

Comparative Perspectives on Knowledge Management Theories and Approaches

Ghaln D. Martin

Ulaanbaatar, MUST "Advanced Business School

** Corresponding author: Khredgf.er21@gmail.com*

Abstract

The advantage of human resources is that they are the richest and most inexhaustible. Therefore, one way to take advantage of this is to compare the theory and approach of knowledge management, create an optimal system, and turn knowledge into strength, resources, and performance to increase the organization's competitive advantage, bring efficiency, and provide opportunities for sustainable development. Therefore, we aim to study the theory and approaches of knowledge management in connection with the need to compare, introduce and improve.

Keywords: Experience, information, efficiency, shared knowledge, learning

Introduction:

Human resource management is characterized by rapid development and constant change. With the new approach to modern human resource management, organizations need to pay constant attention to the knowledge, skills and talents of their employees in order to work efficiently and increase their competitive advantage. By using and implementing knowledge management properly, an organization can be more efficient and more competitive. Therefore, we will study the theory of knowledge management from a methodological point of view, make our own logical definition, and study it further in the organization.

Comparative study of knowledge management theory and methodology

Knowledge of its comparative definition

For knowledge management, the most important thing is to have an accurate understanding of knowledge. It is one-sided to evaluate human knowledge on the basis of scientific knowledge expressed on visible paper. People generally organize and integrate their knowledge according to their values. Integrity is critical to the

acquisition, sharing, and correction of knowledge. Implementing knowledge management raises two key issues: understanding the difference between knowledge and information. Knowledge is a broader concept than information, and human knowledge cannot be understood in terms of specific rules and information alone. You also need to consider rules, facts, reason, and common sense. **Data** are unorganized and unprocessed documents. Data is a continuous set of facts about an event, and its meaning is important for evaluation. In other words, data is needed to make decisions and generate information.

Information is **information** that contains a specific form. It is bundled data that is easy to make decisions, and there are data generated from the processed data.

Knowledge is an ambiguous level of ambiguity, a basic tool for overcoming ambiguity and complexity. It is much richer and more difficult to find than data and information.

Table 1.1.1 Versions of data, information, and knowledge definitions

Data	Information	Knowledge
Statement of Reality / Acharaya 2001 / Uncategorized knowledge / Dixon2000 / Quantities / Applehans et al, 1999 / Continuous target facts about events / Davenport, Prusak 2000 /	Organized and systematized data / Acharaya 2001 / Analyzed and sorted data (Dixon 2000) / The data is meaningful or needed by someone. / Dickerson 1998 / Statement of	Reality and human interaction / Acharaya2001 / Holsapple 1996 / Housel and Bell 1999 / Ability to make data and information effective (Applehans et al, 1999) / Valuable information

	Measurement (Applehans et al, 1999) Data makes a difference. / Davenport, Prusak 2000 /	that has been proven and proven / Libeskind 1996 / Organized and systematized information for a specific purpose / Johanessen et al. 1994 /
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Original source: Acharya Jagabandhu. What is knowledge? Kmx.totalkm.com/whatisk.html

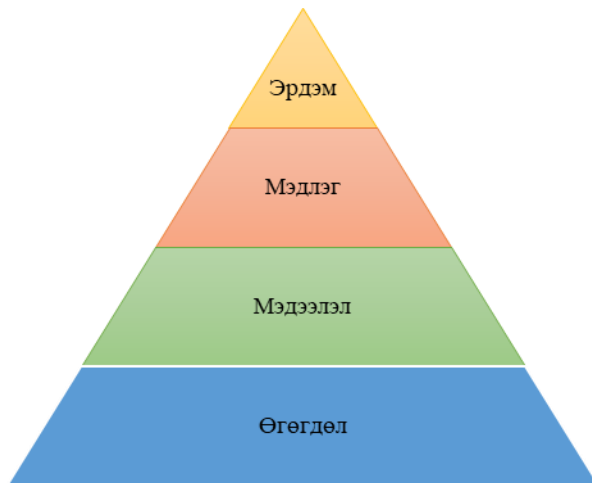


Figure 1.1.1 Level of knowledge

Thomas H. Davenport and Lawrence Prusak explain knowledge in relation to data and information as follows ^{1[1] 2}.

