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Knowledge Management Practices: A Public Sector Perspective.

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Availability of data

The data that support the findings of this study are available from the corresponding author upon reasonable request

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Abstract

Using a qualitative approach, this study explores how knowledge management is conceptualised and implemented in the asset management departments of organizations in the Nigerian public sector. Applying systems thinking and organizational development theories, this study found that, while knowledge management practices are implemented, they are at the beginning stages within the various critical institutions and organizations investigated. This study is novel in that it uncovers how the sociocultural and demographic factors prevailing in the Nigerian context may influence the knowledge management process.

Keywords

Knowledge Management, demographic factors, Public Sector, Socio-cultural, Nigeria.

Plain language summary

Knowledge management practices remain relatively unexplored in public sector organizations, especially in developing countries. This paper explores how knowledge management is practiced and highlights critical contextual factors that may influence its effective implementation in Nigeria and similar countries.

Highlights

- Knowledge management has been implemented in the Nigerian public sector, although it is still in the development stage.
- The Nigerian public sector perspective is unique and underscores how socio-demographic factors may influence the effectiveness of knowledge management practices.
- The framework developed in this study provides a starting point for examining the challenges of establishing knowledge management practices in public-sector organizations. In particular, in a similar context

Introduction

Knowledge management (KM) is an essential resource for organizations (Rahman et al., 2018; Ferreira and Carayannis, 2019, Garcia and Sosa-Fey, 2020) and a previous study found that KM is a core tactical component of organizational processes (Martinez-Conesa et al., 2017). Consequently, KM has become critical for organizational success (Srinivasan and Perwez, 2020). Despite its relevance, the KM strategies employed by organizations are usually insufficient or unreliable (Al-Kurdi et al., 2018), and there is also a lack of literature that investigates how knowledge management practices are implemented, especially in the public sector (Oluikpe, 2012, Henderson et al., 2014, Giglio et al., 2018). Razzaq et al. (2019) asserted that “KM in the public sector is quite an ignored area in the knowledge management discipline” (p. 925) and called for more investigation to understand how KM is implemented in public sector organizations. This line of enquiry is essential to highlight how KM can further develop an organization’s capabilities (Moustaghfir, 2009).

A lack of understanding of KM practices is even more common in developing countries (Ahmad et al., 2015). The insufficient proof of organizations undertaking and implementing KM has been attributed to a lack of leaders that participate in KM activities, rigid organizational structures, culture, and deficiency of standardised incentive systems (Muqadas et al., 2017, Srinivasan and Perwez, 2020). Okeke (2017) argues that the inability to provide a coherent strategy for KM implementation, lack of understanding of the sociocultural context, and the role that top management plays are the main challenges of KM practice in Nigeria. In addition, Dwivedi et al. (2011) reiterated the importance of comprehending the influence of cultural context on KM practices.

Consequently, the public sector in Nigeria is suitable for this study because asset management departments in the Federal Civil Service are presently working on establishing and

implementing proper asset management and tracking systems to enable the appropriate control and management of all government assets across the nation (Office of the Accountant General of the Federation 2020). Asset management practices have been undertaken manually using spreadsheets; however, the government is now considering the implementation of an advanced process. Knowledge management is an important managerial tool that can help support the advancement of manual systems to automated asset-tracking systems. Thus, this study aims to investigate how knowledge management is implemented in asset management departments to identify areas of deficiency and develop a framework to support the implementation of the KM process. The following research questions were presented to explore this aim further.

1. How are knowledge management practices implemented in asset management departments of the Nigerian Federal Civil Service?
2. How does context influence knowledge management implementation in asset management departments of the Nigerian Federal Civil Service?

The Nigerian Context

Understanding the sociocultural context of Nigerians is vital because, without understanding the differences between employees, it would be difficult to properly implement knowledge management processes, specifically the adoption of a knowledge-sharing culture. To confirm this assertion, Johnson et al. (2014) explained, ‘Culture as the software of the mind and the collective mental programming of the people’ (p. 91). This quotation is relevant to countries such as Nigeria because the country comprises six geopolitical zones: northeast, northwest, southeast, south–south, south–west, and north–central (Olatomiwa et al., 2016). There are 36 states in Nigeria in these zones, and there are approximately 374 ethnic groups with different cultures, customs, beliefs, and values (Nwabunike and Tenkorang, 2017). In addition, the public sector is composed of diverse employees because of the principle of federal character,

which requires that every federating state in the country is given equal representation in public sector recruitment (Pepple et al., 2017), hence, it is essential to understand how different backgrounds and sociocultural groups may affect organizations.

