

Access to Relevant knowledge by authorised staff of
the Nigerian public service: lessons for knowledge
management (transfer)

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INTRODUCTION- Def of key concepts

- Knowledge
- Knowledge is justified belief (Nonaka, 1994).
- Knowledge is the capacity to exercise judgement on the part of an individual, which is either based on an appreciation of context or derived from theory, or both (Bell, 1999).

- Knowledge Management
- Knowledge Management involves the capture, packaging, transfer and reuse of knowledge that is available in both tangible (explicit) and intangible (tacit) form in an organisation

- Activities that constitute the KM process are; creation, storage/ retrieval, transferring and application of knowledge (Leidner & Alavi, 2001)

INTRODUCTION Cont

Two types of Knowledge :

- Explicit knowledge
- This is objective Knowledge that is easy to communicate. Explicit Knowledge is knowledge available as information in a form which is easily accessible and transferable...It is usually in procedure manuals and details (Zack, 1996).
- Tacit knowledge
- This is Knowledge that cannot be articulated or verbalised, it is a knowledge that resides in the intuitive realm (Polanyi, 2006). This is paraphrased to mean “we know more than we can tell”. Tacit knowledge transfer requires extensive personal contact.

Authorised person

A public servant that is allowed by law to access vital and classified documents for official purposes (Scheme of service, 2000 & Public service rules, 2000)

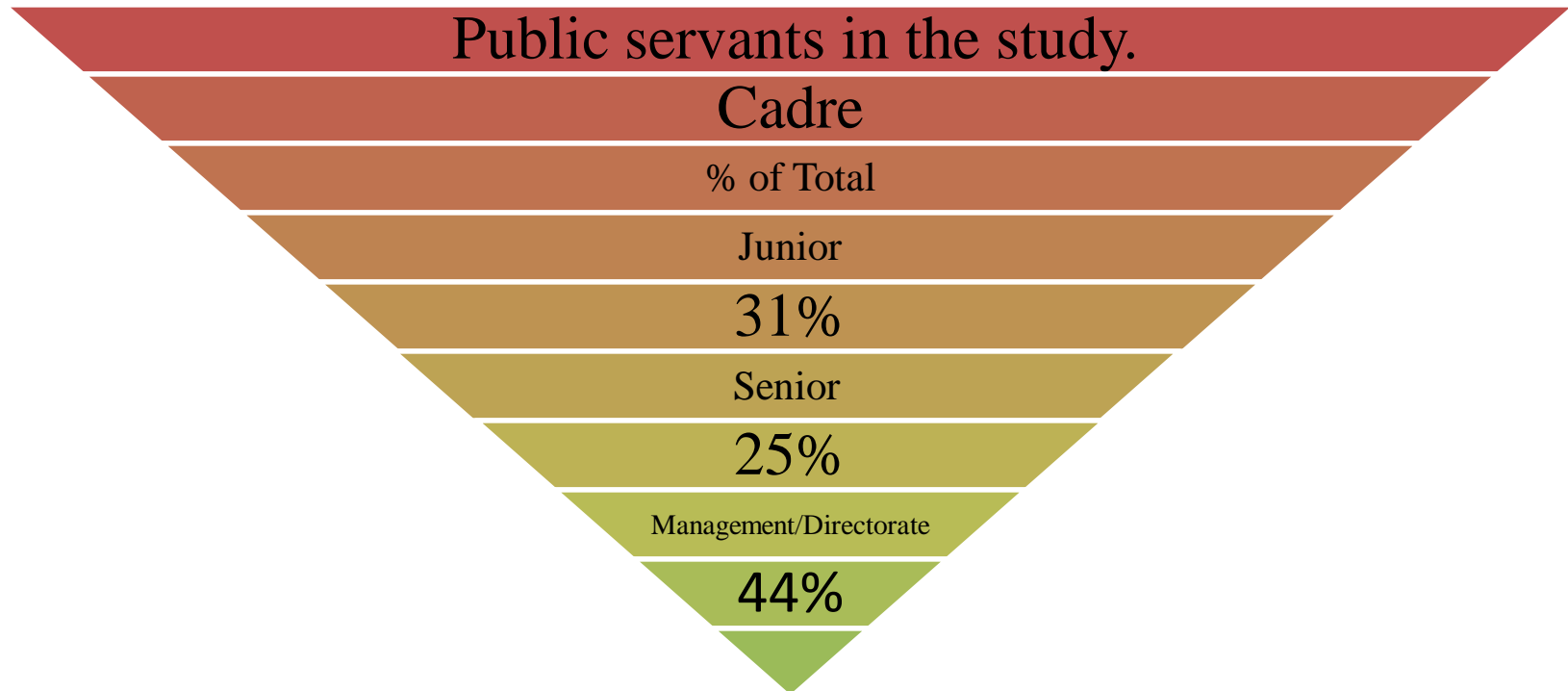
Hindrances to access

- Organisational culture (bureaucracy)
- Wait for your time syndrome
- Fear of sub-ordinates outshining the boss though brilliant performance (i.e. If duties are delegated)
- Non provision of vital documents to enrich the wealth of knowledge in the public service