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Knowledge comes from information, and information comes from data. Data is a collection of real and independent facts about a phenomenon or event. Information is usually sent in the form of documents, audio and video. Every message has a sender and a receiver. By adding meaning to the data that sends the information, the data becomes information. We can convert data into information in the following ways to add value.

- Conditions of the connection between üezkh / Contextualize / - data interpretation gathered what purpose
- Calculate - Mathematical and statistical analysis of data
- Correct - corrects data errors
- Condense - summarizes data in a more concise form

The following steps will help you turn information into knowledge.

- Compare - How is this information about the situation similar or different from other situations we know of?
- Consequence - What conclusions can be drawn from this information about actions and decisions?
- Connection - How does this piece of information relate to other information?
- Conversation - What do other people think about this message?

To answer the question of what knowledge is, many scholars have defined it in their own way. Here are some similarities and overlaps:

- ✓ *Knowledge is a situation or fact that you want to know something gained through experience and collaboration. Webster's Dictionary*
- ✓ *Knowledge is the result of cognitive activity. Mongolian Dictionary, 2008*
- ✓ *Valuable information that has been proven and proven. Libeskind 199 9*
- ✓ *It is a complex of expert wisdom, content, values and experiences that enable the creation and evaluation of new experiences and information. Davenport and Prusak 2000*
- ✓ *Information with theoretical and practical insights from human experience and education. Ramon Brena, Carlos, 2008*
- ✓ *Recognized, perceived, and detailed information obtained through learning and research. Ben Tran, 2009*
- ✓ *Accurate information obtained from the study. Lynne M. Robinson , 2009*

- ✓ *The sum of what an individual learns through experience and learning. Knowledge is the act of communicating with others that exists in the human mind. Irena Ali, Leoni Warne, Celina Pascoe, 2009*
- ✓ *Special skills acquired through knowledge and experience. Geraldine Ryan, Edward Shinnick, 2011*
- ✓ *It is a general knowledge of facts, facts, and rules obtained through study and research. Paulette Isaac , 2011*
- ✓ *Proven information and insights gained through personal experience and learning. Jia Wang,*
- ✓ *Results of information obtained through study. Knowledge is physical activity, facts, rules, theory and practice related to work and study . Maria José Angélico Gonçalves, valvaro Rocha, Manuel Pérez Cota, Pedro Pimenta, 2016*
- ✓ *It is an understanding gained through experience. Kijpokin Kasemsap, 2017*

Considering the above definitions and how they define the knowledge of other scholars, consider the most overlapping words:

Information, experience, results, learning, activities, skills and knowledge.

Theoretically, a logical breakdown of overlapping words:

1. Information

- Experience-based information
- Organized information
- Information obtained from experience
- Information obtained through study
- Information obtained through education
- Theoretical and practical information
- Effective information
- Real information
- Sensitive information
- Detailed information
- Recognized information
- Conscious information

- Interrelated integrated information
 - Information generated by data processing
 - Subjective information
 - Information that allows you to achieve results
 - Information that can be changed
 - Systematized information
 - Valuable information
 - Proven information
 - Content information
2. Experience
- Personal experience
3. The result
- Information results
 - Outcomes of cognitive activity
 - Effective action
 - An effective decision
 - Effective operation
4. Ask
- Learn from experience
 - Learn effectively
 - Organized learning
5. Activity
- Human activity
 - Effective operation
 - Organized activities
 - Systematized operation
6. Ability
- Ability in the mind
 - Abilities acquired through knowledge and experience
 - Ability to operate effectively
 - Conscious ability

7. Knowledge

- Valuable knowledge
- Knowledge of rules

Based on a comparative study of all of the above, I have developed my own definition.

Knowledge is systematized information obtained through experience and learning

$$K = f (E; L; I) .$$

Comparison of knowledge management definitions

Having a well-rounded understanding of knowledge is important for acquiring knowledge and then implementing knowledge management. Knowledge management can create an organizational competitive advantage and take creativity to a whole new level of quality. Technology is no longer an advantage. Because everyone has the opportunity to have the same technology, only knowledge can create a continuous advantage for the organization. Knowledge management can be a great help in having a sustainable knowledge base and enriching it.

