

## Knowledge Management and Decision Making

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### Abstract

It's important to give the knowledge management filed interest, because of the environmental, technological change for this reason knowledge Management needs not to given more attention in Jordanian Organizations. This paper represents the Knowledge management factors to make quality of strategic decisions. The paper shows the most important factors of knowledge management including to support (information system , technology, awareness) and to make appropriate decisions with high quality choices. this paper represent the research methodology as a qualitative approach by using appropriate literature of review and a discussion between those researchers, finally the paper shows the following conclusions:

- According to the discussion knowledge management system improve the quality of decision making
- information system to link it with appropriate information system because it's impossible to build knowledge management system without accumulated information in appropriate information system.
- The availability of Knowledge management technology can be of huge advantage in the practice of organization development through enhance the managerial activities because of technology is a platform to implement the knowledge management system..
- There has been a major interest in knowledge management system is the awareness of using knowledge management system from one side , and to be aware of how to implement this system in the organization
- . According to the discussion there is quality decision making selecting the appropriate alternative in the correct time, the flexibility in using and modifying the chosen alternative .

### 1.1 Introduction

Over the past few years, there has been an explosion of interest in the field of knowledge management , Shannak (2010)says that the use of information and enough knowledge in organizational actions has been lately of huge interest w.w.w worldwide. Handzic (2001) explain there are a lot of questions which need for further research between decision making and Knowledge Management, especially in how to support decision making and how to make decision making more efficiently on web-enabled environment in Knowledge Management system, Ming ,et al(2007 ) discuss that every decision making process phases need knowledge, and poor knowledge leads poor quality decisions. So, it is extremely important for organization to support decision making by Knowledge Management system .The quotas and value of information that has been used to support decisions appears via identify the significance of running and organizing knowledge management, and giving more interest to the different procedures to build Knowledge Management Systems by concentration on its benefits on the organization ( Handzic ,2001).

Ming (2009) discuss that In the organizations, Knowledge Management is a series of activities which including acquisition of knowledge, using knowledge, creation of knowledge. in the right time giving right knowledge to the members, to help members to take corrective action, so to improve organizational performance, Rolland, Nicolas (2004) discussed there are Avery important benefit offers in Knowledge Management is to dropping or deleting partiality from the cognitive decision making in satirical level.

### 2 Literature Review

This part of paper gives the person who reads an overview of many contribution in literature associated with knowledge management and decision making . It also presents an the factors of knowledge management system that have effect to the decision making . Finally, it describes the relation between decision making and knowledge management related in the literature.

#### 2.1 Knowledge Management and knowledge Management System

In organizations, Knowledge Management is a amount of activities which including acquisition, using of knowledge to help members to take right and corrective action, so to improve organizational performance (Ming.2009) , wang et al argue (2011) Knowledge Management is a serious subject in the current management field and recognized its domain in the detection, capture, storage, sharing, and use again of the organization's valuable knowledge, thus, Knowledge Management systems consist of four function parts : knowledge creation verses building, knowledge storage verses recovery, knowledge communication, and application (Maryam, Dorothy.2001). Knowledge Management is comprised of five activities groups: acquisition, selection,

generation, assimilation and emission(Kiku.2006).

Kiku Jones,( 2006) he argue that Knowledge management system related to the groups information system practical to running organization knowledge in the organizations that is they are the systems of Information Technology urbanized to enhance and the organizational process of knowledge formation , Eggleton (2004) information system intended to hold up and add to organizational knowledge management need to entire and improve the knowledge management activates of individual and compilation. Shannak (2010) says that knowledge management system be supported to entrenched and guided be accepting the nature and type of the organizational knowledge .

Furthermore, Mcelroy (2005) say it is a usual function in human organizations, is being done all of the time in an informal dispersed method by everyone responsibility activity in order to improve knowledge production and incorporation tasks , Ritat,(2010) resulted in his study that The accessibility of the systems of managing knowledge can be of large advantage in the organization practices growth by civilizing the competence of various activities. Ritat(2010) discussed that There is main concern in a system that contains of different information with simple recovery process. so it's very important to mange knowledge in the right way. the researcher argue that the understanding and the interest for the practices in the knowledge management filed. Finally, decision making and knowledge management have intimately relationship.

Based on the different researchers overviews, this paper represents from the researcher prospective a definition of knowledge management system as the system that contain an accumulated information that helps the decision makers to make the right decision.

