

Trust factors in collaborative and shared knowledge management of the Museum Konperensi Asia-Afrika librarians

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ABSTRACT

Background: Knowledge sharing plays a crucial role in special libraries, preserving institutional knowledge and maintaining quality services, especially in institutions managing significant historical collections, such as the Museum Konperensi Asia-Afrika Library. However, effective knowledge exchange requires a relational foundation that supports openness and the responsible use of information. **Purpose:** This study aims to analyze the role of trust in supporting knowledge sharing among librarians at the Museum Konperensi Asia-Afrika Library. **Method:** This study employed a qualitative case study approach involving two librarians as key informants. Data were collected through in-depth interviews, documentation, and literature review. Interview data were transcribed and analyzed using qualitative data analysis procedures, consisting of data reduction, data presentation, and conclusion drawing. **Results:** Findings indicated that trust created psychological safety, transparency, and mutual respect, enabling librarians to share explicit and tacit knowledge without fear of errors or negative judgment. Trust strengthens collaboration, enhanced motivation, and supported coordinated problem-solving through formal and informal communication. Professional competence, continuous skill development, effective interpersonal communication, and an egalitarian organizational culture further reinforce trust-based knowledge-sharing practices. **Conclusions:** Trust functions as a key relational foundation that supports effective knowledge sharing and helps maintain organizational memory within the library. **Implications:** Practically, the study highlights the importance of trust-building and professional development strategies to sustain collaborative knowledge sharing. Theoretically, it emphasizes trust as a central social dimension in knowledge management within special library contexts.

Keywords: Institutional library; Knowledge management; Knowledge sharing; Tacit knowledge; Trust factor

INTRODUCTION

Trust represents a pivotal construct that substantially promotes knowledge sharing by fostering interpersonal

relationships and a positive organizational atmosphere. In a knowledge-based environment, trust reduces concerns about information misuse and enables individuals

to exchange knowledge more openly, including both explicit and tacit forms (Omotayo, 2015). Previous studies have demonstrated that interpersonal trust and organizational context significantly influence the effectiveness of knowledge sharing among organizational members (Alsharo et al., 2017). Conversely, a lack of trust may hinder knowledge exchange, particularly when the information involves sensitive or confidential content (Akosile & Olatokun, 2020). In the library context, trust not only enhances knowledge sharing among librarians but also strengthens the relationship between librarians and users, thereby supporting more effective information services (Razmerita et al., 2016). Through these mechanisms, knowledge sharing helps maintain service quality and ensures that valuable institutional knowledge is preserved and used effectively (Savolainen, 2017). Highlighting trust as a critical factor significantly impacts knowledge collaboration, especially in workplace scenarios. Trust is fundamental to a collaborative and productive work environment because it provides staff (individuals) with a sense of security when sharing knowledge, both personal and sensitive (Alsharo et al., 2017). Without trust, employees tend to withhold important information out of concern for potential misuse. Empirical research indicates that trust functions as a relational mechanism that strengthens collaboration and promotes team members's commitment to sharing explicit and tacit knowledge (Ou et al., 2016; Ahmed et al., 2019). Consequently, trust contributes to the stability of work relationships and supports ongoing knowledge-sharing activities within organizations.

Building trust in information institutions or in this context, special libraries, requires a stronger focus on interpersonal relationships and effective communication between librarians and users. A study stated that "libraries should focus on what people aspire to, not on the tools" and "today's librarianship demands more thought and effort to connect with users and maintain their engagement" (Delaney & Bates, 2015). These assertions imply that librarians must be able to facilitate users in achieving their individual objectives and cognitive requisites pertinent to information. This may be actualized through tailored collection recommendations, the augmentation of operational transparency, and the steady direct delivery of library benefits to users, thereby nurturing trust between librarians and their users. This highlights the premise that the effectiveness of knowledge dissemination depends not merely on technological advancements but also on the proficient management of interpersonal dynamics within the team (Razmerita et al., 2016). From the perspective of Abubakar et al. (2019), promoting open discussions and demonstrating empathy towards users helps librarians assume the role of credible intermediaries in knowledge sharing. Understanding and fulfilling librarians' information needs is key to building trust and enhancing interpersonal relationships.

