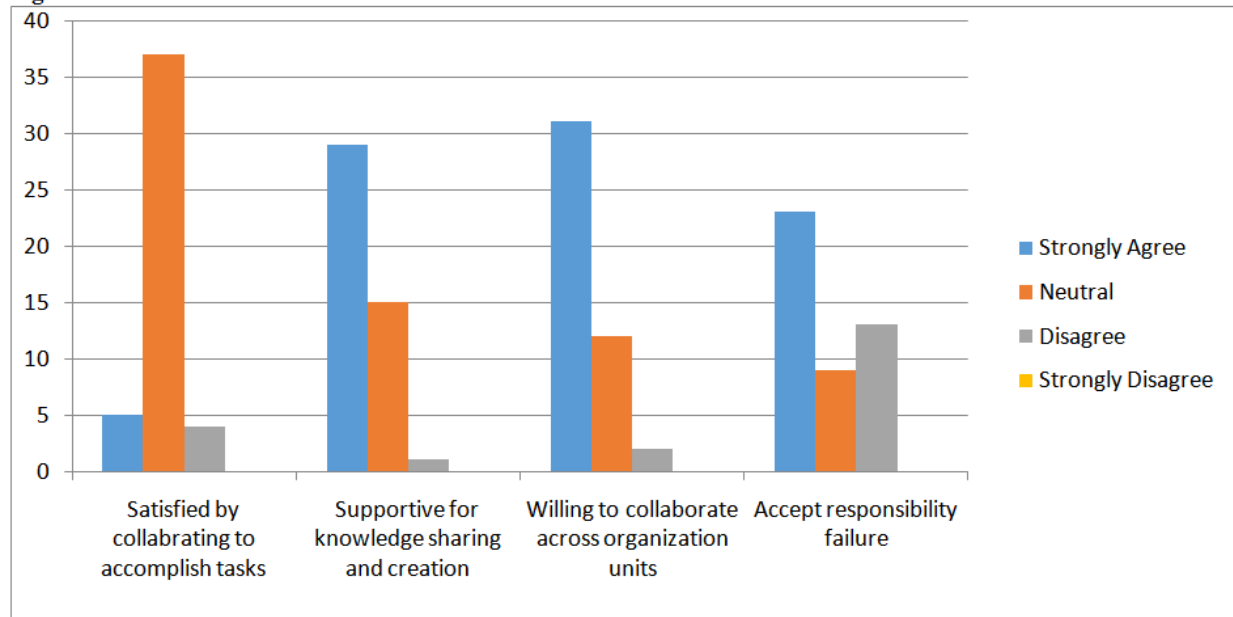


**I always Find**

| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| The precise knowledge I need | 25 | 17 | | 3 | |
| Sufficient knowledge to enable me to do my tasks | 11 | 29 | 5 | | |
| That I am satisfied with the knowledge that is available in my department to use | 31 | 13 | 1 | | |

Next question stated "I always find" and the first option to let the participants choose their measurement of agreement was "The precise knowledge I need" which was strongly agreed by 25 (55%) people, agreed by 17 (37%) people and 3 (6%) people disagreed with it. Sufficient knowledge to enable me to do my tasks was agreed with by 29 (64%) people, strongly agreed by 11 (24%) participants and 5 (11%) were neutral. The final option was that I am satisfied with the knowledge that is available in my department to use and it was strongly agreed by 31 (68 %) people, 13 (28%) agree and 1 (2%) were chose to be neutral.

**Fig: 5**

**4.28    To do my work when I am stuck**

| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Creating reusable knowledge resources | 17 | 27 | 1 | | |
| Reusing existing knowledge resources | 27 | 16 | 2 | | |
| Contributing to a library or collection of reusable knowledge resources | 13 | 31 | 1 | | |

All the 45 participants were given another question to know about their level of agreement with the given option. The question stated: There should be a reward system for: Creating reusable knowledge resources was the first option and was strongly agreed with by 17 (37 %) people, agreed with by 27 (60%) participants and 1 (2%) person had neutral perception of this. Reusing existing knowledge resources was strongly agreed by 27 (60 %) people, 16 (35%) of the participants agreed, 2 (4%) remained neutral and 13 (28%) of the total people disagreed with this notion. The final option "Contributing to a library or collection of reusable knowledge resources" had 13 (28%) people strongly agreed, 31 (68%) agreed and 1 (2%) remained neutral.