## 2.2 Decision Making

organizations recently are change and becomes very complex because of the environmental and the technological change for this reason the role of the decision maker are changed and become more complex. defined the decision making process as involving four phase: intelligence, design, choice and implementation (Kiku.2006). the researcher presents the need of intelligence in decision making when the decision maker is made aware of the need for a decision and where he collects knowledge surrounding organization. other researcher discuss the design of decision making through using alternative are formed in terms of the organization's purpose, and making the right choice the decision maker selects one of alternatives (Clyde.et al.2001). Ming.change (2007) say this the implementation of decisions , is the phase which put the choice in to action. In this phase, the decision making culminates with implementation. Every decision making process phases need knowledge, and poor knowledge leads poor quality decisions. So, it is very important for organization to support decision making by appropriate system.

Faiz ,Eran (2009) argue that Having competitive advantage through using consistent information to make decision making effectively in a quality manner support tools are incorporated under an asset management filed, the expenses for maintenance, repair, and regenerated are substantially abridged. Clyed ,et al(2001) argue that the decision maker can return from the beginning to chose the right alternatives if its necessary or if the decision maker did a wrong decision , or to reformulate new alternatives because of additional information.

Based on the different researchers overviews, this paper represents from the researcher prospective a definition of decision making selecting the appropriate alternative in the correct time.

## 2.3. The Relationship Between Decision Making and Knowledge Management System

Firestone, Mcelroy (2005) discussed that the precise idea as a basis for Knowledge Management practice, as an alternative, they are "practicing Knowledge Management" by serving fields or techniques like Information Technology ,and decision making . Ritat (2010) says in his study that the reception and decision makers should be trusted in their assists the information and knowledge, , and view that stand for a main features in the achievement of Knowledge Management System .

Furthermore, Mcelroy (2005) say that Knowledge Management is one that can bring actual, incremental solutions and reimbursement to the enterprise by building quality-control systems for knowledge occupied because a support for discrete decision making and knowledge giving out. adding effectual analyzing decisions for managing the of benefit information for improve managerial activities. other ways, many managers use a suitable information to build knowledge has a knowledge base of information; still, especially when it appear as prognostic maintenance, the benefit manager may not be well ready to make the best analyzing to present superior decision for serious decisions which resulted to make an effective maintenance. Faiz ,Eran (2009)

In review the decision making and activities of Knowledge Management, it can be gaining all achieve like odd

jobs of need credit and collecting knowledge. Design, selection and knowledge age group also carry out similar main tasks which are rising alternatives and choosing the top alternative. And completion, knowledge communiqué and application all are intended to put a option into action and aware exaggerated by the choice (Kiku.2006). the researchers discuss that decision making can be measure as an vital special container of Knowledge Management. Triggered by gratitude of the need for a decision, the indent involves one or further decision making. Decision making can seed problem-solving, special cases of Knowledge Management System at a more stage, where the knowledge wanted is the answer to some problem of attention to the decision making (Clyde, Holsapple.2001). When decision maker takes a decision, has collect knowledge nearby the decision. next, decision maker form alternative and ultimately chosen. In Knowledge Management System conditions, the Knowledge Management System begins with the decision require and trimming when the alternative is selected. Ming, et al (2007) They fulfilled in his paper about the accessibility of using information and web technologies to show its benefit in the practice of perform Decision Support System, furthermore he adds that the technologies gives a standards for the giving out of the exchange and calculations of composite the information's.

Based on the different researchers overviews, this paper represents from the researcher prospective a the relation between knowledge management and decision making is very close because the decision maker need appropriate information to make the correct decision that could happened through an effective knowledge management system.

**Taxonomy: Of knowledge Management and Decision Making**

Main dimension	Sub dimension	References
<b>Knowledge Management System</b>	<b>Information system</b>	Shannak(2010) Kiku Jones,( 2006). Shannak (2001) Stair and Reynolds (2003) Kiku Jones, (2006) Chong and Eggleton(2004)
	<b>Technology</b>	Wang .et al(2011) Edvinsson and Malone(2002 ) Becerra et al.( 2004) Kiku Jones ( 2006) Eggleton(2004)
	<b>Awareness</b>	Shanks (2001) Economic and Social Council (2001) Stair and Reynolds( 2003) Handzic (2001)
<b>Decision Making</b>	<b>Quality</b>	Wang .et al (2011) (Sher and Lee, 2004) Skyrius, (2001) Ming,et a (2007) (Leary 2003). (Stair and Council (2001) Shannak (2010) (Bellinger, 2001). Kiku Jones,( 2006)

**3. Conceptual Model of Knowledge Management System and Decision Making**

Much of the content of the available literature concentrates on the factors that effect and effected by the decision

making through using knowledge management system. Moreover, it tends to be presented with little description about this factors information system that uses in knowledge management system for the development of the effective and quality of decision making. In other hand the technology that we use in knowledge management system that improves the effective and quality of decision making. finally how the individual awareness effect to the quality of decision making , This paper present the factors related to knowledge management and the quality of decision that can be shown in third section.