In institutional libraries, trust-driven knowledge-sharing practices are implemented to foster innovation and advance the flow of thought. "Interpersonal trust among colleagues significantly affects their experience of transferring knowledge to one another" (Rahman et al., 2016). This affects not only staff but also users. According to Fuller (2021), when institutions

emphasize trust in their work practices, staff feel more secure sharing information. Furthermore, Yasir & Majid (2017) stated that trust-based knowledge sharing allows libraries to build connections with professionals and academics, and can reduce individuals' reluctance to share their knowledge. In this knowledge-sharing system, the information shared is not only data but also experiences, which will support subsequent knowledge-sharing processes (Wu & Zhang, 2015). When people feel valued and trusted, they tend to be more open in sharing their insights and implicit knowledge. Thus, healthy interpersonal relationships can serve as the foundation for creating a strong knowledge network in libraries.

Despite its undeniable importance in organizations, knowledge sharing still faces implementation challenges, including communication barriers and cultural differences (Asrar-ul-Haq & Anwar, 2016). Communication barriers, differences in professional and cultural backgrounds may hinder effective knowledge exchange between employees (Asrar-ul-Haq & Anwar, 2016). According to Abualoush et al. (2018), the knowledge-sharing process enables individuals to share and utilize information optimally, ultimately accelerating decision-making and improving the quality of work. This corroborates that knowledge sharing is a crucial element in maintaining an organization's long-term competitiveness (Burnette, 2017).

The Museum Konperensi Asia-Afrika Library, as a specialized library, considers knowledge sharing among librarians crucial. Furthermore, knowledge sharing also helps train new librarians, enabling them to adapt more quickly and work

efficiently. This knowledge-sharing process helps the library maintain a high level of service, ensuring that valuable information is not lost or forgotten, ultimately improving the efficiency and reliability of its services (Savolainen, 2017).

Trust is a key factor facilitating knowledge sharing within organizations. As noted by Kodai & Alzobeer (2023), the dimensions of social trust and shared objectives substantially facilitate knowledge transfer between entities. In cultures that prioritize trust, augmented engagement and collaboration can significantly enhance the effectiveness of knowledge dissemination. Rutten et al. (2016), argue that their argument is reinforced by the realization that robust levels of trust, particularly those based on emotional connections, considerably impact the process of knowledge sharing, both implicitly and explicitly. Moreover, Almuqrin et al. (2020) ascertained that the robustness of social connections, characterized by the frequency, intensity, and sustainability of interactions, considerably enhances knowledge-sharing behavior due to the promotion of mutual accountability and a sense of collaboration within organizational networks.

Ng & Zhang (2025) stated in their study that, in the context of corporate affiliation, trust is commonly regarded as the belief that an individual or coalition will uphold ethical norms, take supportive measures, and demonstrate competence. Trust in an organization encompasses confidence in the abilities, good intentions, and integrity of individuals in their professional conduct (Maresch et al., 2020). Benevolence pertains to the degree to which a trusted individual (such as a librarian) voluntarily engages in actions that benefit the trusting party (the user). These three elements form the basis of

trust between individuals in the organization, enabling effective collaboration. Trust also provides a safe environment for sharing knowledge and communicating without fear of betrayal or manipulation (Cui & Jiao, 2019).

The historical and cultural value of the Museum Konperensi Asia-Afrika library collections requires that the quality of service and the accuracy of the information provided by librarians be effective and accurate. Trust also helps overcome communication barriers that may arise due to differences in professional backgrounds or organizational hierarchies (Khvatova & Block, 2017). With a high level of trust established among librarians, libraries are poised to achieve enhanced effectiveness in information management and service provision, thereby fostering a more open and productive collaborative environment that, in turn, mitigates the potential for miscommunication or inappropriate use of information.

Social capital encompasses a network of interpersonal relationships nurtured through trust and collaborative efforts, thereby fostering the exchange of knowledge between individuals (Han et al., 2020). In addition, trust plays a crucial role in bolstering social cohesion within the organization, which can significantly enhance the efficiency of the knowledge sharing processes (Yen et al., 2015).