Literature review

Knowledge Management

Knowledge management is an essential managerial tool that provides competitive advantage (Martinez-Conesa et al. 2017, Garcia and Sosa-Fey, 2020, Bouncken et al., 2021). KM is defined as the process of acquiring, exchanging, renewing, and handling data, materials, and knowledge within an organization for productivity, efficiency, cost reduction to be realised and improved performance to be attained (Mehta and Tariq, 2020). Knowledge has been categorised into explicit and implicit knowledge (Massingham and Massingham, 2014). Explicit knowledge is a kind of knowledge that can be recovered with the aid of task-related strategies that can be acquired through deliberate studies and it is analysable (Toomer and Elgort, 2019). In addition, explicit knowledge is described as straightforward and is easier and more successfully executed. Implicit knowledge is acquired through experience and is a type of intuitive knowledge. Garcia and Sosa-Fey (2020) and Mitrović et al. (2018) argued that implicit knowledge is the most difficult to transfer and articulate because it is deeply rooted in context and because of a lack of willingness among employees to share knowledge and lack of time. Thus, in investigating the KM practices implemented, this study identifies factors hindering the effective transfer of implicit knowledge required to develop the explicit knowledge of employees in the asset management department.

Knowledge Management Processes

KM processes are noticeable activities within a firm related to knowledge management of knowledge (Olubiyi et al., 2019). KM processes include the procedure used for knowledge formation, organization and storage, knowledge sharing, knowledge transfer, and knowledge implementation, which include having a knowledge-oriented leadership style, knowledge repositories, and infrastructure. This is relevant for the management and control of an organization's intellectual property.

Knowledge Formation

The formation and distribution of knowledge is relevant to knowledge management. Knowledge formation involves the creation of new ideas, synthesis of different disciplines, acknowledgement of previously undiscovered patterns, and establishment of new processes (Olubiyi et al., 2019). However, Jennex (2008) argues that for an organization to know how to manage knowledge, it must first have the knowledge to work with, which is done by identifying different ways of acquiring and creating new knowledge. Accordingly, new knowledge can be acquired by hiring individuals with the relevant knowledge. Additionally, knowledge can be rented by hiring external consultants, funding research conducted by research institutes, or data and text mining (Gupta et al., 2004).

Knowledge Organization and Storage

This involves gathering new knowledge by codifying and arranging it in an orderly documented format (Jennex, 2008). Organizational knowledge involves both explicit and implicit knowledge, which can be transformed and documented for future reference in the form of manuals, email messages, handbooks, data, and archives (Garcia and Sosa-Fey, 2020). It is also important that relevant knowledge be retained within various government organizations for

reference purposes, because it acts as a means of avoiding knowledge loss that can occur when an employee leaves an organization (Nonaka and Takeuchi, 1995).

Knowledge Sharing

Knowledge sharing has been identified as a fundamental tool for attaining competitive advantage (Jackson et al., 2006) and knowledge sharing behaviour "... facilitates the flow of knowledge and improves organizational performance and sustainability" (Abbasi et al., 2020). An organization with a culture that encourages knowledge-sharing customs, beliefs, and ideologies fosters an efficient flow of information and knowledge from the holder to the receiver (Abbasi et al., 2020). Organizational culture has been associated with increasing productivity, performance, and growth of an organization, and it also influences knowledge-sharing behaviour (Aquilani et al., 2017). Additionally, management's ability to establish interpersonal relationships among employees through close interactions is necessary for effective knowledge-sharing, creativity, and innovation (Alavi and Leidner, 2001, Nonaka, 1994).