**Fig:6**
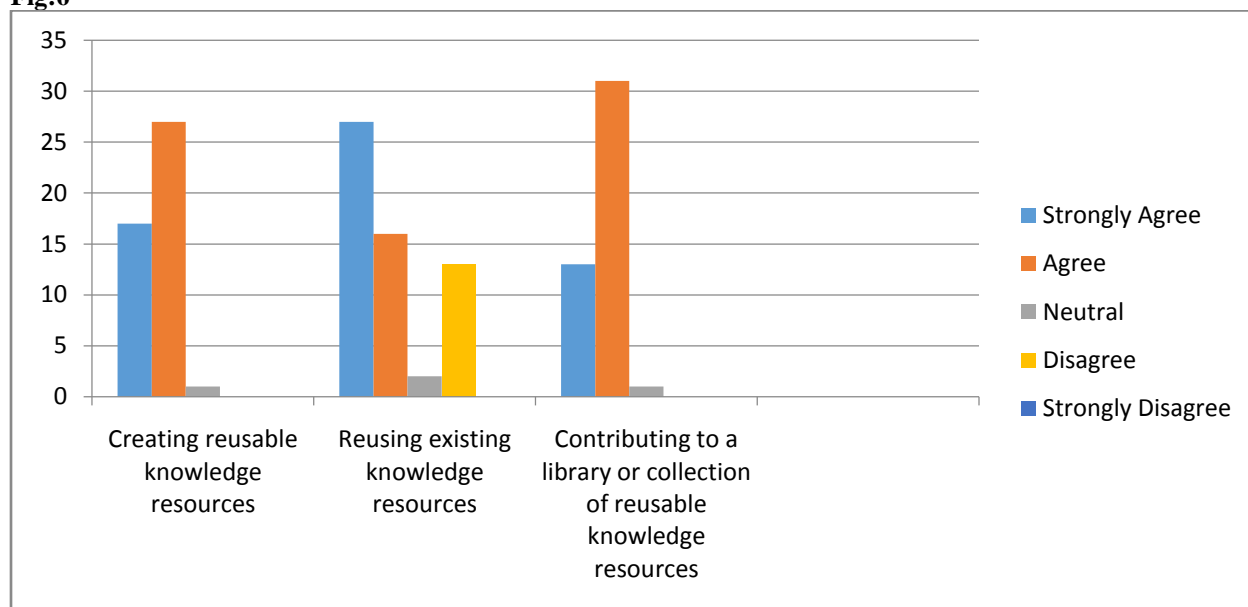


| Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| I often consult with my divisional supervisor | 23 | 19 | 3 | | |
| I often make use of documented procedures with CIIT | | 28 | 4 | 13 | |
| I often consult with other departments within CIIT Library | 26 | 17 | 2 | | |
| I often consult with colleagues from other professionals | | 26 | 5 | 14 | |

To do my work when I am stuck was always surveyed by 45 people. 23 (51 %) strongly agreed, 19 (42 %) agreed and 3 (6%) people were neutral about I often consult my division supervisor.  I often make use of documented procedures with CIIT was agreed on by 28 (68%), 4 (8%) were neutral while 13 (28 %) disagreed to it. 26 (57 %) people strongly agreed, 17 (37 %) agreed and 2 (4%) were neutral about I often consult with other departments within CIIT library. I often consult with colleagues from other professional was agreed by 26 (57%) people, 5 (11%) were neutral and 14 (31%) had a disagreement to this option.

