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# An Investigation To Better Understand Knowledge Management, Focusing On The Efficient Management Of Tacit Knowledge

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**ABSTRACT**
This study does examine knowledge management in general, its overarching goal is to increase understanding of how to effectively handle tacit information. Since tacit knowledge is intrinsically elusive and rooted in people's experiences, ideas, & perceptions, organisations have a substantial difficulty when attempting to obtain and utilise it. The significance of tacit knowledge as a source of innovation & competitive advantage is highlighted in this research, which explores various approaches to locating, gathering, and sharing it within organisational settings. A thorough paradigm for managing tacit knowledge has been developed via this study, which incorporates ideas from information science, organisational behaviour, and cognitive psychology. The goal of this survey-based empirical study is to identify the best practices for managing tacit knowledge. Some of the key points discussed include how leadership can create a setting that is good for knowledge creation or transfer, how technology can provide platforms for the transfer of tacit knowledge, and just how important organisational culture is for knowledge sharing. Some of the problems and hurdles that are considered include reluctance to share information, worries about trust, and the difficulty of codifying tacit knowledge. Ultimately, this research aspires to provide businesses with valuable insights and recommendations for enhancing their strategies for knowledge management. They were better able to compete in a knowledge-intensive economy, learn more, and innovate more as a result of this.
**KEYWORDS:** *Knowledge Management, Tacit Knowledge, Organisational Culture, Leadership, Information Technology*

## INTRODUCTION

When describing expertise or information that is hard to define or store in a database, the term "tacit knowledge" is often employed. Most individuals acquire tacit knowledge by direct experience, intuition, or practice. Official documentation and dissemination are very uncommon due to the fact that it is highly reliant on the individual's emotional and cognitive capacities. Tacit knowledge differs from factual and objective information in that it is situational, subjective, and focused on the person. Collecting, storing, and sharing tacit knowledge is not always an easy or straightforward task. It is essential for accomplishing challenging activities, making weighty judgements, and solving difficulties in ambiguous or unclear contexts, yet it may be challenging to put into words (Natek, and Lesjak, 2021).

From a concept that was only starting to take shape twenty-five years ago, knowledge management (KM) has developed into one that is increasingly used within commercial companies. Organisations should emphasise knowledge management while seeking a competitive advantage (Andrea, & Wanyoike, 2024). There is a systematic and organised technique to making use of an organization's existing knowledge in order to change its retention and usage capability. It is a powerful tool with the ability to boost individual worker performance, which in turn enhances the whole organization's performance. Value is created when one's expertise is shared. An organization's ability to create, share, and use knowledge is a key component in its value creation potential. When applied to a business setting, "knowledge management" means making the most of the information shared among employees at all levels. When employees of a company share both explicit and implicit knowledge via the implementation of best practices, a structured organisational environment is formed. Knowledge management (KM) is a technique that may help organisations identify, understand, and utilise their knowledge in the most effective way possible to meet their objectives and needs (Skrbinjek, and Dermol, 2019).

## 1. BACKGROUND OF THE STUDY

Academics & business managers believe that knowledge is the key to a company's competitive advantage. Knowledge may be useful, unique, valuable, rare, inimitable, and non-substitutable for the firm (Shmueli et al., 2018). This is particularly true for tacit knowledge. Because corporate firms value information more, we must adjust our thinking to innovate in technological, product, organisational, & strategic sectors. Each domain reflects the distinct way enterprises produce and distribute information. Innovation goes beyond data processing and problem-solving. Organisational knowledge generation is a better term. This approach helps a corporation identify problems, establish their existence, and provide value by solving them. Davenport and Marchand argued that "information management" contains two activities, even if knowledge administration is included. These tasks seek to improve knowledge development and management (Lartey et al., 2022). According to the Unified Model of Dynamic Knowledge Creation, knowledge is essentially dynamic because individuals and organisations collaborate to create it. Because of its temporal and spatial nature, knowledge is constantly contextual. Without context, information is just information. When people interpret and contextualise information, it becomes knowledge. Individual beliefs underpin this perspective. Several scholars defined knowledge similarly. Fresh information must be internally created or received from external sources (Kim, & Park, 2020).

Knowledge has two categories: explicit and tacit. Some writers define explicit knowledge as data that can be written in language or software for computers. It may be verbally spoken, transmitted, processed, transferred, & stored. The most prevalent, generally known, and publicly visible information is explicit knowledge (Alnatsheh et al., 2023). Books, periodicals, newspapers, TV, and the internet convey explicit information. Researchers use data, scientific formulae, instructions, and other resources and may share them. Patents demonstrate explicit knowledge, especially in business. Tacit knowledge, which is personal and based on actions, processes, commitment, values, and emotions, is hard to formalise. Rephrased, tacit knowledge is unknown or unused information. Researchers are ignorant of it despite having it. Tacit knowledge is gained by observation, imitation, and exchanging experiences. Implicit & explicit expertise are necessary for knowledge creation due to their mutual benefit. Without tacit understanding, explicit information loses relevance. Information cannot be gained from tacit & explicit knowledge alone; rather, it is created by their interactions. A company can't beat its competition without valuing its tacit knowledge. Unlike explicit knowledge, which can be communicated, tacit information is personal and cannot be shared. Tacit knowledge creates a benchmark for learning and gives organisations an advantage (Lartey et al., 2022).

