

A REVIEW ON THE IMPACT OF KNOWLEDGE ADMINISTRATION ON THE MANAGEMENT OF TACIT KNOWLEDGE.

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ABSTRACT

The primary goal of this research is to identify effective strategies for managing tacit knowledge. While this study does touch on knowledge management in general, its main goal is to shed light! When it comes to gathering and using tacit information, companies have significant challenges due to the transient nature of tacit knowledge and the fact that it is based on people's experiences, ideas, and perceptions. By looking at several ways that organisations might find, collect, and exchange tacit knowledge, this study proves that tacit knowledge is a valuable asset for innovation and competitive advantage. This work has developed a comprehensive paradigm for understanding and managing tacit knowledge by using principles from cognitive psychology, organisational behaviour, and information science. Using survey data, this empirical research determines the most effective methods for tacit knowledge management. Most importantly, we talk about how leadership can create an environment that is conducive to knowledge generation and transfer, the importance of organisational culture in relation to information sharing, and the part that technology plays in making tacit knowledge transfer possible. Reluctance to share information, trust challenges, and the difficulty of codifying tacit knowledge are among the many obstacles and barriers that are considered. Businesses may greatly benefit from the insights and ideas provided by this research, which aims to enhance their knowledge management practices. Because of this, they were able to improve their learning and innovation capacities, giving them an advantage in a knowledge-based economy.

Keywords: Tacit Knowledge Management Process, Innovation Capability, Organizational Performance, Occupational Culture.

INTRODUCTION

Knowledge management (KM) originated in the early 20th century and has since grown into a commonly used concept in commercial enterprises during the last quarter of a century. In their pursuit of a competitive advantage, organisations should prioritise knowledge management. Improving a company's capacity to retain and use its information requires a methodical and planned approach (Fauzi et al.,

2019). It is a potent instrument that may raise the efficiency of individual employees, which benefits the business as a whole. Sharing one's knowledge leads to the creation of value. An organization's ability to create value is defined by its knowledge production, transmission, and utilisation capabilities. For companies, knowledge management means getting the most out of the information that moves up the corporate ladder. A well-organised workplace develops when workers follow established protocols for conveying both explicit and implicit information. KM is a strategy that may assist companies in identifying, comprehending, and making the most use of their knowledge to accomplish their goals and fulfil their requirements. Although KM as a concept is not new, several small and medium-sized firms are only now beginning to use it. In order to keep up with the ever-changing business landscape, corporations may use knowledge management to become more like educational organisations that can innovate and adapt. An organization's KM capabilities have been described in terms of its KM procedures and infrastructure, according to many studies. Here are some commonly recognised definitions of knowledge management methods: information management encompasses all activities pertaining to the development, acquisition, storage, organisation, dissemination, and use of data with the objective of enhancing a company's competitiveness. All the things that make KM possible are collectively known as KM infrastructure. Technology, organisational culture, and organisational structure are the three pillars upon which a knowledge management infrastructure rest (Gupta et al., 2019).

BACKGROUND OF THE STUDY

Because it is the product of human and institutional collaboration, knowledge is always evolving, according to the Unified Model of the Dynamic Creation of Knowledge. Because it is dependent on certain locations and times, knowledge is inherently contextual. The data is meaningless without the background knowledge to make sense of it. Understanding and using context is what transforms information into knowledge (Selden & Fletcher, 2019). The foundation of this interpretation is the viewpoints and convictions of the individuals involved. A lot of scholars came to similar conclusions when defining knowledge. In order to gain access to fresh knowledge, a company needs either internal development skills or external sources. Though they are connected, explicit understanding and tacit knowledge are distinct forms of information. All information that can be expressed in language and computer code is considered explicit knowledge, according to some authors. Therefore, speech is the sole means of processing, transferring, and saving information. The most common, well-known, and publicly available information is known as explicit knowledge. Traditional mass media such as books, journals, newspapers, television, and the internet all provide explicit information. Data, scientific equations, instructions, and similar things are among the many forms of information that researchers are familiar with using and may make public. In a business context, patents serve as an excellent illustration of explicit knowledge.

