

# A Research Paper on Critical Evaluation of Literature Review on Knowledge Management

Isha Nandal<sup>1</sup>

<sup>1</sup>Isha Nandal, Research Scholar, Department of Commerce, Maharshi Dayanand University, Rohtak, Haryana

## Abstract

Globalization has created a new challenge for businesses to remain in competition. In this competitive environment, many organizations are struggling to meet the demands of their clients, customer, regulators and investors. Managers of organisation realised that Knowledge plays a significant role in modern organisations, which helps in bringing sustainable competitive advantage in the long term. Knowledge is recognized as the primary organizational resource of the 21st century. Therefore, knowledge is considered as a core asset in any organizations, even it is considered as important as technological capital. Also, it is part of human abilities and thus human capital. Value is created when stocks of knowledge are employed and it degrades when they remain unused. So, it is necessary for the organisation to keep up with the knowledge in order to gain competitive advantage. The paper study past literature of Knowledge Management for its critical evaluation and thereby helps in fulfilling research gaps.

**Keyword:** Knowledge, knowledge Management and Organisations'

## 1. Introduction

### 1.1 Concept of Knowledge Management

Knowledge management is the creation, transfer, and exchange of organizational knowledge to achieve a competitive advantage (John Girard & JoAnn Girard).

In other words, Knowledge Management is a process which involves absorb, discover, develop, utilise, and deliver knowledge of inside and outside the organization, to meet current and future needs. The essence of Knowledge Management is to leverage and reuse the learning's that already exist in the organisation so that people will seek out and apply best practices rather than reinvent the wheel. Knowledge-driven organisations need the effective capture of five key information types – Client, Market, Finance, Operational and Personnel, each of which ought to be leveraged to create knowledge.

Knowledge is the new capital, but it's worthless unless it's accessible, communicated, and enhanced. Knowledge management will never work until corporations realize it's not about how you capture knowledge but how you create and leverage it. It is therefore critical to consider knowledge as a strategic asset.

### 1.2 Types of knowledge

There are two important types of Knowledge which play a significant role in Organisation;

- 1.2.1 Tacit Knowledge
- 1.2.2 Explicit Knowledge

1.2.1 Tacit Knowledge is highly invisible and confined in the mind of a person. It is hard to formulate and, therefore, difficult to communicate to others. Tacit Knowledge is essentially personal in

nature. It is difficult to explain with the help of language. Individual skills intuition, intelligence and Knowledge constitute Tacit Knowledge.

- 1.2.2 Explicit Knowledge is visible information available in the form literature, reports, etc. It can be embedded in objects, rules, systems, etc. It can be communicated through language and other forms of communication.

## 2. Objective

To understand the concept of Knowledge Management and to study past literature review of Knowledge Management.

## 3. Literature Reviews

It highlights the work that had already done and which helps to create a new platform for the existing study. Thus, review of literature means deep understanding of your research topic.

Sr. No.	Title of the paper	Author (Year)	Country & Factors	Tools and Techniques	Results
1.	Emerging Technologies: Factors Influencing Knowledge Sharing	Tiwari (2022)	Following six factors were considered: integrating expertise from different teams, regular cadence, diversity-inclusive social environment, a regular update schedule that needs to be followed, Interconnected platforms that are accessible to all, to create points of contact within different departments of an organization in order to facilitate knowledge sharing	A comprehensive in-depth interview was conducted.	Data were collected from 38 professionals working in 5 organizations engaged in the field of emerging technologies. The findings indicated that all six factors were driving the need for sharing knowledge in the field of emerging technologies.
2.	Factors Affecting the Knowledge Sharing Behaviours of University Teachers: An Empirical Study in China	Li & Xu (2022)	The study was carried out on college teachers of Jiangxi Province in China. Knowledge sharing behaviours of teachers were considered in order to examine their sharing intentions and attitude, self-control, support received from others.	To obtain the results, collected data were analysed SPSS24 and AMOS24. Factor analysis was applied.	Data were collected from 440 college teachers. The result indicated knowledge sharing intentions of teachers were positively affected their knowledge sharing behaviours. Personal knowledge sharing attitudes and support received from others also positively affected the knowledge sharing intentions of teachers. However, Self-control had a negative influence on knowledge sharing intentions of teachers. Although, Knowledge sharing attitudes, support received from others, and self-control had positive correlate.

