A REVIEW ON THE CONCEPT OF KNOWLEDGE AND KNOWLEDGE SHARING

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Abstract- As what the researcher concerns, knowledge has become the route to success. On account of this understanding, many organizations today are facing the problems of controlling knowledge because they need to realize which knowledge will give them a competitive benefit. They face a hard job in detaining all the knowledge and make the knowledge effortlessly available to those in need. This paper review the concept of knowledge and knowledge sharing. The research attempt to review some of the existing definitions and methods of knowledge sharing context. The finding of this research can help academics and practitioners' better understanding of the concept of knowledge to overcome challenges, and taking the best method to share their knowledge in organizations.

Keywords- Knowledge, Knowledge Sharing, Tacit Knowledge, Explicit Knowledge, Knowledge Sharing Tools

I. INTRODUCTION

Generally, knowledge can be explained as the reality or state of knowing something with familiarity acquired by means of experience or association. The meaning of knowledge was adopted from Oxford Advance Learner Dictionary. Knowledge is best explained as actionable information-deeper, stronger, and more extensive. Actionable insinuates when and where it is required to make the right decision, and the right context (Tiwana, 2000).

Knowledge is information that has been interpreted by persons and a given situation. Thus, knowledge is the outcome of a dynamic human procedure, in which human gives justification for personal information created or sustained by opinions as part of a desire for the 'truth' and can be depicted as information mixed with experience, context, interpretation and reflection. Alvin Toffler (1985) claims that humans do not manage knowledge, the knowledge handles humans. For Charles Savage, knowledge has been generated in the organization when humans started learning to be transparent, develop and find the knowledge through their capability and aspiration by individuals (knowinc.com, 2009).

Knowledge is postulated to give a competitive benefit by means of the resource based view because it is one of the resources of the firm that is hard and impossible for other firms to emulate (Spender, 1996). Knowledge is the information that comes from the framework of understanding, which is owned by somebody. This information is the data that gives meaning. In addition, data is a register or easy observation without any meaning (Nijhof, 1999). In order for knowledge to be used as a resource in an organization, the characteristics of the resources should be understood in such a way that organizational members can recognize what knowledge is and what is not.

According to Tiwana (2000), there are two sorts of knowledge, which are tacit and explicit knowledge. As for other sources, Nonaka (1994) demonstrates the organizational complications of trying to control the dynamic process of knowledge creation. He explains knowledge as owning one of two main characteristics – tacit or explicit knowledge.

Tacit is subjective and always in the mind of people. Tacit knowledge is frequently conferred to other individuals via the observations of actions rather than communication of actions by means of established media. Typically, tacit knowledge can be changed into explicit knowledge via some type of externalization such as writing a report and sharing it in whatever mediums and platforms. It is not easy to be codified and interpreted. Explicit knowledge is the knowledge that is based on the rule that is applied to interrelate the action with the situation (March, 1994). To identify this explicit knowledge, three questions have to be answered:

1) What is the situation?
2) Who is involved?
3) What are the actions?

Explicit knowledge is being utilized to deviseeach routine, the operational action plan and the data structure of the record. This knowledge will make the organization reach to the satisfaction level and control the operational procedure. It also improves the feedback of operational procedure.

II. KNOWLEDGE SHARING

Knowledge sharing is an action which knowledge such as information, expertise, or abilities is

exchanged in the company of friends, people or members of a family, an organization or a community. Knowledge sharing is the management of tacit or explicit knowledge that is composed of fulfilling one or a number of the knowledge procedures such as integrating, producing, transferring, merging and utilizing knowledge.

A. Definition

Knowledge sharing is not properly explained in the literature relatively since the research areas have not been very contributing. There are many other definitions of Knowledge sharing as shown in Table 2.

Table2: Definition of knowledge sharing by year and author

No	Year	Author	Definition of knowledge sharing
1	2002, 2000, 2005	Dixon, Davenport, Bircham Connolly	Knowledge sharing has been explained as giving one's knowledge to others along with obtaining knowledge from others.
2	2002	Willem	Process of exchange knowledge between at the minimum two groups in a mutual procedure permitting reshaping and sense-making of the knowledge in the new condition.
3	2002	Miller	Sharing is a procedure by which a resource is offered by one group and obtained by another. For sharing to happen, there must be an interchange of resource to be transferred between source and receiver. The term knowledge sharing insinuates the offering and obtaining of information formulated within a situation by the knowledge of the origin. What is obtained is the information formulated by the knowledge of the receiver. Based on the knowledge of the origin, the knowledge obtained cannot be exactly the same as the procedure of interpretation, which is subjective and is formulated by our current knowledge and our identification.
4	2002	Wenneker, et al.	Sharing knowledge explained as the sharing of both explicit and implicit knowledge, along with any form of knowledge found somewhere on the continuum in the middle of these extremes. The title 'implicit' describes knowledge that cannot be conveyed in words, such as abilities that are to be noticed or culture that is to be 'sensed'. Meanwhile the title 'explicit' describes knowledge that can be conveyed in words and can be regarded as 'information'.
5	2002	Van Beveren	Sharing the information deals with a wide range of exchanges and does not certainly cause the formation of new knowledge. Knowledge sharing inherently suggests the creation of knowledge in the receiver. In a face-to-face contact, a successful technique for obtaining knowledge is to ask for help from another such as someone who may deal with the knowledge or skill needed. This demand may result in a conversation that will make the formation of new knowledge easier in the receiver.
6	2003	Argote	The procedure through which one constituent is biased by the experience of another.