Knowledge management is a relatively new management approach to identifying, managing, organizing, and developing an organization's intellectual resources, such as information, talent, experience, and know-how. (1970s), Carl Eric Swaby, Duag Engilbart, Rob Axin, Don McCracken (1980s), Tom Stewart, Nonaka, Takeuchi (1990s) and many others. , has become one of the most promising areas of management today. Knowledge management is based on the idea that the most valuable resource of an organization is “employee knowledge”. How the organization's productivity employees create new knowledge and share it with other members of the organization.

It is clear that human beings are the most valuable resource, but knowledge management has become a new trend due to the need to focus on their knowledge. This is due to the rapid changes in society and the needs of the new era. Soon all jobs will be "knowledge-intensive jobs". As a result, all employees need to be “knowledgeable workers” (the amount of knowledge required depends on the

employee's job description). So creating, applying, and sharing knowledge is the most important thing any organization can do for its employees.

Edvinsson, Malonye / Edvinsson and Malone / determined that there are 2 forms of intellectual capital in the fundamental basis of values at all ^[2] .

Human capital + structural capital = Intellectual capital

These include:

1. Human capital - A combination of knowledge, skills, and creative abilities of an organization's employees that can be used to perform a specific task. It also includes the organization's values, culture, and ideology. Human capital is not the property of an organization.

2. Structural capital - Items such as hardware, software, databases, organizational structures, patents, and trademarks. In other words, when an employee goes home or leaves an organization, it is something that stays in the organization. Human and structural capital support and motivate each other. By promoting human capital, human capital contributes to the creation of structural capital.

Knowledge management is essentially about how knowledge is used to create wealth.

To answer the question of what knowledge management is, many scholars have defined it in their own way. Considering similar or overlapping definitions 3

- ✓ *MM is the whole systematized part of identifying, managing, sharing organizational knowledge, and connecting people to create new collaborative knowledge within the group's goals. Sbaffoni, 2010*
- ✓ *MM is the concept of using, developing and protecting knowledge assets. Katsoulakos & Zevgolis, 2004.*
- ✓ *Ability to manage, organize, maintain, evaluate, and share knowledge. Liebowitz & Wilcox, 1997. USA*
- ✓ *It is the process of creating organizational value from intellectual and knowledge-based assets. Levinson, 2007. USA*
- ✓ *MM is the process of managing the process of creating, storing, and sharing knowledge. Kucza, 2001*

- ✓ *MM is a set of professional practices that enable them to share what they know to improve the organization's human resources. Burton, 1998*
- ✓ *MM aims to transform individual knowledge into organizational knowledge and effectively connect who knows and who needs to know. Cairncross, 2002*
- ✓ *MM is a strategy to help collect, store and retrieve knowledge and disseminate information and knowledge to someone who needs it in a timely manner. Stuhlman, 2012*
- ✓ *MM is a systematic effort to increase, disseminate, and value information and knowledge. O'Dell & Hubert, 2011.*
- ✓ *MM is a way to improve and simplify the process of creating, improving, sharing, disseminating, and capturing company knowledge. Karlsen and Gottschalk, 2004*
- ✓ *MM is the use of shared knowledge to create values that bring advantage to a company. Zhang, 2007*
- ✓ *MM is the mobilization of individual intellectual and social capital to improve an organization's learning ability. Swan, Newell, Scarbrough, Hislop, 1999*
- ✓ *MM is a practical activity that involves the process of creating, sharing, and improving organizational knowledge. Devin Fowler, 2013*
- ✓ *In addition to highly skilled workers, knowledge management is strongly dependent on the process of learning management skills and experience, intensive knowledge density, human resource development, work quality, and work environment quality. Edward elgar*
- ✓ *MM is an organized and comprehensive way to use effective practices to build an organization's competitive advantage. Arkell, 2007*

Considering the above definitions and how they define the knowledge of other scientists, consider the most overlapping ideas :

Information, use, improvement, organization, sharing, organization, creation, management, enhancement,

A semantic analysis of the above overlapping words:

1. Information
 - Experience-based information

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- Organized information
 - Information obtained from experience
 - Information obtained through study
 - Information obtained through education
 - Theoretical and practical information
 - Effective information
 - Real information
 - Sensitive information
 - Detailed information
 - Recognized information
 - Conscious information
 - Interrelated integrated information
 - Information generated by data processing
 - Subjective information
 - Information that allows you to achieve results
 - Information that can be changed
 - Systematized information
 - Valuable information
 - Proven information
 - Content information
 - Information technology
2. Use
- Use of information
 - Use experience
 - Make the best use of knowledge
 - Use of information assets
 - Use of knowledge assets
 - Use knowledge resources
 - Use organizational resources
 - Rational use of intellectual capital