Knowledge Transfer

Argote and Ingram (2000) stated that "knowledge transfer in organizations is the process through which one unit (e.g. group, department, or division) is affected by the experience of another". (p. 151). Other scholars, such as Ferreira and Carayannis (2019), explained knowledge transfer as the transmission and distribution of stored knowledge from one person to another, and it is a way through which information is processed, formatted, and expressed in common language to those who seek knowledge. The main function of knowledge transfer is to deliver reports and knowledge to a less experienced person or employee by an experienced

individual so that less experienced employees are prepared and mentored to assume future roles within a firm (Athanasopoulou et al., 2018).

Knowledge implementation

Knowledge implementation explores the literature on the role of leadership and the technological infrastructure required to adequately deploy KM practices.

Knowledge-Oriented Leadership

Knowledge-oriented leadership has been identified as a crucial organizational factor influencing the impact of KM processes as a determinant of organizational performance (Sadeghi and Rad, 2018). Raudeliuniene and Kordab (2019) described knowledge-oriented leadership as a concept that combines traditional leadership practices with new leadership concepts based on theories of knowledge management practice. This leadership style is relevant because it provides support and enables the development of workers' capabilities. It also focuses on providing an effective knowledge management process, including a reward system that facilitates knowledge management practices within an organization (Shariq et al., 2019).

Knowledge Repositories and infrastructure

In today's knowledge-driven economy, organizations understand the need to manage knowledge assets through the implementation and application of information technology-based knowledge repositories (Chong et al., 2014). Benitez et al. (2018) explained Information Technology infrastructure as an organization's shared set of technical and human resource infrastructures. Knowledge repositories are used to acquire, accumulate, and disseminate important information and knowledge within an organization (Kankanhalli et al., 2005, Fadel and Durcikova., 2014). Knowledge repositories are also described as enhancers of knowledge

management processes; however, their long-term value in the long run thus depends on whether it consists of knowledge that is precise and valuable to the person using it (Zack, 1999).

The theoretical framing of knowledge management

Organizational development theory underpins the use of behavioural sciences to enhance organizational effectiveness through the generation of “planned, organization-wide, and top-to-bottom intervention” within an organization (Berkhard, 1972). The theory describes the inner dynamics within an organization and how it occurs when a group of individuals tries to function as a group, and this is also applicable to the public sector. The development of asset management practices is imperative for productivity to be enhanced, and requires changes in an organization’s culture, abilities, procedures, and practices (Wu and Chu, 2015). As knowledge management plays a major role in the effective development of asset management practices, it is important to investigate how asset managers and officers understand and implement knowledge management. System thinking theory is applied to understand the complex nature of organizations, especially in an empirical context. In general, the theory is about learning how to handle complex situations by taking a holistic perspective of a situation in a complex system while considering contributing factors (Mahon and Patton, 2018). For knowledge management practices to be effectively utilised to develop asset management practices in the public sector, a holistic perspective involving employees’ knowledge acquisition, organization, storage, sharing, and transfer is needed. There is also a need to understand the organizational culture on knowledge sharing, business strategy of the organization, technological infrastructure, knowledge repositories, and the sociocultural context of Nigerian workers.

Methodology

This study draws on a qualitative research approach to understand how knowledge management practices are implemented, and the factors that influence their effectiveness. The factors influencing knowledge management practices in this study are informed by the prevailing contextual issues in an under-researched region, where there is limited literature to formulate hypotheses (Reinecke et al., 2016). Using a qualitative research method with an inductive approach, the study was designed to enable the authors to gain an in-depth understanding of the constructs and the role played by the context plays (Kohler et al., 2019). Thirty participants from different federal government ministries and agencies working in asset management departments participated in the study, and interviews were conducted online because of coronavirus restrictions. A purposive sampling technique was used to collect data from participants. A criterion for choosing respondents was applied based on their role as asset management officers in their respective departments. (See Table 1 for participant descriptions). Most of the participants interviewed were senior civil servants, comprising accountants and a few IT specialists. Reflecting on the research aim, the following three broad questions were presented:

- a. What is your understanding of knowledge management practices?
- b. How is knowledge management implemented in your organization to support asset management?
- c. What are the challenges of knowledge management practice in your organization?

