



Role of Artificial Intelligence oriented Tacit, Explicit and Reusable integrated Knowledge Management for the libraries in the 21st century

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ABSTRACT: Knowledge management will continue to evolve strategically and dynamically for libraries in the 21st century, driven by the knowledge economy and information technology. To understand the development of library knowledge, it is necessary to grasp the relationship between explicit, tacit, and relevant reusable integrated knowledge in an Artificial intelligence environment in today's dynamic economy. This study examines relevant, explicit, tacit, and related reusable knowledge, the associated processes, and their practical implications for library operations, including efficiency and innovation in organization and learning.

By presenting knowledge management principles, the Nonaka SECI model incorporated with reusability concept of Harsh, and a conceptual framework for library science, this study examines a unified program for the practical application of explicit, tacit, and relevant reusable AI-empowered knowledge in the context of libraries in the educational sector. The role of artificial intelligence in the transformation of libraries regarding the design, collection, creation of meta-data, and dissemination of knowledge is also explored critically. The results presented, including the increased potential of libraries because of meaningfully reinforces reuse of knowledge, effectiveness of processes, and the remembrance of organisations, reveal huge aids for operators thus making libraries as smart centres of data.

KEYWORDS: SECI model, tacit knowledge, explicit knowledge, reusable knowledge, knowledge organization, library systems, Learning in organizations.

I. INTRODUCTION

In today's century, librarianship operates in a dynamic, technology-driven environment where knowledge is growing exponentially, and user expectations are being met in ways that transcend traditional systems. All educational institutions must be built on knowledge-based processes. Libraries should therefore implement practices such as knowledge management (KM) within their structured environment to maintain progress, relevance, and systematicity (Ebisi & Arua, 2018). KM enables libraries to leverage the collective expertise of their staff, streamline processes, improve working conditions, and preserve memory of organisations.

Systematic practice regarding knowledge management is needed to keep libraries active in today's rigorous environment of knowledge economy (Ebisi & Arua, 2018). Modern Knowledge comprises types of knowledge such as tacit, explicit, and reusable knowledge (Polanyi, 1966; Nonaka, 1991; Harsh, 2009). In today's environment, role of artificial Intelligence for these three joint forms is highly supportive. crucial for the library systems (Harsh & Harsh, 2024).

The study demonstrates that libraries that can systematically transform, acquire, and reuse knowledge resources are better equipped to meet the needs of their staff, support their organizational goals, and thrive in a rapidly changing information environment. Now a days there are four corelated vital facts about the knowledge, they are explicit knowledge, tacit knowledge, and reusable knowledge along with their connection with Artificial intelligence.

Explicit knowledge is expressed in documents and is structured, while tacit knowledge is based on human insights and experience. Reusable knowledge, on the other hand, comprises stored knowledge that can be retrieved analytically or methodically, saved, and applied in various situations. Linking appropriately these types of knowledge is crucial for developing dynamic knowledge management systems in AI libraries. This paper expands upon these concepts and suggests a common framework for integrating explicit, tacit, and reusable knowledge into library use with the help of AI. The study describes the original framework for knowledge management (KM), including Nonaka and Takeuchi's (1995) knowledge creation model, as well as current research on knowledge management practices in libraries.



Harsh (2007; 2008; 2009; 2011) mentioned the probability of reusable knowledge in a three-dimensional setting where the concept of reusability was regarded as a distinct independent character like explicit and tacit knowledge. However, he did not consider the concept of AI, which, if accounted for, could give rise to a possibly more noteworthy outcome regarding knowledge management in the library.

Harsh and Harsh's (2024) also study examines the role of artificial intelligence (AI) in knowledge management in a data mining environment, focusing on knowledge reusability. This work emphasizes the reuse of data, skills, and information. Furthermore, Harsh et al. (2025) hypothetically examine the transformation of tacit and explicit knowledge using a revised, Nonaka-inspired model of three-dimensional knowledge management systems (3D knowledge management systems) (Harsh, 2008; 2024). This model focuses on the planned applications of information technology (IT), reusability, and artificial intelligence (AI) to optimize knowledge development. This concept of knowledge reusability, along with the AI, if exploited in a library environment, could produce interesting outcomes.

