

## KNOWLEDGE MANAGEMENT: A TOOL FOR ORGANIZATIONAL DEVELOPMENT

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### *Abstract:*

*Knowledge is power and it is an important asset for both the individual employee and the organization at large. It improves and exposed efficiency as it leads to effective performance of workers in organization leading to high productivity through an effective information system. This paper adopts secondary data to examine different types of knowledge and its importance to organizational development and growth. This study further examines how the various knowledge acquired enhances high productivity and growth of the organization. The paper concluded that to establish the various ways knowledge sharing between employees and the employers in the organization, it will translate to growth development.*

**KEYWORDS:** *Organization, development, system, tacit, explicit knowledge, management*

### **Introduction:**

Knowledge is information in action. In most establishments, knowledge is power of which every individual has knowledge kept by him in order to maintain an advantage over others either in the home, society or working environment. In the organizational environment, people of different socio-cultural and economic background seek for employment and perform certain distinctive jobs in line with their acquire knowledge, skills and experiences.( as the individual tacit knowledge). The organization where employees work, behavioral characteristics that the employee are expected to has established while performing their assigned roles in the organization. These characteristics must be in conformity with

the organizational norms, skills and professional (tenets) and practices.

The knowledge an employee has, might be in line with the needs or in conflict with what the organization needs. The organization therefore has to model the desired skills and knowledge through effective training and mentoring of the new and young employees in the organization. This is aimed at making them effectively perform their duties (task) in line with the desired goals and objectives of the organization. The employee must be willing to learn every day at the work place while dealing with others. Today, knowledge is increasing, and is considered as the most important asset of an organization (Cameior, 2000), and it is assumed that every experience is reasonable (Basil and Rombach, 1991). As posited by O'Dell and Grays (1998), identifying, managing and transferring of knowledge and its best practices, have work effectively for many companies, sometimes saving or earning them literally billions.

It is important to know that information is different from knowledge; the collection of data is not information. Data are numbers or word or letters without any context. It is without reference to either space or time. What makes a collection of data information is the understanding of the relationship between the pieces of data or between the collection of data and other information. Information merely provides the relationship between data; it therefore does not provide a foundation for why the data is what it is and does not indicate as to how the data is likely to change over time. It is when information is further processed that it has the potentials for becoming knowledge as the relationship between data and information is established. The desire for pre-requisite knowledge for the effective performance of the various roles by employees in organizations led to the desire for the search for the appropriate manpower with the requisite knowledge that will be effectively developed and shared by the organizations. The organization spends millions or billions in the training and re-training of its personnel in developing the talents of its employees

and effectively managed it for peak performance that will lead to high productivity and development.

### **Objective of study**

The paper seeks to find out the techniques employed by managers in its knowledge management in the organization. It also seeks to establish that the high rate labour mobility from one organization to another and from one country to other countries is borne out of poor knowledge management in organizations. It believes that the characteristics of the various knowledge management strategies will help in developing the knowledge assets of organizations and employee retention. This will also stimulate knowledge creation, sharing, enrichment, storage, retrieval and dissemination.

### **Methodology**

The design use was a survey, involving some organization and the IBB University. The study was carried out in determining how effectively organizations make effective use of its human resources department or units to effectively manage and develop its personnel towards the attainment of the organizational goals and objective. It also sought to find out employees perception on the organization planning with regard to their empowerment and development.

The study make used of documentary analysis based on the available record in the organization. The primary source of data collection for the study is oral interview to elicit responses from the respondents (employees of the HRD unit) and some selected staff in the staff of the organization.

The study also derived its information and data from textbooks, journals, periodicals and World Wide Web (www) as its secondary sources that provide the relevant data in articulating this work.