## 2. PURPOSE OF THE RESEARCH

In order to better understand how businesses may manage their tacit knowledge, this study will examine current knowledge management approaches in depth. The purpose of this research is to identify important aspects that affect the creation, dissemination, and use of tacit knowledge by reviewing relevant theoretical frameworks, empirical investigations, and practical applications (Sarwar et al., 2023). The research's overarching goal is to provide useful concepts and methods for better managing an organization's tacit knowledge assets in order to boost performance, innovation capacity, and learning.

## 3. LITERATURE REVIEW

Research on the subject of knowledge management is summarised and reviewed in this chapter. The first step is to introduce the concept of management and provide an extensive description of what it is. This is a prerequisite for the researchers to start their work. Following this, it dives into a comprehensive review of knowledge, including such like the many types of information, the importance of tacit knowledge (Zia et al., 2023), and the various ways that knowledge management impacts businesses. This chapter begins with an introduction to information management and then moves on to discuss the advantages of knowledge management (KM), its life cycle, challenges, organisational learning, and KM in further detail. Using "an interpretation and synthesis of previous work" to assess the current literature is correct. Since that proclamation, more development of the idea has surfaced in scholarly publications including books and journals. In 1988, Merriam made the claim. In this sense, the term "synthesis" refers to gathering information from several sources and organising it in a way that is pertinent to the current conversation (Bunjak et al., 2022).

This takes a critical, analytical, and evaluative position in regard to the prior literature on the subject. A more objective approach would be to review the relevant scientific literature, whereas a more subjective one would include evaluating recorded material. Reviewing the literature in a methodical way, researchers synthesise their findings and provide supporting arguments in a research review. Because of this, other people may copy their methods. in addition to making a final determination on the review's acceptance or rejection (Tamsah et al., 2020). Contrarily, subjective reviews tend to be more offbeat. Subjective reviewers may give equal weight to high- and low-quality research, and they may choose publications without explaining their selection criteria. Conclusions drawn from subjective assessments are often based

on a cursory examination of the existing literature, which means that the results could be incorrect or deceiving. The creation and distribution of a literature review may be useful for researchers as it may help them understand what others have considered about their research topic (Dwivedi, 2019).

## 4. RESEARCH QUESTION

i. How to identify existing tacit knowledge within organizational structures?

## 5. RESEARCH METHODOLOGY

A cross-sectional investigation was carried out by the researchers, and the study was carried out by the researcher for a period of four months in order to collect the data. For the cross-sectional design to be implemented, it was necessary to gather data at a single moment in time, which was both efficient and inexpensive. China's many different organisations were responsible for carrying out the research. A technique that is quantitative was chosen by the researcher because of the restricted resources and the short amount of time available. Through the use of a random sampling process, each and every respondent was contacted for the survey. Following this, a sample size was determined using Rao Soft, and the total number of samples was 500. Individuals confined to wheelchairs or who are unable to read and write would have the survey questions read aloud by a researcher, who would then record their answers word for word on the survey form. While participants waited to complete their surveys, the researcher would inform them about the project and field any questions they may have. On occasion, it is asked that people finish and send back questionnaires simultaneously.

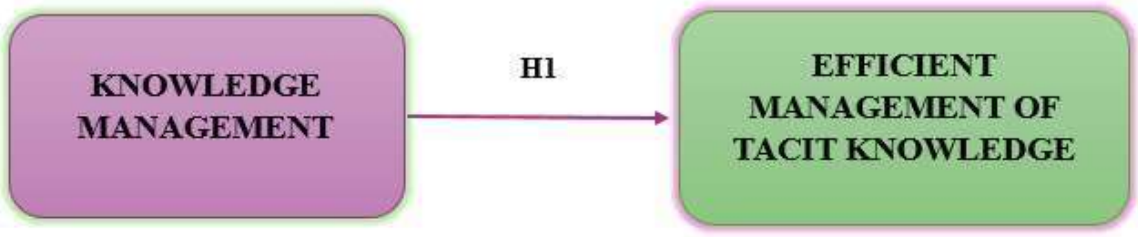
**Sampling:** Research participants filled out questionnaires to provide information for the research. Using the Rao-soft programme, researchers determined that there were 473 people in the research population, so researchers sent out 550 questionnaires. The researchers got 537 back, and they excluded 37 due to incompleteness, so researchers ended up with a sample size of 500.

**Data and measurement:** A questionnaire survey was used as the main source of information for the study (one-to-correspondence or google-form survey). Two distinct sections of the questionnaire were administered: Both online and offline channels' (A) demographic information, and (B) replies to the factors on a 5-point Likert scale. Secondary data was gathered from a variety of sites, the majority of which were found online.

**Statistical Software:** SPSS 25 was used for statistical analysis.

**Statistical tools:** To get a feel for the data's foundational structure, a descriptive analysis was performed. A descriptive analysis was conducted in order to comprehend the fundamental characteristics of the data. Validity was tested through factor analysis and ANOVA.

