
An Empirical Study on Knowledge Sharing Among LIS Professionals

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Abstract

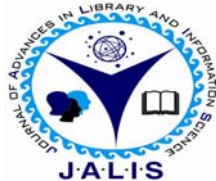
Knowledge management technology is a solution to promote knowledge creation, knowledge dissemination and knowledge sharing in an organization or community. The process of knowledge sharing involves both the creation and the transfer of knowledge through different artifacts, such as documentation or communication, among entities. In order to identify the knowledge sharing among library professionals a study has been carried out with a distribution of 475 questionnaires were distributed to the Library and Information Professionals working in various Colleges in and around Chennai and interestingly 85.68% respondents responded to the questionnaire (407 respondents).

Keywords

Sharing the Knowledge; Problem Of Domain; LIS Professionals.

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INTRODUCTION

Web-enabled infrastructures and practices are creating turbulent disruptions for virtually every institution and enterprise. Strategic responses to these disruptions are progressively leading to new practices, business models, and strategies in a variety of domains. The acquisition, assimilation, and sharing of knowledge is one such domain that is truly experiencing a revolution. Using technologies that are already developed or will be deployed over the next five years, and best practices in knowledge sharing are not only diffusing rapidly but will be substantially reinvented in all settings: education, corporations, government, associations, and nonprofit organisations. These will help individuals and organisations achieve quantum leaps in their abilities to exchange knowledge. Even the manner in which they experience knowledge will be transformed.

KNOWLEDGE SHARING

Knowledge sharing is the process where individuals mutually exchange their knowledge with two occurring activities; bringing knowledge and getting knowledge. It is a process that involves exchanging knowledge between individuals and groups. Knowledge sharing promotes trust and mutual respect as well as facilitates the flow of one's knowledge assets to be capitalized for performance improvement. The study of knowledge sharing, which is the means by which an individual/organisation obtains access to individual own and other knowledge, has emerged as a key research area from a broad and deep field of study on technology transfer and innovation, and more recently from the field of strategic management.

REVIEW OF LITERATURE

Based on the review of the study, the authors investigate how the Library professionals interact with other fellow professionals in sharing the knowledge. Chan and Ng (2003) ^[1] highlighted in their study that the Asian cultural traditions of respecting knowledge and passing wisdom through ancestral clans as positive influences in knowledge sharing practices but pointed out several challenges that also arise from cultural traditions such as hierarchy consciousness, saying things nicely (politeness). Riege (2005) ^[2] lists nearly 36 knowledge sharing barriers and further divided the barriers into three categories such as individual, organizational and technological. Gopalakrishnan,

Vinayagamoorthy & Arjunan (2004) [3] found that the thrust of sharing the knowledge among the professionals lies between the subject community. Apart from the community, according to Gopalakrishnan and Gopalakrishnan (2008) [4], there is no age restriction in sharing the knowledge among the professionals. Ramesh Babu and Gopalakrishnan (2008) [5] identified various tools and technology which can be adopted in sharing the knowledge among the professionals who satisfies the customer requirement. Thus the study has undertaken.

OBJECTIVES OF THE STUDY

The objectives of the study are

- To survey LIS professionals in and around Chennai in the context of understanding of knowledge sharing.
- To examine how LIS professionals share knowledge.
- To analyse the responses with regard to the sex, status, age, designation and institutional affiliation.
- To identify the reasons, importance and advantages of sharing information among LIS professionals.

HYPOTHESES

The hypotheses set for the study are:

- The Library and Information Professionals are keen in sharing the knowledge.
- There exists difference among the respondents in sharing the knowledge.
- Different reasons contribute for knowledge sharing.
- The knowledge sharing depends on the problem of domain.

DATA COLLECTION

The questionnaire was designed and circulated among LIS professionals. A total of 475 questionnaires were distributed to the Library and Information Professionals working in various higher educational institutions in and around Chennai. The institutions were classified based on their domain as *Engineering and Technology, Arts and Sciences, Medical Sciences and Polytechnic*.

The questionnaires were distributed among all the LIS professionals working in these 348 higher educational institutions situated in and around Chennai. Out of 475 distributed, 407 were responded, and the response rate is 85.68%. Table 1 present the data pertaining to the distribution of questionnaires and responses received.