II. NEED OF THE INVESTIGATION

Knowledge Management's old-style systems are insufficient to manage current knowledge flows, particularly in AI-obsessed environments (Huded, 2025). Nowadays, there are challenges for library systems in capturing knowledge, managing metadata, and providing personalization (Ex Libris Group, 2025).

Artificial intelligence is fundamentally changing how libraries are used. Library systems are being restructured due to the rapid changes in the storage, creation, and reuse of information. Digital systems are ubiquitous, and thanks to modern solutions in library systems, knowledge is growing rapidly. Therefore, new research is needed to understand these changes.

Outdated knowledge management systems are no longer sufficient to fully understand how to manage explicit, tacit, and reusable knowledge in today's technology-driven environment. To ensure administrative learning and service quality, it is essential to consider the relationship between these three forms of knowledge. Current research fills a significant gap by examining the role of artificial intelligence in effectively supporting knowledge transformation processes to improve operation of a library.

III. SCOPE OF THE RESEARCH

Present investigation uses the concept of reusability of Harsh (Harsh, 2007, 2008, 2009, 2011) along with the model of SECI (Nonaka & Takeuchi, 1995) in suggesting a Knowledge Management synchronised approach. In present approach role of AI during the reuse of knowledge and renewal or regeneration is recognized progressively (Clarivate, 2024).

With the increasing development of modern technologies, there is a need for research to understand the practical, theoretical, and scientific implications for libraries and to fully exploit the potential of academic and educational environments. This research examines the role and characteristics of knowledge, such as explicit, implicit, and reusable knowledge, and explores how this knowledge significantly influences the development of library processes.

This study combines Harsh's reuse ideology with Nonaka's SECI model to propose a coordinated knowledge management strategy for the library environment. It also examines the role of artificial intelligence in knowledge management processes such as reuse and regeneration. The study focuses on the library environment to provide a practical understanding of the future development of libraries.

IV. LITERATURE REVIEW

Tacit Knowledge

According to the authors (Polanyi, 1966; Nonaka, 1991), tacit knowledge is termed "empirical" or "experiential" knowledge, and it is not easy to articulate. From the library's point of view, tacit knowledge can impact interactions with users, help resolve difficulties, and influence the culture of organizations (Yang et al., 2009; Rafi et al., 2020).

Explicit Knowledge

Explicit knowledge helps in roping metadata, cataloguing, and the processes of instructions (Ebisi & Arua, 2018). We can improve the explicit knowledge through the systems of digital technology (Wu et al., 2015).

Reusable Knowledge

Knowledge like Reusable is movable and segmental (Ostertag et al., 1992). Harsh (2009) abstracted such knowledge and stated that it is in the form of autonomous knowledge. For real reuse, organizational acceptability is crucial (Harsh et al., 2011, 2014, 2017).

Involvement of Tacit Knowledge in Libraries

Describing Tacit Knowledge

Tacit knowledge can be described as perceptual, individual, and authentic. According to Polanyi (1966), it is difficult to communicate or express. He explained that it encompasses conceptual models, values, and perceptions, and is related to skills acquired through training or practice. Nonaka (1991) described tacit knowledge as deeply rooted in action and understanding. He also noted that tacit knowledge is difficult to grasp or apply.

In the library context, tacit knowledge is accessible in the following ways:

- Inferences that experienced individuals draw from research in academic journals.
- Knowledge used in organizational culture and customer service processes.
- Knowledge about technology-related perspectives that contribute to problem-solving.
- Knowledge derived from the interpretation of collected data.

Mentoring, social processes, and similar task-sharing practices typically contribute to knowledge transfer.

Library Functions and Significance of Tacit Knowledge workers

Activities related to tacit knowledge are crucial for the success of libraries. According to Yang et al. (2009), the necessary competencies of managers include customer training, the use of technology, and influencing policies through tacit knowledge.