### **Conceptual Clarification**

Knowledge management is the process of knowledge creation, storage and sharing as well as other activities that are renewable as the individual acquired new information and skills which are the general propose of knowledge management (KM). Knowledge is

defined by the Oxford dictionary as facts, information and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject. It can be referred to as awareness or familiarity gained by experience of a fact or situation. The Cambridge dictionary look at knowledge as the understanding or information about a subject that you get by experience or study, either known by a person or by people generally. In a nut shell knowledge is all about understanding an issue or subject and experience that comes into play in the discharge of an individual employee in an organization. Knowledge Management (KM) is the systematic management of an organizations knowledge assets for the purpose of creating value and meaning, tactical and strategic requirement which consists of the initiative, processes, strategies and systems that sustains and enhance the storage, assessment, sharing, refinement and creation. It is a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge. According to Davenport (1994), knowledge management is the process of capturing, distributing and effectively using knowledge.

Knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving and sharing all of an enterprises information assets ( Davenport,1994) Knowledge is usable not only for one individual, but for the organization as a whole in which the knowledge must be shared. Knowledge Management (KM) involves making the organizational data and information available to the members of the organization through dash boards, portals and the use of content management system. According to Duguid and Brown (1998), the new knowledge-based views on organizations suggest that it is knowledge that holds the organization together. Knowledge management (KM) has existed and has been in used for a long time, but it has just been recently called by its name or recognized few years ago. Organizations be it public or private have over the years made effective use of knowledge management as it emphasis on employing the best into the stream of the organization. The emphasis on recruiting the best, based on the certificate tendered

for selection and placement as the feature of impersonality as postulated by Max Weber in ideal bureaucracy became a guided principle for employment and placement in organization. Davenport and Prusak, (1998) asserted that knowledge management has to do with identification of the current state of the organization, the determination of its needs and the improvement of affected process in order to address these needs. In the organization effective knowledge management is a systemic process for acquiring, organizing, steering, applying, sharing and recovering both tacit and explicit knowledge to enhance the organizational performance, increase organizational adaptability, increase value or gratuity of the exact products and service, and or create new knowledge intensive products, process and service. The process of making knowledge available is that it has evolved with time. It was said to have started with family clan, where knowledge was passed from father to son by a long process of learning which is referred to as socialization. As people work together, the spirit of team work is developed by creating a synergy for their tacit and explicit knowledge to be jointly shared. Through this process knowledge is shared not only within the organization in form of conferences seminars or workshop but shared internationally by professional bodies and by larger organization which may be making knowledge to be geographically spread all over the world and active in different kind of areas.

The managing of the tacit knowledge is important for organizations, (early identification make it valuable for organization to utilize its intellectual capital). The use of tacit knowledge is an essential pre- requisite for making good decision in an organization for effective performance of both employees and managers. There are two main aspects of knowledge management namely, information management and people management. In every organization managers need to know that knowledge management has to do with information on one hand and people on the other. The practice of information management developed and become widely accepted when executives realized that information are important corporate resources that should be used to improve

the company or organization competitiveness. The intellectual assets within the organization should be identified in order to know the individual capacity and capabilities in the performance of their individual functions in the organizational set up for increase productivity in terms of quality competitiveness among companies and organizations. This consequently, will help in the improvement of decision making in the organization.

The acquired second aspect of knowledge management is the tacit knowledge that resides in the of head people. In order to effectively manage people that possess the desired tacit knowledge it is essential to take into consideration their cultural and social values attitudes and aspirations, like and dislike. The two aspects of knowledge management embody two immediate concerns, firstly to make organization knowledge more productive and secondly to produce benefits that are significantly greater than those envisioned. Knowledge management offers an excellent opportunity for adopting previously impossible business strategies. It can lead to establishing a cordial relationship with customers and supplier. It also makes possible the discovery of new issues and opportunities through the optimum use of knowledge assets such as contracts sales and records as well as customers demographics and data, customer location and contact names.

### **Trends of Knowledge Management**

The brain-drain in most developing countries and organizations could be attributed to a poor knowledge management which has grossly affected the administrative, economic and technological development of these countries. Talents have been sacrificed for religious, ethnic, regionalization and family affiliation which have led to the mobility of labor from one organization to another and from the developing countries to the highly industrialized nations for a better pay package and to realize their dreams. In developed countries like the United States of America, Britain, Japan, Germany and a host of others have had individual migrants that have been outstanding in the performance of vocations of their interest. These individuals have not been given the opportunity nor

assisted by the government by giving recognition and financial assistance to bring into reality their knowledge more especially in the area of sciences and technology.