Conversely, tacit knowledge is subjective and difficult to formalise; it is built on things like behaviours, processes, commitments, values, and emotions. To reiterate, what is not commonly known or utilised is known as tacit knowledge. Researchers continue to be oblivious to this information even though they have all the tools necessary to uncover it (De et al., 2020).

PURPOSE OF THE RESEARCH

The main objective of this research was to obtain a better grasp of the methods currently employed for knowledge management in order to help firms cope with tacit information. By reviewing pertinent theories, empirical studies, and practical applications, this study aims to identify the key aspects that impact the creation, dissemination, and use of tacit knowledge. The fundamental goal of this study is to provide actionable recommendations for bettering the way the company handles its tacit knowledge assets. This will lead to an improvement in performance, learning, and inventiveness.

LITERATURE REVIEW

After introducing the topic of information management, this chapter delves into the pros and cons of knowledge management (KM), its life cycle, challenges, organisational learning, and many aspects of KM. Analysing and evaluating the existing body of literature is what “an interpretation and synthesis of published work” means. Numerous publications and magazines have published the concept after the statement was made public, attesting to its widespread use in the academic world. The allegation was made by Merriam in 1988. When used in this sense, “synthesis” means to compile data from several sources and evaluate it methodically in light of the present problem. From this vantage point, it is necessary to examine and assess the relevant literature in great detail. It is possible to draw parallels and differences between subjective analyses of recorded information and research literature assessments. In a research review, researchers systematically go over a lot of sources, summarise what they find, and then provide rationale to back up their findings (Bratianu et al., 2021).

RESEARCH QUESTION

What is the impact of decision-making on the efficient management of tacit knowledge?

RESEARCH METHODOLOGY

RESEARCH DESIGN

Using SPSS version 25, the quantitative data analysis was carried out. To ascertain the magnitude and orientation of the statistical correlation, the odds ratio and 95%

confidence interval were used. A statistically significant criteria was established by the researchers at $p < 0.05$. To identify the most important aspects of the data, a descriptive analysis was conducted. Quantitative methods are often used to assess data collected via surveys, polls, and questionnaires, as well as data that has been altered using computing tools for statistical analysis.

SAMPLING

Research participants completed questionnaires to provide data for the study. Utilising the Rao-soft software, researchers identified a study sample of 473 individuals, prompting the distribution of 550 questionnaires. The researchers received 537 responses, excluding 37 for incompleteness, resulting in a final sample size of 500.

DATA AND MEASUREMENT

The primary instrument for data collection in the research was a questionnaire survey. The survey had two sections: (A) General demographic information and (B) Responses on online and offline channel factors evaluated using a 5-point Likert scale. Secondary data was collected from many sources, mostly online databases.

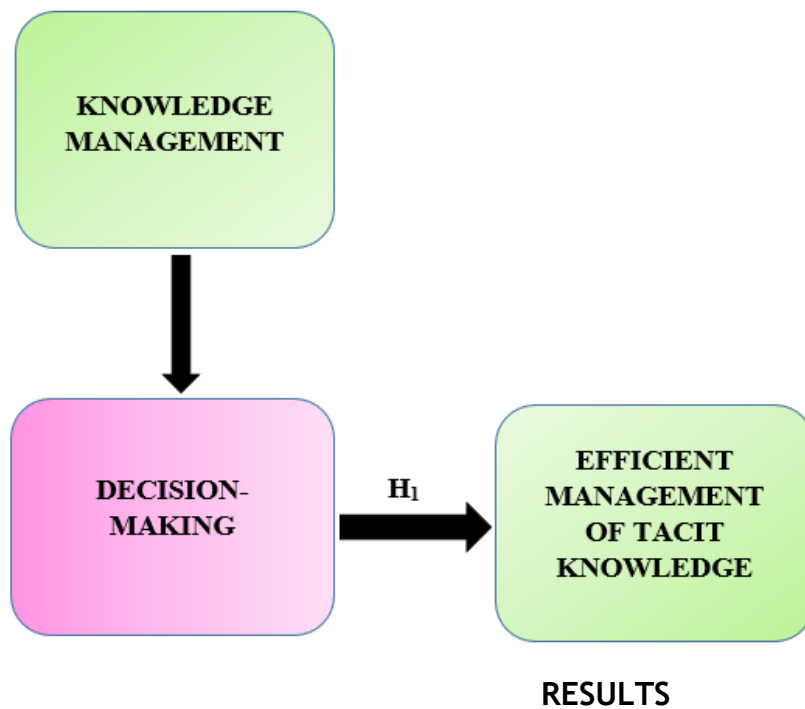
STATISTICAL SOFTWARE

The statistical analysis was conducted using SPSS 25 and MS-Excel.

