



Human Factors as Correlates of Knowledge Management in Organisations

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Abstract: *The contribution of knowledge management to the department of every organisation right from time immemorial in terms of competitiveness has not been documented. However,, some countries do not attach much importance to the contribution due to certain factors of knowledge acquisition, knowledge modelling, knowledge regain and reuse which make organisations less agile, and resilient. These problems have not helped to support, stabilize and strengthen organisations globally. Today, operative coordination of knowledge has become a crucial concern of every organisation in competitive global environment because it is presently one of the major processes on organisations and the gains of an effective knowledge management process is enormous. This paper therefore makes attempt to highlight and examine how some factors obstruct management of knowledge in organisation. To achieve this, observation and desk research were adopted to generate data. Observations made show that organisations still find it difficult to improve quality of knowledge for organisation’s interest. The paper takes a stand that knowledge in organisations makes organisation more agile, resilient, and stronger for long term sustainability. The study concludes by making a case for the requisite role of knowledge management in long term sustainability of organisations. The study, therefore, recommends that organisations should put in place more efficient and effective processes to enhance knowledge management development and mobility.*

Keywords: *Knowledge, Management, Implied, Expresses, Knowledge sharing.*

I. Introduction

Today, organisations are learning to move away from physical asset-founded competitive advantage to that based on knowledge. As the knowledge-based economy grow rapidly, the knowledge asset become priceless to the organisations. Operative application of this knowledge becomes imperative to the growth and happiness of organisations that are struggling to survive globally and within ever changing and unpredictable environment. The process of applying knowledge is referred to as knowledge management because of its importance to organisation (Rasula, Cuksic & Stemberger, 2012), which refers to the systematic set of procedures of managing knowledge in order to achieve effectiveness for an enterprise, while creating qualities.

Given this importance of knowledge and the fact that it essentially different from physical assets of organisations; it follows that not only will organisations give attention to its availability, but provide a planned approach to undertake its coordination. It has been observed that the organisation of knowledge has given rise to increase interest in spheres of business because of is ability to outbring strategic outcomes in relation to competitiveness, profitability and improvement to firms (Chua in Omotayo, 2015).

In this paper, attention is focused on the following areas: to clarify the concept specify the approach to knowledge management, the components of knowledge management, the knowledge management set of procedure and the gains of appropriate management of knowledge in the organisation, among other issues.

II. Aims and Objectives

The aim of the study is to examine the factors that obstruct knowledge management process in organisations. The subsidiary objectives are as followed:

1. To examine the nature of knowledge management in organisation.
2. To highlight factors that hinder knowledge management in organisation.
3. To analyze effect of the obstacles on knowledge management in organisations.

III. Literature Review

The Concept of Knowledge Management

Knowledge, as a concept, has been described differently by various authors, writers, scholars especially philosophers and management practitioners. Knowledge is taken to mean information, talents and facts obtained by individual through education or undercome consciousness gained by undercome of a situation. The term "knowledge" is therefore different from wisdom, while knowledge refers to the assembling of information and facts, wisdom is the analysis of knowledge and experiences into introspections.

Knowledge is seen in the perspective of what people understand concerning ideas, theories, procedure, things and practices (Armstrong & Taylor, 2014). It is regarded as a suitable experiences, values, contextual information, and expert penetration which stipulate a support structure for assessing and combining new pieces of information and experiences. It comes into being and is put into practical use in the rational thought or option of one who knows (Kimiz, 2005). To King (2009), it is frankly a posited personal belief. These definitions of knowledge are inclusive and often they are used interchangeably.

Presently, there is no universal acceptable definition of the term "knowledge management". The term is defined upon different concepts. In terms of bringing something new into beinghood, knowledge management is the process of remodelling knowledge to enable present businesses problems to be solved and bring new consumers into existence by studying forms in current knowledge (McAdam, 2000).

Knowledge management involves activities and set of procedures designed towards bring into beinghood and usage of knowledge in an organisation (Rosental, Sabroux & Grundstein, 2008). This definition does not pay attention into the relevance of human factor in knowledge management because according to Nonak, Umenoto and Senoo (1996). Knowledge management is how to get knowledge from individual who have it to individuals who are in need of it in order to enhance organisational effectiveness.