Trust not only establishes a robust foundation for communicating insights but also motivates individuals to engage more vigorously in organizational social networks (Han et al., 2020). In the library context, the trust fostered among librarians is vital in reinforcing the social connections essential for effective knowledge dissemination, particularly concerning the

management and preservation of cultural collections (Lefebvre et al., 2016).

The appellation of the Museum Konperensi Asia-Afrika library is intended to commemorate the significant historical events associated with the Museum of the Asian-African Conference, which has emerged as a pivotal source of inspiration and motivation for Asian and African nations. The museum operates not solely as a repository for the historical and cultural preservation linked to the 1955 Asian-African Conference, but is also actively engaged in the systematic collection and management of information concerning the activities and contributions of Asian-African nations and developing countries in the realms of global politics and societal existence, alongside the socio-cultural dynamics characteristic of these countries. Maintaining a library's well-managed and secure special collections requires close collaboration among its librarians. When they actively share knowledge, they develop shared guidelines on how best to manage, preserve, and utilize all materials under their care. This systematic exchange guarantees that knowledge regarding the library's collections is preserved and more effectively accessible to users. Additionally, this knowledge sharing helps new librarians more quickly familiarize themselves with the library's collections. By scrutinizing the case study of the Museum Konperensi Asia-Afrika library, one can attain a profound understanding of the indispensable role of trust in facilitating effective and efficient knowledge sharing.

Navigating challenges within the library professional sphere unquestionably requires unified efforts directed towards nurturing trust through collaborative initiatives and fostering an organizational

culture that advocates for transparent communication and mutual trust (Zahedi et al., 2016).

Research on trust in knowledge sharing is highly relevant to library management, especially in improving service quality and collaboration among librarians, and enabling a proactive and collaborative work environment. A foundation of trust empowers librarians to be more innovative and continuously improve the services they provide to users.

Although previous studies have emphasized the importance of trust in knowledge sharing, most research has focused on corporate organizations or general institutional contexts. Studies in library settings have more often been conducted in public or academic libraries, while investigations specifically examining the role of trust in knowledge sharing in specialized libraries are limited. Specialized libraries operate in distinctive environments characterized by unique collections, specialized expertise, and smaller professional communities, which may influence how trust develops and how knowledge is exchanged among librarians. This gap highlights the need to further exploration of the role of trust in facilitating knowledge sharing in specialized library contexts. Therefore, this study aimed to analyze the role of trust in supporting knowledge sharing among librarians at the Museum Konperensi Asia-Afrika Library and to examine how trust shaped collaboration, communication, and knowledge exchange in this institutional setting.

RESEARCH METHODS

This study employed a qualitative research method with a case study

approach to explore the role of trust in knowledge sharing among librarians at the Museum Konperensi Asia-Afrika (MKAA) Library. A qualitative case study is appropriate for examining complex social interactions and interpersonal dynamics within a specific organizational context, particularly those related to trust, communication, and collaborative knowledge exchange. This approach allows the researcher to observe, describe, and analyze the phenomenon in depth within a specific institutional setting and time frame.

This research was conducted at the Museum Konperensi Asia-Afrika Library located at Jalan Asia Afrika No. 65, Bandung, Indonesia. This library was selected as the research site because it is a specialized library that manages historically and culturally significant collections related to the 1955 Asian-African Conference. The special nature of this library requires close collaboration between librarians in managing the collection and providing accurate information services, making knowledge sharing an essential practice in daily work activities.

The study involved two librarians as key informants who were directly involved in library management and service activities. The informants were selected using a purposive sampling method based on their professional roles, experience, and active involvement in library operations and knowledge-sharing activities. These librarians represented the core staff responsible for information services and collection management within the institution. In a small-scale specialized library like MKAA, the number of professional staff is limited; therefore, the selected informants were considered to possess comprehensive knowledge of the

library's internal communication and collaborative practices. Interviews were conducted using questions covering various aspects and indicators. The interpersonal trust aspect consisted of indicators of honesty, openness and a sense

of security. The purpose of this aspect was to understand the interviewees' perceptions, their situation, their work environment, and identify factors that enhance their sense of security in the knowledge-sharing process.