- Reuse knowledge
 - Use shared knowledge
 - Use your mind
 - Use of technology and tools
 - Use processed information
 - Use effective experience
 - Make the most of your resources
 - Use of the organization's information resources
3. Improvements
- Improving information
 - Improving data
 - Improve employee awareness
 - Improving competitive advantage
 - Improving knowledge-based assets
 - Improving practical work
 - Improve organizational performance
 - Improve the organization's human resources
 - Improving the use of knowledge
 - Improve results
 - Improving business operations
 - Improve decision making
 - Continuous innovation improvement
 - Improving intellectual capital
 - Improve diligence
 - Improve capacity to adapt to new situations
 - Improve productivity
 - Improve efficiency
 - Improve your learning skills
4. Organization
- Organizational knowledge
 - Organizational value

- The purpose of the organization
 - Organizational knowledge resources
 - Effective organizational information
 - Organizational management resources
 - Organizational competitive advantage
 - Organizational productivity
 - Organizational efficiency
 - Organizational information assets
5. Share
- Sharing knowledge
 - Share your experience with others
 - Share your understanding with others
 - Sharing information
 - Share what you know
 - Sharing culture
6. Organize
- Organize information
 - Organize information assets
 - Organize overt and covert knowledge
 - Organize knowledge
 - Organized intelligence
7. Create
- Build knowledge
 - Creating opportunities to create knowledge
 - Creating organizational value
 - Creating shared knowledge
 - Creating efficiency
 - Create new value
 - Creating an information asset
 - Creating organizational growth
 - Establish the value of the organization's intangible assets

8. Management

- Manage the organization
- Manage company knowledge
- Manage the process
- Active management of knowledge resources
- Innovation management
- Management skills

9. Increase

- Increase the value of the organization
- Capacity building
- Increase your competitive advantage
- Increase the value of information
- Increase mutual knowledge resources
- Increase personal knowledge

Based on a comparative study of all of the above, I propose my own definition.

Knowledge management is the complex process of creating, organizing, sharing, storing, monitoring, and managing knowledge to achieve an organization's competitive advantage . To put it this way:

$$KM = f [(C. A; OO) (Cr; O; Sh; Ca; Co; A)]$$

Conclusion

By doing this comparative theoretical study, what exactly is knowledge management, which has been talked about for more than twenty years , and this theoretical research will be very important for further research in the organization. This is because before we talk about knowledge management, it is important to look at what knowledge is, so that it is easier to understand and implement knowledge as management. In addition, the theoretical study of knowledge management has led to the development of its own mathematical formula, which makes it easier and more convenient for any business organization to conduct research in this area in the future.

The production of new knowledge is a key determinant of organizational development and is of great importance in terms of supporting human resource

development and pre-planned and deliberate research. This can be explained by (i) the need for greater risk, (ii) investment, (iii) creative thinking, experience, exploration, (iv) strong support, integrated policies, and (v) the need for intensive knowledge or collaboration. In addition to the role of innovation at the organizational level in the process of creating a knowledge-based economy, the need for research, design, high-level organizational innovation, human resources, and the development of knowledge and skills of all employees or human resource development is paramount. Especially in Mongolia, there is a great need for training to improve management skills, knowledge management and innovation, as well as a unified national policy and strong support. Reducing the operating costs of both the private sector and government agencies, as well as reforming their methods and thinking, is a pressing issue today, and there is little opportunity to address it without deliberately supporting continuous innovation. To this end, it is imperative for Mongolia to have a national knowledge management program, in other words, a unified knowledge management policy. Reducing the operating costs of both the private sector and government agencies, as well as reforming their methods and thinking, is a pressing issue today, and there is little opportunity to address it without deliberately supporting continuous innovation. To this end, it is imperative for Mongolia to have a national knowledge management program, in other words, a unified knowledge management policy. Reducing the operating costs of both the private and public sectors, as well as reforming the methodology and mindset, is a pressing issue and cannot be addressed without deliberate support for continuous innovation. To this end, it is imperative for Mongolia to have a national knowledge management program, in other words, a unified knowledge management policy.

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