The absence of free flow of information among the citizens of the country as well as workers in the organization also serve as an impediment that halted the development of organizations in terms of its production of goods and services. The inability of organizations to effectively manage its knowledge assets contributed to employees hoard their knowledge making knowledge creation, sharing and dissemination difficult. Another problem confronting the knowledge management is the inability to adopt an acceptable strategy that will benefit both employees and managers like regular training, promotion, and placement and improve remuneration. The absence of adequate planning by knowledge management practitioners through pilot projects that will enable it discover the knowledge assets of organization and not having a budget or resources for knowledge management activities make its goals not achievable by managers. Most organization also lacks the services of Human resources practitioners in their organizations that will effectively make use of the knowledge management tools to develop the needed talents in the organization. The appropriate techniques will help in reducing the mobility of labour or its transfer from one organization to another and from one country to another.

### **Knowledge Management in Organizations**

There are two types of knowledge that employees working in an organization possesses. The types of knowledge and the most common are the tacit knowledge and explicit knowledge. The tacit knowledge is what the individual employees have acquired and stored permanently in his brain. This can be acquired through the process of socialization from the family, peers and can be acquired through the employee's personal life experiences. The explicit knowledge is that contained in document or other forms of storage other than the human brain. It is stored or enrolled in facilities, products, processes, services and system. The rules and regulations

and the undertakings of the organization form part of this knowledge. The tacit and explicit knowledge are put together by the employees in the performance of their assigned role or attainment of the organizational set goals and objectives. Both types of knowledge are products that resulted from information obtained from interactions between employee and employees, between employees and management. An example for this is university setting as an organization, specifically in Nigeria which is run by committee system, it comprises of management, senate, faculties, departmental, board, governing council and central meeting of the university community known as the “congregation”. Some organizations have management, departmental and units meetings as well as the meeting between employees and the managers. These meetings are fora of interactions of the different levels of personnel in the organization where knowledge and experiences are shared for optimal performance and high productivity as well as achieving the desired changes and innovations.

The tacit knowledge is more personal as it is stored in the minds of the people (individual worker). These are accumulated through study and experience, interaction with other people within and outside the organization. It grows through practice of trial and error and the experience of successes and failure. It is difficult to formalize record and articulate. The challenges of tacit knowledge sharing in organizations depend on the willingness of the employees to share his acquired knowledge and experience with other employees. The organization can achieved a successful sharing of knowledge through the various activities organized by it, such as meetings, conversation, workshops, on the job training, mentoring and others. The organization must also make effective use of information technology tools such as e-mail, group-zone, instant messaging and related technologies.

Explicit knowledge is codified. It is stored in documents, databases, websites, email and the like. It is knowledge that can be readily made available to others and transmitted or shared in the form of



systematic and formal languages. It can be in the form of reports, memos, business plan, drawing, treatments, customs lists, methodologies, etc. The explicit knowledge can represent an accumulation of organization experiences kept and can be readily accessed by interested parties. Explicit knowledge is not completely separate from tacit knowledge, they are mutually complementary. Without tacit knowledge, it will be difficult if not impossible to understand explicit knowledge. The tacit knowledge should be converted to explicit knowledge before it can be studied, discussed and shared within the organization. If not, this will remain hidden and inaccessible as it is kept within the person that has it. As Nonaka (1996) puts it, the person's knowledge can become organizational knowledge through the dynamic interactions between tacit knowledge and explicit knowledge. To him this dynamic process is the essence of knowledge creation in an organization. The interaction between the two types of knowledge brings about what one will call the four models of knowledge conversion.