Table 1

Informant's data

No.	Name Initial	Profession	Initial in Article
1.	YW	Librarian	Informant 1
2.	YT	Librarian	Informant 2

Source: Author's Proceedings Data, 2024

Data collection was conducted through three main methods: in-depth interviews, documentation, and a literature review. In-depth interviews served as the primary data source and were conducted to explore informants' experiences, perceptions, and perspectives regarding knowledge-sharing practices and the role of trust in collaborative work. The interviews were guided by a semi-structured interview protocol covering several key themes, including interpersonal trust, communication practices, professional experience and competence, and organizational culture. Questions were designed to explore how librarians build trust, how knowledge sharing occurs in daily work practices, and what factors support or hinder collaborative knowledge exchange. Interviews were recorded with the informants' consent and then transcribed verbatim to ensure accurate data representation. Documentation was also used to support the interview findings. Relevant documents included internal records, institutional reports, and publicly available information related to the MKAA Library. In addition, a literature review was conducted to strengthen the theoretical

framework and contextual understanding of trust and knowledge sharing in organizational and library settings. The literature review involved analyzing scholarly articles, books, and credible online sources related to knowledge management, trust, and library collaboration, including materials obtained from academic databases and the official website of the Museum Konperensi Asia-Afrika.

The data analysis process followed qualitative analysis procedures, consisting of data reduction, data presentation, and drawing conclusions. First, in the data reduction stage, the interview recordings were transcribed into complete transcripts. These transcripts were then carefully reviewed and coded to identify meaningful statements related to the research theme. Coding was conducted by grouping relevant data segments into analytical categories reflecting the main aspects examined in this study, including interpersonal trust, inter-librarian communication, professional experience and competence, and organizational culture. This process helped to filter relevant information and organize the data into thematic patterns that represent the

dynamics of knowledge sharing within the library.

Second, in the data presentation stage, the categorized data were organized into a narrative form to facilitate interpretation and comparison across themes. The findings were presented descriptively by integrating interview excerpts, supporting documents, and theoretical insights. This step enabled the researcher to identify relationship between trust and knowledge-sharing practices within an institutional context.

Finally, in the verification and conclusion stage, the researcher interpreted the data by examining recurring patterns, similarities, and differences across the collected information. This analysis aimed to understand how trust influenced knowledge-sharing behavior and collaborative practices among librarians.

Data triangulation was conducted by comparing information obtained from interviews, documentation, and literature sources. In addition, the researcher carefully documented the research process to ensure transparency in data collection and analysis. This procedure helped strengthen the credibility and reliability of the research findings.

RESULTS AND DISCUSSION

Findings indicated that trust played a central role in facilitating knowledge sharing among librarians at the Museum Konferensi Asia-Afrika (MKAA) Library. Interview data revealed that trust was closely associated with several interconnected factors, including interpersonal trust among librarians, communication practices, professional competence and experience, and

organizational culture. These elements illustrated how trust developed through everyday work interactions and supported the exchange of explicit and tacit knowledge within a specialized library environment.

Interview results indicated that interpersonal trust significantly influenced librarians' willingness to share information and collaborate in their daily work. Interviews revealed that librarians perceived trust as the foundation of collaboration and productivity within the organization. Trust created a sense of security that encouraged librarians to share information openly and to rely on their colleagues to perform their work. One informant clearly expressed this perception:

“Trust is actually the foundation, especially among colleagues because without trust or mutual confidence, it will ultimately hinder work productivity.” (Informant 1, interviewed, October 15, 2024).

This statement highlighted how trust supported effective collaboration and facilitated knowledge sharing among librarians. This aligns with previous research by Yasir and Majid (2017), which emphasizes that open communication enhances trust among employees, subsequently promoting knowledge sharing. In specialized libraries, trust not only fosters positive interactions among librarians but also enhances the quality of services provided to patrons. Without strong trust, interactions among librarians can be hindered, ultimately obstructing knowledge sharing and affecting services to patrons.

