A RETROSPECTIVE VIEW OF THE IMPACT OF ORGANIZATIONAL KNOWLEDGE AND ORGANIZATIONAL GOALS

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Abstract
This paper intends to find out the impact of knowledge management in achieving organizational goals. Some of the objectives are to evaluate how lack of effective communication among staff members affects organizational goals: to ascertain the impact of technology on knowledge sharing in an organization particular emphasis on Nigeria Bottling Company Kaduna. This work made use of both primary and secondary sources of data for literature review and responses from the respondents. The sample size of 80 was statistically determined. The data collected were analyzed and some of the major findings are that lack of effective communication among staff members affects organizational goals; technology impacts on knowledge sharing in an organization and knowledge sharing among staff members is not adequate to meet organizational goals. This paper recommends that knowledge management practice should be in practice to competition edge over other organizations.

Keywords: knowledge, management, organizational goals and communication

Introduction
Knowledge management refers to the critical issues of organizational adaptation, survival and competence against discontinuous environmental change. Knowledge Management is: 'Knowing what you know and profit from it' and 'Making obsolete what you know before others obsolete it. The focus of Knowledge Management is on 'doing the right thing' instead of 'doing things right'. It provides a framework within which the organization views all its processes as knowledge processes and all business processes involve creation, dissemination and application of knowledge towards organizational sustenance and survival (Malhotra, 2009).

More recently, other fields, to include those focused on information and media, computer science, public health and also have started contributing to knowledge management research. Many large companies have resources dedicated to internal knowledge management efforts, often as a part of their business strategy, information strategy or human resource management (Addicott, McGivern, and Ferlie, 2006).

Managing practical knowledge was implicit and unsystematic at first, and often still is! However, the craft-guilds and apprentice-journey-man-master systems of the 13th century were based on systematic and pragmatic KM considerations. Still the practical concerns for knowledge and the theoretical and abstract epistemological and religious perspectives were not integrated then, and still are mostly kept separate (Wiig, 1999).

The present KM focus is not driven by commercial pressures alone. A practical often implicit, aspect of KM is that effective people behavior required for success rests on delegating intellectual tasks and authority to knowledgeable and empowered individuals. KM also represents an evolution of the move towards personal and intellectual freedom that started with the age of enlightenment and reason over 200 years ago. One notion was that through proper education, humanity itself could be altered, its nature changed for the better. As other social movements, this has taken a long time to penetrate, particularly into the conservative ranks and practices of management (Cannon-Bowers and Salas, 1998).
The emergence of the explicit knowledge focus and the introduction of the term "KM" in the 1980s was no accident and did not happen by chance. Although it happened gradually and often was met with management uncertainty, it was a natural evolution brought about by the Nigeria. Other problems of the economy include excessive dependence on imports for consumption and capital goods, dysfunctional social and economic infrastructure, unprecedented fall in capacity utilization rate in industry and neglect of the agricultural sector, among others. These have resulted in fallen incomes and devalued standard of living among Nigerians. These have also affected the manufacturing sector of the economy (Anyanwu, 2010). Nigeria's economy is struggling to leverage the country's vast wealth in fossil fuels in order to displace the crushing poverty that affects about 57 percent of its population. This could be because economy of Nigeria is petroleum-based it is long hobbled by political instability, corruption, and poor macroeconomic management, is undergoing substantial economic reform following the restoration of democratic rule in 1999 (Center for Global Development, 2010).

In spite of all these, the nation is still bedeviled by mass poverty and high income concentration among small groups of businessmen and politicians, unemployment, and underemployment, lack of executive capacity, over-dependence on petroleum and imports of goods and services which have affected the manufacturing sector.

This paper is designed to look at how knowledge management stores and shares the wisdom, understanding and expertise accumulated in an organization about its processes, techniques and operations. This is on the assumption that knowledge as a key resource. With knowledge management practice organizations can boost their stability and growth as knowledge management focuses on knowledge sharing.

1 Lack of effective communication among staff members in achieving organizational goals
2 The impact of technology on knowledge sharing in an organization
3 Knowledge sharing among staff members is not adequate to meet organizational goals
4 Lack of continuity management that helps to preserve corporate knowledge so as to endure employee turnover with minimal or limited organizational knowledge loss.

On the other hand, knowledge reuse is theoretically linked to knowledge objects and repositories. Reuse through repositories may involve knowledge and sharing between knowledge producers, reuse through shared work practices, reuse by expertise seeking novices, and reuse by secondary knowledge.