They improve:

- **Client commitment:** Librarians extract on understanding to figure out requirements of clients.
- **Quality of assistance or service:** Instinctive intelligence determines the Individualized support.
- **Help in solving Problematic issues:** Expert workforce solves problems productively and rapidly.
- **Guiding or Leadership:** Tacit knowledge updates managing tactical conclusion.

According to Rafi et al. (2020), tacit knowledge supports the empathy of the leader and promotes creativity in research libraries.

Roles in Utilizing Tacit Knowledge

Managing tacit knowledge is challenging due to the following factors:

- Lack of documentation
- Risk of loss due to staff turnover
- Complexity of traditional knowledge transfer
- Dependence on mutual trust (Aharony, 2011). To address these challenges, libraries should create environments that foster knowledge sharing and networking.

Role of Explicit Knowledge inside Libraries

Explicit Knowledge and its Definition

Explicit knowledge is documentable, codifiable, and certainly transmissible. It contains:

- Methods of Categorization, Collections, and Metadata
- Guides, programs, and typical functioning processes
- Digital depositories and records of organization
- This section includes resources related to coaching and instructional guides.

Knowledge, like explicit knowledge, makes up the asset of information systems of a library.

Role of Explicit Knowledge in Library Services

Explicit knowledge supports:

- **Data and Information recovery:** Digital libraries, and databases depend on structured or organised metadata.
- **Training or teaching and onboarding:** Documented processes safeguard reliability or consistency.
- **Dispersion of Data, Information and Knowledge:** Libraries shine at sharing and managing knowledge like explicit.



- **Standardization or Consistency:** Knowledge, such as explicit, confirms the provision of a consistent offering or service (Ebisi and Arua, 2018).

It should be noted that libraries have traditionally been advisers in the management of explicit knowledge, but the challenge remains in incorporating it with knowledge like tacit.

Boost of Explicit Knowledge by Technology:

Contemporary environment libraries utilize:

- Content Management or managing Systems (CMS)
- Systems like Library Content Management Systems (LCMS)
- Organizational sources or repositories
- Search engines such as AI-driven (Wu et al., 2015)
- Systems like digital maintenance or preservation

Such tools help in enhancement of access, recovery, and explicit knowledge reuse.

Libraries and Reusable Knowledge Control or Management

Idea of Reusable Knowledge

Knowledge like reusable indicates the knowledge sources that can be methodically stored, captured, and redeployed. In software engineering, reusable components improve efficiency and decrease repetition (Ostertag et al., 1992). In libraries, reusable knowledge incorporates:

- Templates of metadata
- Modules of Instructions
- Effective practices and lessons studied
- Cataloguing reusable roadmaps
- Knowledge objects of generated by AI.

Reusable knowledge changes both explicit and tacit knowledge into shareable, modular, resources.

Integration of Harsh and Harsh et al. work into library

Harsh's (2009) research supported the concept of knowledge reuse, defining it as an independent body of knowledge whose scope and usefulness vary depending on the context. According to Harsh (2009), reusable knowledge should be such that it can be isolated (or completely separated) from its original context and is recognizable in its unique or inventive form. This perception facilitates monitoring of the library, where various types of knowledge, including categorization rules, teaching modules, and metadata schemas, are adapted or modified to meet the diverse needs and requirements of the employer.

Harsh et al. (2011, 2017, 2024) further argued that the concept of reuse is a management-oriented, non-technology-based competency. They say that organizational acceptance of these practices is crucial to acquiring the knowledge necessary for recombination, adaptation, and reuse. From a library perspective, creating easily reusable roadmaps, models, and digital materials is possible.

In summary, such changes enable adaptations to the library system, such as ensuring redundancy, consistency, and improved scalability. These application examples from Harsh's research thus highlight the crucial role of material reuse.

Advantages to Libraries by Reusable Knowledge

Knowledge like reusables improves:

- **Efficiency or Effectiveness:** Lowers the labour for replication.
- **Consistency or reliability:** Confirms quality of standardized services.
- **Scalability:** Confirms jobs of digital development.
- **Institutional or organizational memory:** Knowledge Preservation throughout employee's changeovers.
- **Innovation or Novelty:** Facilitates recombination of existent resources of knowledge.