STATISTICAL TOOLS

To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

CONCEPTUAL FRAMEWORK



Factor Analysis: One typical the purpose of Factor Analysis (FA) is to confirm the presence of latent variables. components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser. The following are the acceptance criteria set by Kaiser: A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79. With a quality point score ranging from 0.80 to 0.89.

They marvel at the range of 0.90 to 1.00.

Testing for KMO and Bartlett's Sampling Adequacy Measured by Kaiser-Meyer-Olkin .960

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000

This confirms the legitimacy of claims made just for sampling purposes. Researchers used Bartlett's Test of Sphericity to ascertain the significance of the correlation matrices. A Kaiser-Meyer-Olkin value of 0.960 indicates that the sample is sufficient. The p-value is 0.00, according to Bartlett's sphericity test. A positive outcome from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

Table 1: KMO and Bartlett's Test.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.960
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

Bartlett's Test of Sphericity further validated the significance of the correlation matrices. A Kaiser-Meyer-Olkin sample value of 0.960 is suitable. The researchers achieved a p-value of 0.00 using Bartlett's sphericity test. Bartlett's sphericity test produced a statistically significant result, rendering the correlation matrix invalid.

INDEPENDENT VARIABLE

Knowledge Management: Everything an organisation does to find, record, classify, assess, and use its explicit and tacit information is part of its "knowledge management" strategy. An important part of managing knowledge is tacit knowledge. Included in this category are forms of knowledge that are not easily articulable, such as intuition, expertise, implicit insights, etc. Organisational performance, innovation capabilities, and decision-making processes may be greatly improved by knowledge management efforts that include effective ways for identifying, utilising, and conveying tacit information. Organisations are more likely to accomplish their strategic goals and cultivate a culture of continuous improvement with the support of knowledge management systems that effectively use both explicit and implicit data (Jaakkola, 2020).

FACTOR

Decision-Making: All the abilities necessary to make a well-informed, reasonable choice are part of good decision-making skills. A person with strong decision-making abilities in the workplace is able to take stock of the situation, compare it to the desired future condition of the organisation, and settle on the most appropriate action to take. The term "decision-making" is used to describe the steps used to reach predetermined educational objectives when faced with several viable options.

From day-to-day preferences to major policy decisions impacting whole systems or organisations, these decisions might be big or little. In order to make a choice, one must first recognise a decision, collect relevant information, and then evaluate potential options. Decisions may be more deliberate and thoughtful when made using a step-by-step procedure. It specifies choices and arranges crucial information. This procedure may be executed using one's intuition, one's reasoning, or both. Following one's intuition entails relying on one's own feelings to choose the best way forward. A logical process, on the other hand, bases its judgements on evidence from scientific studies. While going with one's gut is perfectly fine, it usually works better when the choice is simple, deeply personal, or requires a swift conclusion. For more intricate decisions, it's best to use a methodical, formal approach that takes intuition and logic into account. In such situations, especially when making commercial choices, it is essential to refrain from acting on impulse or intuition (Kokko & Kork, 2020).

DEPENDENT VARIABLE

Efficient Management of Tacit Knowledge: The most important aspect of good tacit knowledge management is the acquisition, dissemination, and use of the implicit information and insights that are held by an organisation. A strong emphasis is placed on the need of encouraging casual meetings, making use of technology to ease the efficient conveyance of information, and developing an environment that encourages open conversation (Laihonen & Kokko, 2020). With the support of this approach, teams will be able to create, find solutions to issues, and gain knowledge from the experiences of one another by using the distinct set of skills that each individual has. Mentorship programs, storytelling as a technique of conveying tacit knowledge, and environments that encourage collaboration are all examples of strategies that have shown to be effective. Effective management of tacit knowledge, which maximises the collective intelligence and skills of members, is a means by which an organisation may increase its agility, resilience, and competitive advantage (Laihonen & Huhtamäki, 2020).

