TIPS FOR EFFICIENTLY MANAGING INFORMATION

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Abstract: The paper examines the concept of knowledge and knowledge management; nature and lifecycle of knowledge management. It also review the various processes involved in knowledge acquisition and generation, knowledge capture, knowledge storage, knowledge sharing and knowledge application. The paper also discusses the various forms of knowledge elicitation to include questionnaire, interview, observation, role reversal technique, and discussion forums as well as the forms of knowledge representation to include report writing, database management system and institutional repositories. The paper shield light on the various technologies that aids knowledge management practice chief among which are groupware, electronic mail, database management system, data mart, data warehouse among others.
Keywords: knowledge, knowledge management, knowledge sharing, knowledge application,

1. INTRODUCTION

Businesses have viewed knowledge as a competitive advantage throughout the last decade. Knowledge management (KM) was becoming popular at the time. In the twenty-first century, knowledge, particularly knowledge management, has the potential to improve a nation's social, economic, and educational systems. There are numerous definitions of knowledge. Knowledge, according to Ikenwe and Igbinovia (2015), is enriched information derived from reading, experience, insights, and imagination. Views are influenced by experience, knowledge, and facts (Kucza, 2001). Condensed knowledge is context-based and applicable to real-world circumstances. It is knowledge that has been grasped and digested from a perspective, preparing the recipient for action, according to Aguolu and Aguolu (2002). As previously stated, knowledge is a component of the DIKW chain, or information continuum. Data are discrete, wisdom are applications of knowledge, and knowledge are ordered. However, information is linked data.

Liew (2007), on the other hand, defines data as recorded, captured, and stored symbols and signal readings, information as a message with relevant meaning, implication, or input for a decision and/or action, and knowledge as the mind's or brain's understanding (know-why), actionability (know-how), and cognition (know-what). This supports the data, information, and knowledge sequence.

Knowledge management acknowledges both explicit and tacit knowledge. It is difficult to encode and communicate implicit knowledge. It is subjective, context-dependent, and difficult to describe (Nonaka & Takeuchi, 1995). People have implicit knowledge—experience, technical know-how, competence, and skills. Mentoring, in-person contacts, training, and group project/task execution, among other ways, can be used to express this. Explicit knowledge may be easily gathered, documented, shared, leveraged, and preserved in tangible formats such as books, notes, databases, and electronic media due to its codification and transferability.
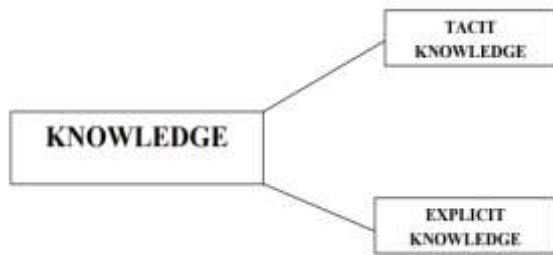
Figure 1: Types of Knowledge

Conceptual nature of Knowledge Management (KM)

Academics from all over the world have defined knowledge management in various ways. It is a field of knowledge. Ghani (2009) defines KM as the requirement to treat knowledge as an asset in a firm. Mutula and Mooko (2008) describe knowledge management (KM) as the acquisition, evaluation, organization, improvement, and exchange of business information, referencing Groff and Jones (2003). Kucza (2001) defines knowledge management as the management of knowledge generation, storage, and sharing, as well as related activities. Thus, knowledge management (KM) entails locating, capturing, utilizing, sharing, and effectively utilizing an organization's intellectual assets in order to improve performance and competitiveness.

Mutula and Mooko (2008) define knowledge management (KM) as (i) collecting customer and employee information in a central repository; (ii) identifying the knowledge categories required to support the business strategy; (iii) collecting, organizing, and sharing information throughout the organization; (iv) organizing and storing information using information technology; and (v) providing access tools.

Importance of Knowledge Management

Because of its benefits, knowledge management (KM) is a priority for company competitiveness and advantage. According to Jelenic (2011), knowledge management in businesses fosters innovation, free flow of ideas, revenue growth, cost reduction, efficiency, and effectiveness. According to Dhamdhere (2015a), "Knowledge Management can transform organizational new levels of effectiveness, efficiency, and scope of operation, using advanced technology, data and information are made available to users for effective productivity" . As a result, knowledge management is required for businesses, institutions, and systems to benefit from knowledge.