Reusable knowledge is exceptionally effective in huge scholarly libraries with complicated processes.

Reusability in AI-Permitted and intelligent or Smart Libraries

Technologies like AI facilitate reusable assets via:

- Automatic abstraction of metadata
- Endorsement systems
- Graphs of Knowledge
- Intelligent or smart agents and chatbots (Talley, 2016)

Above approaches transform knowledge like explicit into reusable digital resources and aid tacit knowledge facilitated by externalization.

V. METHODOLOGY

This conceptual and analytical study develops applications of AI (Foster, 2025) and synthesizes theories of knowledge management (Nonaka & Takeuchi, 1995; Harsh, 2009). The research is based on a design that allows for a theoretical-logical interpretation. It synthesizes current knowledge management models, including the SECI model and Harsh's concept of reusability, and integrates these into modern AI applications in libraries. This analysis draws on recent AI tools and contributes to the development of an optimal knowledge management model for libraries.

Integrating or incorporating Tacit, Explicit, and Reusable Knowledge: A Framework for Library KM The knowledge transfer SECI systems of Model in the Context of Library

Nonaka and Takeuchi's (1995) model based on SECI (Socialization, Externalization, Combination, Internalization) offers a roadmap for combining several kinds of knowledge.

Role of SECI (Socialization, Externalization, Combination, Internalization) model	For Library Application
Socialization (Tacit Knowledge into Knowledge Tacit)	Mentor Process, societies of repetition or practice
Externalization (Tacit Knowledge into Explicit Knowledge)	Documentation of workflow, Generating instructions or manuals.
Combination (Explicit Knowledge into Explicit Knowledge)	Integrating or Incorporating catalogues, storage area, records or databases.
Internalization (Explicit Knowledge into Tacit Knowledge)	Training for Workforce, Professional or Certified education.

This SECI systems (model) confirms steady knowledge revolution and creation of knowledge.

Adding a Reusable Knowledge Layer

A layer or seam of above-mentioned) reusable knowledge improves the model of SECI by asserting that:

- Objects of Knowledge are consistent and sectional or modular.
- Consistency available in Metadata
- Workflows are documentable and version or type of knowledge is controllable
- AI tools are capable of constantly upgrading the resources of knowledge

Such type of layer (reusable) warrants to be scalable and sustainable.

Principles of Harsh's Reusability in the KM Context

The philosophical level of knowledge reuse described above is closely related to Harsh's (2009) concept of knowledge reuse, which encompasses the integrated behaviour of independent knowledge reuse. Harsh noted that reusable knowledge is fundamentally based on minimal relative dependence and coherent structures. Applying these principles to knowledge management in libraries suggests that competent reuse of classification or archiving templates, teaching materials, and related digital workflows across systems, departments, and even organizations is possible.



Work of Harsh and Harsh et al. (2007a; 2008; 2009; 2011; 2014) also highlight the significance of developing independent knowledge reusable components, in which reusable knowledge is continuously refined through feedback and learning within the organizations. Within the library environment implementation of SECI-oriented environment suggests that components of reusable knowledge are not static rather it is polished vigorously.

The knowledge management (KM) framework of a SECI-oriented library environment suggests that reusable knowledge is not stable or static; rather, it is intensively developed further through the externalization of tacit knowledge and through measures taken by staff to better internalize this knowledge. Such repeated improvements strengthen the library's ability to renew itself and adapt to contemporary levels of knowledge.

Culture of Organizations and Guidance

Productive or creative Knowledge Management stresses:

- A culture of distribution or sharing (Roman-Velazquez, 2004)
- Commitment or dedication to Management (Cameron & Quinn, 2011)
- Inducements for the contribution or influence of knowledge
- Continuous teaching or training and creation of capability

Without the coalition of cultural, Knowledge Management proposals frequently collapse.

In what way AI Is Renovating the Knowledge of Library

Recent investigations on tacit, explicit, and reusable knowledge are useful in improving the creation and preservation of overall knowledge.