**Fig:7**
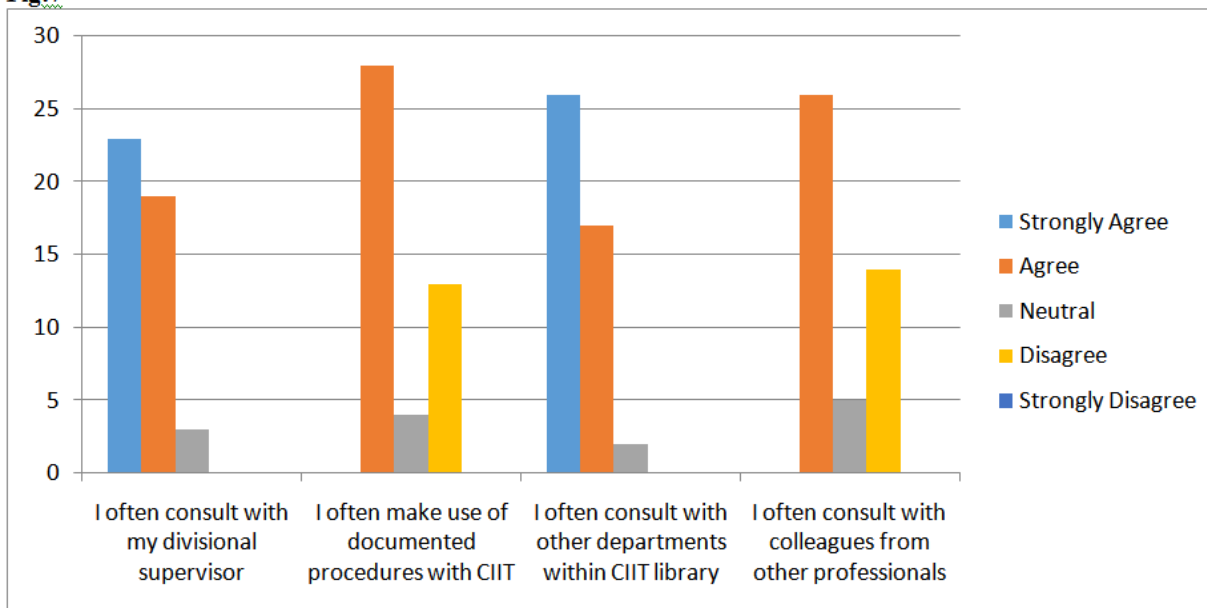


**My biggest barrier to being able to store information that I received more efficiently and effectively**

| Statement | Strongly agree | agree | neutral | disagree | Strongly disagree |
|---|---|---|---|---|---|
| lack of time/ too busy | 16 | 22 | 7 | | |
| inefficient technology | | 3 | 19 | 23 | |
| Poor information system | | | 2 | 17 | 26 |
| Organizational policy/ directives | | | 4 | 15 | 26 |

The last question for survey was "My biggest barrier to being able to store information that I received more efficiently and effectively is" and 45 people gave their opinions on this. The option of lack of time/ too busy was strongly agreed by 16 (35 %), agreed by 22 (48%) and 7 (15%) were neutral.3 (6%) of the participants were neutral towards inefficient technology while 23 (51 %) disagreed and 19 (42%) had a strong disagreement. Poor information system was strongly disagreed by 26 (57%) people, disagreed by 17 (37%) and 2 (4%) were neutral about it. Lastly, organizational policy/ directives had 4 (8%) people remained neutral, 15 (33%) disagreed and 26 (57%) people strongly disagreed.
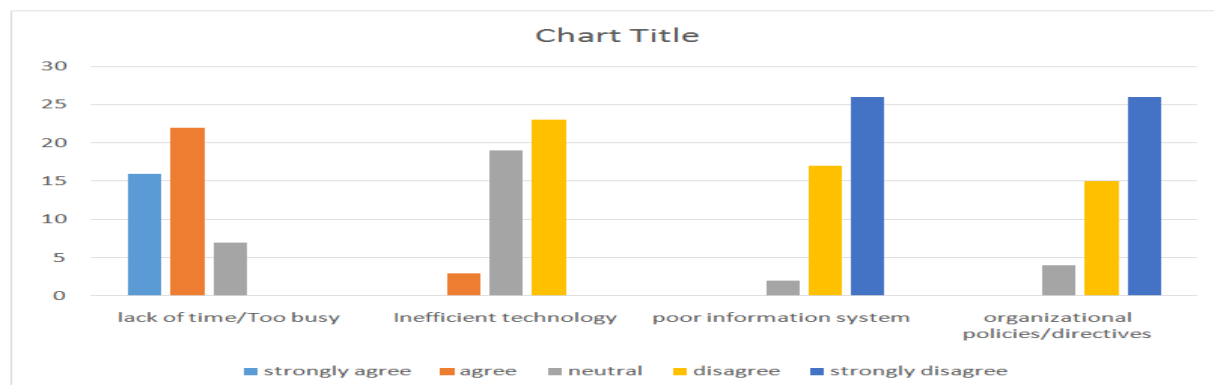
**Hypothesis Justification**
The hypothesis which I will present and worked on are mainly theoretical and are as follow:
**Collaboration**
It is the act of making an environment where the team members are accepting to each other and are open towards sharing knowledge and help each other. This makes everyone achieve more and brings a good name to the institution where the members are happy and willing to work.
H1: Knowledge is well created when there is collaboration in an organization.
**Trust:**
Trust is the act of having faith in one another. Trust is the basic factor for openness and believing in someone. Knowledge exchange can only be done when there is a trust between the receipting and the person who shares. A team is incomplete without trust being present.
H2: Knowledge is well created when there is trust in an organization.
**Learning:**
Learning is the acquisition of new knowledge for a person or an organization. We are never out of knowledge to be learned. Learning is a continuous process which enhances individual skills and as a result makes a better organization or team of leaning lovers.
H3: Knowledge is well created when there is learning in an organization.
   **Formalization:**
The idea of governing working place by certain rules, policies and procedures is called formalization. Formalization makes everything limited and makes the environment tense and rigid. This does not allow any openness for learning and freedom of speech.
H4: Knowledge is not well created when there is formalization in an organization.

