

REVIEW PAPER

The essence of knowledge management in the air transportation sector

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ABSTRACT

With the modern development and increasing competitiveness of air transport business processes, the management of knowledge is essential most especially for air transport managers. This controls compounded phases of the organization which begins with the fabrication of organisational strategy towards value creation and improving customers` experience. This study was to explore the review on the impact of knowledge management in the Nigerian air transport sector. Knowledge management is the extent to which improved business performance is realizable. The empirical reveals that the importance of knowledge management in the air transport sector is driven by the increasing level of technological change; the changing dynamics of market forces; complex nature, and expansion of air transport sector; information technology which enhances the collection, analysing, recording and transfer or sharing of information, data or facts within the organisation; and the achievement of competitive advantage through cost and schedule leadership. In the situation whereby an organization does not embark on knowledge management practice, and they planned to expand the scope or dimension of the organization, the expansion will be the sinking sand and the hole where the organization will bury all the knowledge resources and organization will be rendered bankrupt.

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INTRODUCTION

In management practice, the classical theorist concentrates on the holistic organization while the scientist concentrates on the efficiency of individual outputs. Knowledge management is embedded classical theory which identifies the improvement of managerial principles. Among the giant authors of the classical theory are Henri Fayol, Max Weber, Mary Parker Follett, Chester I. Barnard (Babcock, 1998). These classical theorists carried out different studies on information flow within the organization

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and emphasized the pertinence associated with the proper perception of how the organization should be operated. This study, therefore, draws clue from the classical theory of management (most especially the definition of management by Mary Parker Follett) to expand the discussion of appreciating knowledge management in the air transport sector. According to Follett (1924) and Follett (1941), management is the art of getting things done by a group of people. Realizing this, manager or an organization of unit of an organization will share the given task with his subordinates to achieve the overall goals (Babcock, 1998).History made it known that air

transport originated on December 17, 1903, when Orville Wright and his brother Wilbur Wright made their historic powered flights in a heavier-than-air machine which occurred at Kitty Hawk, North Carolina. Since the discovery of tactics that made aircraft fly, the developed countries had initiated several management systems to support their aircraft production and development plans as they were, and still are, pioneers in aircraft production, air transport management. Recently, most countries involved in air transport business such as airline and aircraft manufacturing are multinational in nature, they exist through joint venture agreements such as Bilateral Air Service Agreements (BASAs) with other countries to enhance the efficiency of air transport operations. According to [Sangeeta et al., \(2015\)](#), in today's globally competitive environment, acquiring knowledge and managing knowledge is indispensable to realizing organizational efficiency. Knowledge is among the most important resources for needed in a globalized economy ([Davenport and Prusak, 2001](#)), it can be referred to as experience. [Nonaka \(2001\)](#) noted that the management of knowledge is the assiduous efforts, tools and techniques that organization managers adopt for identifying, locating, refining, assigning, reassigning, transferring, and applying available experience in the organizations. Hence, knowledge management (KM) is extensively perceived as a prototype that consists of unified policies and methods in the organizational which enhances knowledge transfer and knowledge sharing within the organizational environment ([Al-Yahya, 2009](#)). In the 1970s, Nigeria established a national carrier which went bankrupt in the early millennium. Among the myriad reasons for the bankruptcy is ineffective or lack of proper management of knowledge. This is not limited to the operation of the defunct Nigerian national carrier, but also the majority of the public institutions. It is pertinent to note that there is evidence of the persistent failure of public organizations (enterprises) in Nigeria; also the returns on huge investments like the national carrier were significantly low and not comparable to the huge amount of resources expended in them ([Jerome, 2008](#); [Ogunsiji and Ogunsiji, 2010](#); [Oghojafor, 2012](#); [Adeniran and Gbadamosi, 2017](#)). The aftermath of the persistent failure results to the policy shift from public ownership and operations of enterprises to