Ethical approval was obtained from a university in the UK, and all ethical issues were followed before and during the interviews. The interview sessions lasted from 30 to 45 min, and all sessions were recorded and transcribed.

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Insert Table 1 here

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The authors applied a priori coding for the data analysis (Nunes & Al-Mamari, 2008). This approach involves the use of existing literature to support the coding process (Pepple, 2022). While researchers have criticised this approach for inhibiting innovation (Snelgrove, 2014), others have suggested that the benefits outweigh this limitation (Vaismoradi et al., 2016). For example, a priori coding helps reduce the complexities associated with multidisciplinary research by focusing on the data collection tool, supporting the generation of relevant codes and theoretical saturation (Nunes & Al-Mamari, 2008, Vaismoradi et al., 2016). As multidisciplinary research investigating how knowledge management is implemented by asset managers, this coding process involved identifying employees' comments that espoused their understanding of knowledge management, how knowledge management is practiced, and how context influences knowledge management implementation based on organizational development and system thinking theories. The comments were grouped together, showing that knowledge management was not established and that the context influenced how it was implemented. The first and second authors analysed the codes together, while the third author was independent of the process in the event that a consensus was not reached between the first and second authors. A consensus was reached between the first and second authors and was confirmed by the third author.

Findings

Understanding of knowledge management

Not familiar with knowledge management:

An initial question was asked to determine the participants' understanding of the meaning of knowledge management. This response was surprising.

“Well, we have never let us say... maybe it is happening, but we do not know what knowledge management is” (Director).

“No, I have never heard of knowledge management” (Accountant I).

“I don't know what knowledge management is” (Senior Accountant).

This response highlights a lack of understanding of knowledge management in the context of this study.

Current knowledge management process

Sources for acquiring knowledge on asset management:

The first stage of the KM process is knowledge formation or creation, and the responses obtained illustrate how deficient new knowledge is generated within an organization.

“So, training of staff, there is an asset management unit already in the office of the Accounted General that go about training staff to develop our knowledge on asset management, though we have not really gone deep into the training aspects. Well, there are proposals on the ground to ensure that staff are well equipped in asset management ...” (Chief Accountant).

The participants' responses confirmed that knowledge was created through training.

Knowledge sharing culture:

The federal government has made efforts to invite consultants to develop the KM capacity of workers, especially in relation to the new asset management and tracking system; however, the information obtained from the participants is not encouraging.

“But to some extent, when we require information we get it but sometimes they want to hold back so that we call them back again. Some even give you software and still hold back some things, so that by the time you start using the software, you will need to call back for their services. I think that is just the nature of most businesses” (Assistant Director I).

To financially extort the government, consultants hired to train officers to hoard knowledge so that they could be called back to get more pay. This further underscores the challenges of transferring implicit knowledge to explicit knowledge in the current knowledge-management process. A culture of knowledge sharing and exchange in asset management is essential. Thus, determining the extent to which they practice it and identifying what needs to be improved are imperative to ensure that implicit knowledge from retiring officers is not lost when they retire from the service.

“The culture in my organization is that of a participative management because we all work together and resolve issues together.” (a retiring Chief Accountant).

The responses obtained from the participants are commendable, and efforts have been made to encourage the sharing, exchange, and transfer of knowledge.

Organization of knowledge management

Respondents were asked how other departments organize learning resources for asset management, and their responses were not encouraging.

“...There are issues, some Ministries Departments and Agencies (MDAs) do not know that they need to keep records of such assets (Director).

“No asset management program is taking place here, but our store managers handle all assets” (Chief Accountant).

The response obtained from the participant highlights the urgent need to overhaul asset management departments in the Nigerian public sector. The following question was asked about how they stored and reused the codified knowledge:

Knowledge Repositories

Participants were asked how the knowledge acquired in the department was stored for future referrals.

“These training have soft copies that are sent to our e-mails. So, we have backup copies that we can refer to after the consultants are gone” (Chief Accountant).

Participants indicated that they did not have an established technology-based system designed to provide aid in the storage and reprocessing of the organization’s knowledge.