Management of knowledge improves efficiency, production, quality, and innovation. It boosts decision-making, process speed, rework, data integrity, and collaboration (CIO Council in Ali and Ahmad, 2006). The knowledge of organizational members is treated as a capital asset, boosting its financial value (U.S. Department of Navy in Ali & Ahmad, 2006). Thus, knowledge management is critical to the survival and success of enterprises.

Knowledge is essential in manufacturing and service operations, but knowledge management, according to Nickols (2000), uses it to benefit the organization. By utilizing intellectual assets, KM promotes organizational effectiveness (Stankosky 2008). Krsti and Petrovi (2012) examine how knowledge management, in conjunction with other factors, can improve enterprise innovation. claim that KM fosters a knowledge-driven culture that encourages innovation and increases growth willingness, hence improving an enterprise's ability to innovate. Companies that innovate can keep their market share (Desouza, 2011). According to Krsti and Petrovi (2012), knowledge management in organizations enhances knowledge use and streamlines innovation processes.

According to Omotayo (2015), knowledge management is critical for organizations seeking long-term strategic competitive advantage. According to Dzunic, Boljanovic, and Subotic (2012), attaining a long-term competitive advantage necessitates knowledge primacy and knowledge management, both of which provide value for knowledge-based assets in modern enterprises. Because knowledge is a component of production, knowledge management is critical for individuals and enterprises in the knowledge economy. The organization that handles knowledge (people, technology, and procedure) the best will grow indefinitely.

Nature of Knowledge Management (KM)

Knowledge management relies heavily on the effective use of people, processes, and systems (technologies). These three key knowledge management focuses, facets, elements, or components operate in tandem to achieve any knowledge management goal. To be successful, every knowledge management technique must have these elements, which explains why knowledge management is divided into three categories in this study.

Human resources are critical to knowledge management and must be taken into account in all processes. Individuals are the primary carriers of tacit and explicit information that must be documented, and knowledge is the foundation of knowledge management. Organizational knowledge and knowledge management, according to Aziri, Veseli, and Ibraimi (2013), are dependent on human resources. According to Armstrong (2006), people influence knowledge management by creating an open culture that values/inspires information sharing, a climate of commitment and trust, and knowledge management methods and procedures.

Knowledge management methods explain how knowledge management approaches are put into action. To achieve knowledge management goals, Edwards (2011) proposes adopting new work practices or building what you wish to achieve. People, he believes, design and operate Processes, whereas Processes dictate People's roles and knowledge. The system's third component, systems or technologies, contains all gadgets that aid in knowledge management. Technology is required to help people and processes in knowledge management. As the title implies, this article will concentrate on knowledge management techniques and systems (technology).

Figure 2: Tripartite nature of knowledge management

2. KNOWLEGDE MANAGEMENT PROCESSES (KMP)

A knowledge management process is a set of procedures that an organization uses to assist knowledge development and usage. Knowledge management is a continuous process of transforming one sort of knowledge into another. Knowledge management processes aid in the transfer of implicit to explicit and explicit to tacit knowledge. Many scholars, including Dhamdhere

(2015b), Alegbeleye (2010), Mutula and Mooko (2008), and others, have identified the following as important components of knowledge management processes:

Knowledge Acquisition and Generation

While explicit information is also learned, tacit knowledge is the primary emphasis of knowledge management acquisition. Tactic knowledge can be turned from implicit to explicit knowledge through the process of externalization, which entails transforming tacit information into documented form for other people to access in documents or databases (Alegbeleye, 2010). However, before information can be obtained, it is critical to evaluate what knowledge an organization already has and what knowledge it requires to achieve its goal. This is referred to as "knowledge identification."