Knowledge transfer is also related to the firm's absorptive capacity. The absorptive capacity is defined as the 'ability to identify, assimilate and exploit knowledge' and its absence can convert the knowledge to be transferred into 'sticky knowledge'. Sticky knowledge represents knowledge whose transfer is problematic and the sticky character reflects the incremental cost of the transfer. Stickiness is not always a negative property; used in the context of knowledge networks, it describes a set of measures to avoid natural.

**Continuity Management**

Continuity management regards the preservation of corporate knowledge so as to endure employee turnover with minimal or limited organizational knowledge loss. Continuity management is the intellectual capital basis that motivates knowledge managers to facilitate knowledge transfer among organizational members and to diversify organizational memory beyond single individuals as retainers. Pathological organizational behaviors arise when key members, people who are the single repositories for critical knowledge capital, choose to depart the organization. For example, knowledge hoarding can be used to create job security or knowledge stuffing can result from overloading a replacement with too much knowledge. Knowledge networks can be disrupted when a critical individual leaves without re-establishing an adequately prepared replacement 'node'. From a practical perspective, continuity management involves applying many of the concepts below, such as knowledge assessment and transfer, but motivated by the need to diversity knowledge across individuals to the degree that a reasonable degree of employee turnover does not disrupt operations.

**Knowledge Management and Technology**

Another change influencing knowledge acquisition and sharing is the steadily increasing speed with which new technologies are evolving.

These always require new or updated knowledge and allow new working practices. As an example, there is a growing number of new versions of software systems/applications and new or revised standards. Successful organizations need to absorb and utilize an increasing amount of knowledge to keep up with this
development. At the same time, knowledge becomes outdated faster. This emphasizes both the need for new knowledge in general and the need to manage the according processes to enable one to deal with large amounts of knowledge in a shorter time (Kucz, 2001).

Knowledge management is an emerging term currently used in organizations which recognize the need to make more effective use of their human and information technology resources. The relationship, between the strategic approaches to knowledge management, assumes that there exists collective organizational knowledge that can be managed to encourage the realization of business goals (McAdam and McCready, 1999).

Essentially KM embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings. Knowledge management is more about the pragmatic and thoughtful application of any concept or definition, as it is not in the definition but in real world execution where opportunities and challenges lie. Any definition therefore must be understood within the specific context of expected performance outcomes and value propositions that answer the question ‘Why’ about relevance of KM. Knowledge Management are also popular among corporate strategists and military, air force, and navy commanders (Malhotra, 2009).

Modern technology offers new and extended possibilities, such as codification to videos/animations, transmissions across distances, and communications via videoconferences etc. The use of technology therefore plays an important role in KM. However, knowledge is mainly about humans and therefore the role of technology can only be of assisting nature (Davenport and Prusak, 1998; McDermott, 1999).

Knowledge is something creative and thus continuously developing. Therefore, -KM needs to be flexible and capable of steadily adapting to changing environments. As creativity cannot be predicted, there must be space for unexpected ways. This combination of being hardly predictable on one hand and having a long-term pay-off on the other hand makes KM a matter of believes (Davenport and Prusak, 1998).

Technology as a Knowledge Sharing Enabler
The technical context encompasses the technology tools supporting the knowledge sharing effort. Smith (2003) draws a very clear relationship between technology and knowledge sharing. One must remember that information technology makes possible the connections that enable knowledge sharing, but it does not motivate employees to share their knowledge. Technology should be viewed as an enabler of knowledge sharing. While organisations can put the tools in place, there is no guarantee that employees are going to use them, or use them effectively, so there is still a human aspect to the knowledge sharing tools. An organisation can develop knowledge maps, whereby fields for area of expertise and mode of communication are added to a Human Resource Management system. This allows employees to find individuals that possess the expertise that they are seeking in trying to solve their problem’ (Desouza and Awazu, 2003). In addition, this tool can overcome geographical boundaries enabling employees to benefit from the expertise of employees in other parts of the organization anywhere in the world (Desouza and Awazu, 2003).

Technology tools for knowledge sharing include electronic bulletin boards, discussion forums, knowledge directories, groupware, databases, intranets, intelligent search engines, personal web pages, electronic mail, virtual conference rooms, libraries, corporate yellow pages, among many others (Alavi and Leidner, 2001).

E-learning is a training tool which can be used to train employees to use the knowledge sharing systems, and to recognize knowledge sharing behaviours (Wild et al., 2002).

Information technology (IT) capabilities have placed organizations at a real threshold for change. They can create processes and systems both internally within the organization and externally within networks and alliances that transcend simple information distribution to real Knowledge Management. This does not mean that all organizations will. Neither does it mean that Knowledge Management will be taken seriously by all, but the potential is there (Ramirez, 2006).