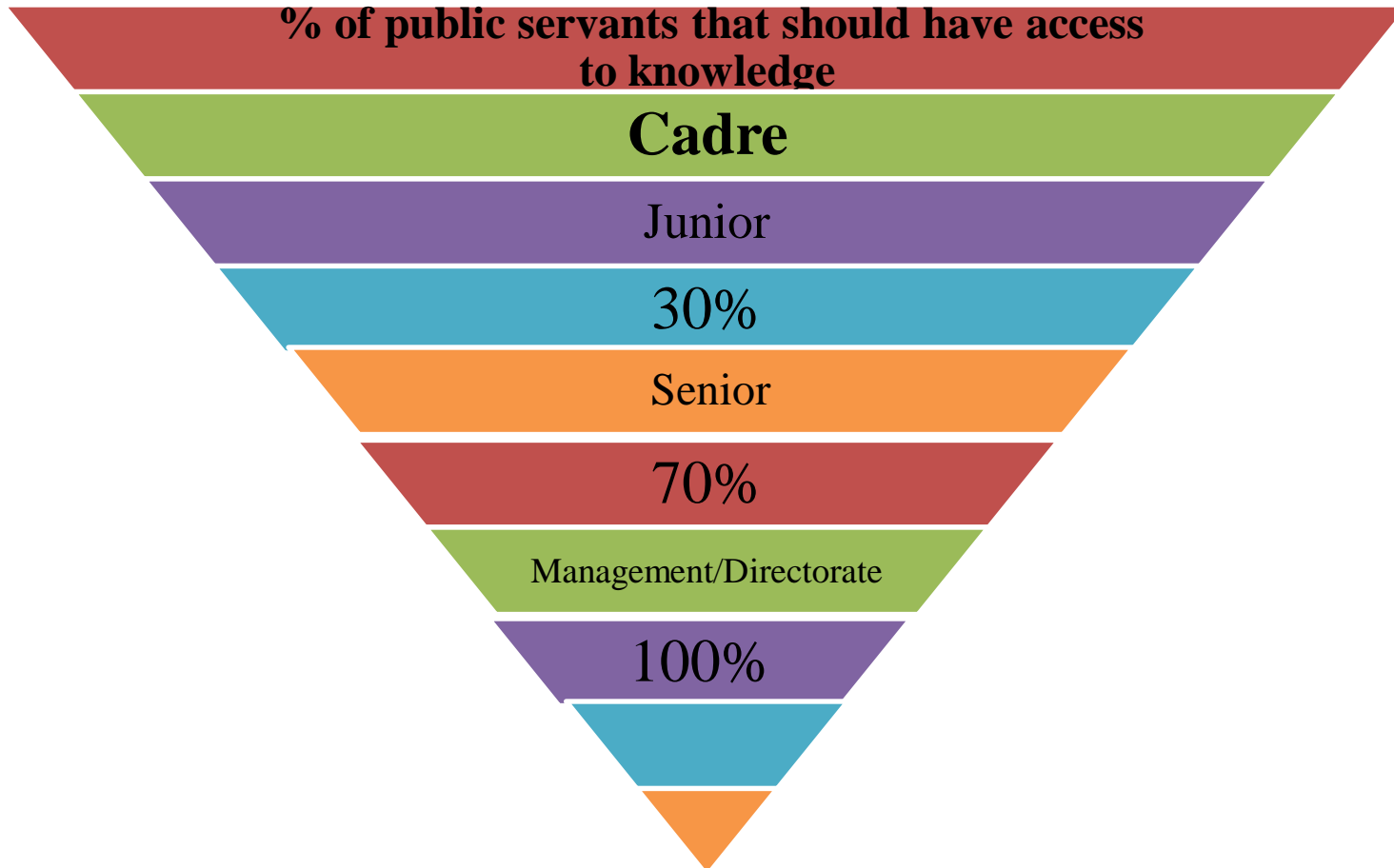
Implications for knowledge Management (transfer)

- Makes the knowledge readily available to all public servants to be able solve problems(i.e. in codified form)
- It enriches the existing wealth of knowledge
- IT bridges the gap in knowledge dearth that may exist across the different cadres.

