



## **The Moderating Effect Of Job Placement On The Relationship Between Knowledge Management And Effective Decision Making In Public Sector Organizations**

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***Abstract:***

*The importance of knowledge management in improving the operations of organizations in both the public and private sectors alike cannot be underpinned because the management of those organizations rest in the hands of people who are knowledgeable enough to deliver. In other words, effective and efficient management of organizations depends on how well the knowledge of people is managed. Poor knowledge management (KM) practices might lead to high costs of alternatives and invariably poor decisions. The need therefore for a moderating variable “Job Placement” to moderate the relationship between knowledge management and effective decisions becomes necessary and may add value to the work of public servants and public service at large. Towards the end of the paper, a conceptual model depicting the moderating effect of job placement on the relationships between knowledge management and effective decision making will be presented.*

***Key words:*** Knowledge management, job placement and effective decision making

### **1.Introduction**

There has been a growing increase of leadership ill performance in public organizations going by the decisions they take and repercussion of such decisions on the citizenry (Gronn, 2002) lack of good organization decisions according to Umbur (2010) has been a serious issue of concern in whole of Africa. The challenge of equitable and even distribution of resources is a mountain high for African leaders to climb, very bad decisions result making the continent further unstable and the entire region trapped in poverty (Asmaa, 2009). Effective decisions involve the ability to resolve conflicting interests and ably reach consensus (Swana & Nado, 2001). The procedure however tends to be more complicating than the decision itself and that fundamentally differs from private sector .Public organizations need to depend on an array of knowledge resource to effectively decide and efficiently tackle the growing demand of the public.

The difference in terms of quality decisions and efficiency that exists between the public and private sectors will keep widening (Accenture 2004; Boyne 2002; OECD 2001). It has been argued that even in legislative processes KM brings to fore current inventions and guidelines for effective decision making. Experience suggests that the jury is currently still out on public sector Knowledge Management. Some public sector practitioners believe that what is currently termed KM is actually what public servants have always done since time immemorial – objectively and collectively collating, analyzing and deploying knowledge in an effort to inform, develop and enact the policies of the Government of the day. The objectivity of the policy enacted the adequacy of information and interpretation of policy to the public and most importantly the continuity of the policy is faced with a number of threats and challenges. It is contended here that, it is not all the time that KM influences effective decisions. In some instances organizations are blessed with the required know how and yet effective decisions remain a challenge. A public sector many at time has the knowledgeable individuals to man its activities but, they are not in the right places at the right time, hence throwing the organizations and the public into a state of quandary consequent of their decisions and actions. The main focus of this study is to stress the importance of job placement on the relationship between knowledge management and effective decision making in public sector organizations.

## **2.Related Literature**

### *2.1.Factors Influencing Effective Decisions*

There are many factors which can affect effective decision making in the public sector organizations which are often referred to by many scholars i.e. Acevedo and Krueger (2004) opinionated that belief in personal relevance is a factor that influences decision making, Stanovich and West (2008) added individual differences and age, Bruin et al., (2007) pointed out that the level of commitment matters a lot in making decisions. Some of these factors are highlighted below.

### *2.2.Organizational Commitment*

The concept of organizational commitment has engrossed significant attention recently and has become a vital objective of human resource management. As Guest, (1987) pointed out, Human resource management policies are intended to maximize organizational integration, employee commitment, flexibility and quality of work. Organizational obligation and /or commitment focus on employees' commitment to the organization and loads of factors influence employee commitment ranging from commitment to the manager to occupation to career (Meyer & Allen, 1997). According to Buchanan (1974) many scholars define commitment as being a acquaintance between an individual (the employee) and the organization (the employer) however another definition of commitment by Porter et al (1974) discusses effective commitment using three main issues of belief in and recognition of the organization's goals and values, enthusiasm to focus effort on helping the organization achieve its goals, and the aspiration to preserve organizational membership.

