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Knowledge Management Practices in Quantity Surveying Firms in Kano and Kaduna, Nigeria

Najib Alhassan

Department of Maths and Statistic, Abdu Gusau Polytechnic Talata, Zamfara State

ABSTRACT

In higher institutions, knowledge management (KM) is a recipe for improving performance and fostering innovation. Some academics contend, however, that the Nigerian educational system has yet to fully comprehend the value of KM because KM knowledge is still poor. Because measurement is the cornerstone for success, this article examines the knowledge management in quantity surveying organizations in Kano and Kaduna states. The data was collected using a well-structured questionnaire and an interview. The information gathered was examined using descriptive statistics. The data show that QS companies in Kano and Kaduna are familiar with KM. In addition, all KM tasks, with the exception of knowledge maintenance, are performed on a regular basis in QS firms. Knowledge acquisition has a favorable impact on knowledge generation, storage, sharing, utilization, and maintenance, according to the study. According to the findings, quantity surveying businesses have a high level of knowledge management awareness, and knowledge maintenance is still lacking among all the KM activities that are regularly carried out in QS organizations. According to the report, QS organizations should design and implement a comprehensive knowledge policy that will serve as a guide for their employees in managing knowledge and using it for productive practices.

Keywords: Knowledge, Knowledge management, Quantity surveying firms, Nigeria.

1.Introduction

Knowledge management (KM) is the process of coordinating, organizing, and making institutional or organizational knowledge available for the development, sharing, storage, and reuse of knowledge in order to meet institutional goals and objectives. AfolakemiSimboOgunbanwo is a Nigerian musician (2019) It is critical to manage the present knowledge flow in academic institutions. Knowledge, according to Kaykç and Ozan 1, is a potent instrument for organizational rivalry, thus it is important in every field, including banking, education, and government. 2–5 The knowledge that is developed should be appropriately handled to guarantee that it is available in the future. As a result, postsecondary institutions have progressed from only providing knowledge to students to also curating current knowledge for future use. 6. A few of these institutions are now run like businesses and compete between themselves, using information as a commodity. Tertiary institutions are hubs for the creation and dissemination of knowledge. 7, and are thought of as knowledge-based businesses that should design methods for obtaining and communicating information in order to make better decisions. 8 and 9 As a result, organizations seeking to improve their performance must identify, capture, and disseminate significant institutional information. 9, ten. Many research, such as Demchig 7 and Kidwell et al. 11, have investigated the use of knowledge management (KM) at tertiary institutions, claiming that it improves institutional decision-making capabilities, decreases product development cycle time, and improves academic and administrative services. They suggest that institutional acceptance and implementation of KM could result in exponential increases in knowledge sharing because it benefits academic research, curriculum development, student and alumni services, administrative services, and strategic planning. According to Al-sulami, Rashid, and Ali 12, an institution's performance can skyrocket if knowledge management is implemented effectively and efficiently. Similarly, it boosts innovation, providing institutions a leg up on the competition. 13. Knowledge management is a new idea in developing countries, with varied levels of awareness and maturity. Mbeya University of Science and Technology (MUST) workers in Tanzania were not fully aware of KM procedures, according to Charles and Nawe 15. Demchig 7 used the Knowledge Management Capability Assessment (KMCA) model to examine the level of KM maturity in Mongolian higher institutions; it was discovered that the maturity level of KM was level one, indicating that knowledge sharing was not discouraged in Mongolian higher institutions. 7. Yaakub, Othman, and Yousif 16 observed that KM practices at Malaysian higher education institutions are still very low, whereas Anvari et al. 17 discovered that KM at Firoozabad Islamic Azad University is below average. Although KM knowledge and maturity levels in Nigerian higher institutions in the southwest geopolitical zone have yet to be extensively researched, various Nigerian authors 18– 20 have discovered that KM has yet to be fully adopted in Nigerian tertiary institutions.

