

ASSESSING INDIVIDUAL KM ENABLERS TOWARDS EFFECTIVE KM PRACTICES

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Received Date: 23 October 2018

Accepted Date: 27 November 2018

ABSTRACT

Implementation of knowledge management in organization practices is generally perceived as giving competitive advantage and expanding number of organization are consolidating knowledge management strategy. Organizations are interested on knowledge management to support the effectiveness, increase the profitability and efficiency of their administration. Then again, inside the research community, knowledge management is considered as catalyst or understanding the part of knowledge in an organization. The consistent advancement in the field of knowledge management has prompted various basic components being highlighted in the literature, which include organization culture variables like collaboration, trust, learning, and information technology

Keywords: knowledge management, competitive advantage, knowledge management strategy
organization culture

INTRODUCTION

This paper plan to give the definition, experiences and understanding in regards to specific particular terms utilized as a part of main content like knowledge management, knowledge management enablers involving trust, collaboration, learning and Information Technology. In the early years, Knowledge management was put generally in the information technology area, and the focus was on knowledge system, instruments and methods. Usually KM literature highlighted an overwhelming emphasis on

information technology. Moreover, Hlupic et al. (2002) argued that these IT-based knowledge management systems are constrained to handling data rather than knowledge since they are generally intended to manage organized data, whereas “knowledge” is straightforwardly entered into fields or can be categorized into various of field and subject

Practitioners and researchers now understand the significance of individual parts of knowledge management. It is generally recognized that effective knowledge management depends not just on information technology stages, but rather more extensively on the social ecology of an organization, and that technology is essentially a sub component or facilitator and not the KM system. Knowledge management is something other than the storage and control of information, it is a procedure that obliges responsibility regarding create and disseminate information through individual or organizations (Ardichvili, Maurer, Li, Wentling, & Stuedemann, 2006; Li, 2006; Nonako & Konno, 1998). Effective Knowledge management requires full attention and participation toward human intellectual and cultural aspects of organization, specifically on the experiences and tacit knowledge of employees. It is by combination of both the organizational structures and intellectual and human capital which leads to effective KM practices which consist learning, innovation, and problem solving (Hlupic, et al., 2002). According to numerous studies, organizational culture are the major KM enabler that an organization should have to start effective KM practices, those enablers are able in creating, sharing, and leveraging knowledge assets (Carrillo, et al., 2004 ; DeTienne, Dyers, Hoopes, & Harris, 2004; Lakshman, 2005; Park, Ribiere, & William D.Schulte, 2004)

Knowledge management is a culture, practices, procedure which allow knowledge to be manage in a systematic, organize way, used, shared and been implemented among organization member and those knowledge been preserved for future references. In many organizations, KM principle has been utilize in the form of knowledge sharing session, where all knowledge that staff acquire through seminar/workshop/classes will be present to other staff and all important policies and information been manage and organize within one systematic system and tends to hope that culture of information sharing and learning among organization staff can be develop according to KM practice.

This paper is aimed to look in depth on the Individual KM enablers towards effective KM practices specifically knowledge sharing among

staff in organization. Knowledge management (KM), by focussing on individual KM enablers – Trust, Collaboration, learning and Information technology which have received considerable amount of attention in the literature. This study is intended to assess the individual knowledge management enablers towards effective KM practices within organization. Knowledge management practices connected to individual as it consists of tacit knowledge which is on the human mind. Staff knowledge within the organization are vary due to their past experiences and knowledge's. Therefore in order to knowledge management practices to conducted in the most effective way, knowledge sharing among individual need to happen to ensure that circle of knowledge preservation for future use and the well-being of the organization. Knowledge management is not a common term for the people who are not in the knowledge management background or work field. Therefore, most of them might not see the knowledge management as a common matter due to their experience and understanding regarding this field. These could leads to variety of factors that could affect the knowledge management success.