In 1998, the Gartner Group defined knowledge management as followed:

knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving and sharing all of an enterprise's information assets. These assets may include database, documents, policies, procedures, and previously un-captured expertise and experience in individual workers" (Duhmin 1998 in Koenig, 2018).

A key hiatus of this definition is that it is particularly restricted to information and knowledge assets of an organisation. Armstrong & Taylor (2014) defined it as any process or practice of creating, obtaining, controlling, sharing and using knowledge, wherever it dwell permanently to improve organisation's learning and performance. They suggested that it focuses on the development of firm-specific knowledge and skills that are the result of organisational learning set of procedures.

Though, different definitions form different views are available, a good definition of knowledge management incorporates the controlling and storing of the knowledge perspective together with the valuing of intellectual assets. Thus, knowledge management is the deliberate and systematic coordination of an organisation's people, technology, processes, and structure in order to add quality through reuse and innovation. This coordination is achieved via creating, sharing, and applying knowledge as well as via feeding the worthy courses acquired and excellent customs into corporate memory in order to guard continued organisational learning. However, these definitions generally indicate the desire to operatively *"utilize or harness knowledge in a manner that will provide insight, proffer solutions based on existing knowledge"*.

Knowledge management does not mean information management, while knowledge management process involves bringing knowledge into existence as part of the framework of knowledge management. Knowledge is brought into existence via exchanges amongst different persons and different types of knowledge while bringing knowledge into life is not embedded in information management. It is restricted to control, taking knowledge via a set of prescribed procedures, routinely kept, and sharing of information (Choo, 1999). Managing ability, expertise, knowledge and undercome to bring a learning circle into beinghood is the major concern of knowledge management. Prognostication can therefore be made upon knowledge gained (Ocholla, 2011). The concern of information management is about specific setting, and information is routinely kept in depositories for easy recovery and sharing (Knoco, 2014). Knowledge management entails management of information in form of expressed knowledge, management of set of procedures, and management of people, bringing new ways of doing things into beinghood and management of intellectual property while information management is management of information only. These include all sets of procedures from accumulation to spread of information.

Dimension and types of knowledge

From the above definitions, knowledge is complicated and has many faces. King (2009) has observed the following forms, starting from lowest to highest. *"Know what"* which is knowledge that specifies what actions to take, when one is presented with a set of stimuli. *"Know how"*, as knowing how to decide on suitable reaction. *"Know why"* – which is the highest level.

Blacker (cited in Omotayo, 2015) refers to knowledge as containing five discrete forms: effigiate, embraid, enculturation, securely surrounded and converted into code.

Effigiate knowledge refers to knowledge obtained via training of the body to perform a task. It is impracticable to fully separate this type of knowledge from people. Deep-rooted knowledge is seen as knowledge that is seen in standard procedures and systems. The standard procedure posits, this knowledge as they facilitate learning among the employees.

Knowledge that is deep rooted in work practices is simultaneously effigiated by the workers, who carryout these practices. Embraided knowledge is defined as that which an individual can exhibit but has problems of expressing it in workplaces or divide and share with others. An individual finds it difficult to write this down. It is gained through experience over time.

Securely surrounded knowledge refers to a specified knowledge that is divided and distributed among individual groups, dividing and sharing same environment or way of life, such as what is admitted, what deeds and views are regarded conventional and what behaviours are admitted of people. Converted knowledge into-code is a form of knowledge that is not difficult to write down explicitly in words or diagrams, and able to be moved via several channels and means. In general, knowledge can be a prior and posterior.

Therefore, organisational knowledge is effigiated, and intertwined in the worker embraided in procedures/everyday jobs, embraided among the workers and converted into codes in manuals, guidelines and procedures. Two fundamental types of knowledge are recognized. They are implied and expressed knowledge.

Implied knowledge – This type of knowledge is hard to enunciate. It dwells permanently in the human behaviour, perception and mind. Implied knowledge is encultured knowledge where metaphors are used and implied a vast process of socialisation to be explained meticulously. Implied knowledge is difficult to copy by rivals, thus, it is a source of sustainable competitive advantage.