### **Elements of Knowledge Management**

The principles of knowledge management involve four (4) distinct elements which guide managers in the effective knowledge management that will yield the desired results in developing the talents needed by the organization as well as improve productivity and its developments. As asserted by Frederick Taylor (1856-1915) and his associate in their scientific management principles, get the best from the employee who have to put in his skills, experiences and talents to earn him a good pay package or incentive. For the best employees to perform their assigned task at their best, it is essential for managers to emphasize the use of the following elements for efficiency and effectiveness: (a) Knowledge creation and capture; (b) Sharing and enrichment; (c) Information storage and retrieval and (d) Knowledge dissemination.

The interaction among people in the organization generates knowledge. Knowledge is continually being created in any group, corporation or organization as the individual employees and employers interact with each other, in decision making. The primary aim of knowledge management is to capture the knowledge that is established during interactions. The interactions between workers in the organizations and with its clients or customers enable the company or organization to be in attuned with today's competitive market in terms of standardization of its products and services. It also leads to innovations as new ideas and concepts interplay in the performance of the numerous roles performed by workers in the organization.

Creativity and innovations are by-products of interaction in an organization. It becomes the most important factors essential for long term viability of the corporation or organization. These will lead to the creation of new product; developments of more efficient manufacturing processes, or introduce improvements in design or functions and subsequently makes competition favorable and challenging as the organization embraces globalization. An organization needs to have a well-established data base of information in knowledge creation and capturing. This involve showing the information to be created, contributed and published in web page, email, public folders and shared network directories. Content management involves making a decision on acceptable means of adding content into the database. The information in the database must be up-dated periodically. Unimportant information be deleted and all barriers of accessing the data base by users be eliminated, so that people (employees) can contribute useful data or information into the data base of the organization. The content management of the database requires that there should be a means to determine which structured information from database and unstructured information from other sources are to be included in the system.

The second element of knowledge management is knowledge sharing and enrichment. This is the most crucial among the four

elements of knowledge management because during the sharing, knowledge is usually refined and enriched. Through discussion people give their own comments and inputs, new insights are formed that add relevance to and enrich the original knowledge that was shared. Committees and thematic networks provide a forum where new ideas can be exchanged, debated and made relevant. Through this process of dissemination, debate and discussion, the organizations' knowledge on cleaner production technologies is enriched. Additionally, when staff members attend outside seminars, workshops and meetings on cleaner production technologies, further knowledge sharing and enrichment take place. Knowledge sharing in the organization also helps in stimulating the spirit of competitiveness between individual employees and various units or departments that make up the organization.

Knowledge sharing should therefore be encouraged and nurtured in an organization for efficiency and high productivity. Accordingly, a knowledge manager must take into consideration the natural tendency of human beings to hoard their own knowledge and regard that of others with suspicion when designing a knowledge management system for any organization. Unlike the academic institutions (Universities and Colleges) where employees shared knowledge for institutional development, employees in other organizations view their specialized knowledge as personal intellectual property. The worker might not be willing to share because of the fear of competition.

Human Resource Managers (Department) are to encourage workers within the organization to share their acquired knowledge for the growth and development by putting in place a motivational strategy. Knowledge sharing can be enhanced through the implementation of appropriate technologies, operations and system that stimulate collaboration, facilitates the process of sharing and reward those individual that shared the most knowledge as well as the individual that actually utilized knowledge that have been shared. Employees should have direct access to one another rather than requiring them to go through higher management whenever

needed information or knowledge is required in the implementation of certain projects or the design of certain products.

Information storage and retrieval is the third element of knowledge management. The organization should ensure that acquired or shared knowledge is readily accessible to others. Information should be stored in a centralized location with sufficient provisions for easy retrieval. Examples are reports, statistical data stored in the data base of the organization official documents of the organization as a form of information or knowledge which should be categorized and stored electronically in suitable file systems. The documents and information in databases could then be retrieved through the internet or the organization websites.