### 5.1 Conceptual framework




## 6. RESULTS

### 7.1 Factor Analysis

The process of verifying the underlying component structure of a set of measurement items is a widely used application of Factor Analysis (FA). The observed variables' scores are believed to be influenced by hidden factors that are not directly visible. The accuracy analysis (FA) technique is a model-based approach. The primary emphasis of this study is in the construction of causal pathways that connect observable occurrences, latent causes, and measurement inaccuracies.

The appropriateness of the data for factor analysis may be assessed by using the Kaiser-Meyer-Olkin (KMO) Method. The adequacy of the sampling for each individual model variable as well as the overall model is assessed. The statistics quantify the extent of possible common variation across many variables. Typically, data with lower percentages tends to be more suited for factor analysis.

KMO returns integers between zero and one. Sampling is deemed adequate if the KMO value falls within the range of 0.8 to 1.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the sampling is inadequate. Use your best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

• If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.
Kaiser's cutoffs for acceptability are as follows:
A dismal 0.050 to 0.059.
• 0.60 - 0.69 below-average
Typical range for a middle grade: 0.70–0.79.
Having a quality point value between 0.80 and 0.89.
The range from 0.90 to 1.00 is really stunning.

**Table 1: KMO and Bartlett's Test**

| KMO and Bartlett's Test[a] | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .973 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 6870.175 |
| | df | 190 |
| | Sig. | .000 |
| a. Based on correlations | | |

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.973 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

### 7.2 Test for Hypothesis

#### 7.2.1 Dependent Variable

- **Efficient Management of Tacit Knowledge**

Methods for systematically capturing, sharing, and using an organization's implicit insights, expertise, & intuition are essential for effective tacit knowledge management. It entails doing things like making sure people feel comfortable chatting informally, encouraging an atmosphere of transparency and trust, making good use of technology to make communication easier, and following established procedures to get tacit knowledge and record it. Facilitating the transfer of hidden knowledge across teams and hierarchies is the goal of this method, which attempts to improve organisational learning, innovation, and decision-making (Alolayyan et al., 2020).

#### 7.2.2 Independent Variable

- **Knowledge Management**

The term "knowledge management" refers to an organization's overall approach to gathering, organising, analysing, and applying its explicit and tacit information. When it comes to knowledge management, one of the most important components is tacit knowledge management. This kind of knowledge refers to the hard-to-document, implicit insights, expertise, or intuition. Organisational performance, innovation capabilities, & decision-making processes may be greatly improved by knowledge management projects that include effective approaches for finding, harnessing, and transmitting tacit knowledge (Hasballah, 2021). Consequently, the effectiveness of an organization's knowledge management system depends on its ability to effectively use both implicit and explicit data in order to accomplish strategic goals and promote continuous development (Pellegrini et al., 2020). On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between knowledge management with efficient management of tacit knowledge.

***"$H0_1$: There is no significant relationship between Knowledge Management and Efficient Management of Tacit Knowledge."***

***"$H_1$: There is a significant relationship between Knowledge Management and Efficient Management of Tacit Knowledge."***

**Table 2: $H_1$ ANOVA Test**

| ANOVA | | | | | |
|---|---|---|---|---|---|
| Sum | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 93.083 | 95 | 15.517 | 487.693 | .000 |
| Within Groups | 2.494 | 404 | 0.056 | | |
| Total | 95.577 | 499 | | | |

In this study, the result is significant. The value of F is 487.693, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the ***"$H_1$: There is a significant relationship between Knowledge Management and Efficient Management of Tacit Knowledge."*** is accepted and the null hypothesis is rejected.

## 7. DISCUSSION

According to the findings of this chapter, efficient management of tacit knowledge has a considerable impact on the degree to which employees are satisfied with the inappropriate use of force and with their respective attitudes. In the study shown that 550 questionnaires were distributed to the respondents, 537 sets questionnaire were returned, and 13 questionnaires were rejected because they were incomplete, this study analysis to using the statistical package for social science, a total respondent in the study was 500. The validity was tested through factor analysis and ANOVA. A breakdown of the findings by gender for the Likert scale made up the second section. 24 questions were used in the survey. The range of the 5-point Likert type scale is found by subtracting 1 from 5, which is 4, and then dividing by 5, which is 0.80, as it represents the highest value of the scale. The highest value of this cell was then determined by adding the least value in the scale, which is number one. The length of the cells is determined below:

- From 1 to 1.80 represents (strongly disagree).
- From 1.81 to 2.60 represents (disagree).
- From 2.61 to 3.40 represents (neutral).
- From 3.41 to 4.20 represents (agree).
- From 4.21 to 5.00 represents (strongly agree).

## 8. CONCLUSION

The success of every organisation depends on how well its tacit knowledge is managed. In order to promote tacit knowledge sharing, this study highlights the significance of having supportive management, collaborative platforms, & an organisational culture that is favourable to it. Organisations may improve their decision-making and innovation capacities by using tacit knowledge via technology and encouraging a culture of transparency and ongoing learning. Adopting these techniques helps organisations adapt quickly to the ever-changing business landscape, leading to long-term success and development.

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