The state of asset management in the public sector:

To understand what has been done thus far for the development of asset management in the public sector, a question on the level they are at was asked, and the responses obtained were almost the same among the respondents:

“Well, the federal government is just trying to bring in this idea of asset management especially with the new system” (Principal Accountant).

“Basically, asset management in Nigeria is just coming up” (Chief Accountant).

*“Certainly, it has not even started; we are very close to the infant stage.”
(Assistant Director)*

“OK, oh, that is a lot longer way we're just starting...” (Director).

The information obtained from most participants shows that asset management practices in an empirical context are at an early stage. This is not surprising, given the current state of knowledge management in organizations.

The role of demography in knowledge management practices

It is assumed that the specific behaviour exhibited by members of an organization or team is due to the ratio of persons with demographic attributes similar to their own (Ojha, 2005). For instance, the dialect, qualification, experience, age, and position of asset managers and officers may impact their behaviour towards knowledge-sharing. In addition, individuals with similar

educational profiles are said to be more likely to influence people's behaviours towards knowledge sharing, which is referred to as relational demography. Relational demography is based on the paradigm of similarity-attraction, which states that people with similar demographic attributes are more likely to be attracted to each other, leading to higher social interaction (O'Reilly III et al., 1989).

Nigeria has 529 dialects, and all these dialects are represented in the asset management units even though the official language is English, however, what is obtainable in the business environment is that professionals tend to engage in official conversations in their mother tongue with people familiar with their languages. Individuals who do not understand the language tend to withdraw, which can affect their participation in organizational knowledge sharing. However, in the asset management head office, the director tends to discourage the staff from engaging in such acts based on the results obtained from the participants.

“The culture in my organization is that of a participative management because we all work together and resolve issues together. However, sometimes it may be difficult because some colleagues form cliques with people of their ethnicity’ (female participant - chief accountant).

“...there's always this fraternity that we promote, and as a former head is this group of attorneys with some inner shadow already imbibed in all of us. So, we do not see ourselves as a diverse sort of; we are as a family. We do this in a conscious way because we understand the challenge that language and culture differences can cause” (Female participant - Principal Accountant).

Asset managers and officers in the public sector are accountants, implying that the minimum qualification they have is a bachelor's degree or higher education, the highest degree holders would have doctorate qualifications, and the Nigerian public sector is made up of people who are status-conscious. As such, those with low qualifications might stay away from well-

educated asset managers, and the tendency of those with lower qualifications to come together is high, which could negatively affect the level of knowledge sharing.

“We train officers on grade level 10 upwards (Male participant - IT Specialist)”

“Asset management is undertaken by Accountants (Female participant - Principal Accountant)”

According to Ojha (2005), experienced persons within an organization are less likely to engage in knowledge sharing because they do not seek knowledge owing to their long stay there and the knowledge they have acquired through experience. The presence of such factors invariably negatively affects knowledge-sharing behaviours.

“Everybody falls into a particular group and the group is made up of not just those who are knowledgeable and experienced, but also the inexperienced one. As someone who is experienced and nearing retirement, I do not see much benefit attending the knowledge exchange forum” (Female participant - Senior Accountant).

Age is another relevant determinant of knowledge sharing; Nigerians are conscious of their age as such elderly asset managers are respected and, as such, employees of similar age groups tend to interact more together, which can also affect the level of knowledge sharing within the organization.

“Although, I am a senior officer, I call any one older than me Oga which mean my boss because of respect” (Male participant - Account II)

“We are taught to be respectful so I call my boss ma'am” (Female participant – Assistant Director)

“I find it difficult to have meaning discussions with younger workers of today. They want to do things quickly without going through the norms” (Female participant – Accountant I).

Discussion

The findings provide insight into the implementation of knowledge management and how the organizational context can contribute to the effectiveness of knowledge management practices,

especially in the public sector. Overall, the findings suggest that asset management officers may continue to struggle with the creation, storage, sharing, transfer, and implementation of knowledge. Public sector organizations need to recognise previously unseen patterns, synthesise different disciplines, and develop new processes (Olubiyi *et al.*, 2019). This new process would have to be obtained externally in the first instance, and would have to be transformed into valuable assets for present and future use. Knowledge can be obtained by hiring external consultants (Gupta *et al.*, 2004). However, the findings suggest that this was not the case in the empirical context, and the consultants hoarded new knowledge. The following forms of storage were used to store new knowledge: manuals and handbooks, consistent with Jennex (2008) and Garcia and Sosa-Fey (2020).