The primary purpose of knowledge generation is the creation of knowledge for exploration and knowledge exploitation. One method for generating knowledge is to:

➤ Writing both formal and informal.
➤ The purpose of research is to generate knowledge through methodical examination. Research and tertiary institutions are examples.
➤ Shared problem-solving: Also known as brainstorming. This involves experts in a field discussing a topic to find solutions. Events like seminars, conferences, and workshops

Knowledge Capture

Knowledge capture is another crucial part of knowledge management in knowledge-based enterprises. Knowledge-capturing involves:

a.Technology: Several technologies enable knowledge development and sharing. Information technology helps organizations manage knowledge and provide successful services.

b.Knowledge Mapping: Organizational knowledge is located using knowledge mapping. Knowledge mapping necessitates the use of questionnaires, interviews, and observations. The quiz should identify expertise within the organization. Mutula and Mooko (2008) defined knowledge mapping as a tool for formalizing information and tacit knowledge by emphasizing the relationship between knowledge stores.

Knowledge Organization

Knowledge organization entails structuring it for easy access and retrieval. Librarians, for example,

catalog and categorize knowledge into information resources. According to Nwalo (2003), cataloguing is capturing descriptive information about a book and non-book content on a catalogue card, and classification is assigning a class number to a book that fits a subject heading in a classification scheme. Messages, texts, and content were also mentioned by Alegbeleye (2010) as components of knowledge organization. Indexing, abstracting, and cataloging all aid in the organization of knowledge.

Knowledge Storage

Knowledge must be carefully preserved and conserved for future generations. According to Alavi and Leidner (2001), knowledge storage consists of capturing, transcribing, and coding knowledge. According to Alegbeleye (2010), knowledge storage, often known as a "repository" in knowledge management, entails keeping documents with knowledge stored in them for future retrieval.

Knowledge Sharing

Knowledge sharing is essential for knowledge management. According to Ikenwe and Igbinovia (2015), knowledge sharing is a top priority in knowledge management. It entails people, organizations, and institutions exchanging information, knowledge, ideas, skills, and experiences. Information Impact | Journal of Information and Knowledge Management knowledge sharing helps a company exploit its knowledge (Alegbeleye, 2010). Individual expertise shared with the entire organization ensures that knowledge does not vanish when an employee quits. An organization must give incentives to encourage information exchange and discourage hoarding.

Knowledge Application

After exchanging knowledge, businesses should put it to use in order to solve challenges. According to Dhamdhere (2015b), if knowledge is not integrated correctly, the entire process is squandered; thus, users should be informed about the knowledge management process. As a result, knowledge should be applied efficiently to meet a need.

Knowledge Management Systems (KMS)

Scholars define KMS in various ways. KMS are defined as knowledge management tools by Gallupe (2000). Abdullabi et al. defined KMS in 2005 as the creation of knowledge repositories, improved information access and sharing, collaborative communication, strengthening the knowledge environment, and managing knowledge as a firm asset. KMS is a tool or Information and Communication Technologies (ICTs) that can be used to store, disseminate, collaborate, identify knowledge sources, and support the generation, capture, sharing, retrieval, and use of knowledge to improve individuals', organizations', and nations' access to information and knowledge.

Technology is critical to knowledge management in the twenty-first century because it creates new opportunities for information exchange and collaboration through video conferencing, web2.0, and other means. Throughout its lifecycle, technology assists knowledge management. According to Egbu (2003), knowledge management systems (KM) make use of hardware and software. Hardware technologies enable software technologies while also storing and transferring knowledge, making them essential to knowledge management systems.

Some tools for knowledge development, collaboration, sharing, and dissemination, on the other hand, are;

Knowledge Portals:

Portals are KM technologies that use the web to communicate information to an organization or group of individuals. Knowledge portals are dedicated websites that provide a single point of access to tacit and explicit knowledge that assists employees in meeting company objectives. The knowledge portal encourages both asynchronous and synchronous producer-user communication. According to Yao et al. (n.d.), synchronous collaboration allows geographically dispersed users to collaborate in real-time over the internet to search, retrieve, filter, partition, and organize web information, whereas asynchronous collaboration collaborators exchange information over time.

Knowledge portals enable several individuals to work together across time and location to collect, categorize, disseminate, publish, and customize relevant knowledge in order to solve problems and ensure organizational success.