some form of privatizations either at a full scale or partial scale. It is believed that the private management of enterprises are better when it comes to the implementation of management principles and knowledge management. The essence of knowledge and knowledge management enhances competitive benefits ([Nonaka and Takeuchi, 1995](#); [Scarborough et al., 1999](#); [Davenport and Prusak, 1998](#); [Lesser and Prusak, 2002](#)). To achieve a successful implementation of knowledge management within the organization, the components and processes of knowledge management must be effectual ([Bohn, 1994](#)). Hence, the appropriate usage of knowledge within the organization is a necessity for realizing and improving organizational productivity, efficiency and profits. When all these are realized, the sustainability of enterprises into the unforeseeable future will be inevitable ([Al-Hawari, 2004](#)). With the modern development and increasing competitiveness of air transport business processes, the management of knowledge is essential most especially for air transport managers. This controls compounded phases of the organization, beginning with the fabrication of organisational strategy towards value creation and improving customers' experience. This study aims to explore the review on the impact of knowledge management on Nigeria air transport business. The study was carried out in Murtala Muhammed International Airport (MMIA) Lagos, Nigeria, in 2019. The reason for the choice of study location was that MMIA have the record of highest passengers' movement; highest record of aircrafts' movement; highest record of loading and offloading of cargoes; major point of cargo and passenger consolidation for onward movement; frequent aircraft services; and other aviation activities over the years. Also, the airport is the hub for West Africa air travel where facilitates consolidation and fragmentation of flight related. It is pertinent to note that whatsoever that occurs in the airport is a direct replica of happening in other airports within the country and in some West African airports.

#### *Literature review*

This review study is targeted as discussing the essentials of knowledge, knowledge management (KM) and air transport business. It also provides the importance of knowledge management in the air transport sector.

**Conceptualization**

The definition of knowledge management cannot be real without exploring the definition of knowledge, and the principles associated with knowledge. [Boyd et al., \(2004\)](#) observed that knowledge has been subjected to philosophical disposition for many years. In the study conducted by [Jashapara \(2004\)](#), the term and the definition of knowledge were realized from Plato and Aristotle. Also, the concept of knowledge management was thoroughly explained in the studies of [Nonaka \(1994\)](#); [Davenport and Prusak \(1998\)](#). According to the [Oxford English Dictionary \(OED\) \(2008\)](#), knowledge is a structure of information and skills that are acquired through experience or education. Furthermore, it has to do with awareness or familiarity realized by experience over a while. It is the summation of what is acknowledged. According to [Davenport and Prusak \(1998\)](#), knowledge entails both meaning and judgement. A judgement is a conclusion that is rooted in a person’s experience and beliefs. Knowledge is identified to be a powerful resource that enables individuals and organizations to achieve several benefits such as improved decision-making ([Sangeeta et al., 2015](#)). [Nonaka and Takeuchi \(1995\)](#) perceived that knowledge and information are two different constructs whose meanings are similar, but if intertwined they have almost different meanings concerning perspectives, commitments, and actions. The construct of

knowledge has been defined by different authors as shown in [Table 1](#).

After critical examination of defining knowledge by various authors, knowledge, in this study can be defined as an experience, skill or understanding that is gathered through individualistic and/or collective dynamic approach from different sources in the form of information that have been critically subjected to hypothetical analysis to avoid errors and indecision during implementation to enhance efficient output that will better the present and future performances of the organization. Furthermore, knowledge is usually evidenced by the following attributes such as hypothesizing, admitting, partaking, contributing, recognizing, sharing, investigating, exploring, proactiveness, among other attributes. According to [Egbu and Robinson \(2005\)](#), there are three dimensions of knowledge; they are shown in [Table 2](#).

It is pertinent to note that regardless of the knowledge dimensions, knowledge can be articulated or transcribed in several dynamics; such as in alphabets, innumerals and can be shared holistically, and scientifically through equations and formulas, specifications, guidelines and manuals. Given the above points on knowledge, the management of knowledge or knowledge management is important. It is the process of planning, organizing, regulating, controlling, sharing and disseminating knowledge most especially in the organization. It is an organized procedure for sharing