It is commendable to encourage knowledge sharing and exchange among asset management officers. However, informal mentoring by officers is insufficient for their development, implying that more needs to be done. Establishing a culture of knowledge sharing would aid the attainment of competitive advantages and improve performance and sustainability (Abbasi *et al.*, 2020). Nonaka (1994) affirmed that top management plays a major role in facilitating knowledge-sharing. When the management of the civil service adopts knowledge-oriented leadership, KM processes would invariably impact and boost the development of asset management practices (Ramezani *et al.*, 2017).

For knowledge transfer to be effective, the government must manage the knowledge possessed within the organization by implementing and applying information technology-based knowledge repositories (Fadel and Durcikova, 2014). Knowledge repositories are known to enhance KM processes; however, only relevant knowledge valuable to the development of asset management practices should be considered, and this knowledge should be extracted from

asset managers (Watson and Hewett, 2006). Such knowledge should be validated to ensure its accuracy and value (Soo *et al.*, 2002). Knowledge repositories should also be given due consideration, because they significantly enhance knowledge transfer by facilitating knowledge sharing (Alavi and Leidner, 2001). Furthermore, the use of the Internet and intranets as a knowledge infrastructure cannot be overlooked. The adopted knowledge system should also be flexible in adapting to environmental changes (Matook and Maruping, 2014).

The participants' demographics provided unique insights into how sociodemographic factors may influence the effective implementation of knowledge management practices. In addition, Dwivedi *et al.* (2011) reiterated the importance of comprehending the influence of cultural contexts on knowledge management practices. Investigating the role of context is important because it underscores the existence of universal psychological processes that manifest differently depending on the tradition, customs, race, culture, and beliefs of the respondents (Beins, 2009). This section of the findings is in line with systems thinking theory, which suggests that understanding a phenomenon requires a holistic view of organizational and contextual factors (Mahon and Patton, 2018).

Nigeria is a highly diverse country, and its public service workforce comprises individuals from different states, cultures, beliefs, customs, traditions, and backgrounds (Nwabunike and Tenkorang, 2017). However, while language barriers and ethnicity are challenges, concerted efforts have been made to encourage employees to work together as fraternities, irrespective of their ethnicity. This was commendable and encouraging.

The positions or ranks of the participants influenced their knowledge management practices. Most of the participants interviewed were senior officers because officers on the rank of

Principal Officers, Chief Accountant, Assistant Directors, and Deputy Directors to the Director levels are all called senior officers (Public Service Rules, 2009) and 23 of the participants were on the respective levels, while only seven participants were on the junior officers level, which included accountants, accountants I and II, and senior accountants (see table 1 for more details). From the responses received, it can be stated that management prefers to train officers at high levels because they believe that the minimum educational qualification of such officers is either a bachelor's or a higher national diploma (HND). As such, they can comprehend what is required to implement an asset-management tracking system.

It is good that they try to use well-experienced and educated officers for the program; however, junior officers are also graduates and involving them in training and development would help in developing a strong workforce that is also necessary for knowledge transfer to take place. This is necessary because they will continue the program when experienced officers retire or leave the service. Furthermore, not involving junior officers can have negative consequences for innovation and creativity (Hulpke, 2019) because talented individuals might not be identified by younger and low-ranking personnel.

The discussions highlight the current practice of knowledge management and how participants' socio-demographic contexts influenced their effective implementation in the empirical context. Figure 1 provides a summary of the overall findings and framework for improving the implementation of knowledge management practices.