Table 1: Quantum of Questionnaire Distributed and Responses Received

S.No	Domain of Institutions	No. of Institutions	Distributed	Received	Percentage
1	Engineering and Technology	127	230	208	90.43
2	Arts & Sciences	118	120	94	78.33
3	Medical Sciences*	44	75	64	85.33
4	Polytechnic	59	50	41	82.00
Total		348	475	407	85.68

*Medical Sciences includes Medical, Dental, Pharmacy and Nursing

Background Information about Respondents

The demographic details such as gender, age, qualification, designation of the respondents on various domains were shown in table 2.

Table 2: Background information about respondents

S. No.	Description	Engineering & Technology	Arts & Sciences	Medical Sciences	Polytechnic	Total
1	Gender					
	Male	147 (36.1)	69(17.0)	48(11.8)	317.6)	295(72.5)
	Female	61(15.0)	25(6.1)	16(3.9)	10(2.5)	112(27.5)
2	Age					
	30 and Below	94(23.1)	40(9.8)	17(4.2)	21(5.2)	172(42.3)
	31-40	57(14.0)	36(8.8)	28(6.9)	9(2.2)	130(31.9)
	41-50	38(9.3)	11(2.7)	12(2.9)	9(0.5)	70(17.2)

S. No.	Description	Engineering & Technology	Arts & Sciences	Medical Sciences	Polytechnic	Total
	Above 50	19(4.7)	7(1.7)	7(1.7)	2(0.5)	35(8.6)
3	Qualification					
	PG	70(17.2)	35(8.6)	18(4.4)	13(3.2)	136(33.4)
	M.Phil.	119(29.2)	53(13.0)	40(9.8)	23(5.7)	235(57.7)
	Ph.D.	19(4.7)	6(1.5)	6(1.5)	5(1.2)	36(8.8)
4	Designation					
	Librarian	118(29.0)	52(12.8)	39(9.6)	18(4.4)	227(55.8)
	Asst. Librarian	90(22.1)	42(10.3)	25(6.1)	23(5.7)	180(44.2)
5	TOTAL	208(51.1)	94(23.1)	64(15.7)	41(10.1)	407(100)

In the context of gender of the respondents, the study reveals that 72.5% belongs to male and 27.5% female, almost in the ratio of 1:3 both the categories. With regard to designation, 55.8% respondents belong to Librarian and 44.2% of the respondents are Asst. Librarians. Out of 407 respondents, majority (42.3%) of the respondents fall in the age group between 31 and 35 years, followed by 27.35 % fall in the age group of above 41 years. The respondents fall under different domains such as Engineering, Arts and Science, Medicine and Polytechnic. Out of 407 respondents, 208 (51.1%) belong to Engineering, 94 (23.1%) are Arts & Science, 64 (15.7%) are Medicine and 41 (10.1%) belong to Polytechnic.

DATA ANALYSIS

The data thus collected from LIS professionals were analysed on three concepts such as “Views on knowledge sharing”, “Knowledge sharing methods” and “Channels of knowledge sharing”. Under each concept, proportionate numbers of variables were taken up for obtaining the views of LIS professionals. The variables were administrated to reliability test.

Reliability Analysis

To ensure that the research produces reliable findings and results, a reliable tool would need to be employed. Moreover, the exploratory nature of this study necessitated the need to conduct some form of test to check whether items used in the measures are tapping into the same construct (variables) or not. Such test was accomplished through the use of factor analysis. According to Coakes and Steed (2003)^[6], factor analysis is a data reduction technique used to reduce a large number of variables to a smaller set of underlying factors that summarize the essential information contained in the variables. Two widely used methods in factor analysis are Principal Components and Principal Axis Factoring However,

this study adopted the former and applied it to all variables that employed multi-items measures.

Reliability is concerned with consistency of a variable. There are two identifiable aspects of this issue: external and internal reliability. Nowadays, the most common method of estimating internal reliability is Cronbachs alpha (α). The formula used is

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_i^2}{\sigma_x^2} \right)$$

A commonly accepted rules for describing internal consistency using Cronbachs alpha (Cronbach, Lee J., and Shavelson R J, 2004)^[7] are $\alpha \geq 0.9$ (Excellent), $0.9 > \alpha \geq 0.8$ (Good), $0.8 > \alpha \geq 0.7$ (Acceptable), $0.7 > \alpha \geq 0.6$ (Questionable), $0.6 > \alpha \geq 0.5$ (Poor) and $0.5 > \alpha$ (Unacceptable).

The concepts taken up for the study, variables and the Cronbach alpha value are shown in Table 3.