Table 1: Definition of knowledge according to different authors

Definition of knowledge	References
Knowledge is the infrastructure of experience, values, and learning that provides a structure for analysing and implementing new experiences and sequences	<a href="#">Davenport et al., 1998</a>
Knowledge is the information that is pertinent and partially gained through experience	<a href="#">Leonard and Sensiper, 1998</a>
Knowledge is a piece of information by which the organization must pay attention to consumers, goods, operations, errors, and success	<a href="#">O’Dell and Grayson, 1998</a>
Knowledge is a set of information with a complete understanding of the reason why it is accurate. It is realized through the accumulation of skill or learning	<a href="#">Klicon, 1999</a>
Knowledge is the information accessible in the right arrangement, at a suitable time, and the appropriate place for efficient decision	<a href="#">Tiwana, 1999</a>
Knowledge is a self-motivating approach for changing the mind of the individual through experiences	<a href="#">Mclnerney, 2002</a>
Knowledge is the level of understanding of an individual through experience and learning	<a href="#">Awad and Ghaziri , 2004</a>
Knowledge is an approach that enhances decision making based on the action in an individual	<a href="#">Tserng and Lin, 2004</a>
Knowledge is the potential to take actions in critical and uncertain circumstances	<a href="#">Bennet and Bennet, 004</a>
Knowledge is a faith that enhances the capability of an individual to take actions that affect the future dealings of the organization	<a href="#">Nonaka and Takeuchi, 2004</a>
Knowledge is an entity that can be justified, shared, understood, and implemented to attain a set of targets and objectives	<a href="#">Al-Hawari, 2004</a>
Knowledge is the accumulation of skills, such as acknowledging, sharing, recognizing, investigating, proactiveness and understanding, gained through study, and learning.	<a href="#">Oxford English Dictionary, 2009</a>

organizational actions and transferring knowledge by persons and teams towards the realization of organizational objectives (Rastogi, 2000). The construct of knowledge management has been defined by different authors as shown in Table 3.

After critical examination of defining knowledge management by various authors, knowledge management, in this study can be defined as the integrative processes of knowledge identification (resources), knowledge creation, knowledge collection, knowledge planning, knowledge distribution, knowledge transfer, knowledge control, knowledge advancement, knowledge utilization, and knowledge maintenance for the development of the organization. It can be noted that instead of adopting knowledge management, knowledge administration seems to be more presentable as it encapsulate

knowledge identification, knowledge organizing, knowledge creation, knowledge collection, knowledge planning, knowledge distribution, knowledge transfer, knowledge control, knowledge advancement, knowledge utilization, and knowledge maintenance. Knowledge management is a technique that is widely embraced by many large companies and institutions in the world most especially the air transport sectors. Several factors have enhanced the dominance of knowledge management in the sectors including the air transport sector, among are: 1) The increasing level of technological change; 2) The changing dynamics of market forces; 3) Complex nature, and expansion of the air transport sector; 4) Information technology which enhances the collection, analysing, recording and transfer or sharing of information, data or facts within the

Table 2. Dimensions of knowledge and their characteristics

Knowledge dimensions	Characteristics
Technical knowledge dimension	It entails informal personal talent skills and abilities that are often referred to as technical know-how;
Cognitive knowledge dimension	It entails the model of mental magnitude, beliefs, principles, ideas, and values that are deeply embedded within individuals (personal) and which individuals do not easily noticed, or if noticed, they usually take for granted
Explicit knowledge dimension	It is a form of knowledge that is usually codified and can be transmitted in a prescribed and recognised manner through a methodical language, and it is usually cramped in records such as soft and/or hard documents, databases, and in a sequential basis.

Table 3: Definition of knowledge management according to different authors

Definition of knowledge management	References
Knowledge management is the procedure of transferring, establishing, sharing, and the effective utilization of knowledge	<a href="#">Davenport, 1994</a>
Knowledge management is a synergistic mixture of facts and figures, and with its dispensation in terms of the ability of information technologies	<a href="#">Malhotra, 1997</a>
Knowledge management is a plan that turns an organization's logical resources into greater efficiency, new worth and maintained competitiveness	<a href="#">Murray, 1997</a>
Knowledge management is the collection of processes that govern the conception, distribution, and consumption of knowledge	<a href="#">Newman, 1997</a>
Knowledge management is the utilization and growth of the knowledge resources of an enterprise with the tendency to fulfilling the organization's goals	<a href="#">Davenport et al., 1998</a>
Knowledge management is defined in respect to knowledge of consumers, goods, associations, and resources	<a href="#">Skyrme, 1999</a>
Knowledge management is the formation of a surrounding which gives confidence for knowledge to be created, transferred, learned, advanced, planned and utilized for the welfare of the firm and its consumers	<a href="#">BSI, 2003</a>
Knowledge management is lined to unlocking different kinds of knowledge so that it becomes accessible as an organizational resource	<a href="#">Robinson, 2005</a>