III. KNOWLEDGE SHARING MODEL

According to Tiwana (1999), knowledge sharing theories derived from general framework where tacit knowledge or people's skills are shared by means of formal and informal networks and explicit knowledge by means of knowledge repositories, systems and documentation exploitations. Both tacit and explicit knowledge are used in the SECI Model. SECI Model is a model developed by Nonaka and Takeuchi (1995) as illustrated in Figure 2.

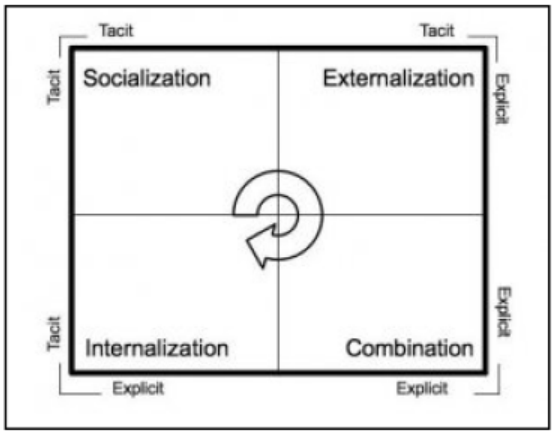


Figure 2: SECI Model (adopted from Nonaka and Takeuchi, 1995)

The SECI model deals with knowledge that is made by individuals. The individuals share his or her knowledge with other individuals (first quadrant) in order to diffuse knowledge. Then it has to be articulated in papers, reports, books, blogs, videos or podcasts or other media (second quadrant). When knowledge is diffused, there are individuals who can enrich it by adding to the articulated knowledge (third quadrant). Individual then read papers, reports, books, blogs, watch videos or listen to audio and thereby learn how to make use of the knowledge and eventually make the knowledge implicit (fourth quadrant).

A. Socialization (tacit to tacit)

According to Nonaka and Takeuchi (1995), Socialization is about sharing and creating tacit knowledge through direct experience. As an example, tourist gains the knowledge in direct contact with other people such as other tourists. Each member shares his/her tacit knowledge. For example, experience of a tourist about visiting a country, tips or methods to cope with some special problems and so on.

B. Externalization (tacit to explicit)

Externalization is articulating tacit knowledge through dialogue and reflection. During a communication, a person's tacit knowledge is understood by other personals. It means that tacit knowledge of a person is converted or transformed into explicit knowledge. For example, the members of tourism portal have discussion with travel agencies; the knowledge of the tourism would be the external knowledge to other travel agencies and vice versa.

C. Combination (explicit to explicit)

Combination is systemizing and applying explicit knowledge and information. Explicit knowledge and information are collected from outside the organization, are combined systematically and are applied to their organizations. It means the explicit knowledge converted into explicit knowledge. For example, knowledge, which tourists gathered from various sources such as books, articles, observe and so on is applied in the articles in the portal, blogs and many more.

D. Internalization (explicit to tacit)

Internalization is learning and acquiring new tacit knowledge in practice. A person is getting the knowledge from various experiences. It means that explicit knowledge gathered by a person by reading, listening, observing and many more is converted into tacit knowledge. As an example, tourists can get knowledge from the tourism portal which contains information about interesting issue, map to place, facilities and so on.

IV. KNOWLEDGE SHARING TOOLS

Tools include websites or software that can be used to support personal and group knowledge sharing. Nowadays, there are many tools that can be used for knowledge sharing. The tools are divided into synchronous and asynchronous. Synchronous devices allow real-time communication and collaboration in a "same time-different place" system such as Audio Conferencing, Chat, Instant Messaging (IM) and so on. Meanwhile asynchronous devices allow contact and collaboration by means of a "different time-different place" system such as blogs, emails, and discussion boards over a period of time. Tools are mapped into the SECI model as shown in Figure3.

SOCIALIZATION		EXTERNALIZATION	
Synchronous	Asynchronous	Synchronous	Asynchronous
• Videoconferencing • Virtual reality conferencing • Picture Tel • Electronic Hallway • Electronic classroom • EMS- Support for recording the meeting discussion • Social Network	• Social Networking • Internet Forum • Blogs • Wikis • IM	• Instant Messenger • Group Editor • Electronic Whiteboard • VoIP • Video Conferencing • Audio Conferencing • Chat • Presentation tools	• Blogs • Wikis • Email • Tagging • Discussion Forum
INTERNALIZATION		**COMBINATION**	
Synchronous	Asynchronous	Synchronous	Asynchronous
	• Knowledge databases • E-Learning • Expert System	• Electronic Whiteboard • Group Editor	• Blogs • Portal • Wikis • Pod/Vodcasting • Mashups • Folksonomies • Social Bookmarking • Rating • RSS • Distributed Repositories • Intelligent Search Engine • Filtering • Recommendations • Reviews • Voting/Polling • Note board • Shared List • File Sharing

Figure 03 : Knowledge sharing tools mapped into SECI Model

CONCLUSION

In conclusion, knowledge is an untouchable supply that is found inside the individual's mind. Knowledge

is exactly connected to understanding and is obtained via the interpretation of information. Knowledge allows us to explain information i.e. obtain meaning from data. The interpretation of meaning is formulated by the observer's knowledge. Hence, what one person recognizes as information can make the meaningless data equal to another, and information that is interpreted produces meaning and new knowledge. Consequently, information can be added to knowledge to expand what is known. It is also reasonable to express that both information and data come after knowledge because one need to know the background of data before it can be interpreted as information. As a consequence, it can be noticed that knowledge is subjective and can solely stay in the mind of the human being. Based on the understanding of the knowledge concept, the researcher found out that knowledge is a powerful tool and an asset to the organization. As for the knowledge model (Nonaka, 2000), it is clearly explained about types of knowledge whereby, it helps the researcher to classify and determine knowledge that the researcher gets.

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