LITERATURE REVIEW

Knowledge Management

Davenport and Prusak (1998) describe “knowledge” as a mix of understanding, values, relevant information that gives a structure to assessing and joining new experience and information. Knowledge management is the way toward creating, sharing, and retaining the knowledge by making the best utilization of knowledge keeping in mind the end goal to meet the organizational goals and objectives. Ardichvili, et al. (2006) explained in his article that knowledge management is a complex socio-technical system that includes different types of knowledge era, storage, portrayal, and sharing. Knowledge management was defined as an organizational capability that permits individuals in association working in as an individual, or in groups, venture, or other such groups of enthusiasm, to make, catch, offer, and use their aggregate knowledge to enhance performance. (Lakshman, 2007). Alavi and Leidner (2001). knowledge management is defined as the efficient procedure of obtaining, sorting out, and conveying the knowledge

(both tacit and explicit) of organizational individuals so others may make utilization of it to be more effective and productive. Effective KM requires the selective application of knowledge from past basic leadership encounters to present and future basic leadership with the express motivation behind enhancing the organization's effectiveness

Knowledge management enabler

Knowledge management enablers are the instrument for the organization to build up its knowledge and furthermore empower the formation of knowledge inside the organization and the sharing and protection of it. They are likewise the fundamental building obstructs in the change of the viability of exercises for knowledge management (Ichijo et al., 1998; Stonehouse and Pemberton, 1999). In related research, knowledge management enablers incorporate the techniques for knowledge management, organizational structure, corporate culture, data innovation, individuals, and strategies, and so on. (Bennett and Gabriel, 1999; Earl, 1997; Arthur Anderson Business Consulting, 1999; Arthur Anderson and APQC, 1996; Zack, 1999; Davenport, 1997; Long, 1997; Bose, 2004).

Trust

Effective knowledge exchange and openness between organizational individuals are influence by having trust in environment. At the point when associations between people are high in trust, people are all the more ready to take an interest in exchanging knowledge and social collaborations. Lack of trust can be one of the obstacles to restrain information trade between organizational individuals. Knowledge management is essentially about companies sharing knowledge to get an upper hand. This means one needs to put trust in the people with whom he or she is set up to share the knowledge. Furthermore, corporations may need to arrange contracts about knowledge sharing, and this implies a partnership needs to trust in another company before drawing up the agreements. Trust and negotiation is turning into a critical part of secure knowledge management. practices at the point when knowledge is shared crosswise over and inside organizations, the gatherings included need to set up trust in rules for cooperation. In this way, trust plays a critical part in knowledge management effectiveness (Elisa Bertino, E, Latifur R. Khan, Ravi Sandhu, 2006)

Learning

It is a way of obtaining new knowledge by people who are competent and prepared to share that knowledge, this process must be align with decision-making. The more knowledge is obtain when additional time and effort applied to it, Brown and Duguid (1991) Individuals should be urged to make request for viable knowledge exchange and sharing. KM practices are part of learning in organizations which can be extending through preparing, rehearsing and tutoring projects to share experiences, since the conventional strategies may not be sufficient. Another important note is that learning must be a constant procedure. Learning depends on applying knowledge for a reason and learning from the procedure and from the result. Brown and Duguid (1991) describe individual learning as “the bridge between working and innovating.” This at the end links learning to action, yet it likewise infers useful improvement. There are two ways to deal with individual learning. The principal see takes a gander at the firm as a whole and learning from an intellectual point of view. In a way, the firm is treated like a large brain composed of the individual members of the organization. The second view looks at learning as group based, where the association’s practitioners make knowledge in their own particular systems called communities of practice (Lave and Wenger 1991). Approach to conceptualize the connection between the two areas is to see individual learning as the objective of KM. By persuading the creation, scattering and utilization of knowledge, KM activities pay off by helping the company insert knowledge into organizational procedures so it can consistently enhance its practices and seek after the accomplishment of its objectives. From this point of view, individual learning is one of the critical routes in which the organization can economically enhance its usage towards effective knowledge management practices

Collaboration

Cases of collaborative activities are between organizational members, social exercises, and participation or partnership with others to make something. This kind of connections can enable the KM practice to happen effectively due to the knowledge transfer and exchange between organizational members. Collaboration effort encourages this sort of correspondence by diminishing concerns and adverse feelings, and

extending openness to different individuals. With no collaboration, it is normal that effectiveness of KM practices will be contrarily affected. (M. Hamdy Elwany & Zaki Mahrous, 2016) “Collaboration appears to catch the spirit and speak to one of the supporting principles of knowledge management practices, that of cooperating to accomplish shared objectives and targets.” In knowledge-focused organizations, information sharing is very subject to ongoing collaboration. Crosswise over organizations, for example in supply and value chains and in R&D, collaboration is perceived as a positive, something that includes value, as well as make new value. acted-in” if the advantages of collaboration are to be figured it out.” knowledge-sharing model Buckman Laboratories, focuses on the distinction between insignificant co-operation and successful coordinated effort “Cooperation intends to wonderfully cooperate; collaboration intends to earnestly cooperate, and between the two things there is a considerable measure of contrast” “Knowledge-based change is strategic responsibility of the CEO and Board however should be situated within common value system and to include every one of the people in the organization.” He cites networks “human networks, not IT networks” as central to effective knowledge sharing. Metcalf’s Law

Information Technology

Information technology is considered as hardware equipment and programming utilized as a part of the accumulation, storage, codification, and announcing of information and data. Keeping in mind the end goal to manufacture knowledge management abilities, the organization must build up an extensive framework that encourages the different sorts of information and correspondence. Jelenic (2011) also concurred that investment of technology is the key variables of the knowledge management practices inside the association.