Table 4: Approaches for managing knowledge and the indicators

Approaches for managing knowledge	Indicators
Management of technical knowledge	Indicators to be managed are products and services
Management of procedural and regulatory knowledge	Indicators to be managed are organization processes
Identification and management of people	Indicators to be managed are people with specific experiences and skills

organisation; and 5) Achievement of competitive advantage through cost and schedule leadership. All these are crucial as it enhances the greater opportunities for learning from the experiences of businesses, sections, organizations, and people from different parts of the same organisation towards the sustainability of business success in the air transport sector. Egbu and Robinson (2005) identified three major approaches for managing knowledge within an organisation; they are referred to as 3Ps and shown in Table 4.

As a result of these factors, Offsey (1997) pointed out four benefits of knowledge management in any organization without exception to the air transport sector. They are a: 1) Awareness: the stakeholders in air transport are enlightened about where to find the organization's knowledge; 2) Accessibility: all the stakeholders in air transport have access to the organization's knowledge; 3) Availability: all stakeholders in air transport are aware of situations where knowledge is used and wherever it is needed; and 4) Timeliness: knowledge is available to all stakeholders whenever it is needed. According to Palmer and Platt (2005) revealed that the proper management of knowledge cannot be far-fetched from or beyond the following advantages: 1) Competitive advantage; 2) Avoidance of repeated mistakes and reinventing; 3) Reduction of time taken to find information; 4) Enhancement of effective decision-making; 5) Improving client satisfaction, and 6) Improving employee morale and teamwork. All the dynamics of knowledge and the approaches of knowledge management are essential in the air transport sector. The efficiency of the air transport sector is highly dependent on the extent to which knowledge is adequately managed, shared and transferred. Knowledge can be obtained from academic circles and research centres which may be in the form of intellectual knowledge capacity. According to Kamara et al.,

(2002), knowledge management is measured based on realizing the improvement of business performance. According to Marquardt (1996); Liebouritz (1999); Ekaterina et al., (2015), there are four stages of knowledge management, they are: knowledge acquiring; knowledge creation; knowledge transfer and usage; and knowledge storing. Further to the stages of knowledge management, DiBella and Nevis (1998), identified the steps involved in knowledge management which are knowledge acquisition; knowledge dissemination; and knowledge utilisation. In addition, Monk (1998); Alavi and Leidner (2001) differentiate the knowledge management processes which are knowledge creation; knowledge storage; knowledge retrieval; knowledge transfer; and knowledge application. It is pertinent to observe that the stages of knowledge management, steps involved in knowledge management, the processes involved in knowledge management are almost the same. Knowledge management of human capital is driven by the knowledge of employees, employee reward and reward types, motivation dynamics of employee that is most preferred (Kwong and Lee, 2009; Ekaterina et al., (2015).

#### *Historical overview of knowledge management*

The beginning of knowledge management was considered in Polanyi's early publications on individual knowledge in the direction of a post-critical philosophy during 1944, 1947 and the tacit domain in 1979 (György, 2015; Polanyi, 1979; Polanyi, 1947; Polanyi, 1944), which later became the basis for the majority of studies carried out on knowledge management especially during the 1990s (Grant, 2007). Another significant development in knowledge management theory was introduced by Nonaka (1991) in 1991 and soon after in 1995. Nonaka (1991), further extended Polanyi's work on individual knowledge through real