The last element of knowledge management is knowledge dissemination. The development impact of any stored knowledge or information depends on how it is effectively disseminated to the employees in the organization and the general public at large. It requires the transformation of the individual tacit knowledge into explicit knowledge that can be more widely shared. In organizations where employees have the fear on the management or its hierarchy, the employees always have the tendency of keeping their knowledge to themselves and only cautiously share to others. This might have an ardent effect on the growth and development of the organization. The management must create a true atmosphere for knowledge sharing through understanding, cooperation and learning. The organization should always encourage knowledge sharing, even if the positive results of doing so are not readily apparent. Publications, presentations, websites and libraries are the obvious forms of dissemination of knowledge. Participation in external workshops, networks, establishing partnerships with other organization are effective means for disseminate knowledge

### **Knowledge Management Tools**

Organizations are made of people who have different degree of experiences that are manifested in the performance of their

assigned roles. The performance of these roles by employees is determined by the amount of knowledge about the job. Sharma, Kauretal, (2011), posited that organizations are important because people spend so much time in them; they spend more than third of their working hours in which the organization where they are employed. Organizations have significant effects on the behavior of the employee. It employs various tools of managing the knowledge that the individual workers have through knowledge sharing, storing and retrieval. This is important because when the individual worker leaves the organization they take their knowledge with them resulting in the loss of valuable organizational assets and resources. Talent management is also important for every organization for effective performance and retention of a talented, knowledgeable worker, who is a great asset to the organization.

The organization should therefore establish a motivational format and systematic way of dealing with knowledge. These should include the desire need to:

- a) get a better insight on how the organization work;
- b) a reaction of the time and effect in searching for information and documents;
- c) avoid repetition of errors and unnecessary duplication of work,  
(d) Reduce the number of time to response to question that are frequently ask by workers in the work place,
- d) To improve the quality and speed of making important decision in the organization.

The essence of the use of management tools in an organization is to create, organize and share knowledge that is found in most documents, reports made from one employee to another. This can be done through being at the websites of the organization that will help in the dissemination of information, knowledge sharing, storage and retrieval. The knowledge tool of the organization should be available and user friendly, otherwise employee will not use them. Other knowledge management tools are used by organizations in enhancing efficiency and productivity involve five (5) distinct stages namely:

(1) Advocate and learn (2) Strategy development (3) Design and launching of knowledge management initiatives (4) Expand and support initiative and (5) Institutionalize knowledge management. There are various tools of knowledge management that help in identifying people in the organizations and their related activities, which characterize the knowledge assets of the organization. The pilot projects will make the organization launch its projects scheme with the necessary financial resources. During the launching some important lessons could be learned and results will be gathered in the determination of the knowledge management journey. This might lead to expansion of the organization, through the utilization of its expansionist strategies. This should include training at different levels and stages more especially for new employees in the form of orientation and training for managers, coordinators of various projects within the organization in order to developed, certified and equipped the employees with the required skills and strategies for the new approach to productions, for efficiency and increased productivity.

Knowledge management should be an integral part of the organization as it strives to identify its business models and methods to achieve the objective of the organization. This therefore imperatively makes knowledge management an effective tool to be integrated into the organization's mission statement, management model and assessment process. The organizational structure should be realigned to the knowledge management strategies of the organization in terms of assigning responsibilities among its employees, their placement in the organization and promotions. This will help in the desire for the search for knowledge by the employees of the organization. There should be an institutional action for the organization to increase its availability, performance evaluation and reward system as a strategy for knowledge management in organization. It should include performance appraisal as a basis for promotion and pay (salary). The strategy will also made employees to be committed to their assigned roles in the organization as they prepare themselves

for leadership roles and they will serve as mentors within the organization.

### **Knowledge Management and Organizational Development**

Today knowledge is considered the most important asset of organization (Carneiro, 2000), and it is assumed that every experience is revisable (Basilli and Rombach, 1991). Organizations get the appropriate and the right quality of knowledge that are needed for the effective performance of the various work roles in an organization. The organization embarks on a recruitment process after identifying the needed caliber of individuals needed to fill the existing vacancy in the organization. As Rensis Likert (1967) observes, all activities of any enterprise are initiated and determined by the person who make up that institution. Managing the human component is the central and most important task. People make up the organization and cannot do without people. People come into the organization from different socio-cultural and economic background and exhibit all manner of behaviors which must be effectively managed in order to achieve the desired goals of the organization. Asserted by Claude (1964), the identity of every organization is lodge in its professional staff. Information management and people management must have to go hand in hand.