This is not just about reshaping knowledge, but about accepting what libraries can connect and how societies interact with data, information, and knowledge.

AI is capable to Boost Knowledge Discovery

AI can allow to explore libraries in more natural, usual methods:

- According to Enis (2025), generative tools enable the exploration of natural language and provide linked answers, thus increasing research satisfaction. The work of Clarivate (2024) suggests that tools like the Primo Research Assistant provide linked, relevant answers, making research more collaborative.
- Galbreath et al. (2025), however, found only a slight advantage between the headlines generated by the AI tool and the actual level of research conducted.
- Enis (2025) explained that machine learning increases the relevance of search and enables workers to discover resources of which they were not previously aware.

AI help in Improving Classification & Metadata

Metadata is the Backbone of library and can elevate and accelerate the linked procedure:

- Artificial intelligence helps classify keywords and define large groups more quickly than humans.

AI helps in Enlarging the Creation & Curation of Knowledge

Artificial intelligence supports the library in developing and maintaining innovative knowledge systems:

- Generative AI can support personalized knowledge and generate translations and summaries.
- National archives can use AI to extract individual pieces of information and create initial descriptions of digital archives. This increases efficiency and confidentiality.

AI Supports Information Oriented Learning

Now a days libraries are behaving like hubs of AI oriented knowledge:

- To enable researchers in higher education institutions to properly evaluate the information they possess, AI is helping to integrate reading literacy into the curriculum.
- Dealing with AI-generated information, moral misinterpretations, and biases in libraries helps society learn from them.

AI Helps in Enhancing Facilities of Users

AI is renovating how libraries care clients:

- Elementary queries care 24/7 through Chatbots at the University of Oklahoma.
- Workers learn pertinent articles, records, and resources related to digitization by the system of endorsement.
- Analytical models support to space scheduling and allocation of possessions activities in the libraries of academic interest.

Library Authority or Governance & Ethics shaped by AI

It is advised that Libraries must navigate novel accountabilities:

- National and international bodies (e.g., ALIA, Government) should develop AI safety morals, governance outlines or frameworks, and ethical strategies for the use by libraries.
- Libraries need to balance novelty with transparency, confidentiality, and sensible access.

VI. RESULTS

AI meaningfully impacts supervision of metadata, discovery related to knowledge, and facilities for workers (Ex Libris Group, 2025; Clarivate, 2024). Roles of librarians' swing to literacy of data and moral error (Cameron & Quinn, 2011). Especially when there is a concept of reuse, then there is a convenience for the users.

AI-empowered KM involvement in the library enhanced the efficiency; it also supports the research and approachability, improved the experience of users, and abridged joblessness.

Integration of tacit, explicit, and reusable knowledge, which is amplified by AI, helps strengthen the learning of organizations and the quality of facilities (Harsh & Harsh, 2024).

6.1 In what way AI Affects Knowledge of Library (Huded 2025; Ex Libris Group, 2025; Foster 2025)

Area of Influence or Impact	What AI Fluctuations	Indication/Evidence
Knowledge Discovery	Natural-language search, contextual answers	Tools such as AI “Primo Research Assistant” improve discovery in exploration with narrated, referenced responses.
Metadata & Cataloguing	Automated classification, transcription, tagging	AI is previously employed for classification or cataloguing
Personalization of Admission or Access of Knowledge	AI offers tailor-made endorsements, adaptive education care	Libraries practice AI for personalized approvals and extrapolative models for worker requirements.
Organization of Knowledge & Management	AI advances knowledge structuring in huge-scale by data mining, pattern recognition or detection	Through Bibliometric analysis we observe that AI is vital to mapping of knowledge
Accessibility or availability & Insertion	AI enlarges admission to knowledge by talking-to-text, record.	Library of Congress uses AI for searchable transcripts and metadata refinement; Sweden’s National Library trains models for radio transcription.
Production of Knowledge & Support for Research	Generative AI supports with combination, summarization and workflows of exploration or research	Generative AI is converting support of research and theoretical plans in libraries
Roles of Librarian & Proficiency	AI changes librarians to roles in omission, ethical authority, data learning	AI is not able to substitute librarians but shifts their jobs; librarians should involve with AI to be appropriate

VII. PROSPECTS AND TASKS IN KNOWLEDGE MANAGEMENT OF LIBRARY

CHALLENGES:

Libraries experience confrontation to alteration, inadequate subsidy, and trouble in seizing knowledge, like tacit knowledge (Roman Velazquez, 2004; Aharony, 2011).