case studies from knowledge-creating companies in Japan. Furthermore, Nonaka built up the knowledge model, through which there was a declaration that successful innovations initiate the conversion of organisational tacit knowledge into explicit knowledge and back to tacit knowledge. In the same manner, it was adopted to present the process of knowledge development within the organization. The study of Davenport and Prusak (1998) was also consistent and recognised in the development of knowledge management. Their study on knowledge revealed the difference between data, information and knowledge, and argued for a more holistic analysis of knowledge management from the socio-technical theory (Grant, 2007). According to Claire and Michael (2011), the categorization of knowledge management was one of the more important achievements in the field of knowledge management. The authors acknowledged three main schools of thought surrounding knowledge management: 1) The technocratic school; 2) The economic school; and 3) The behavioural school. The technocratic school is based on information and management technologies that support employees' knowledge in their daily work. The economic school essentially creates profits for the enterprises through the utilization of explicit knowledge, and other ambiguous assets similar to patents and copyrights. The behavioural school is more oriented in the direction of the behavioural aspects of management which requires organizations to be positive in creating, sharing and using knowledge. Gherardi (2006) clearly distinguished between two bodies of knowledge management: 1) The sociology of knowledge, and 2) The history of science. The sociology of knowledge exposes that the conception of knowledge should be analysed concerning the social construction reality; and history of science argues that normal science should not necessarily become institutionalized through a process of accumulating knowledge and reflecting on the knowledge produced but through the mobilization of power resources in the support of claims for its legitimacy and validity (Gherardi, 2006).

#### *Air transportation*

Air transportation is a system that consists of different components adopted for facilitating passenger and cargo movement (Wiley, 1986;

Farlex, 2011; Fadare and Adeniran, 2018).The components are distinguished based on three major infrastructures used in air transport operations, they are landside, terminal building and the airside. The terminal building is referred to as airport. It is an enclosure that facilitates fragmentation of passengers and/or cargoes for final distribution; consolidation of passengers and/or cargo for onward movement; and transfer of passengers and/or cargoes from landside to airside or airside to landside with the use of some infrastructures and equipment. The physical and management activities of air transportation take place in the airport. Hence, the airport is indispensable in air transport operations such as aircraft processing, passengers and cargo processing, runway operation, aircraft parking management, control tower operation and signalling, among others (Ashford et al., 1985; Betancor, 1999; Jarach, 2001;Graham, 2003; Jarach, 2004, Jarach, 2005; Almeida, 2011; Serebrisky, 2012).The relevance of knowledge in an organization cannot be far-fetched as it enhances the prediction of market dynamics, amid other rationales. In the air transport sector, particularly the airport, knowledge management is required for analysing demand and supply, competitive intensity, areas of competitive advantage, and other information for making strategic tactical and operational decisions.

#### *The essence of knowledge management in the air transport sector*

Knowledge management has been earlier stated by Kamara et al. (2003) as to how improved business performance is realizable. It enhances the air transport sector to devise mechanisms that could bring them closer to knowledge communities, thereby generating new knowledge and producing continuous improvement. This interaction enhances the flow of knowledge between internal and external knowledge communities instead of an organisation responding reactively to a knowledge push, the principle of knowledge management can pull that knowledge into itself. Knowledge management establishes the mechanisms by which intangible assets (knowledge) are best exploited to benefit the organization. In the developed countries, air transport (aircraft manufacturing companies, airline companies and airports) have begun to build their long-term strategies upon effective

knowledge management, as knowledge becomes the strategic important resource for enterprise. For instance, British Airways have designed a best practice knowledge sharing database to promote the sharing of practices, knowledge, know-how and lessons learned all over the company. They also developed the Global Information Link (GIL) to manage knowledge; which is a software system that creates a single desktop and operating environment worldwide. However, in developing countries like Nigeria, knowledge management is relatively new. Few studies consulted have revealed the huge importance embedded in the adoption of knowledge management, but none have related them to the air transport sector. This study, therefore, establishes the pertinence of adopting knowledge management in the air transport sector. Significant importance is placed on processes for managing knowledge by the [British Standards Institute \(BSI\) \(2003\)](#) which defines knowledge management as the creation and subsequent management of an environment that encourages knowledge to be created, shared, learnt, enhanced, organised and utilised for the benefit of the organisation and its customers. Regarding the processes that concern the management of knowledge, [Suresh \(2006\)](#); [Egbu and Robinson \(2005\)](#) highlighted the same processes in knowledge management which include: identifying, capturing, codifying, storing, mapping, disseminating, creating, and measuring its impact. [Wiig \(1997\)](#) discusses renewing, organising, transforming, and leveraging knowledge assets; whilst the [BSI \(2003\)](#) refers to creating, sharing, learning, enhancing, organising, and utilizing knowledge. [Kazi and Hannus \(2002\)](#) consider these: identity, collect, organise, share, adapt, use, and create. [Jashapara \(2004\)](#) identifies the processes of discovering, generating, evaluating, sharing, and leveraging knowledge which was contended in a continuous cycle.