Knowledge management is considered as a process of performing an audit of intellectual assets of the organization. The tacit knowledge of the people should also be effectively managed because it is what they bring into the organization which might be in conflict with the organizational norms and ethics. The individual employee's behavior must be attuned with the organizational behavior that will enhance the achievement of its desired goals and objectives. It is in this vein that Sharma, Sadana and Kaur(2011) added their voices that it is by developing the efficiency, integrity and intelligence of its personnel's that the organizations can grow into a living, dynamic enterprises.

The processes of selection and appointment by the organization increase its credibility and trust among employees, believing that they were employed in the organization based on merits and their existing knowledge displayed during the interview. The quality of the employees in the organization can be determined by the way they perform their assigned roles as manifested in the followings:

Performance and increased productivity: the effective knowledge management in the organization will be shown in the employee's performances of their assigned roles in the organization. They tend to put in their best, stimulating competitions among workers in the organizations. That knowledge management strategy in the organization will increase their willingness to learn from one another. The tacit and explicit knowledge are exhibited by the individual employees in the organization which helps increase productivity in terms of quality performance and output. The competitive advantage of tacit knowledge becomes a valuable asset for the organization and making it difficult to be duplicated by other organizations. As the knowledge is shared among employees the socialization processes is established as experiences of the individual workers are shared through the knowledge transmitted from one person to another making knowledge more useful.

- a. Increased team spirit and team work in an organization as the general purpose of knowledge management. To make knowledge useful to more than one individual it is shared among employees of the organization. Workers therefore learn from one another. According to Brown and Duguid (1998), stated that, knowledge sharing holds the organization together. The ways of making knowledge available for others have increased with time. It started with the family clan, where knowledge was passed from father to son by a long process of learning. With team work, people work closely together in order to benefit from the synergy. This does not end among organizations but extended to professional bodies across the globe and across partners that produce the some product, as new methods, processes, strategies and technical partnership are inter-changed for the interest of both organizations.



- b. Market expansions -The impact of knowledge management to the organization is in its knowledge creation and capturing. Knowledge is generated through the interaction among people within and outside the organization. As the consequences of the competitive nature of today's market, there should be an increase need of cooperation between producers and their customers which will help in creating new knowledge , generate novel ideas and concepts. The very survival of a corporation sometimes depends largely on how much new and advance knowledge is generated, captured and utilized in order to produce more competition or attractive product or service. There should be creativity and innovation within the organization to create new product, develop more efficient manufacturing processes, and introduce improvements in order to cope with fast changing markets trends of tastes and needs of consumers.
  
- c. Talents retention and development: Knowledge management is an essential tool in the organization. Every organization must identify and categorize it knowledge assets, develop it by setting clear goals and objectives and prepare a budget on how to acquire and retain the existing knowledge in the organization. There should be a blue-print on knowledge management in organizations for the development of the needed skills which requires the training and re-training of its personnel. This training should be in form of seminars, workshops, on and off-the-job training. Talented employee, demands are often very high and difficult to meet such a get high remunerations (wages). Organizations should device strategies for the development and retentions of their talented employees. They should embark on the training and re-training of its employees because they make use of them as mentors and coach to other employees in the organization later. Knowledge Management (KM) must therefore create/promote the right tools, people, knowledge, structures ( team, etc.), culture so as to enhance learning. Knowledge should be made available for the right people at the right time and it must be continuously assessed, applied, refined and its conversion mechanism put in place.
  
- d. Increase decision making in an organization. Another major impact of knowledge management in an organization is the effective utilization of both the tacit and explicit knowledge of the individual employees in its decision making. Tacit knowledge is crucial in getting things done in an organization. As a manager there is a

need to identify the tacit knowledge of its employees as they all come from different socio-economic background. It is not as easy to determine like the explicit knowledge which is stored in documents, data base of the organizations, websites, email, report, memos, business plan methodologies, etc. The tacit and explicit knowledge guide the manager in making different types of decisions that will aid the organization towards peak performance and high productivity.

