

## Organization, knowledge and contacts- Lit Review

Info Management	Human Resources	Theories and Definition	Time-consuming	Competitive Edge
Organizations have managed information regarding knowledge of employees using processes such as codification, knowledge mapping, network analysis and personalization (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, abstract).	This paper examines how different information management professionals access and use PKR. It is a multiple case study with 43 semi-structured interviews and an analysis of strategic documents (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, abstract).	KM theories focus on knowledge processes (Argyris, 1999; Davenport & Prusak, 1998; Liebowitz & Beckham, 1998) best practices and sharing work-related experience with co-workers (Christensen, 2007 as cited by (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).	Optimal usage of work-related knowledge, experience and skills of employees is highlighted (Hansen, Nohria & Tierney, 1999; Skyrme & Amidon, 1998; Skyrme, 2011 as cited by (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).	A competitive edge is furthermore grounded in the way organizations manage to attract, select, develop and retain their talented employees (Stahl et al., 2012 as cited by (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).
Recently, personal knowledge registration (PKR) has become another way of managing this knowledge (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, abstract).	The findings demonstrate that organizational strategies portray elaborate intentions regarding knowledge seeking and sharing, while less emphasis is put on knowledge registration or management (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, abstract).	Organizational knowledge is defined as either tacit among the employees or explicit when shared with others (Jashapara, 2011; Panahi, Watson, & Partridge, 2013; Sigala & Chalkiti, 2007 as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).	Emphasis is on finding ways to limit time-consuming information searches, redundant work, repetition of unsuccessful tasks or rediscovery of the wheel when employees leave the organization (Calo, 2008; Carmel, Yoong & Patel, 2013; Leyer, Schneider & Claus, 2016 as cited by Haraldsdottir, Gunnlaugsdottir,	Likewise, organizations tend to promote their employees' knowledge as their greatest advantage (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).

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			Hvannberg, Christensen, 2018, p. 9).	
A conceptual model was built for this purpose. The aim is to better understand how PKR works and to examine how information on education, training and the skills of employees is managed in organizations (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, abstract).	Access and use of PKR is limited and the organizations still struggle to manage the PKR of their employees (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, abstract).	Trust and ownership and reciprocal relationships within the organization play a key role in facilitating knowledge sharing (Damodara & Olphert, 2000; Drucker, 1993; Ford, 2003; Klamma et al., 2007; Newman & Newman, 2015 as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).	Organizations that can efficiently identify knowledge within their ranks and apply it in their operations are more likely to have an edge over their competitors (Migdadi, 2009 as cited by (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).	Knowledge mapping and organizational networking is helpful in externalizing knowledge (Chan & Liebowitz, 2006 as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).
The purpose of registration is to gain a better use of valuable knowledge, build interdisciplinary teams and to find instructors for in-house training, as well as for recruitment and development (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).	Studies in knowledge management (KM), human resource management (HRM) and records and information management (RIM) are extensive and growing (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).		Leyer et al. (2016) stated that the purpose of a process-based social knowledge system was to provide easy access to available knowledge sources, while the knowledge itself was not contained in the system (Haraldsdottir, Gunnlaugsdottir,	Nebus (2006) maintains that the person's choice of contact is influenced by existing relationships (what he terms an advice network) (as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).

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			Hvannberg, Christensen, 2018, p. 9).	
The term is comparable to the information a person registers in a curriculum vitae (CV), except the information belongs to an organization (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).	The need to register intellectual capital has been addressed among human resource (HR) and training managers for some time (Delaney & Huselid, 1996; Haraldsdottir, 2018 as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).		Borgatti & Cross (2003, p. 433) claim that the probability of seeking information from another person is correlated with knowing what the person know, "know-who", valuing the knowledge, having timely access to it and perceiving it not too costly (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).	While known relationships, or what Granoveter (1973) terms strong ties, may be comfortable and easy to access, they may also induce hindrances and exclude the best possible and unknown contact persons (Ellison, Gibbs & Weber, 2015 as cited by (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).
PKR is similar to the creation of corporate knowledge directories, company yellow pages and expert networks (Adreeva & Kianto, 2012; Vuori & Okkonen, 2012 as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).	As such, PKR is personnel records, often related to human resource management (HRMS), human resource information systems (HRIS), information registered into the learning and development module of talent management systems (TMS) or human capital			As stated in Borgatti & Cross (2003, p. 442) people may interact with a limited set of co-workers for knowledge seeking, which may be hindering if other people are better sources (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 9).

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	management systems (HCM) (Kavanagh & Johnson, 2017 as cited by Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).			
	Registering personal knowledge using PKR creates an overview of collected organizational knowledge and assists employees, in particular HR and training managers, to look for, and find, current and valuable knowledge among their staff (Haraldsdottir, Gunnlaugsdottir, Hvannberg, Christensen, 2018, p. 8).			