Transparency and openness were identified as important mechanisms for building interpersonal trust among

librarians. Informants emphasized that trust was built when individuals shared information honestly and communicated without hidden intentions. In everyday work situations, librarians relied on transparent communication to ensure that tasks were coordinated effectively and that relevant information was accessible to all team members. In an interview conducted at the MKAA library, a librarian stated,

"...openness is truly the foundation, once again. Trust and openness are the basic foundation for teamwork, because besides benefiting the team, it also benefits oneself." (Informant 1, interviewed, October 15, 2024).

The emphasis on openness indicated that librarians recognized the importance of transparency in maintaining collaborative relationships. When information was communicated openly, individuals were more confident that the shared knowledge would be used responsibly and ethically. This dynamic corresponds with the concept of trustworthiness described by Ng and Zhang (2025), which highlights competence, benevolence, and integrity as essential elements in the formation of trust within organizations.

Informant 2 described how transparency was implemented in daily communication practices at the library:

"If I look at trust in our daily work, I view information as something transparent between me and Informant 1. We have a WhatsApp group, just the two of us, to exchange information related to our work here. So, I see trust as transparency, as long as it is related to our work." (Informant 2, interview, October 15, 2024).

Messaging platforms such as WhatsApp enable librarians to exchange up-to-date information, coordinate work activities, and discuss work-related matters in real time. Therefore, digital communication functions as an informal infrastructure supporting knowledge sharing among library staff and facilitates the building of long-term relationships based on continuous interactions among colleagues (Leonardi, 2021; Rutten et al., 2016).

Trust in the MKAA Library was closely associated with a sense of psychological safety, which allowed librarians to engage in knowledge sharing without fear of making mistakes or facing negative judgment. Informants emphasized that trust created a safe environment in which individuals felt comfortable sharing experiential knowledge, including insights gained through trial and error. Psychological safety is particularly relevant in special libraries, where collections often contain sensitive historical and cultural materials that require careful handling. Psychological safety plays a crucial role in encouraging employees to share knowledge and learn from one another in knowledge-intensive organizations (Newman et al., 2017). Relationships among librarians, fostered by a conducive climate and long-term interactions, supported knowledge sharing. The work environment at the Asian-African Conference Museum Library supported the librarians' sense of security.

"During morning briefings, both for the library and the museum, it is the most comfortable time to share professional information. This is where we share information or tacit knowledge. Meanwhile, for informal matters with colleagues, we have a more relaxed setting." (Informant 1, interviewed, October 15, 2024).

It could be identified that both formal and informal situations significantly influenced knowledge sharing, not only among librarians but also among staff at MKAA. In addition, the work environment also allowed librarians to engage in knowledge sharing. The work environment, with a small number of human resources, helped librarians built organizational communication without significant barriers.

"This library is a public service, so the first thing that must be provided is a sense of comfort and security so that the public can access the information and collections presented here." (Informant 1, interviewed, October 15, 2024).

Interview data indicated that communication between librarians occurred through both formal institutional mechanisms and informal interactions. Formal communication channels included staff meetings, training sessions for new staff or interns, and professional development activities organized by the Indonesian Librarians Association (*Ikatan Pustakawan Indonesia*), *Bimbingan Teknis* (Bimtek), and *Rapat Kerja Nasional* (Rakernas). These institutional activities provided structured opportunities for librarians to exchange professional knowledge and strengthened collaborative relationships, which in turn fostered trust-based knowledge sharing within the library.

Informal communication, meanwhile, occurred during daily interactions, including discussions during breaks and exchanges through digital messaging platforms. One informant described how these informal communication channels contributed to knowledge sharing:

"For our daily interactions, we have a group chat. In the special library group, they usually share information about the activities they organize, such as talk shows or other events." (Informant 2, interviewed, October 15, 2024).