2. Literature Review

2.1 Knowledge management

Knowledge management (KM) is a collection of strategies for developing, sharing, utilising, and managing an organization's knowledge and information. It is a multidisciplinary approach to achieving corporate goals through the most effective use of knowledge. Organizational learning is aided by knowledge management. In order to achieve the organization's goals and objectives, effective knowledge management is critical. This is because, in today's global economy, the majority of resources are concentrated in human capital, where prospective skills exist. According to Shanhong (2000) and Dimitriades (2005), what distinguishes one company from another is the quality of its knowledge base (staff). This may explain why many companies are emphasizing vocational training and lifelong education as a means of improving the quality of their knowledge assets represented in their workforce. KM processes have been characterized in a variety of ways by many scholars (Goldoni and Oliveira, 2006). The KM process is divided into three stages by Darroch (2003) and Tiwana (2002): knowledge gathering, distribution, and utilization. The development process, as well as the formation of insights and connections, are all part of the knowledge acquisition process. The act of disseminating knowledge entails communicating what has been learned. The ability of an organization to use information acquired in new contexts is referred to as utilization. Based on their bibliographical research on KM processes, Chen and Chen (2005) propose four stages for the process. Knowledge generation, knowledge conversion, knowledge circulation, and knowledge application are the first three. Choi (2005) proposed KM processes, which will be used in this study. Knowledge acquisition, knowledge creation, knowledge storage, knowledge sharing, knowledge use, and knowledge maintenance are the five categories. This is because all other knowledge processes have been reported by two or more scholars, with the exception of knowledge maintenance, which was only noted by Choi (2005) as the final KM step. This is valuable because if knowledge is not preserved, the knowledge obtained or developed will be difficult to recover because people will have to spend more time digging up relevant, up-to-date, and accurate information. There are several names used to describe different types of knowledge, but the two most common are tacit and explicit knowledge. Tacit knowledge is described as action-based knowledge and is the foundation upon which organizational knowledge is created (Bout hillier and Shearer, 2002). According to Oakes (2003), tacit knowledge is hidden, difficult to articulate in documents, and difficult to convey with others. It can be found in people's minds, behaviors, and perceptions. It is a type of knowledge that a person acquires over time from experiences and exposures that include insights and a sense of how things are done. Explicit knowledge, on the other hand, is described as knowledge that can be codified and hence more easily expressed and shared (Boutherillier and Shearer, 2002). It is defined as what a person understands and can simply write down; it is a recorded and public; structured and permanent content. Explicit knowledge is knowledge that can be expressed in a formal and methodical manner (Nonaka and Takeuchi, 1995). Observation, reading, and discussion are used to learn here.

2.2 Knowledge management strategy

A knowledge management strategy is a plan of action that specifies how your firm will manage and consolidate company data, information, and knowledge in order to increase productivity and efficiency. Individual departmental and company-wide objectives are closely connected in the most successful of these programs. Businesses can enable their teams to tap into shared knowledge and make informed decisions that influence revenue, retention, and innovation by investing in an organization-wide knowledge management strategy. Active knowledge management is part of a knowledge management strategy. Knowledge strategy, according to Zack (1999), is the overall approach an organization intends to take to align knowledge resources and compatibilities with intellectual requirements of its strategy, thereby closing the knowledge gap between what a company must know to execute its strategy and what it already knows. Individuals try to explicitly encode their information into a common knowledge repository, such as a database, as well as accessing knowledge that other individuals have supplied to the storage method, in this case. This technique to knowledge management is also known as the codification approach. Codification approach is defined by the usage of groupware solutions such as document repositories (manuals, lessons learned, best practices, or shared data), knowledge maps, books or journals, and work flow tools, according to Meronon, Lopez, and Sabater (2004). Other groupware tools, including as video conferencing, email, and discussion boards, facilitate interaction, making personalization–oriented practices viable.

2.3 Quantity surveying firms in Kano and kaduna

In northern Nigeria, Kano is the economic and financial state, whereas Kaduna is the administrative state. Quantity surveying enterprises in Kano and Kaduna have reaped the benefits of the states' economic edge. Kano's economic influence has benefited QS businesses in the area. This has an impact on both the quality of service and the number of businesses that are located there. The number of consulting quantity surveyors employed by QS firms in Kano and Kaduna is the highest in Nigeria. In addition, according to Fagbemi (2008), 75 percent of quantity surveying firms are situated in either Kano or Kaduna. Actors in the quantity surveying practice adopt rules and regulations that govern the operations of quantity surveying firms. The professional and legal components of the profession in Nigeria are regulated by the Nigeria Institute of Quantity Surveyors (NIQS) and the Quantity Surveying Registration Board of Nigeria (QSRBN). Quantity surveying firms are knowledge-based businesses that provide clients with expert advice and professional understanding.

3. METHODOLOGY

A literature review was conducted to determine the extent of knowledge management practice in Kaduna and the Kaduna State Construction Firm. The study's research instruments included questionnaires and interviews. Well-structured interviews and questionnaires were delivered to appropriate quantity surveyors in quantity surveying firms in Kano and Kaduna states, respectively, as the primary source of data collection. Quantity surveyors, architects, engineers, builders, and other related professionals are among the responders.

4.RESULTS AND DISCUSSIONS OF FINDINGS

The distribution of questionnaires in the study region and among quantity surveying firms in the study area is shown in Tables 1-2. Kano and Kaduna in northern Nigeria were the study areas. Table 1 reveals that 21 (56%) and 14 (44%), respectively, were allocated in Kano and Kaduna states. This is deemed acceptable because Kano and Kaduna are the oldest states in Northern Nigeria, with ancient cities serving as state capitals, and where the country's construction operations and professionals are concentrated.

Table 2 also shows that contracting firms, consulting firms, and government establishments/parastatals received 10(29%), 13(37%), and 12(23%) of the total. This is sufficient since it adequately represents both the public and private sectors in the evaluation process.