Research has shown in a recent state of the field assessment that there is now widespread acceptance of the importance of organizational knowledge and recognition that it is different than data and information management. And it is not a technology solution. However, major obstacles range from organizations that have not figured out where Knowledge Management is among their organizational functions. i.e., where Knowledge Management is dominated by IT departments see Knowledge Management purely from a technology perspective), or ignored by human resources (MR) which do not see KM 35 part of IT (Ramirez, 2006).

The Social and Human Sides of the Management of Knowledge
As part of the social approach to knowledge management, it is important to understand the role that both
individuals and the human resources function play in the management of knowledge in an organization.

Some analysts believe that information technology is a key driver for knowledge management; others disagree with this view and believe that knowledge management is about people not technology, and to start from - computer perspective would ensure the failure of knowledge management (Soliman and Spooner. 2000).

Researchers have argued that people are important to the creation, Capture, and sharing of knowledge. Egan (2003) indicates that the effective How of knowledge is only sustainable through people. Geraint (1998) claims that too much faith has been invested in technology at the expense of people issues. While Carter and Scarborough (2001) say that many knowledge management initiatives fail largely because they ignored the people issues associated with sharing knowledge. Greengard U998b) indicates that all the technology and tools in the world won't make a knowledge-based organization. Roberts (2000) goes further by assigning an 80% people, 20% technology ratio in discussing knowledge management. Regardless of whether the ratio is 80/20, 50/50 or even 20/80, organizations are beginning to realize that individuals have a key role to play in knowledge management.

When the people dimension is raised in knowledge management, it is often in the context of the human or technology interface and in the capturing and sharing of information (Brelade and Harman, 2000). The biggest contribution that human resources can make to knowledge management is often not stated - to bridge the gap between what people know (information and expertise) and what they do. Brelade and Harman 2000) essentially state that Human Resources departments can play a role in ensuring that individuals can find and use the knowledge available: an organization. It is not just about sharing knowledge, but making certain the right people get the knowledge they need when they require it.

Brelade arid Harman (2000) indicate that Human Resources departments are perceived as having a minor role in knowledge sharing while Egan 2003) claims that Human Resources departments are not even perceived as having a role in knowledge management or knowledge sharing. This may be due to the fact that many early knowledge initiatives were led by information technology departments.

Knowledge management ultimately depends upon people, but it is precisely the people aspect that has been the most neglected while studying this field. Human Resources practitioners and analysts have been slow-in contributing to knowledge management. Therefore, the onus is not just on the organization to determine the role that Human Resources departments will have in knowledge management, these departments should also recognize their responsibility (Hislop. 2003, Greengard, 1998b).

Human Resources departments should not necessarily have to lead knowledge management initiatives. Most likely their representatives would not understand the complexities associated with the development of the system. However, they should have a role in the development of knowledge management within the organization.

Organizations have to determine how to involve employees in knowledge management process, i.e. to develop and implement strategies to motivate employees (or encourage them) to create, capture, and share knowledge. In addition, the role of Human Resources departments should not be taken lightly.

**Knowledge Sharing**

Knowledge sharing enables employees to share their insights and experiences in order to allow faster and more cost effective project completions (Geraint 1998). Employees can draw upon the experiences of others in their pursuit of finding solutions to problems. Redundancy of work is decreased as employees are not re-creating knowledge (Arora, 2002). The overall results are cost and time savings, which is the creation of value for the organisation. As practices and policies within an organisation can importantly affect the motivation of workers to share knowledge, it is important to examine the various strategies that organisations employ to foster knowledge sharing, as they should drive the organisation's practices and policies (Hislop, 2003).

**Obstacles to Knowledge Sharing**

As with most problems, it is difficult to determine the solution if one is not aware of the underlying issue or the obstacles that one may face in trying to solve the problem, as such, an understanding of the obstacles to knowledge sharing in organisations is required in order to explore strategies to encourage knowledge sharing. However, if the organisation does not make knowledge sharing a priority, and the time to share knowledge is not built into the employees' daily work life, most likely they will not share their knowledge (Miller, 2002, Sooetal.,2002).
Knowledge Management Processes

Knowledge Acquisition
- Individual Learning
- Environmental Scanning
- Grafting
- Experimentation

Knowledge Sharing
- Communication
- Training
- Rewards

Knowledge Utilization
- Sense-Making
- Knowledge Awareness
- Empowerment
Figure 2.1: Elements of Knowledge Management


The capacity to acquire share and utilize knowledge means that companies have established systems, structures and organizational values that support the knowledge management process (Ezigbo, 2007).