Formal communication enables librarians to align their work with institutional goals, while informal communication facilitates the sharing of experiences and practical insights. Wang et al. (2023) argue that frequent interpersonal communication strengthens relational ties and encourages collaborative knowledge sharing, particularly within small teams. Findings from the MKAA Library supported this perspective, demonstrating that communication practices played a crucial role in sustaining trust-based knowledge sharing. Other factors influencing librarians' knowledge sharing were professional competence and work experience. Librarians emphasized that trust strengthened when colleagues recognized one another's professional expertise and capabilities. When individuals believed that their colleagues possessed the necessary knowledge and skills, they were more confident in exchanging information and collaborating on work tasks.

Therefore, professional competence contributes to the development of cognitive trust, which is based on the belief that others are reliable and capable in their professional roles. This form of trust supports reciprocal knowledge exchange because individuals are more willing to share insights when they trust their peers' competence. Kacperska and Łukasiewicz (2020) similarly argue that professional expertise encourages knowledge sharing by increasing confidence in the value and reliability of shared information.

The role of experience in building trust was also highlighted by one informant who described their transition from working independently to working collaboratively in a library environment:

"Having a colleague is something new for me. Working with a colleague in the library is new because I used to work alone. When I had a new partner, I could try to build trust in the service." (Informant 2, interviewed, October 15, 2024).

A study demonstrated that librarians' experience and competence can facilitate knowledge sharing, especially when accompanied by openness and participation among team members (Enakrire, 2025). These experiences subsequently empower librarians to build their confidence and facilitate knowledge sharing. As evidenced by Informants 1 and 2, they managed overlapping workloads through structured communication, making information and knowledge sharing more efficient. This experience illustrated how trust developed gradually through repeated interactions and shared work activities. As librarians collaborate more frequently, they become more familiar with each other's work styles and professional strengths. Oliveira et al. (2020) note that trust evolves as individuals gain experience working together and develop confidence in each other's intentions and capabilities.

In addition to interpersonal trust and communication practices, professional competence and continuous skill development also influenced knowledge sharing among librarians at the MKAA Library. Librarians emphasized that competence was closely related to confidence in sharing knowledge with

colleagues and users. When individuals felt capable in their professional roles, they were more willing to communicate information, explained concepts, and shared insights gained from their work experiences.

Professional competence is crucial in specialized libraries, where librarians must manage significant historical collections and respond to diverse user inquiries. Librarians are required not only to possess expertise in specific areas but also to communicate information effectively to different audiences. One informant highlighted the importance of continuously improving communication and professional skills:

"In our service, we must interact with many people. Besides being proficient in our field, the challenge is mastering how to convey information to the public. When we are experts in one area but unable to communicate it effectively to a wider audience, our service becomes less than optimal. Therefore, experience must be constantly nurtured to continue exploring our skills as librarians. To gain experience and enhance my competence, in addition to seeking references here, I take MySkillI classes and listen to podcasts. The goal is to avoid being hesitant when speaking in the future." (Informant 1, interviewed, October 15, 2024).

This finding suggested that competency development strengthened librarians' confidence in engaging in collaborative activities and knowledge-sharing practices. Librarians who actively developed their professional skills were more willing to contribute.

Trust within the MKAA Library also strengthened social capital and knowledge networks. In special libraries that manage

collections of cultural significance, social capital is crucial for preserving institutional knowledge and ensuring its sustainability. As Massaro et al. (2016) note, trust-based social capital enhances collective learning and supports the long-term sustainability of knowledge management practices.

Knowledge sharing in the MKAA Library contributed to the preservation of organizational memory. Librarians collectively constructed a shared knowledge repository through the exchange of experiences and insights. This process is particularly important in special libraries, where much of the collection knowledge resides in individual memories rather than formal documentation. Trust encourages librarians to externalize tacit knowledge, transforming personal experience into shared understanding. This finding is consistent with the work of Kacperska & Łukasiewicz (2020), who emphasize that trust-based knowledge sharing is essential to maintaining organizational memory in knowledge-intensive institutions.

Professional experience also contributes to the development of cognitive trust among librarians. When librarians recognize their colleagues' professional capabilities, they are more willing to rely on one another to manage collections and respond to user inquiries. This dynamic supports the reciprocal exchange of knowledge and strengthens collaborative relationships. As Kacperska and Łukasiewicz (2020) explain, competence-based trust increases individuals' willingness to exchange knowledge because they believe the information shared is accurate and valuable.