3.	Individual motivation and social media influence on student knowledge sharing and learning performance: Evidence from an emerging economy	Paul et al. (2021)	The study was conducted in the top 10 private universities of West Malaysia. Followings indicators of social media functions and individual motivations were considered (documents exchange, knowledge formation and virtual communication) and (reputation and altruism)	Covariance - based structural equation modelling was applied.	Data were collected from 407 students. The findings showed that social media functions and individual motivations were core indicators. Additionally, HEIs encourage the students to leverage and sharing the knowledge among themselves, which improves learning performance.
4.	A study of knowledge management alignment with production management: A study of carpet manufacture in Kurdistan region of Iraq	Anwar & Ali (2021)	The study was conducted in Iraq's Kurdistan province of various cement manufacturing facilities. The study considered four facets of knowledge management i.e., Knowledge creation, Knowledge storage management, knowledge sharing, and Knowledge application, with Knowledge management working as a mediator	Multiple regression analysis and the Sobel test was applied.	Data were collected from 128 respondents. it was observed that all elements of knowledge management had positive and significant relationship with increased production. Moreover, the findings showed that all concept of knowledge management with a mediator (project management development program) had an indirect significant and positive relationship with increased production.
5.	Training, Knowledge Sharing, and Quality of Work-Life on Civil Servants Performance in Indonesia	Farida et al. (2020)	The study was conducted on people working in public management services, the community as the recipient of the services id Est customer. The following indicators were considered i.e., knowledge sharing (general knowledge sharing, sense of self-worth, face concern), training (leadership and other training), QWL (Work environment, Management and social aspects, public servants' performance (quantity and quality performance)	Quantitative approach to SEM-Amos analysis tools and purposive sampling technique was used in the study.	Data were collected from 149 respondents. From result, it was found that in order to increase knowledge sharing, role of leadership training was significant as compared to technical training, functional training. However, they had not improved CS Performance and work-life quality. Additionally, knowledge sharing depicted an indirect influence on CS performance compared to its direct influence.
6.	Employee Perception of Impact of Knowledge Management Processes on Public Sector Performance	Gaur et al. (2019)	The Study was carried out in United Arab Emirates and Seven factors were considered. Four factors of Knowledge process (knowledge creation, knowledge capture and storage, knowledge sharing and knowledge application and use) and three factors of KM performances (Operational, Quality and Innovation performance)	Structural equation modeling was used in the study.	In this study, 12 public sectors in the UAE participated in the survey. Data were collected from 270 employees. Hence, it was concluded from the result that existence of Knowledge Management processes affects the performance of public sector positively.

7.	Key factors influencing knowledge sharing practices and its relationship with organizational performance within the oil and gas industry	Gunasekaran et al. (2018)	The study was conducted in Malaysia. Knowledge sharing practices considered the factors at 3 level: Individual level, organizational level and technological level. Organizational performance included cost reduction, organization growth and intangible benefits.	Structural equation modelling was applied.	Data were collected from 203 respondents. The findings revealed that there was significant relationship present among the model constructs. Additionally, knowledge sharing practices positively influenced the organizational performance.
8.	The Impact of Knowledge Management on Job Satisfaction	Kianto et al. (2018)	The Study was conducted in Finland and carried out in Municipal organisation. Five facets of Knowledge Management were considered (knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification and knowledge retention).	Structural equation modeling was used.	Data were collected from 824 members of municipal organisation. The study indicated that in one's working environment, existence of Knowledge Management processes had significant impact on employees' job satisfaction.
9.	Life Insurance Industry of India – Past, Present & Future: A Study of LIC of India	Agarwal and Mishra (2017)	The Study was conducted in India.	Secondary data was used which consisted of website of LIC of India, Journals, reference books, magazines of LIC of India, and published annual reports of the concern years of LIC of India	Study revealed that before LPG, there were many challenges for Indian Life Insurance industry, but with change in consumer perception on life insurance and awareness, this sector showed magnificent growth in its business. After LPG (1991), Indian life insurance industry geared up in all aspects, and also there was lot of competition from national and international private insurance companies, but despite that LIC created successful value for its customers. Analyses of pre and post LPG era, showed respectable growth. As private players are giving cut throat competition, LIC must take steps to improve its business in terms of quality, technological innovations and client relationship.

10.	The Impact of Knowledge Management on Job Performance in Higher Education: The Case of the University of Jordan	Shannak et al. (2017)	The Study was conducted in Jordan. Seven factors were considered. These were knowledge identification, knowledge creation, knowledge collection, knowledge organising, knowledge storage, knowledge dissemination, knowledge application.	Structural Equation Modeling technique, Simple Random Sampling technique	Data were collected from 207 academicians of University of Jordan. From result, it was concluded that all the seven constructs of Knowledge Management Processes have significant impact on Job Performance.
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#### 4. Conclusion

The world of business is changing very fast and an enterprise needs to build and sustain a competitive advantage in order to survive and prosper in a highly competitive market place. The competitive advantage of an enterprise is neither static nor everlasting. An organisation's capacity to improve existing skills and learn new ones offers most defensible competitive advantage of all. In the knowledge economy, intangible assets - intellectual capital, brand equity; and so, on have become more important than tangible assets. Therefore, Knowledge Management is a must for any business enterprise operating in the competitive and globalised era.

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