### *2.3.Sex and Age Factor*

Like other factors, sex and age are among the variables that affect decision making, and could allow one to establish individual differences. The reality is that our decisions are affected by our beliefs about the characteristics that differentiate the sexes, although these beliefs may be based on questionable criteria. Despite the fact that society is making headway towards social and industry equality between men and women, it is indispensable to examine -from a psychological standpoint if there are sex differences in the magnitude that people apportion to factors that determine the decision process. Again, Men, on the contrary, are more dominant, assertive, objective, and realistic

(Wood, 1990). Some significant differences have been identified, even though most of them are negligible (Hatala & Case, 2000; Venkatesh, et al., 2000). It seems that women are more affected by the environment; they look for more information, and dedicate more time to the decision process (Gill, et al., 1987).

#### *2.4. Knowledge Sharing*

The concept of knowledge sharing stem out from the research finding of Dyer and Powell (2001), who established that the resource sharing would be successful if some important conditions are observed such as: if the organizations had the same number of personnel, if there is stability and cordial relationship among others. It has been argued that knowledge sharing means the process of transferring and sharing information and skills which could be measured by the degree and type of knowledge sharing (Hutchings & Michailova, 2003; Law & Ngai, 2007). Similarly, Knowledge sharing is the means by which an organization attains access to its own and other organizations' knowledge. Knowledge sharing according to Nelson & Rosenberg (1993) involves extended learning processes rather than simple communication processes, as ideas related to development and innovation need to be made locally applicable and successfully implemented.

#### *2.5. Knowledge Discovery*

Knowledge discovery means an act of extracting knowledge from knowledge storehouse (e.g., data warehouses storing qualitative data; (O'Leary, 1998). Knowledge discovery technique guarantees central benefits to fields such as marketing (Shaw et al., 2001) or library management (Wu et al., 2004). Knowledge discovery develops on the earlier work in the use of data mining techniques for intelligent data analysis and efficient querying of large databases and data warehouses. Knowledge is built from information by analyzing a series of patterns produced by a knowledge-based system. Similarly, Fayyad et al., (1996) define knowledge discovery as “the non-trivial process of identifying valid, novel, potentially useful, and ultimately understandable patterns in data”.

### **3. Proposed Framework**

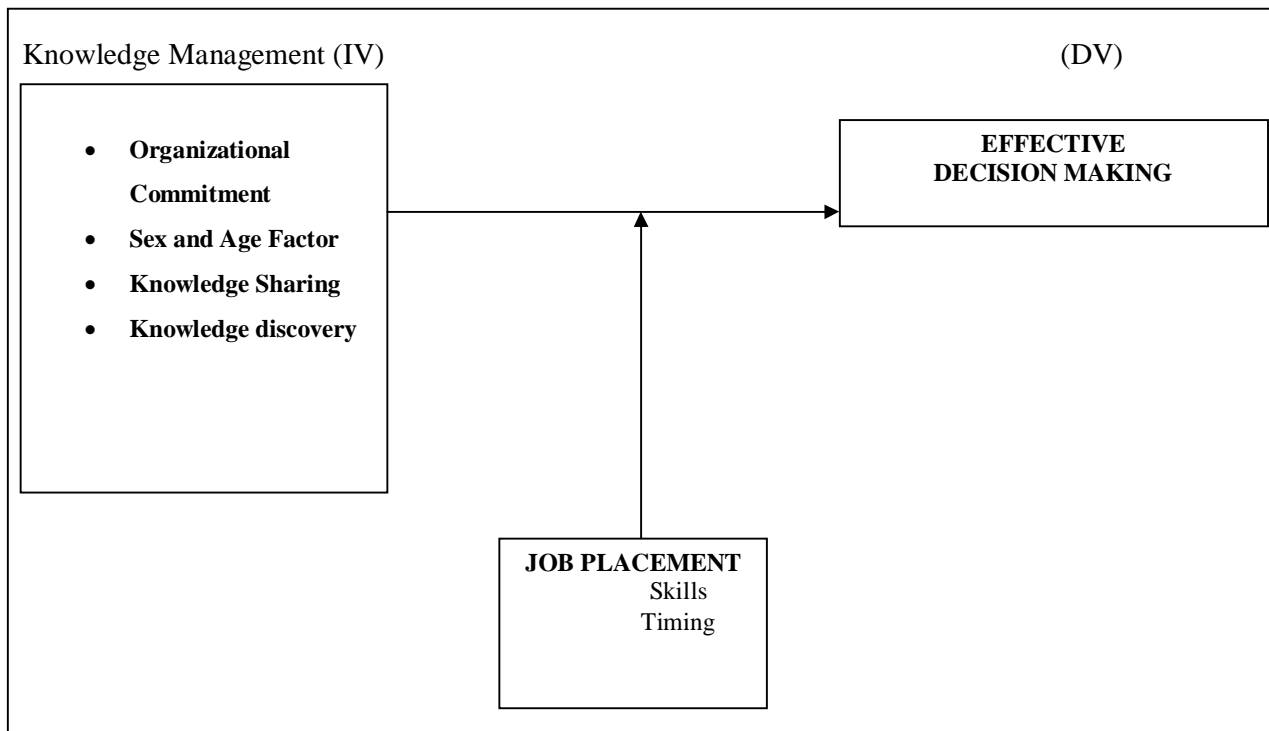
The frame work of this study has proposed KM as independent variable and effective decision making as dependent variable and having a moderating variable of job placement.