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Conclusion

This study examined how knowledge management is implemented in asset management departments to identify areas that are deficient and to develop a framework for supporting the implementation of KM practices. Using systems thinking and organizational development theories, this study found that knowledge management is not established within organizations such as departments and agencies (MDAs). This study makes significant contributions to the literature by investigating how knowledge management is implemented in the public sector in Nigeria. First, it provides a framework that underscores how knowledge management practices can be improved based on the current knowledge management practices and challenges. Thus contributing to Ferreira and Carayannis (2019) and Moustaghfir (2009) call for further investigation into the factors that affect the effective implementation of knowledge management. Second, the developed framework provides a starting point for examining the challenges of establishing knowledge management practices in public-sector organizations. Existing literature that has investigated knowledge management practices in Nigeria has focused more on the private sector (Oluikpe 2012). The framework developed in this study makes it easier for practitioners to identify how knowledge management practices can be implemented to support the development of employee and organizational outcomes. Finally, this study underscores the uniqueness of the Nigerian perspective by highlighting how socio-demographic factors may influence the effectiveness of the knowledge management practices.

Understanding sociodemographic factors adds to the tools available for managers to deploy for effective implementation of knowledge management practices. For example, Nigeria has a high-power distance and, as such, a strong regard for position (Hofstede, 1980). Managers should be involved in knowledge-sharing sessions to provide more acceptance and responses

from employees. There is also high regard for age and seniority in the country, which could be useful in reducing resistance to creating and sharing activities. Managers are encouraged to work with retiring employees and include them in knowledge-management strategies. This is especially important for the hoarding of the knowledge behaviour of external consultants reported by the participants. Finally, training should be inclusive, to give employees the opportunity to develop their knowledge. Overall, this study posits that significant advancements can be recorded in the implementation of KM practices when various elements mentioned in the theoretical framework are introduced and implemented.

This study has some limitations. The research was conducted only in Nigeria, meaning that the findings from the data collected may not apply to other countries, especially within developed economies. Considering that other developing countries may have similarities to Nigeria, it can be stated that Nigeria is a good representation of what is obtainable in various developing countries. This implies that these findings are useful, particularly in developing countries (Pepple et al., 2021). In addition, the issue of research validity cannot be overlooked because it was conducted using a qualitative research method, and considering the small sample size, the challenge of generalisation was raised. However, the researchers ensured that bias was minimal, respondents' anonymity was assured, and data were anonymised prior to coding. In addition, data saturation was attained. The qualitative research method provided an in-depth understanding of the situation from the various perspectives of the participants, allowing for proper and relevant solutions to be proffered for the development of asset management practices in Nigeria, aided by KM and other inner organizational dynamics. Considering the area for future research, a quantitative study would be beneficial in furthering this study.