Table 3: Reliability Analysis – alpha value

S.No.	Concept	No. of variables	alpha value
1	Views on Knowledge sharing	5	0.7118
2	Importance	3	0.7896
3	Time Span	3	0.7948
4	Knowledge creation	4	0.8176

Accordingly, the Cronbach alpha value seems to more than 0.7 for all the groups which indicates the acceptance of the variables.

Views on Knowledge sharing

The respondents view on knowledge sharing (ks) has been ascertained based on five variables in a five point scale such as “Strongly Disagree”, “Disagree”, “No Opinion”, “Agree”, “Strongly Agree” and the

same is shown in table 4. Mean and Standard deviation were calculated based on a five point scale. The ranks were assigned and the same is shown in table.

Table 4: Views on Knowledge sharing

S.No	Description	SD	D	NO	A	SA	Mean	Std	Rank
1	Something that could be beneficial	2(0.5)	14(3.4)	15(3.7)	134(32.9)	242(59.5)	4.47	.768	2
2	Strategic part of service	0	13(3.2)	103(25.3)	155(38.1)	136(33.4)	4.02	.846	4
3	A management fad	13(3.2)	55(13.5)	196(48.2)	94(23.1)	49(12.0)	3.27	.950	5
4	Already in the library but not under the same	0	1(0.2)	73(17.9)	205(50.4)	128(31.4)	4.13	.699	3
5	It is a familiar term	0	0	30(7.4)	140(34.4)	237(58.2)	4.51	.631	1

SD-Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

It can be seen from the table that the term Knowledge sharing is already familiar term among the LIS Professionals. 92.6% of the respondents indicated either ‘agree’ (34.4%) or ‘Strongly agree’ (58.2%). Only 7.4% of the respondents indicated ‘No opinion’. 59.5% of LIS professionals ‘Strongly agree’ to the view that knowledge sharing is something that could be beneficial. Similarly 32.9% of the professionals agreed to the above. Only 3.7% indicated ‘no opinion’ and 3.9% indicated either ‘Disagree’ or ‘Strongly disagree’. However it has been indicated

that knowledge sharing is already persist in the field of LIS and not on the name of Knowledge sharing. It is also identified by the LIS professionals that it is a strategic part of service and not a management fad. The views on knowledge sharing has further been analysed based on Gender, Status, Designation in a five point scale. The mean, standard deviation has been calculated and the same is shown in table 5. The ranks were assigned based on mean and standard deviation

Table 5: Views on Knowledge Sharing Vs. Gender, Status, Designation

S.No.	Description	Male			Female			Superior			Subordinate			Librarian			Asst. Librarian		
		Mean	Std	R	Mean	Std	R	Mean	Std	R	Mean	Std	R	Mean	Std	R	Mean	Std	R
1	Something that could be beneficial	4.47	0.76	1	4.48	0.79	1	4.38	0.88	1	4.62	0.53	1	4.37	0.90	2	4.61	0.52	1
2	Strategic part of service	3.98	0.84	4	3.82	0.85	4	4.01	0.92	4	3.81	0.70	4	4.03	0.93	3	3.82	0.70	4
3	A management fad	3.19	0.82	5	3.05	0.89	5	3.18	0.87	5	3.10	0.78	5	3.19	0.89	5	3.09	0.76	5
4	Already in the library but not under the same	4.23	0.61	3	3.86	0.84	3	4.02	0.69	3	4.30	0.67	3	3.98	0.68	4	4.32	0.67	3
5	It is a familiar term	4.34	0.55	2	4.38	0.67	2	4.36	0.64	2	4.34	0.48	2	4.37	0.66	1	4.33	0.48	2

For the visibility purpose the category wise rank on views on knowledge sharing were shown in table 6

Table 6: Category wise Rank on Views On Knowledge Sharing

S.No.	Description	Designation		Gender		Responsibilities	
		Librarian	Asst.	Male	Female	Superior	Sub

			Librarian				ordinate
1	Something that could be beneficial	2	1	1	1	1	1
2	Strategic part of service	3	4	4	4	4	4
3	A management fad	5	5	5	5	5	5
4	Already in the library but not under the same	4	3	3	3	3	3
5	It is a familiar term	1	2	2	2	2	2

The male, female, superior, subordinate, Asst. Librarian and professionals in the age group of 21 to 30, 41 to 50 and above 50 have expressed the unanimous opinion. The other two group librarian and the professionals in the age group of 31 to 30 have expressed the same identical opinion on the variables.