Presentation of results



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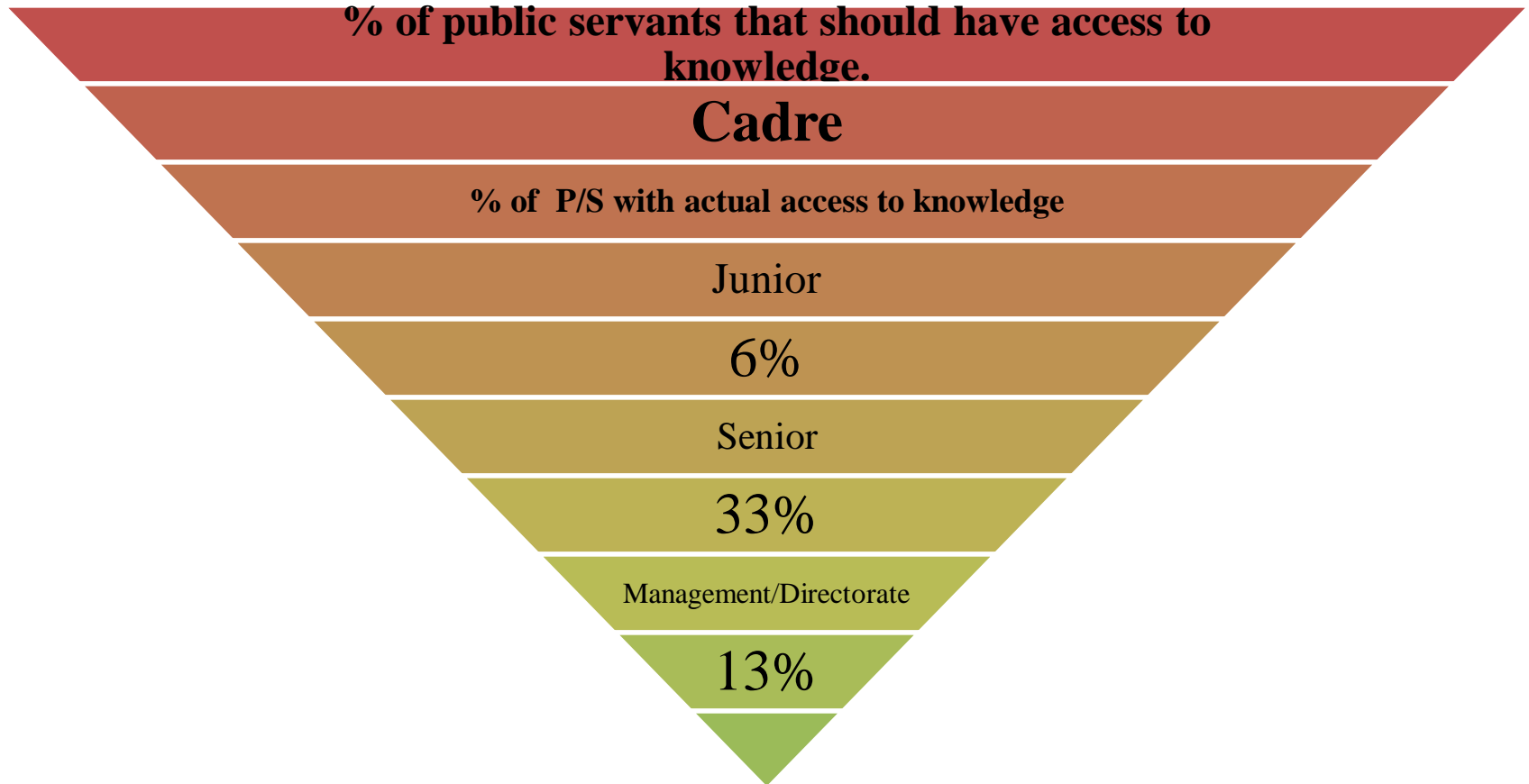


Table1: Public servants in the study

Cadre	% of Total
Junior	31%
Senior	25%
Management/Directorate	44%

Table 2: Showing % of public servants that should have access to knowledge

Cadre	% of P/S that should have access to knowledge
Junior	30%
Senior	70%
Management/Directorate	100%

Table 3: Showing % of public servants that should have access to knowledge.

Cadre	% of P/S with actual access to knowledge
Junior	6%
Senior	33%
Managemnt/Directorate	13%

Conclusion

- Government and policy makers should aim to provide the enabling environment for the unhindered access to knowledge by the public servants that are authorised to do so
- And to break down barriers to knowledge management (transfer) by making access to government documents easy as much as possible to authorised staff in the Public Service so that such knowledge can be shared in coded forms especially if it is classified knowledge
- Finally to make access to knowledge possible as much as possible so that its management (transfer) will be possible.

Conclusion Cont.

- E-governance should be implemented so that knowledge can be made readily available

THANK YOU.