Technology refers to the information technology infrastructures and its abilities supporting the knowledge management practices. There is a continuous verbal confrontation on the part information technology can play in knowledge management. From one perspective, information technology is normally utilized as a part of organization, and in this way qualifies as a natural medium for the stream of learning in the organization. Knowledge projects will probably succeed when more extensive technology infrastructure is received. At the flip side of spectrum, numerous scholars

leading knowledge management have warned about the state of mind towards strong investments.

In information technology, conceivably to the expense of interest in human capital. However, investments in information technology appear to be unavoidable in ensuring the end goal which to scale up knowledge management practices (Lee and Choi, 2003). It is information technology which decides the knowledge flows in the organization. In this way, technology support is fundamental for knowledge management practices in association. An organization must invest technological resources for reaching KM practices goal which ensuring all exercises in the organization run effective and efficiently (Gold et al, 2001). Numerous researchers have insisted that viable and proficient KM practices are incomprehensible without support of IT (Alavi and Leidner, 2001 ; Chong and Choi, 2005 ; Mohd Fairuz et al., 2008).

IT is solidly connect to KM since it disperses structural knowledge and additionally makes it effortlessly searched and utilized. Similarly, KM enablers influences in area of IT are the frameworks for IT that support KM activities, for example, information databases, learning platform, execution assessment frameworks, and performance integration systems. IT is firmly associated with KM since it disseminates structural knowledge in one packages.(Skyrme and Amidon, 1997)

KM Practices

In perspective of the significance of knowledge, it is not shocking that organizations wherever are offering noticeable quality to knowledge management practices to organize, share, and apply it more effectively. This is because, unless knowledge is effectively overseen, it may not move into intellectual capital or assets in which organizations can use to end up noticeably more competitive and productive (skyrme and Amindon, 1997) It has in fact been contended that the achievement of KM exercises for the most part relies on upon how proficiently and adequately knowledge has been utilized and the level of activity in view of it. (Chong et al. 2000) The execution of KM practices therefore lies at the heart of making an effective knowledge based enterprise. In this specific situation, numerous researcher agree that KM is something other than capacity and control of data, yet a practices that requires the obligation to make and disseminate knowledge all through the organization (Parikh, 2001 ; Marshall et al. 1996)

Knowledge Sharing

Knowledge sharing refers to people proliferating the knowledge they have procured and conveying them inside organizations (Lin & Chen, 2009) explanation shows that knowledge sharing needs a coordinated effort between a people's inside the organization. Knowledge sharing is a movement through which knowledge is being dispersed between an individual and amount of people. (Lee and Ahn, 2006). To stay relevant in the marketplace, organizational knowledge and expertise must be shared. It demonstrates that to make the organizations to achieve it KM practices, knowledge management activates, for example, knowledge sharing activates is an unquestionable requirement in an organizations. (Anantatmula, 2010) clarifies that knowledge sharing and the resultant new knowledge creation and development are basic for organizations to remain and stay competitive. While traditional knowledge management emphasis was set on technology or the capacity to fabricate frameworks that process and leverage knowledge, the new model of knowledge management includes individuals and activities. Knowledge sharing applied on any organization that have cycle of knowledge such as acquisition and retention happens.

The knowledge management exist within the organization. In sharing the knowledge inside the organization, an individual holds an important part, meanwhile as for in organization, the staffs are the one that is responsible for initiating knowledge sharing as to enhance the capability of the knowledge management practices within the school environment. Therefore, knowledge sharing is been seen as one of the important activity that can utilize knowledge and KM practices into its fullest. Knowledge sharing is not only about sharing. It is more focus on working together to achieve certain goals by sharing knowledge among each other. Sharing knowledge is about giving or getting something from other people. Sharing knowledge occurs when people are genuinely interested in helping each other to develop new capacities for action, and in other words, it is about creating the KM practices into organizational culture. (Anantatmula, 2010)

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