The importance of knowledge sharing (ks) has been ascertained based on three variables in a five point scale such as “Strongly Disagree”, “Disagree”, “No Opinion”, “Agree”, “Strongly Agree” and the same is shown in table 5. Mean and Standard deviation were calculated based on a five point scale. The ranks were assigned and the same is shown in table 7

Importance of Knowledge Sharing

Table 7: Importance of Knowledge Sharing

S.No	Description	SD	DA	NO	A	SA	M	SD	R
1	Knowledge in LIS its quite important	0	0	76(18.7)	176(43.2)	155(38.1)	4.19	0.729	1
2	Knowledge in LIS its not updated	0 (0.0)	105(25.8)	162(39.8)	111(27.3)	29(7.1)	3.16	0.890	2
3	Knowledge in LIS is not formalities	137(33.7)	233(57.2)	37(9.1)	0	0	1.75	0.607	3

SD-Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

It can be seen from the table that the term Knowledge in LIS is quite important. 81.3% of the respondents indicated either ‘agree’ (43.2%) or ‘Strongly agree’ (38.1%). Only 18.7% of the respondents indicated ‘No opinion’. Only 7.1% of LIS professionals ‘Strongly agree’ to the view that knowledge in LIS is not updated. Similarly 27.3% of the professionals have agreed to the above. 39.8% indicated ‘no opinion’ and 15.8% indicated either ‘Disagree’. However it has been indicated that 90.9% LIS professionals either “Disagree” or “Strongly

Disagree” that knowledge in LIS is formalities and whereas 9.1% have not expressed their opinion. This clearly indicates that Knowledge in LIS is not formalities.

Time Spent on Knowledge Sharing

The time spent on knowledge sharing has been ascertained from the LIS Professionals and their opinion is shown in table 8. The table comprises of General opinion, designation, gender, status.

Table 8: Time Spent on Knowledge Sharing

S.No.	Description	General	Designation		Gender		Status	
			Librarian	Asst. Librarian	Male	Female	Superior	Subordinate
1	Few hours	18(4.4)	10(2.5)	8(2.0)	17(4.2)	1(0.2)	12(2.9)	6(1.5)
2	Few days	129(31.7)	78(19.2)	51(12.5)	82(20.1)	47(11.5)	84(20.6)	45(11.1)
3	Few week more	260(63.9)	139(34.2)	121(29.7)	196(48.2)	64(15.7)	151(37.1)	109(26.8)

63.9% of professionals are spending few weeks in knowledge sharing. 31.7% are spending few days. Only 4.4% of the professionals are spending few hours only. The librarians (34.2%), Male professionals (48.2%) and superiors (37.1%) are spending few weeks comparing to Asst. Librarians (29.7%), Female (15.7%) and subordinates(26.8%). Similarly 19.2% of Librarians, 20.1% of male professionals and 20.6% of superior are spending few days rather than Asst. Librarians (12.5%), Female (11.5%) and subordinate (11.1%).

Overall nearly 95.6% of library professionals are spending days and weeks in knowledge sharing.

Among the professionals librarians, male and superior are spending more time in knowledge sharing than Asst. Librarians, female and subordinate.

Knowledge Creation

The opinion among LIS professionals about knowledge creation has been obtained through four variables on a five point scale and the same is shown in Table 9. The mean and standard deviation are also calculated based on the scale. The ranks were assigned based on mean and standard deviation and the same is shown in Table 9.

Table 9 : Knowledge Creation

S.No	Description	SD	D	NO	A	SA	M	STD	R
1	The job of R&D department only	13(3.2)	55(13.5)	216(53.1)	101(24.8)	22(5.4)	3.16	0.839	3
2	They view it as every ones job	0(0.0)	2(0.5)	69(17.0)	209(51.4)	127(31.2)	4.13	0.696	1
3	Top management takes active	24(5.9)	213(52.3)	168(41.3)	2(0.5)	0(0.0)	2.36	0.600	4
4	Its part our organization	0(0.0)	0(0.0)	77(18.9)	175(43.0)	155(38.1)	4.19	0.731	2

SD-Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

Knowledge creation is the part of the organization has been ranked first. It is followed by knowledge creation is every one job and it is the job of R & D department. Least preference has been given for top management action.

KNOWLEDGE CREATION VS GENDER

The study has further been extended to gender and their views on a five point scale have been shown in Table 10.