#### *Empirical evidence*

In the studies of [Alavi and Leidner \(2001\)](#); [Schultze and Ladnere \(2002\)](#); [Clark et al., \(2007\)](#), the emphasis was made that knowledge management is majorly executed through the system of knowledge management which is driven by information technology and networking. The authors identified knowledge management as the most significant resources needed in the organization. In the study of

[Gronau \(2002\)](#), it was pointed out that the knowledge management system enhances information gathering from clients. The process of gathering information begins with the storing of knowledge in a management system which is referred to as "the knowledge care". [Gronau](#) identified knowledge management as a key factor for accomplishments in most organizations in recent times. The study of [Bounchen \(2002\)](#) was conducted to compare the pertinence of knowledge management in the hospitality industry with the pertinence of knowledge management executions in other sectors. In their study, evidence of knowledge management and the dimensions of its analysis were pointed out in the hospitality industry. It was revealed in their findings that knowledge management contributes significantly to the entire performance of the hotel management which helps to improve the quality of service delivery. The study of [Clark et al., \(2007\)](#) recommended knowledge management value as a strategic decision-making process which is usually adopted by the top management board. The study further tinted the pertinence of programs in organization knowledge for supporting the entire process of strategic planning. It was concluded that the idea of knowledge management as a key to achieving successful strategic planning is essential. [Hattendorf \(2002\)](#) conducted a study on knowledge management in the supply chain network. The analytical evaluation revealed that majority of the projects undertaken in knowledge management are devoid of major concepts which undermine the usefulness of a singular factor of information technology but was unable to address other crucial variables which are strategies, structures and processes. The study of [Hattendorf](#) was pertinent to this study because the study emphasized on how this tool was integrated with the projects of knowledge management in the airline sector. [Pan et al., \(2006\)](#) examined the challenges involved in knowledge creation, knowledge definition, and the adoption of knowledge concerning the Chinese outbound market. [Shaw and Williams \(2008\)](#) evaluated a review on knowledge management and knowledge transfer in the tourism industry. Their goal was to explore some of the most common mechanizing practice in knowledge management and means of knowledge transfer in the tourism industry. In doing so, they explored such concepts

as interlocking directorships, communities of practice, learning regions and labour mobility. They emphasize the pertinence of innovations in the tourism sector. According to [Satisbury \(2003\)](#), knowledge management is the deployment of the all-inclusive system that enhances the growth of an organization's knowledge. To expand the knowledge management discipline, knowledge management is defined as the management functions that encompass the knowledge creation, knowledge flow in the forward and backward chain within the organization, and efficient adoption of knowledge for competitive advantage ([Darrock and McNaughton, 2002](#)). [Malhotra \(1997\)](#) made emphasis that knowledge management is an embodiment of organizational processes which combined data processing and information processing based on the capacity of human beings. [Bhatt \(1999\)](#) revealed that knowledge management is the compilation of processes such that administrate the knowledge creation, knowledge dissemination and knowledge utilization. [Ababach \(2008\)](#) studied the effect of knowledge management and learning on the level of achieving innovation in organizations. The study revealed that knowledge management and learning has a strong and positive relationship with innovation attained in the organization. [Sujatha \(2007\)](#) investigated the crucial factors that enhance the successful implementation of knowledge management, including the highlight of the impediments that hinder successful management of knowledge. [Prusak \(2001\)](#) made emphasis that the generation and exploitation of knowledge are well appreciated in the knowledge-based economy which enhances wealth creation. [Sireteanu and Grigorula \(2007\)](#); [Murthy \(2005\)](#) noted that the idea of [Prusak](#) is applicable in the university system. [Drucker \(1993\)](#) made emphasis that organizations should be prepared to discard outdated knowledge and they should endeavour to learn and create new knowledge by continuous improvement and perfection of new applications and incessant innovation. [Cooper \(2006\)](#) made emphasis that information era shifts into the knowledge economy, and that knowledge is a critical resource for achieving competitive advantage. [Clark and Turner \(2004\)](#) made emphasis that knowledge management has to turn into the central point for a discussion on methods that enhances greater competitive