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Table 1: Distribution of Questionnaire in the study area

State	Number of Respondent	Percentage (%)
Kano	21	56
Kaduna	14	44
Total	**35**	**100**

Table 2: Distribution of Questionnaire by organizations

S/N	Number of Respondent	Percentage (%)
Contracting	10	29
Consulting	13	37
Government parastatals	12	34
Total	**35**	**100**

The demographic information of the respondents who are professionals in the construction industry in Northern Nigeria is presented in Tables 3-6 below. Their job title, highest academic level, professional qualification, and years of work experience are among the socioeconomic characteristics evaluated. Table 3 shows that ten percent (29%) were architects, thirteen percent (37%) were quantity surveyors, nine percent (26%) were engineers, and seven percent (20%) were builders. Table 4 illustrates the respondents' highest academic qualifications: none of them have a PhD, 5 (14 percent) have a Master's degree, 19 (54 percent) have a Bachelor's degree, and 11 (32 percent) have a Higher National Diploma. The respondents are thought to have acceptable intellectual qualifications, making the information gleaned from their responses credible.

Table 5 shows that 4 (11 percent), 9 (26 percent), 7 (20 percent), and 5 (14 percent) of the respondents were members of the Nigerian Institute of Architects, Nigerian Institute of Quantity Surveyors, Nigerian Society of Engineers, and Nigerian Institute of Building, respectively. 10 (2%) said they were not yet qualified members of their professional organizations. This indicates that more than 70% of the responders are members of various professional organizations. Those who aren't qualified are undergoing training or waiting to be inducted into the numerous professional institutes. Their years of work experience is another key aspect that could influence the credibility of their responses. Table 6 shows that 9(26%), 13(37%), 5(14), 6(17%), and 2(6%) had 0-5yrs, 6-10yrs, 11-15yrs, 16-20yrs, 16-20yrs, and Above 20yrs, respectively. The respondents' average year of experience was judged to be ten years. According to the calculated percentage distribution and mean, the respondents had sufficient years of work experience.

Table 3: Designation of Respondents

S/N	Number of Respondent	Percentage (%)
Architect	6	17
Quantity Surveyor	13	37
Engineer	9	26
Builder	7	20
Total	**35**	**100**

Table 4: Highest Academic Qualifications of Respondents

Qualification	Number of Respondent	Percentage (%)
PhD	-	-
M.Sc.	5	14
B.Sc.	19	54
HND	11	32
Total	**35**	**100**

Table 5: Professional Qualifications of Respondents

S/N	Number of Respondent	Percentage (%)
MNIA	4	11
MNIQS	9	26
MNSE	7	20
MNIOB	5	14
Non-Qualified	10	29
Total	**35**	**100**

Table 6: Respondents' Work Experience

S/N	Number of Respondent (F)	Percentage (%)	Mid-Point (X)	FX
0-5yrs	9	26	2.5	22.5
6-10yrs	13	37	8	104
11-15yrs	5	14	13	65
16-20yrs	6	17	18	108
Above 20yrs	2	6	23	46
Total	**35**	**345.5**	**Total**	**35**

Mean = 10

5. DISCUSSION OF FINDINGS

5.1 Level of awareness

The findings demonstrated that QS firms are aware of KM and its activities, based on the level of awareness of KM in QS firms. Quantity surveyors in QS firms are well aware that KM entails activities such as knowledge collection, creation, storage, sharing, utilization, and maintenance. According to Oke, Ogunsemi, and Adeeko (2013), all Construction professionals have heard of knowledge management at some point in their careers and had it implemented in their firms. Quantity surveyors were also aware of the benefits of KM because they were all above the cut-off point. Quantity surveyors in QS firms in Kano and Kaduna, on the other hand, are unaware of the presence of KM within their businesses, and there is no officer or unit in charge of KM in their various firms, according to the findings.

6. CONCLUSION AND RECOMMENDATION

This study aimed to analyze KM practices in QS firms in Kano and Kaduna, with the goal of determining the state of the art of KM practice in QS firms in Kano and Kaduna. The study found that quantity surveying businesses have a high level of awareness of knowledge management (KM). While some firms disagree that KM occurs in their firm, the majority of firms claim that they do not have a unit/officer in charge of KM. Furthermore, it was revealed that, of all the KM activities that are routinely carried out in QS organizations, knowledge maintenance is still insufficient, since it ranked last in both cases. Knowledge activities were also found to have a positive significant link with knowledge creation, knowledge storage, knowledge sharing, knowledge usage, and knowledge maintenance, indicating that they had a major impact on QS businesses.

The following recommendations are made based on the aforementioned conclusion: For effective Practices, there should be constant and effective acquisition, creation, storage, sharing, use, and preservation of knowledge. Quantity surveying firms should also develop a knowledge policy to serve as a guide for the organization's workforce in managing information and applying it to real-world situations.

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