### **The Research Aim**

what is the relation between knowledge management system and the quality of decision making.

### **The Research Objective**

1. To investigate the relation between information system in knowledge management and the quality of decision making.
2. to investigate the relation between technology in knowledge management and the quality of decision making.
3. to investigate the relation between awareness in knowledge management and the quality of decision making.

### **3.1 Information System**

intended for organization to turn its interest on the knowledge management filed , it first wants to appreciate the information system that worth, then to be present familiar with the value of by means of knowledge as different to mere much information. a lot of case of Knowledge Management in many reports. Kiku, Jones ( 2006).on the other hand Shannak (2001) focused on little notice was salaried to Information Systems as most careful the survival of department for information systems and computers implies having separate and particular, furthermore suggests that an alternative approach to Knowledge Management System concentrate on “information system ” and rules rather than “automating” knowledge job may be more helpful to decision makers (Stair and Reynolds 2003).

There was a error in the information system through deliverer the appropriate information to the organization workers at the correct time, that exaggerated the organization performance, and that this error was because of diverse reasons like personal factors, decision making structure, and flaw in employees’ personality, and do not generous the subject sufficient notice. Kiku Jones, (2006). , Chong and Eggleton (2004), argue when more opportune information system provides, inside performance of managers declines radically whilst external managers performance remained almost unchanged. below lofty task doubt, both internal and external managers get better their performance when they add its use of opportune scope of information.

Based on the different researchers overviews, this paper represents from the researcher prospective find that one of the most important factor should be in knowledge management system is information system to link it with appropriate information system because it's impossible to build knowledge management system without accumulated information in appropriate information system.

### **3.2 Technology**

Wang ,et al (2011) He discuss in his study that as utilizing Java interoperable computing as a technology , JSP, Knowledge thing Base and Jess progress tool to take benefits of object direction in client, the customer is permissible to simply function the system with welcoming human computer border via client’s web browser. Edvinsson and Malone(2002 ) he said in his study seriously, these labors can most excellent be treated as “explicit knowledge management” such as Rresearch development management or the use again or obsolescence of accessible technological knowledge. other hand said Becerra-Fernandez et al.( 2004) that Examples of well liked systems in this group include those that can make easy activities of way and routines. Other famous examples are knowledge based systems in the form of diver decision support and expert systems.

Kiku Jones,( 2006) says that a lot of organizations have resulting excellent reimbursement from their Knowledge Management initiatives linking inventive of technology, and human know how and communication channels , on the other hand, Chong and Eggleton (2004), also relay to the unadulterated technical thought of the system. Technical factors wrap the problems that organization encountered by Decision Support System related to unadulterated hardware or software considerations.

Based on the different researchers overviews, this paper represents from the researcher prospective find that one of the most important factor should be in knowledge management system is technology as a platform to implement the knowledge management system.

### 3.3 Awareness

Shanks (2001) discuss a new approach in knowledge management which is the white box approach to Knowledge Management System may assist increase populace "trust" and dependence on ready to lend a hand decision aids. Empirical proof from recent knowledge classification and content score studies in Economic and Social Council (2001) Knowledge Management is vital to the degree which improves an organization's aptitude and ability to influence knowledge to develop business performance and results. By running knowledge, organizations can: add to responsiveness to customers and stakeholders.

Stair and Reynolds( 2003) they argue that despite reimbursement obtainable by these systems they are not gratis from criticism. Some scholars caution that replacing populace with equipment may have significant ethical implications. in addition Economic and Social Council (2001) They report that In an environment favorable to more effective knowledge formation, move and use there is a culture of receptiveness to knowledge, a willingness to modify behavior connecting to knowledge, and efforts to get better the knowledge management process. on the other hand Handzic (2001), explored the crash of growth of information ease of use on populace ability to process and use information in a critical tasks of decision making. and increased accessibility of information had an result on both meting out decision correctness of individual and efficiency for decision making.

Based on the different researchers overviews, this paper represents from the researcher prospective find that one of the most important factor should be in knowledge management system is the awareness of using knowledge management system from one side , and to be aware of how to implement this system in the organization.

### 3.4 Quality of Decision Making

Wang .et al (2011) Knowledge management system can be better the search speed of information and the analysis extent and depth of information throughout indecision making, therefore improving the quality of decision making.