Expressed knowledge- Knowledge is expressed when it is official and systematic; when it represents content that has been controlled in some understandable forms, codified, collected, stored and spread. It is the kind of knowledge that organisations find somewhat easy to control in depositories and share throughout their formations.

Diamond Trist Model

Leavitt's Diamond organisational model (Diamond Trist, 1965) has been particularly and globally used as a foundation for understanding knowledge management in organisations. According to this model, organisations are regarded as systems difficult to understand in which four key variable: structure, task, technology and human beings interact to cause changes in the organisation. These variables are interdependent and interrelated such that a change in one variable results in compensatory changes in others. Structure in organisation is the distribution of power and shape in organisational pattern such as systems of authority, work flow and communication domiciled in the organisation. Goods and services organisation exists to produce are called tasks. Technology is regarded as a distinct component owing to its pivotal importance in aiding the process of creating, sharing, application and storage of knowledge. This can additionally support the interaction of people, group, organisational and inter-organisational knowledge. Due to modification of the model over the years, decision process, information, reward, culture and regard as variables.

IV. Methodology

The research method is premised on conceptual analysis and observation while data were obtained from secondary sources. The research method employed in the study fit into the desk and library research. The researchers observed and followed with interest management of knowledge in organization particularly factors that make it less agile and resilient. Data relating to literature and findings were generated from secondary sources such as textbooks and journals. The data were subsequently analysed with the aid of deductive reasoning.

Components of Knowledge Management

There are four (4) smaller-self-contained part of knowledge management (Omotayo, 2015 and Bhojaragu, 2005).

The process of obtaining knowledge has to do with hard intellectual process of reasoning perception, association, learning, association and communication. The fountainheads of knowledge are people because they have the capacity to think original, expressive and imaginative, cloth with undergo and skill or ability. People generate and use knowledge because individuals use up knowledge from many varied and interwoven sources quotidianly coupled with generation of knowledge. Knowledge management commences, turn round and terminate with people. In knowledge management strategy and process of moving it from concept to reality, people are given due recognition.

As part of everyday course of action to be followed regularly, people are faced with nascent knowledge needs which are obtained through systems, rules and guidelines, processes designed to search for, coalesce and apply applicable knowledge. Organisation success is attained when people have knowledge management programme which permit the sense of the importance of people.

Another component of knowledge management is process which is the mechanical and logical objects made by human beings that guide how work is carried out in organisations. It is therefore imperative for knowledge

management programme to identify their usefulness. Set of procedures might be created and put into practice by humans, machines, or a combination of the two. A major requirement for knowledge management is ability to understand which set of procedures and how to chart them. By so doing, inputs, outputs, personnel resources and work being conducted in a given process cannot be difficult to explain in detail. Mapping of processes assists to portray the happenings in the organisation and the ways and manners tasks are being successfully finished. Knowledge needed to successfully finish task can then be well explained and human intervention can be deployed to meet these needs for increased decisive effect and bedsit in the organisation. Technology is the last component of knowledge management. Knowledge management plan has in it technology which is grounded laying ingredient and turning point enabler. Knowledge management assisted by information and communication technology can be attained through technological answers to a problem work together with people and teams to achieve a common goal which are geographically separated.

Information and communication technology (ICT) also enhances activities of knowledge management via interactive forms of communication (the internet and codification of knowledge). While technology is crucial and can notably enable knowledge management. It is not an answer to a problem in itself; technology does not make organisation divide and distribute knowledge, but if workers want to divide and distribute it, technology can accelerate the stretch and domain of such conversions. Putting an ICT-based knowledge management system in place cannot make it possible for people to use it, but the success of knowledge management initiatives embraces taking a statistic of the socio-cultural factors which limit willingness of people to share knowledge, such as time, trust, conduct or concerns about loss of power/status.