Table 10 : Knowledge Creation vs. Gender

S.No	Description	Male					Female				
		SD	D	NO	A	SA	SD	D	NO	A	SA
1	The job of R&D department only	13(4.4)	27(9.2)	157(53.2)	88(29.8)	10(3.4)	0(0.0)	2825.0)	59(52.7)	13(11.6)	12(10.7)
2	They view it as every ones job	0(0.0)	2(0.7)	24(8.1)	175(59.3)	94(31.9)	0(0.0)	0(0.0)	45(40.2)	34(30.4)	33(29.5)
3	Top management takes active	12(4.1)	167(56.6)	114(38.6)	2(0.7)	0(0.0)	12(10.7)	46(41.1)	54(48.2)	0(0.0)	0(0.0)
4	Its part our organization	0(0.0)	0(0.0)	47(15.9)	144(48.8)	104(35.3)	0(0.0)	0(0.0)	30(26.8)	31(27.7)	51(45.5)

SD-Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

The mean and standard deviation were also calculated based on the opinion and ranks were assigned accordingly. The mean, standard deviation and rank were shown in table 11.

Table 11: knowledge Creation vs. Gender Mean, Std, Rank

S. No.	Description	Male			Female		
		M	STD	R	M	STD	R
1	The job of R&D department only	3.19	0.818	3	3.08	0.892	3

2	They view it as every ones job	4.22	0.615	1	3.89	0.831	2
3	Top management takes active	2.36	0.571	4	2.38	0.673	4
4	Its part our organization	4.19	0.690	2	4.19	0.833	1

From the table, it can be seen that there is a deviation in opinion between male and female. Male were given preferences that knowledge creation is every one job and its part of organization. Whereas in the case of female the preferences that knowledge creation is part of the organization and it is every one job.

There exist synchronized opinion on other two variables such as knowledge creation is the job of R

& D department only and it is essential to have top management must take active steps.

KNOWLEDGE CREATION Vs. DESIGNATION

The opinion on knowledge creation on a five point scale has further been analysed based on designation and the same is shown in table 12

Table 12: Knowledge Creation Vs. Designation

S. No	Description	LIBRARIAN					ASST. LIBRARIAN				
		SD	D	NO	A	SA	SD	D	NO	A	SA
1	New knowledge creation the job of R&D department only	13 (5.7)	22 (9.7)	110 (48.5)	71 (31.3)	11 (4.8)	0 (0.0)	33 (18.3)	106 (58.9)	30 (16.7)	11 (6.1)
2	They view it as every ones job	0 (0.0)	1 (0.4)	50 (22.0)	126 (55.5)	50 (22.0)	0 (0.0)	1 (0.6)	19 (10.6)	83 (46.1)	77 (42.8)
3	Top management takes active	23 (10.1)	96 (42.3)	107 (47.1)	1 (0.4)	0 (0.0)	1 (0.6)	117 (65.0)	61 (33.9)	1 (0.2)	0 (0.0)
4	Its part our organization	0 (0.0)	0 (0.0)	46 (20.3)	87 (38.3)	94 (41.4)	0 (0.0)	0 (0.0)	31 (27.7)	88 (48.9)	61 (33.9)

SD-Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

The mean and standard deviation thus calculated based on the opinion were shown in table 13. The ranks were also assigned based on mean and standard deviation is also shown in table.

Table 13: knowledge Creation vs. Designation Mean, Std, Rank

S. No.	Description	Librarian			Asst. Librarian		
		M	STD	R	M	STD	R
1	The job of R&D department only	3.20	0.893	3	3.11	0.766	3
2	They view it as every ones job	3.99	0.678	2	4.31	0.679	1
3	Top management takes active	2.38	0.670	4	2.34	0.499	4
4	Its part our organization	4.21	0.758	1	4.17	0.697	2

From the table, it can be seen that there is a deviation in opinion between Librarian and Asst. Librarian. Asst. Librarian were given preferences that knowledge creation is every one job and its part of organization. Whereas in the case of Librarian the preferences that knowledge creation is part of the organization and it is every one job.

KNOWLEDGE CREATION Vs STATUS

The opinion on knowledge creation on a five point scale has further been analyzed based on designation and the same is shown in table 14.