Libraries realise various challenges related to KM:

- Defiance to alteration
- Restricted funds
- Inadequate ICT resources
- Deficit of strategy related to KM
- Problems in capturing knowledge like tacit
- Staff turnover and loss of institutional memory

Such confronts need tactical leadership and making appropriate structure.

VIII. OPENINGS

The opportunities that involve:

- AI-permitted extraction of knowledge
- Digital renovation for the facilities of library
- Shared networks and syndicates or consortia
- Decision oriented Knowledge determined or driven
- Improved customer practice through the process of individualization or personalization

Libraries that adopt KM will be superior placed to adopt training, investigation, and the engagement of society or community.

IX. CONCLUSION

The three types of knowledge such as Explicit, tacit, and reusable along with AI make the basis of advanced knowledge management in library. Libraries that efficiently combine these types of knowledge can consolidate learning of organizations, boost quality of service, and preserve memory of organizations. As libraries progress into intelligent, AI-allows centres of knowledge, knowledge management of reusable assets will suit progressively focal to their task. The potential of KM in library lies in developing a culture of knowledge-allocation or sharing, leverage of knowledge and technology, and converting methodically peculiar proficiency into the resource's organizations.

X. APPLICATIONS OF THE PRESENT INVESTIGATIONS

Recent research suggests, for the first time, that improving library management can be achieved by proposing a forward-looking concept based on artificial intelligence, taking into account the impact of explicit, tacit, and reusable knowledge.

Current technology is useful because it systematically improves capabilities such as the documentation and exchange of resources in the library environment. By using artificial intelligence (for example, for scholarly cataloguing and the abstraction of programmed metadata), hidden resources can be transformed into understandable and reusable solutions. This assistance can help in improving the quality of the capability by optimizing it and dropping the necessity to repeat classes.

Reusable objects such as cataloguing templates, knowledge databases, and educational materials promote the scalability and consistency of library processes. AI-supported analytics further enhance operational optimization and evidence-based decision-making. This study examines the potential applications of a novel concept of data, information, and knowledge reuse in the library environment. It offers a structured approach to integrating AI-based knowledge ecosystems, which benefits digital transformation and innovation. AI is very important in improving abstraction of metadata, knowledge reuse, and cataloguing (Osmani, 2025; Talley, 2016).

Knowledge management of AI-empowered systems improves cataloguing, abstraction of metadata, reuse of knowledge, and design of instructions. Knowledge objects of reusability orientation help in enhancing reliability and scalability across the processes of the library. The projected agenda ropes in digital conversion and novelty in libraries of academic interest.

XI. CRITICAL RECOMMENDATIONS FOR IMMINENT STUDY

Upcoming research should explore the interaction between explicit, tacit, and reusable knowledge in the real-world context of a modern library. This will require the support of a tactical planning program. Therefore, experiment-oriented study designs, case study research, and longitudinal studies help to measure user performance improvements and knowledge retention.

Social and interactive issues require in-depth analysis, particularly regarding knowledge barriers such as the distribution of tacit knowledge and collective knowledge management strategies. Future research is needed to improve data-, information-, and knowledge-based AI, integrating Harsh's research principles, including the concept of modular forms of knowledge.

XII. ENDORSEMENTS FOR COMING INVESTIGATION

Upcoming studies should examine:

- Scenario of actual-world operation of the unified model of KM
- longitudinal study on the performance of users and the retaining of knowledge
- barriers prevailing in sharing the tacit knowledge
- segmental AI-motivated systems of knowledge
- incorporation of Harsh's principles of reusability in the ecosystems of digital libraries.

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