Database management system (DBMS):

A database (DB) of linked files stores organizational data. DB is a database that stores related data in direct access storage on a computer

using Database Management Systems. Database management systems assist users and programmers in the creation, retrieval, updating, and management of data.

E-Mail:
It is the most widely used collaborative communication platform, and it facilitates information sharing between individuals and companies. It promotes internal information sharing and collaboration..

Group Wares:
These powerful collaboration tools assist organizations in sharing knowledge and promoting communication. This technology encourages cooperation and communication through interactive, video, intranet, internet, and email. According to Tsui (2002) in Egbu (2013), it assists distributed and virtual project teams with participation from many organizations and geographically dispersed locations in making choices.

Data Warehouse:
The primary repository of the organization houses critical data. This mixes information from several sources. Data from several sources, however, is preferred for accessibility.

Content Management Systems (CMS)
CMS software allows for the creation and editing of digital material. It facilitates teamwork (Rockley, Kostur, Manning, 2003). CMS is responsible for creating, managing, and distributing intranet, extranet, and website content. Identifying content creators (experts) and supporting collaborative projects enhances explicit knowledge but offers little help with tacit knowledge transfer.

Barriers to Knowledge management
Abdolshaha and Abdolshahb (2011) investigated the barriers to knowledge management implementation in Iranian institutions and discovered that senior managers' ignorance of knowledge management concepts, a lack of competition among institutions for customers, the formation of knowledge management teams, and a lack of information exchange among institutions could all be barriers to KM implementation. According to Bartczak (2012), problems to knowledge management in the US military include leadership education and commitment, a lack of resources, and others. According to Dooley (2013), other barriers to knowledge management include not monitoring

or maintaining KM systems and focusing on individuals rather than teams.

Insufficient training, unwillingness of employees to share knowledge with other employees, a too complex system, failure to recognize personal benefits of sharing and managing knowledge, and a lack of trust among employees were identified as major barriers to knowledge management implementation by Dzunic, Boljanovic, and Subotic (2012). Ujwary-Gil (2017) discovered that lack of reward and motivation for seeking and sharing knowledge, unawareness of the institution's knowledge base, organizational culture promoting individual results to knowledge sharing, limited resources, and unfriendly technology systems all impede knowledge sharing in organizations in her study on knowledge management barriers.

Frost (2012) identified three knowledge management casual flaws that could stymie implementation:

➢ Lack of performance indicators and measurable benefits
➢ Inadequate management support
➢ Improper planning, design, coordination, and evaluation
➢ Inadequate skill of knowledge managers and workers
➢ Problems with organizational culture
➢ Improper organizational structure

Disterer (2001) highlighted individual and social obstacles to information transfer, which is relevant to knowledge management. Individual factors include loss of knowledge power, inadequate disclosure on knowledge sharing, doubt about knowledge worth, and lack of drive. Social variables also include conflict avoidance and conservative attitudes; bureaucratic and administrative organizations with rigorous formal procedures, which limit the flow of knowledge and new ideas; and lack of coherence between people' own purposes and the tasks.

According to the literature, management unawareness or unfamiliarity with the concept, poor knowledge sharing culture, poor management of people as knowledge-base, systems, tools, and KM processes, lack of commitment from leaders, inadequate resources and will-power, lack of or poor motivation, unfavorable organizational culture, and unskilled personnel to manage complex te

3. CONCLUSION AND RECOMMENDATIONS

The technique of knowledge management (KM) is trending in businesses where productivity, efficiency and innovation are the watchwords. KM is generally made up of three components of procedures, people and systems, which must be properly managed to accomplish the purpose of any knowledge management strategy. This article investigated the numerous procedures necessary to attain the aim of knowledge management as well as the systems or technologies required to support these processes. In view of which the following recommendations are made:

➢ Organizations should encourage the creation of knowledge by supporting research activities, encouraging collaborations and team work.
➢ Organizations should set up reward systems through which members will be motivated to acquire as well as share knowledge for common good.
➢ Organizations should carryout knowledge mapping to identify best practices related to their areas of operations and inculcate such practice into their organizational activities.
➢ Organizations should create knowledge repositories that are accessible with user friendly interface.
➢ Organizations should ensure that generated knowledge is applied in solving real-time problems and ensuring innovations.

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