**IT Support:**
As the word is self-explanatory, it is the use of Information Technology in the well implementation of Knowledge Management. In the modern era, it is not possible to live without the interference of IT, thus it is utmost important that new technologies be used in the organizations to better plan out KM.
H5: Knowledge is well created when there is IT Support in an organization.
**Organizational Creativity:**
Everyone is creative in certain way, and when all the creative minds come together in a same platform and wok as an organization, it is termed as organizational creativity. This is a good way of knowledge sharing which usually leads to correction and creation of various new knowledge in a team.
H6: Knowledge is well created where there is organizational creativity in an organization.
**Organizational Performance:**
As we have well represented creativity as an important factor in an institution, the sum total of creativity of an organization makes up the organizational performance. It depicts that the more creativity organization has, the more successful it is. Thus it is very vital to support and encourage creativity in order to bring good name to an organization.
H7: Knowledge is well created when there is organizational performance in an organization.
**Findings**
• Knowledge Management is an important factor in making COMSAT libraries successful.

- All the six branches of CIIT are well using the Knowledge Management system in one way or another and often times unaware.
- Different technologies are used for the purpose of implementing KM like Web 2.0, Koha. RFID, etc.
- The use of KM has created a very well relationship between the staff and the chief librarian and a friendly relation among the staff members.
- According to the survey conducted a majority of the participants believed that knowledge is dependent on information. This makes it clear that how important it is to organize information in order to enter it into the KM system.
- The survey found out about the perception on the environment for sharing of knowledge in all CIIT Libraries that it facilitates knowledge creation, storage and retrieval. The response showed that all of these options are being done in certain levels. It also suggested that it helps in professional development, knowledge transfer and achieving a task quickly.
- The members of the department were found to be cooperative, collaborating to improve task and collaborate inter organizations.
- Many participants were very positive that they find the precise and specific knowledge they are looking for in the library.
- The survey also revealed that there should be reward system for reusable knowledge resources and contributing that to the library.
- When members get stuck, they usually reach their division supervisor followed by the option of using documented resources and consulting professionals from other departments.
- Some barriers in storing information is poor organization system, lack of time and bad policies.
- Knowledge can be shared via interpersonal interaction or through the institution's documentations.
- Trust, collaboration and other such cultural factors are extremely important in learning.
- Information technology is helpful in combining explicit knowledge of people in the library community.
- The overall creativity of the organization through brain storming and other techniques is necessary for the upbringing of CIIT.

**Recommendations**
- The idea of Knowledge Management although is practiced should be made more explicit to everyone in the community of CIIT Library network.
- The developing technology should be updated and regularly used in the library system to make KM effective.
- Trainings should be given to every new joining member about KM and IT sources used in the library to help them fit in the learning environment.
- Knowledge Management be made a significant part of the institution policies formally and legally.
- Reflections and evaluations from the staff should be regularly considered and made compulsory to know about their experience of KM in CIIT.
- More inter-institutional KM relationship be stablished with other universities and institutions in Pakistan for cross check and improvement.
- A well looked upon database should be set up for the purpose of storing the new findings.
- KM should be introduced to the students through workshops who use the library so that they can work their way around the library system easily.
- Social Media should be used more effectively and widely in the process of spread the idea of KM and for the better ease of the users because university students are active on social media than anything else.
- The cyber security of library data should be regulated and updated regularly.

**Conclusion**

The introduction of Knowledge Management in the libraries of CIIT has been a great success to the organization. It has made learning very long live, inter-disciplinary and creative for the whole community of the library. With the boosting technology in the modern world, the use of different online tools like Web 2.0, Koha etc. has made the institution stand out as a very unique systematized organization. Social Media which is ruling over our world has also been incorporated in the KM in CIIT which makes it easy and handy for the users. The service quality of the library is up to the mark with regular check and balance system which is an important constituent of KM system. User's expectations are specially considered while dealing with policy making for the library. The library's objectives are met by following the steps of creating, capturing, sharing and utilizing knowledge. One of the most

important feature of the CIIT system is that keeping in view KM, the library environment is made very friendly with staff members collaborating with one another and the in charge usually keeping an eye of the staff and making a positive critic. The help desk is always active to deal with the user's queries and information about events and materials of the library which attracts many people to the library. The surveys conducted gave a very well reputation of the CIIT among the users and they agree that knowledge Management has made the use of library easier for them. The availability of internet and Wi-Fi has made library a good place where users can come and surf their desired knowledge, furthermore; the availability of the library data has made it accessible for the users to reach the library resources from outside of the library where they have an internet connection. Various workshops and training along with guest speaker's sessions also make the CIIT experience very unique and useful. The availability of devices such as computers, printers, scanner and such also make the library users friendly and keeps facilities handy. It is also worth noting that KM system is not applicable in many of the institutions of Pakistan, and CIIT is well carrying out the culture of sharing knowledge about KM and through it. KM has been used as a system solution which makes implicit and explicit knowledge very efficient. The internal development efforts can be framed by mapping tools and technologies which can help in knowledge flows, acknowledging functional gap, determining integration points and improving the scope of development.

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