### **Discussion of Findings**

Organizations strive to achieve its desire goals and the need of people inevitable in the attainment of its set goals. The structures of the organizations have placed such responsibilities in the human resource unit or department to identify the organizational needs as well as the individual employee needs. The task of compromising the desire of individual and organization must be properly articulated through proper planning and constant resource allocation. In addition, the various types of knowledge brought into the organization must be used to the advantage of the employee and organization.

The strategic planning of the organization will bring into light the needs of the organization and that of the employees in meeting its goal. These strategic planning which should be a long time plan should incorporate the vision and mission of the organization. These also include the identification of the required skills and knowledge, training need of the organization and employing a managerial skills that will effectively bring the different groups together in knowing their responsibility to the organization and there welfare properly taken care by making the needed fund available. These have been neglected by most organization making it difficult in achieving its goals.

The study have revealed that most organization do not make effective use of its human resources unit to carry out this task. And if they exist, they are either under staff or not having well trained personnel's in human resources management. The HRD in the organizations have to identify talents in the organization or

developed the needed skills and talent through the process of training as in coaching, Mentoring, seminars and workshops, etc. Such enterprising skills and visions are lacking in most organization which leads to labour turnover and losing of talents in the organization. The strategic planning is to be matched with the needed resources (fund) for its execution.

Organization do not place importance in equipping there data base were the public and the employees can access the needed information that will aid the performance of their task in the organization. Information is not well stored making it difficult for its retrieval and sharing. The organization that have database like e-mail, group-zone, instant messaging and related technologies are not up-dated and making the available data on websites not in reality with the current events and activities of the organization. This become difficult for the successional plan of organizations as relevant information are hoard or not well kept that will enhance training and re-training and performance of tasks.

### **Conclusion**

Organizations are institutions made up of people that produce goods and services for the wellbeing of the people and the society at large. The effective and efficient ways exhibited in the course of the production depends solely on how knowledge is being managed in organizations. The knowledge of the individuals is transformed into the production of goods and services for public consumption. Knowledge is the combination of both the tacit and explicit knowledge put into production. Managers of organization spend billions of money in search of the right talents that will help in the production of goods and services. Knowledge Management (KM) became an essential tool used by managers in accelerating the pace of its various activities in the organization. This is not limited to public organizations but to all forms of organizations. Knowledge Management (KM) is more than just data collection but the understanding of the relationship between piece of data or the collection of data and other information. It is when the information is further processed that it has the potentials of becoming

knowledge. Knowledge is classified into two, the tacit knowledge in the brain of the individual worker, his foundation that he brought into the organization and the explicit knowledge that is contained in documents or other form of storage that the individual employee tender to the organization as his qualifications and experiences acquired. The effective management of this knowledge is therefore important for the growth and development of the organization in delivering services to the people. Knowledge Management (KM) is the overall task of managing the process of knowledge creation, storage sharing as well as other related activities. It also has to do with the systematic process of acquiring, organizing, sustaining, applying, sharing and reviewing both the tacit and explicit knowledge to enhance the organizational performance, increase organizational adaptability, increase values of existing products and services, and create a new knowledge through intensive products, processes and services. Knowledge management in organization must contain four (4) basic elements that have to do with knowledge creation and capturing, knowledge sharing and enrichment, information storage and retrieval and lastly knowledge dissemination. This management system make organizations become more productive in its service delivery and produce benefits that will be significantly greater than those envisioned or what it is determined to achieve. Human Resource Managers (HRM) in organizations must in its daily operations make use of knowledge management tools in developing the needed talents for the organization. He should also employ various strategies by creating, organizing and sharing knowledge in the organization. The effective and efficient Knowledge Management ( KM) strategies will help in the retention of talented employees in the organization as well as increase performance and high productivity.

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