The Process of Knowledge Management and Its Associated Challenges

Bhojaraju (2005) recognizes six aspects of the knowledge management process and pointedly emphasizes the problems could be found unexpectedly in the process, as recapitulated below:

- a. **Knowledge acquisition:** To control the information that exists and changes it into knowledge by making it capable of being used to solve problems. For instance, this might embraces making implied knowledge practical, identifying rip in the knowledge already possessed, obtaining and integrating knowledge from several fountainheads, acquiring knowledge from unstructured media. The process of acquiring knowledge is in a domain that has obtained a considerable stage of being ripe. It started as part of the impeccable efforts to create knowledge-based systems, and was sphere of practical research committed to developing methods and software equipment to give knowledge content for such systems.
- b. **Knowledge Modeling:** Modeling connects the rip between what is obtained as knowledge and its use. Knowledge model structures must be able to demarcate knowledge to be used to solving problems. Ontology is one of the applicable knowledge modeling ideai which disambiguate the vague concepts, qualities, relations and axioms of a knowledge base or demesne. Ontology can perform as placeholders and making arrangements for acquired knowledge, while also giving a template for understanding how knowledge will be used.
- c. **Knowledge Regain:** When knowledge deposition gets very large, finding a specific piece of knowledge can be burdensome. Knowledge regain has two connected problems. There is the issue of discovery knowledge another time routinely kept formerly, grasping the arrangement of materials so kept, considered as a whole in order to make good use of it via following a planned course. The challenge of rescuing the subclass of subject matter from the redeposition that is germane to a specific challenge is another problem. The ever-changing drawn out of knowledge from redepository may fully put problems in a specific condition for a knowledge rescue system that changes often and rapidly during problem-solving.
- d. **Knowledge Reuse:** One of the most serious hindrances to cost-effective use of knowledge is that often knowledge bases or systems are built new. It is rare for experience based problem-solving or demesne subject matter to be obtained and then soon afterward use again may be due to the fact that knowledge seems to need varied representation follow upon the problem-solving that it is intended to do

e. **Knowledge Publishing:** The difficult task of publishing or dissemination can be described as getting the appropriate knowledge, in the appropriate mold, in the appropriate place, to the appropriate individuals at the appropriate time. Various consumers of knowledge will need knowledge presented and form a mental picture in many and varied but interwoven ways. The value of such presentation is not just a matter of forechoice,

f. **Maintenance:** The last challenge is to maintain the knowledge depository working and this includes steady bringing up to date of subject matter as subject matter is altered, e.g. revision of price lists. But it may also embrace a significant analysis of the subject-matter of knowledge. Some content has a considerable longevity, while other knowledge die very quickly. If a depository of knowledge is to stay active over a period of time, it is applicable to know which parts of it must be thrown away. Other problems involved in maintenance include conforming and justifying the subject matter and attesting its safety is the problem in maintenance.

Organisation and the Hidden Side of Knowledge Management

According to Hass, Sankaran and Davies (2006) the human aspects of knowledge management are a serious obstacle than the technical aspects even though recent literature seems to emphasize technical aspects of organisation. The most formidable impediment to knowledge sharing is unkindly behaviour on part of people and organisational culture (De Long & Fahey, 2000). In knowledge sharing, unkindly behaviour occurs when organisations reduce individual power and this is based on Weber's rationalist perspective. Vaughan (1999) penned that the expectation of misbehavior in organisation is due to

structures, processes and tasks are opportunity structures for misconduct because they provide (a) normative support for misconduct; (b) the means for carrying out violations, and (c) concealment that minimizes detection and sanctioning.

However sociological perspective provides a more useful platform for understanding behavior that is regarded to be unacceptable by individuals in organisations than some kind of pathos on the part of the individual (Ackroyd & Thompson, 1999).

According to Jordan (2004) anthropological views holds that the hidden oblique, portentous side of knowledge management can be perceived via a cultural glasses that focuses on the light that passes through it. In recent times, psychological perception has opposed sociological perception. Psychological perspective has placed the burden for improper act on the worker. Ride roughshod over and other scurrilous behaviour on the part of the individual (derision, facetiousness, dishonesty, selfish use of power and negativeness) have effect on functioning of organisations. Another form of scurrilous behavior is work discomfort. Individual discomfort is also due to transgression of the psychological contract with ill-boding aftercome for the organisation in the sphere of negative health effects a feeling of nervousness and in harmony in workplace and a state of psychological illness. Psychological contract takes place when workers give away their intellectual property in the fashion of knowledge management with very little compensation or a recognizance.