Table 14: Knowledge Creation Vs Status

S.No	Description	Superior					Sub-ordinate				
		SD	D	NO	A	SA	SD	D	NO	A	SA
1	The job of R&D department only	13 (5.7)	24 (9.7)	123 (49.8)	75 (30.4)	12 (4.9)	0 (0.0)	31 (19.4)	93 (58.1)	26 (16.3)	10 (6.3)
2	They view it as every ones job	0 (0.0)	1 (0.4)	52 (21.1)	133 (53.8)	61 (24.7)	0 (0.0)	1 (0.6)	17 (10.6)	76 (47.5)	66 (41.3)
3	Top management takes active	23 (9.3)	110 (44.5)	113 (45.7)	1 (0.4)	0 (0.0)	1 (0.6)	103 (64.4)	55 (34.4)	1 (0.6)	0 (0.0)
4	Its part our organization	0 (0.0)	0 (0.0)	50 (20.2)	97 (39.3)	100 (40.5)	0 (0.0)	0 (0.0)	27 (16.9)	78 (48.8)	55 (34.4)

SD-Strongly Disagree, D-Disagree, NO-No Opinion, A-Agree, SA-Strongly Agree

The mean and standard deviation thus calculated based on the opinion were shown in table 15. The ranks were also assigned based on mean and standard deviation is also shown in table.

Table 15: Knowledge Creation Vs Status Mean, Std, Rank

S. No.	Description	Superior			Subordinate		
		M	STD	R	M	STD	R
1	The job of R&D department only	3.20	0.877	3	3.09	0.775	3
2	They view it as every ones job	4.03	0.689	2	4.29	0.678	1
3	Top management takes active	2.37	0.656	4	2.35	0.504	4
4	Its part our organization	4.20	0.754	1	4.18	0.696	2

From the table, it can be seen that there is a deviation in opinion between Superior and Subordinate. Subordinate were given preferences that knowledge creation is every one job and its part of organization. Whereas in the case of Superior the preferences that knowledge creation is part of the organization and it is every one job. There exist unanimous opinion on other two variables such as knowledge creation is the job of R & D department only and it is essential to have top management must take active steps.

FINDINGS

The following are the some of the findings

- The term Knowledge sharing is already familiar term among the LIS Professionals. It is also felt that knowledge sharing is something that could be beneficial. However it has been indicated that knowledge sharing is already persist in the field of LIS and not on the name of Knowledge sharing. It is also identified by the LIS professionals that it is a strategic part of service and not a management fad.

- The term Knowledge in LIS is quite important. 81.3% of the respondents indicated either 'agree' (43.2%) or 'Strongly agree' (38.1%). Only 18.7% of the respondents indicated 'No opinion'. Only 7.1% of LIS professionals 'Strongly agree' to the view that knowledge in LIS is not updated. Similarly 27.3% of the professionals have agreed to the above. 39.8% indicated 'no opinion' and 15.8% indicated either 'Disagree'. However it has been indicated that 90.9% LIS professionals either "Disagree" or "Strongly Disagree" that knowledge in LIS is formalities and whereas 9.1% have not expressed their opinion. This clearly indicates that Knowledge in LIS is not formalities
- 63.9% of professionals are spending few weeks in knowledge sharing. 31.7% are spending few days. Only 4.4% of the professionals are spending few hours only.
- The librarians (34.2%), Male professionals (48.2%) and superiors (37.1%) are spending few weeks comparing to Asst. Librarians

(29.7%), Female (15.7%) and subordinates(26.8%).

- Similarly 19.2% of Librarians, 20.1% of male professionals and 20.6% of superior are spending few days rather than Asst. Librarians (12.5%), Female (11.5%) and subordinate (11.1%).
- Overall nearly 95.6% of library professionals are spending days and weeks in knowledge sharing. Among the professionals librarians, male and superior are spending more time in knowledge sharing than Asst. Librarians, female and subordinate
- Male were given preferences that knowledge creation is every one job and its part of organization. Whereas in the case of female the preferences that knowledge creation is part of the organization and it is every one job
- There exist unanimous opinion on other two variables such as knowledge creation is the job of R & D department only and it is essential to have top management must take active steps.

CONCLUSION

Knowledge Sharing should be incorporated into daily procedures and routines, thus making it part of the work and not an extracurricular, time-consuming activity where one feed reports into some system, and never know if someone else might use it. A successful knowledge-sharing effort requires a focus on more than simply the transfer of the specific knowledge. Instead, many of the activities to be undertaken need to focus on structuring and implementing the arrangement in a way that bridges both existing and potential relationship issues, and examining the form and location of the knowledge to ensure its complete transfer. In other words, while the activities used to share knowledge such as document exchanges, presentations, job rotations, etc., are important, overcoming the factors that can impede,

complicate and even harm knowledge internalization are equally important in determining the ultimate results of a Knowledge Sharing effort

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