Economic and Social Council (2001) ) Knowledge management is significant only it improves an organization's ability and volume to increase knowledge to recover business performance and consequences . knowledge management in organizations can: improve the excellence of products and facilities. (Sher and Lee, 2004) Findings have exposed that the procedure in the decision making area, available knowledge is used and novel knowledge is created, and these procedures preferred to be reinforced by simple quality to support gears. Other ways, Skyrius, (2001) also focused on the decision making topic He highlighted the decision maker's boldness towards different factors swaying the quality of business decisions. additionally, the role of information sources, logical tools, factors influencing originality, and the role of Information skill. Ming,et al (2007) discuss that information systems have countless interest to a broad resources of investors and enormous resources have been and will be dedicated to building systems for the development of the speed, quality, and efficiency of exact decisions.

Essentially, this approach involves organizing and giving knowledge to users in ways that would increase their interpretation of the available knowledge and therefore enable them to apply it more efficiently in solving problems (O'Leary 2003).in additionally (Stair and Reynolds 2003) enhance that In general, computers are considered to be healthier than people in making complex controls, and making calculations rapidly and precisely with increase the decision making presentation.

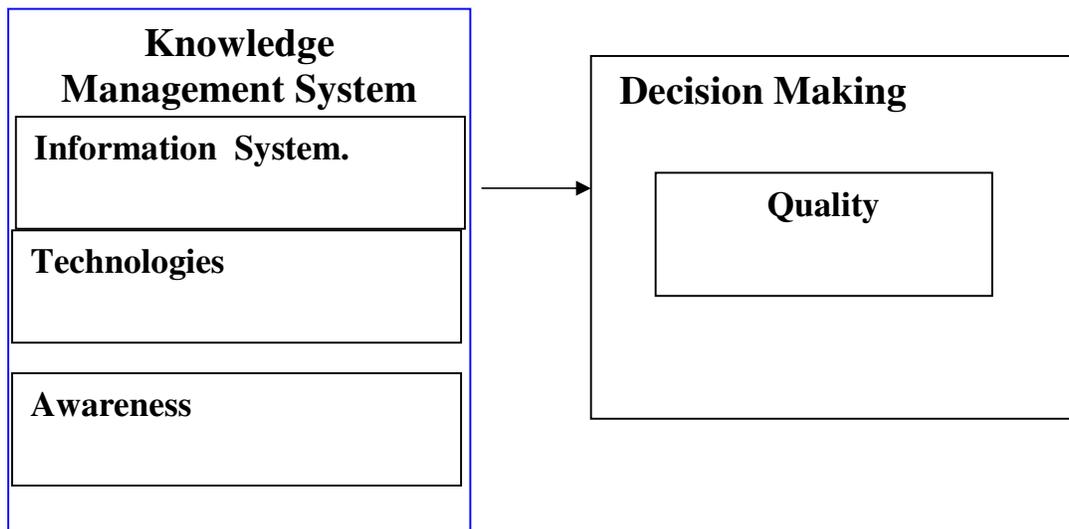
Economic and Social Council (2001) they add that Through real management of knowledge (workers) an organization is able to attain its goals, as knowledge workers energy the process of creativity and innovation in an initiative. While knowledge management represents the pursuit of fineness, "wisdom management" would represent the chase of perfection.

Knowledge management is important only to the degree that it enhances an organization's ability and volume to leverage knowledge to improve commercial performance and results. By managing knowledge, organizations can: recover efficiency of people, operations and programmers making the right decision for knowledge management, and recover the speed and effectiveness of innovation , Shannak (2010) contend that The knowledge system combines the knowledge that all the organization workers grips explicitly or implicitly and uses it for captivating the decision in consideration; which would improve its efficiency."The value of knowledge management tells directly to the effectiveness with which the achieved knowledge enables the members of the organization to contract with today's situations and effectively imagine and create the

organization future.. (Bellinger, 2001). Kiku Jones,( 2006) He proposed a novel perspective on knowledge management and suggests how bosses can effectively apply it in the new world of electronic commerce's.

Based on the different researchers overviews, this paper represents from the researcher prospective a definition of quality decision making selecting the appropriate alternative in the correct time, the flexibility in using and modifying the chosen alternative .

### 3.3 The Research Model



### 4. Research Methodology

This paper uses methodology , has been used is qualitative approach which is very useful in providing a complete picture of a special phenomena or situation to providing a deeper understanding from different prospective for this reason this paper chose the qualitative approach as the most suitable approach. This study theoretical quarrel between many researchers by using appropriate literature of review and a discussion between those researchers.

### 5. Conclusions

The researcher has arrived to the following conclusions:

- the knowledge management system improve the quality of decision making
- information system to link it with appropriate information system because it's impossible to build knowledge management system without accumulated information in appropriate information system.
- The availability of Knowledge management technology can be of huge advantage in the practice of organization development through enhance the managerial activities because of technology is a platform to implement the knowledge management system..
- There has been a major interest in knowledge management system is the awareness of using knowledge management system from one side , and to be aware of how to implement this system in the organization
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