Misbehavior is also due to psychopathology. The main source of specific interest in knowing destructive behaviour that is calamitous and pernicious towards others in organisation is corporate psychopath. The reason for this feature is sociological because management of organisations allure psychopathology on the belief that psychopathic qualities are applicable for being able to contend with the vehement argument of ordinary organisational politics. Misbehavior rather than compassionate and kindly behavior are part of the job and legal responsibility of the Chief Executive Officer of organisations to bergh share price and the final balance (Bakan, 2004).

Restructuring in form of right-sizing down-sizing, re-engineering and the career aspirations of knowledge people are changing nature of employment, and the days of life-time employment are no longer popular. This has made workers to be disinterested in the sharing of their knowledge for the general benefit. Knowledge people are not interested in sharing knowledge because they assume that knowledge is power, and to that extent, are selfish with it no matter what. To them, quality of knowledge is regarded as something for sale rather than flow. The word knowledge management itself is a problem in organisations due to the difficulty to

differentialize between knowledge management and information management. Organisations are unwilling to embark on knowledge management project, unless they are convince that value would be added to the investments in information system in the organisations.

Putting organisation – wide information technology project into practice in organisations does not receive support from top management. This has been a major obstacle facing knowledge management implementation in most organisations thus making organisations unstable and in fact unhealthy in competitive business environment (organisational discomfort).

Gains of Knowledge Management for Individuals; Practice Communities, and Organisations

Knowledge management provides gains to people in employment, communities of practice, and the organisation itself. This three-tiered view of knowledge management helps stress why knowledge management is crucially significant today. For the individual, knowledge management aids individuals to crucially perform their tasks and time is saved through better decision making and problem solving. But a sense of community bonds within the organisation, aids individual to uphold current information concerning organisation; develops professional skills; comrade-to-comrade counseling is encouraged; enhances more operative interconnection and working together with others to achieve a common goal; professional code of ethics that members can stick to are developed; develops a general language for the organisation.

Knowledge management helps drive strategy. Solutions to problem are done rapidly. Improves knowledge embedded in products and services. Ideas are cross-breed and chances for coming up with something new are bright and organisations are able to better stay ahead of competitors and organisational recollection is built.

Effectiveness of an organisation improved by reducing time of taking decision and value of decision made is enhanced. In other words, time spent in togetherizing knowledge resources is lessen thereby enable organisation to invest more time in bringing products and services into existence spreading of knowledge (Verma, 2012). As pointed out by Wen (2009), to guide decision making process, organisations had found it easy to control, synthesize and spread knowledge assets. As decision are made without much difficulty, and by remodeling such intuitions, organisations are finding it easier to outshine their rivals in competition and better valuable services are provided to clients without damnation. Goods and services from innovative activities in the organisation are delivered to clients and clients are better satisfied as a result.

V. Conclusion and Recommendations

From the review, it is clearly shown that the most viable asset of an organisation is knowledge which makes organisations to be successful and stay competitive. It is therefore suggested that each organisation that wants to continue unchanged in place or form and capable of competing successfully should make strategic attempts at managing knowledge satisfactorily. This will help to support, stabilize and strengthen organisations in competitive business environment. Organisations should engage in knowledge partnership by joining hands across the globe to meet knowledge management needs of the organization. Organisations should leverage its brand to help project and develop knowledge required to make organisations agile, stronger and resilient and more developed for more knowledge management sustainability. More efficient and effective processes should be put in place by organisations to enhance knowledge management development and mobility. Organisations must build safe guides to make them manage knowledge in a global sense. Managements of organisation should think and integrate knowledge management and think how to improve quality of knowledge in the interest of organisations for long-term sustainability. Managements of organisation should enhance collaboration among team members and different teams in the organisation, measuring knowledge contribution and rewarding active users as well as motivating employees to share their knowledge and information of quality.

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