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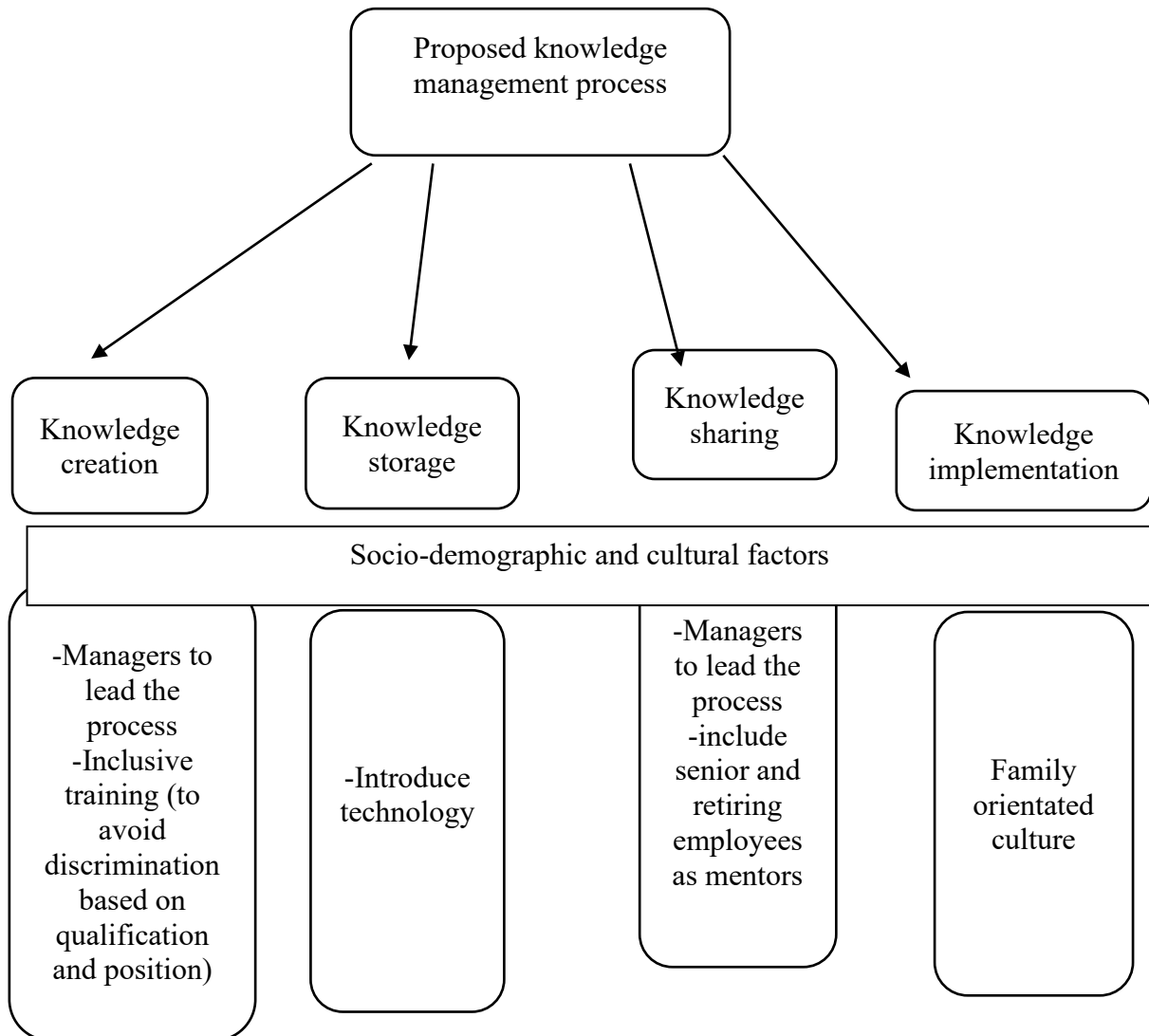
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Table 1: Participants Description

Participant (P)	Zone	Rank
P1	South-West	Accountant
P2	South-West	Assistant Director
P3	South-West	Chief Accountant
P4	North-Central	Principal Accountant
P5	South-West	Senior Accountant
P6	South-South	Assistant Director II
P7	South-West	Accountant I
P8	North-East	Accountant I
P9	North-East	Director
P10	South-East	Principal Accountant
P11	South-South	Assistant Director
P12	North-East	Chief Accountant
P13	North-East	Deputy Director
P14	North-East	Chief Accountant
P15	North-West	Deputy Director
P16	North-Central	Principal Accountant
P17	South-South	Accountant I
P18	North-East	Director
P 19	South-South	Senior Accountant
P20	North-East	Director
P21	North-Central	Accountant
P22	South-East	Accountant I
P23	South-South	Chief Accountant
P24	North-West	Assistant Director
P25	South-East	Accountant
P26	North-Central	Deputy Director
P27	South-East	Special Adviser
P28	North-East	Special Adviser
P29	North-Central	Accountant
P30	North-West	Inventory Officer

Figure 1: Socio-cultural framework for deploying knowledge management processes in the Nigerian public sector



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Christine Makama recently passed her viva voce for a DBA in Business Administration and Management at the University of Wales Trinity, Saint David. Her research interests and areas of expertise are knowledge management, asset management, marketing, finance, and accounting. Christine is a passionate early career researcher. She recently published the *Association of Marketing Theory and Practice Proceedings 2022*. 16 on “*Investigating how tacit knowledge management inclination and explicit marketing agendas impact business success*.”

Dr. Okeoma John-Paul Okeke is a senior lecturer in business studies and a program manager for the doctoral research program at the University of Wales Trinity Saint David London Campus. He has a PhD in business studies from the University of East London. Dr. John-Paul Okeke has led to significant initiatives in knowledge transfer and knowledge development partnership. He is an experienced mentor and advisor to younger faculty members and consulting colleagues in entrepreneurship.