Beyond individual competencies, the the MKAA Library's organizational culture also played a significant role in shaping

knowledge-sharing practices. Interview findings indicated that the library environment was characterized by an egalitarian organizational culture that encouraged openness, mutual respect, and collaborative interactions among staff. A collaborative organizational culture that fosters trust and cooperation significantly encourages both tacit and explicit knowledge-sharing behaviors (Pasipamire, 2025). In this context, librarians perceive themselves as equal participants within the institution, even though formal leadership structures remain in place.

An egalitarian organizational culture reduces hierarchical barriers and allows librarians to communicate openly with one another. This environment encourages individuals to share ideas, discuss problems, and exchange experiences without hesitation. One informant explained:

"In my opinion, the work culture is egalitarian. We are equal in many ways, and we are accountable to our leader regarding library matters. So, this egalitarian work culture is open and ultimately influences knowledge sharing. This egalitarian culture creates a sense of ongoing effectiveness. If a colleague makes a mistake during the work process, it does not diminish trust. There is still a drive to continue working together without losing trust due to the sense of equality that emerges, which is an impact of the values of an egalitarian organizational culture." (Informant 1, interviewed, October 15, 2024).

This statement illustrated how organizational culture reinforced the development of trust within the library. When staff perceived the work environment as open and egalitarian, they were more likely to

engage in collaborative learning and knowledge-sharing activities. This finding supports previous research suggesting that a supportive organizational culture facilitates knowledge sharing by encouraging communication and cooperation among employees (Sadeghi & Rad, 2018).

The empirical findings presented above suggested that trust-based knowledge sharing within the MKAA Library operated through an

interconnected process involving interpersonal relationships, communication practices, and organizational conditions. Based on these findings, a conceptual model can be proposed to illustrate how trust facilitates knowledge sharing within the library. In addition, based on the interview findings and theoretical perspectives discussed previously, a conceptual framework can be proposed to describe how trust operates in the knowledge-sharing process.

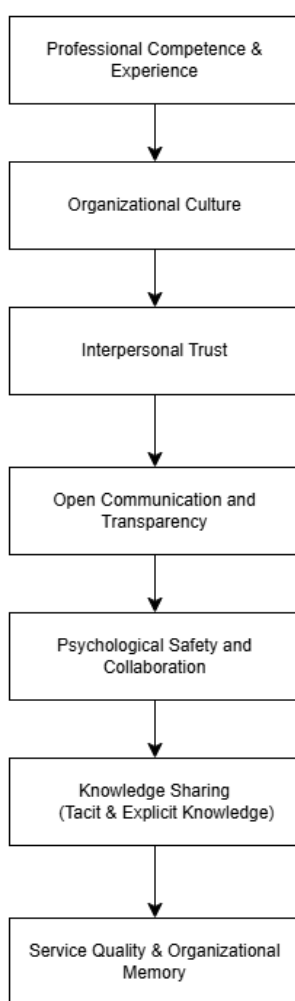


Figure 1. Conceptual Model of Trust-Based Knowledge Sharing at the MKAA Library

Source: Author's Proceedings Data, 2024

As illustrated in Figure 1, interpersonal trust serves as the central relational mechanism that connects communication practices, professional competence, and organizational culture to

facilitate knowledge sharing within the library. Trust encourages open communication among librarians, allowing them to exchange information transparently and coordinate their work effectively. When

communication is open and frequent, it fosters psychological safety and collaborative relationships.

Psychological safety is crucial for enabling librarians to share experiences and insights without fear of negative judgment. In this environment, individuals feel comfortable discussing uncertainties, asking for assistance, and contributing their knowledge to collective problem-solving. This condition encourages the exchange of explicit knowledge, such as procedural information, and tacit knowledge derived from personal experience.

The knowledge-sharing process, supported by trust and communication, ultimately improves service quality and preserves organizational memory within the library. Librarians collectively build a shared understanding of collection management practices and user service strategies, ensuring that knowledge accumulated through experience is not lost but becomes part of institutional knowledge.