Knowledge Acquisition
Knowledge acquisition includes the organization’s ability to extract information and ideas from its environment as well as through insight. Four of the most common ways organizations acquire knowledge are as follows:

1. Individual learning:
   Knowledge flows through individuals. Individual employees can learn through reinforcement, feedback, observation, and experience. The quality management practices to benchmarking and continuous improvement also involve individual learning.

2. Environmental Scanning:
   Environmental scanning involves receiving information from the external and internal environments so that more effective strategic decisions can be made.

3. Grafting:
   Grafting is the process of acquiring knowledge by hiring individuals or buying entire company. Every organization hires new employees, who bring fresh ideas as well as technical knowledge with them. Mergers and acquisitions are classic examples of grafting.

4. Experimentation:
   Knowledge acquisition comes from within the person through insight. This insight is the result of experimentation and creative processes. Corporate leaders need to establish a learning capability. This means that they must create infrastructures that help employees gain insight from their own experiences as well as the experience of others, then generalize these ideas beyond their own confined boundaries.

Knowledge Utilization
Acquiring and sharing knowledge are wasted exercise unless knowledge is effectively put to use. This involves making sense of the information received and applying it to employee behaviours either directly or through organizational systems and structures. Knowledge utilization involves these conditions. First, employees need to realize that they possess information to potentially improve customer service or product quality. This requires clear role perceptions. Second, employees must be able to make sense of the information they receive. They must adopt common perspectives of the world so that everyone makes sense of the information in similar ways. Third, employees need to have the freedom to apply their knowledge.

Thus, knowledge utilization requires employee empowerment. Corporate leaders need to recognize that they are the keepers of an organizational memory which refers to the storage and preservation of intellectual capital. How do organizations retain intellectual capital? One way is by keeping good employees. It is important to keep knowledgeable employees. Successful organizations also unlearn. Sometimes it is appropriate for organizations to selectively forget certain knowledge. This means that they should cast off the routines and patterns of behaviour that are no longer appropriate. Employees need to rethink their perceptions, such as how they should interact with customers and which is the "best way" to perform a task (Ezigbo, 2007).

Knowledge Sharing Strategies
Smith (2003) posits that the strategies that organisations can employ to promote knowledge sharing are as follows:

a. Establish opportunities for interactions
   Most knowledge is shared socially, e.g., face-to-face or telephone conversations. However, often the sharing of knowledge happens via electronic communications, and document repositories (Smith, 2003). Organisational efforts should be focused on creating opportunities for employees to interact, whether formally or informally, to foster knowledge sharing. Creating these opportunities should
aid in building trust among employees, to overcome the knowledge sharing obstacle whereby employees are not comfortable sharing their knowledge with people they do not know (Goman, 2002).
Informal opportunities would include unscheduled meetings, informal seminars, or coffee break conversations. Formal opportunities would include training sessions, plant tours, and scheduled de-briefings. While knowledge sharing may be facilitated through formal opportunities, this may stifle creativity (Alavi and Leidner, 2001).
Organisations can develop communities of practice to promote knowledge sharing (Arora, 2002. Carter and Scarborough, 2001, Geraint. 1998). These communities of practice are a group of people sharing experiences and knowledge in a free flowing way and fostering new approaches to problem solving. Communities of practice are forums where employees share best practices (Arora, 2002).
The groups may be developed informally and become self-selecting (Carter and Scarborough, 2001), however, an organisation can aid in creating these communities since the benefits will be also organisational.

b Establish a mentorship and/or coaching program An organisation can develop a mentorship program to gently transfer "subtle and private skills and experiences" to others. The mentor is not explicit in the sharing of knowledge, but they will role-model the behaviours the mentor found to be effective. Mentors also introduce mentees to their network, in a low pressure, and informal setting.

Conclusion
Having made a critical study of the impact of knowledge management in achieving organizational goals cannot be over emphasized. It was discovered by the researcher that business organization in Nigeria are not fully exposed to the new era of management which is knowledge management though they carry out some of its activities.
A knowledge oriented business organization tends to gain competitive advantage because it captures and uses the intellectual assets held by its employees and customers.

Recommendations
The paper put forward the following recommendations to assists the management of business organizations to effectively tackle these problem and be able to resolve it.

i. It is recommended that continuity management be applied as it facilitates transfer of knowledge among organizational members.

ii. It is also recommended that organization create a forum or awareness for effective communication within the organization among its staff members so as to achieve organizational goals.

iii. Enabling networks through the organization would promugulate knowledge sharing as hording of information by staff members cannot meet organizational goals adequately.
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