Relationship Between Decision-Making and Efficient Management of Tacit Knowledge: Organisational effectiveness, innovation, and competitive advantage are driven by the link between decision-making and the efficient management of tacit knowledge. Making well-informed judgements often relies on tacit knowledge, which is based on one's own experiences, instincts, and insights. Tacit knowledge is more difficult to record and disseminate than explicit information because it relies on human contact, context, and experience (Aboramadan & Dahleez, 2020). Consequently, organisations that master the art of tacit knowledge management provide the groundwork for enhanced decision-making across the board. The ability to tap into the rich, complex information held by workers is a key component of effective tacit knowledge management, which enables decision-makers to make better, more contextualised, and adaptable choices. When faced with situations

that cannot be easily addressed with formal data or procedural knowledge, leaders and managers often depend on tacit knowledge. This information helps them negotiate uncertainty, handle difficult issues, and foresee obstacles. Sharing and integrating tacit knowledge also improves team decision-making by increasing diversity of thought, encouraging originality, and leading to better, more comprehensive solutions. In addition, when organisations effectively manage their tacit knowledge, decision-making processes become more flexible and robust. This allows them to react more swiftly to new problems, trends, or market changes. For example, in businesses that are constantly changing, having tacit knowledge derived from real-time experience may greatly enhance decision-making capabilities, giving the researcher a leg up on the competition (Lounsbury et al., 2021).

Because of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Decision-Making and Efficient Management of Tacit Knowledge.

H₀₁: There is no significant relationship between Decision-Making and Efficient Management of Tacit Knowledge.

H₁: There is a significant relationship between Decision-Making and Efficient Management of Tacit Knowledge.

Table 2: H₁ ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	220	5263.224	983.229	.000
Within Groups	492.770	279	5.353		
Total	40081.390	499			

The results of this investigation will be substantial. The F statistic is 983.229, indicating significance with a p-value of 0.000, which is below the 0.05 alpha threshold. This signifies the “**H₁: There is a significant relationship between Decision-Making and Efficient Management of Tacit Knowledge**” The alternative hypothesis is accepted, whereas the null hypothesis is rejected.

DISCUSSION

Workers’ happiness with the incorrect use of force and their related perspectives are strongly impacted by effective management of tacit knowledge, according to the conclusions of this chapter. Part of the study included sending out 550 surveys to people. There were 537 full sets of questionnaires received, with 13 sets discarded for being missing information. The statistical software for the social sciences was used to analyse the research. There were a total of 500 participants in

the research. Factor analysis and analysis of variance were used to evaluate the validity. Part two of the report included an examination of the Likert scale data according to gender. There were twenty-four questions in all. The maximum possible score on a 5-point Likert-type scale is 0.80, which is determined by taking 5 and subtracting 1. The range of the scale is then divided by 5. Then, the highest value for this cell was obtained by adding the lowest value on the scale—one—to its value. Following this, we can get the cell lengths:

- A score between 1 and 1.80 indicates a considerable disagreement.
- (Disagree) signifies values between 1.81 and 2.60.
- (Neutral) ranges from 2.61 to 3.40.
- The value of “agree” ranges from 3.41 to 4.20.
- A score of 4.21-5.00 indicates a high level of agreement.

CONCLUSION

How well a company handles its tacit knowledge determines how successful it will be. This research emphasises the need of having management that supports tacit knowledge sharing, collaborative platforms, and an organisational culture that is receptive to it. By fostering a culture of openness and continuous learning and using tacit knowledge via technology, organisations may enhance their ability to make decisions and innovate. Implementing these strategies allows organisations to swiftly adjust to the constantly changing business environment, resulting in sustained growth and prosperity. Any company’s success hinges on how well it handles its tacit knowledge. This study highlights the significance of having management that is supportive, collaboration platforms, and a company culture that promotes the flow of tacit information. Organisations may improve their decision-making and innovation capabilities by using tacit knowledge via technology and cultivating an environment of openness and ongoing education. By putting these ideas into action, organisations may quickly adapt to the ever-changing business landscape, leading to long-term success and expansion.

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