edge of an organization in the emerging economy. [Carlsson \(2001\)](#) cleared the definition of knowledge management as the art of identifying and leveraging collective and individual knowledge to support the firm becoming more competitive. The definition of [Carlsson](#) highlighted the fundamental subsystems of knowledge management in the competitive business environment. In the study of [Churchman \(1971\)](#), it was identified that knowledge does not dwell on the anthology of information and the importance of humans in knowledge conception. In the study of [Earl \(2001\)](#), it was highlighted that the concept of knowledge management is derived from intellectual capacity and technological capacity. [Yun \(2004\)](#) noted that the management practices of knowledge represent the notion which denotes techniques, processes, tools and the users' behaviour to which they share and apply knowledge. [Malhotra \(2001\)](#); [Wick \(2000\)](#) identified knowledge management as an exposition which transitioned from the dominant idea of information value chain to the knowledge value chain. Because of the extent and the connected social responsibility, the organizations in the air transport sector aim at delivering superior services to attain a competitive advantage over their competitors. The air transport sector is an example of a knowledge-based sector with service offerings being provided. Nonetheless, the air transport industry is encountering several challenges when dealing with issues relating to the client's demand for swift and quality air services. The empirical review of knowledge management practices implementation may not have been properly explored by Nigerian researchers most especially in the air transport sector. Therefore, this study is carried out to fill the lacuna.

## **CONCLUSION**

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From the extensive literature review, knowledge management is a process by which knowledge is identified, captured, codified, stored, disseminated (shared/transferred), implemented (adapted, transformed, synthesised) for the organizational advantage. Knowledge management is an integrated, systematic process for identifying, collecting, storing, retrieving, and transforming information and knowledge assets (intangible assets) into knowledge that is readily accessible to improve the performance of the organization. For effective

management of knowledge in the air transport sector, there are a need to identify people with specific skills, people with supplying and subcontracting and database management abilities. Also, there is a need for transforming tactical knowledge into explicit forms, such as minutes of meetings, database design for project reviews. Furthermore, storage of valuables in electronic form is needed to avoid repetition of mistakes; the need to train new staff and retaining knowledge of old staff before leaving the organisation. Knowledge management is a process that helps organisations identify, select, organise, disseminate and transfer knowledge. The main focus of creating knowledge was related to researching new ideas and products from external sources. This affirmed the significance of research and development (Rand D) in the air transport sector. To achieve a successful implementation of knowledge management within the air transport sector, the components and processes of knowledge management must remain evident. All these will enhance the improvement of productivity, efficiency and the sustainability of businesses encapsulated in the air transport sector, more especially with the present privatization policy whereby there is high competition. This study points out that instead of knowledge management, knowledge administration seems to be more presentable as it encapsulate it encapsulate knowledge identification, knowledge organizing, knowledge creation, knowledge collection, knowledge planning, knowledge distribution, knowledge transfer, knowledge control, knowledge advancement, knowledge utilization, and knowledge maintenance. It involves the posting, deploying, redeploying and transferring of knowledge resources from one section to another in an organization as the manager deems it fit. In the situation whereby an organization does not embark on knowledge management practice, and they planned to expand the scope or dimension of the organization, the expansion will be the sinking sand and the hole where the organization will bury all the knowledge resources and organization will be rendered bankrupt.

#### **AUTHOR CONTRIBUTIONS**

A.O. Adeniran performed the manuscript design and prepared the manuscript text. S.O. Olorunfemi performed the literature review and proofread.

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#### **CONFLICT OF INTEREST**

The author declares that there is no conflict of interests regarding the publication of this manuscript. Also, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancy have been completely observed by the authors.

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