Interview results suggested that relationships among librarians at the MKAA Library resembled characteristics of social capital, with trust and repeated interactions fostering cooperation. These collaborative relationships reflect the concept of social capital, in which trust and shared norms encourage cooperation among individuals (Han et al., 2020).

Through continuing communication and shared responsibilities, librarians gradually build strong interpersonal relationships that foster knowledge exchange. These relationships create a supportive environment in which individuals feel motivated to contribute their expertise to the organization's benefit. Therefore, trust-based social capital strengthens the knowledge sharing and

supports collective learning within the library.

Interviews revealed that much of the knowledge about the collections, historical context, and service practices at the MKAA Library was embedded in the experiences of individual librarians. Through regular communication and collaboration, librarians shared their experiences and insights with colleagues, transforming personal knowledge into shared institutional knowledge. This process ensured continuity in managing the historically valuable collections and maintaining the quality of information services.

Further findings indicated that trust shaped how librarians managed and communicated historically significant information within the MKAA Library. Librarians at the MKAA Library were responsible for managing information on the historical legacy of the Asian-African Conference. Librarians must ensure that information was interpreted and communicated responsibly.

Trust among librarians supports responsible knowledge-sharing practices by ensuring that shared information is used appropriately and in accordance with institutional values. Librarians rely on one another to maintain information integrity and provide reliable services to users. In this way, trust contributes not only to internal collaboration but also to the library's credibility as an information institution.

Despite the insights this study provided, several limitations should be acknowledged. This study involved only two librarians as key informants, meaning the findings reflected a specific organizational context and may not represent the broader conditions of other special libraries. The MKAA Library operates with a relatively small number of librarians, so knowledge-

sharing practices depends heavily on interpersonal relationships among staff.

However, this limitation also highlights the significance of trust as a social mechanism supporting knowledge sharing in small-scale organizations. Rather than relying primarily on formal technological systems, the MKAA Library relies on strong interpersonal relationships and trust-based collaboration to sustain knowledge exchange. Ferreira et al. (2017) argue that trust can be an effective mechanism for supporting knowledge sharing in organizations with limited technological infrastructure.

These findings suggested that trust served as a vital relational mechanism supporting knowledge sharing among librarians at the MKAA Library. Interpersonal trust fostered open communication, which in turn fostered a sense of psychological safety and collaborative interactions among staff. Professional competence and an egalitarian organizational culture further reinforced this process by fostering trust and mutual respect among librarians. Through the interaction of these factors, knowledge sharing became embedded in daily work practices, supporting the preservation of organizational memory and the sustainability of information services within the library.

CONCLUSION

This study shows that trust is a crucial driver of effective knowledge sharing at the Museum Konperensi Asia-Afrika library. Trust among librarians acts as a foundation for productive collaboration and enables a work environment that supports openness and cooperation. With trust, the process of knowledge sharing, both technical and implicit insights, runs more smoothly and

helps the library maintain the quality and continuity of its services to users. These findings confirm that trust not only strengthens communication between individuals but also supports efficient knowledge management, which, in turn, helps achieve organizational goals. A suggestion from this study is that the Museum Konperensi Asia-Afrika library establish a mentoring program between senior and junior librarians, which can also be an effective strategy to accelerate adaptation and improve new librarians' skills, ultimately contributing to the sustainability of library services. Future research can expand the scope of the study by considering other factors influencing knowledge sharing in special libraries, such as the librarian's leadership style or the implementation of information systems. Further research can also use quantitative or mixed-methods approaches to specifically measure the extent to which trust affects the effectiveness of knowledge sharing, providing numerical data to support the findings. In addition, comparisons with other libraries can yield new insights into the differences that shape the knowledge-sharing process.

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DATA AVAILABILITY

The data generated during this study's development have been published as supplementary material.

CONFLICT OF INTEREST

All authors have no conflict of interest in this study.

AUTHOR'S CONTRIBUTIONS

RS: Conceptualization, Writing - original draft, Writing - review and editing, data curation, formal analysis, methodology. YW: Supervision, resources. ULSK: Supervision, resources.

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