Several researches in the past, established that knowledge and skills are key to effective decisions in an organization and level at which they are applied is directly linked to the effectiveness of organizational performances and better decision making (Hendzic, 2008; Laurence & Meier, 2011; McKenzie et al., 2010). In the same vein, United nation's report (2001) pointed out that there is a synergy in the progression along continuum, from data to information, to knowledge and skills and finally to effective decisions. The synergy is in fact an inherent one in the sense that the trend cannot be reversed or even broken. The fact that world is now becoming smaller owing to the forces of globalization, virtually everything is moving further into the intelligence age and KM as observed by Sun – kwan -kim (2004), is a vital concern for managers and organizations and a key competitive weapon to effective decision making. There is an evident inter play between KM and decision making particularly concerning cognitive processes and organizational practices in organization (Claire, 2005).

KM researchers like Nicolas (2004) substantially argues that knowledge is categorized into tacit and explicit and each category influences decision making processes in all phase and in different intensity. Similarly, it has been established that managers are with KM availed with different approaches upon which decisions are based, hence influences the quality of decisions (Hatami et al., 2003; Inigo & Itziar, 2003). Hendzic (2007) opinionated that KM has a very big impact on effectiveness of decisions because; it supports decision makers in a predictive judgment task. Many decisions require a logical analysis of a the available knowledge which in turn complements other steps in decision making (Anna et al., 2011; Shelly et al., 2011; Zita, 2001). Also, Hendzic (2007) argued that organizations that tend to utilize less knowledge make significantly larger decision errors.

Some organizations struggle with leadership/ management skills gaps and such gaps are even in higher percentage in at least one critical skill category or another. Developing and implementing strategies to close gaps by assigning employees to organizations where their skills are best utilized become issues of top priority (Eddie, 2006). Lack of proper job placement of workers affects their productive ability and overall organizational decisions, this is perhaps supported by the Holland's theory of job placement, it is clearly elaborated that people look for work environments that suit their personality, values and skills, and are more likely to be successful and satisfied with their work in an environment that matches their personality (Holland, 1997). The quality of decision making and the intensity and duration of career interventions that might be

effective in solving organizational issues is dependent upon how properly placed a worker is in an organization which he/she thinks develops his career (Reardon & Lenz; 1999).



*Figure 1: Proposed Framework Of The Research*

#### **4. Conclusion**

The main objective of this paper was to review the related empirical literatures and highlight the need to investigate the moderating effect of job placement on the relationship between knowledge management and effective decision making in public sector organizations. The reason for integrating job placement as the moderator is as it supports other components to achieve effective decision making as postulated by Eddie, (2006) and Holland (1994).

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