

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Managing Knowledge Workers: A Struggle in Local Authorities

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Abstract:

This article is targeted at information and knowledge management students and scholars. It is also targeted at Local Authorities managers and leaders. Knowledge workers are the dominant force in this new knowledge economy. In the agricultural revolution era, the farmer was a key player. In the industrial revolution the capitalists were the key players. In this knowledge economy, the knowledge workers become the new capitalists as knowledge has become the new capital. They are the new capitalists as they own the means of production which is their knowledge. The difference between the new capitalist and the old capitalist is that the old capitalist was much interested in labour whilst the new capitalist is much interested in knowledge. It is knowledge that makes every organisation including Local Authorities achieve sustainable competitive advantage. However, this emergence of knowledge workers has posed some challenges in their management. This paper sought to highlight how the knowledge workers were managed in the Local Authorities with special reference to City of Harare. The paper established whether knowledge workers were fully utilized?

Keywords: Knowledge workers, knowledge work, knowledge, information, knowledge management, Librarian, Records Managers, Knowledge Manager, Local Authorities

1. Introduction

A new dawn has emerged which is the knowledge society. We were once in the agrarian, industrial and information society. Today we are in the knowledge society. Drucker (2010:36) identified the dawning of the age of knowledge work. We can identify knowledge workers as educated, highly creative and successful new elite (Murray and Myers, 1997). Today's employees require more from work than a simple paycheck, they increasingly demand to make a meaningful impact which is increasingly achieved through team-based approaches to knowledge work, which rely on shared leadership (Ellis, 2005). It is Drucker (1969) who first coined the term knowledge worker. To survive and compete in the knowledge society, organisations must learn to manage their intellectual asserts, (Probst, Raud and Romhaedt, 2000:1). This calls for the effective and efficient management of knowledge workers. Drucker identified the transformation of the society into a post-industrial state, of which the main shift was from manual towards non-manual work (Drucker, 1959). This non manual work is knowledge based. What make the manual work different from the non-manual work is the increasing uses of creative thinking. It is the increasing creation, finding, sharing, using and re-using of knowledge. The manual work is often routine does not require much creative thinking as in knowledge work. This article establishes how knowledge workers are managed and the challenges in managing knowledge workers as well as bringing out recommendations for managing knowledge workers with special reference to City of Harare. "Knowledge is more sustained business than finance, labour or land. Nevertheless, it remains the most *neglected asset*" (The Knowledge Archives, 2016). There is a tendency that "you really understand the value of something once it is gone" (Davenport and Prusak, 2011:2). A lot of knowledge workers are living the City of Harare due to various reasons which might be resignation, retirement, illness and death. The questions are: does the City of Harare value and utilise knowledge workers and does it try to capture some of this knowledge leaving the organisation?

2. Purpose

The paper sought to identify how knowledge workers were managed in the City of Harare, the challenges in managing knowledge workers and to determine whether they were fully utilised.

3. Knowledge Workers

Drucker defined knowledge worker as "**someone who knows more about his or her job than anyone else in the organisation**" (Hammer, Leonard and Davenport, 2004). He also adds that knowledge workers are individuals who add to a company's products and services by amplifying their knowledge. Knowledge workers do not just end on applying their knowledge, they are involved in the creation, finding, organizing, sharing and using as well as reusing their knowledge. Davenport (2005) avers that the defining characteristic of these knowledge workers is the level of their formal education. Thus education and development, and to some degree training, will be the central concern of a knowledge society. Drucker (1999) brought about a new profound respect for the workers in which he believed were assets, rather than liabilities. He thought that knowledge workers are the essential ingredients of the modern

economy. Central to this philosophy is the view that people are an organization's most valuable capital and that a manager's job is to prepare them through continuing education, development, and training; in addition to freeing them to perform in networks, rather than placing them in strict hierarchies and institutional walls (Drucker, 2008). A knowledge worker is anyone who works for a living at the tasks of developing or using knowledge. Davenport (2005) states that although most jobs require a base of knowledge, knowledge workers "have high degrees of expertise, education or experience, and the primary purpose of their jobs involve the creation, distribution or application of knowledge.

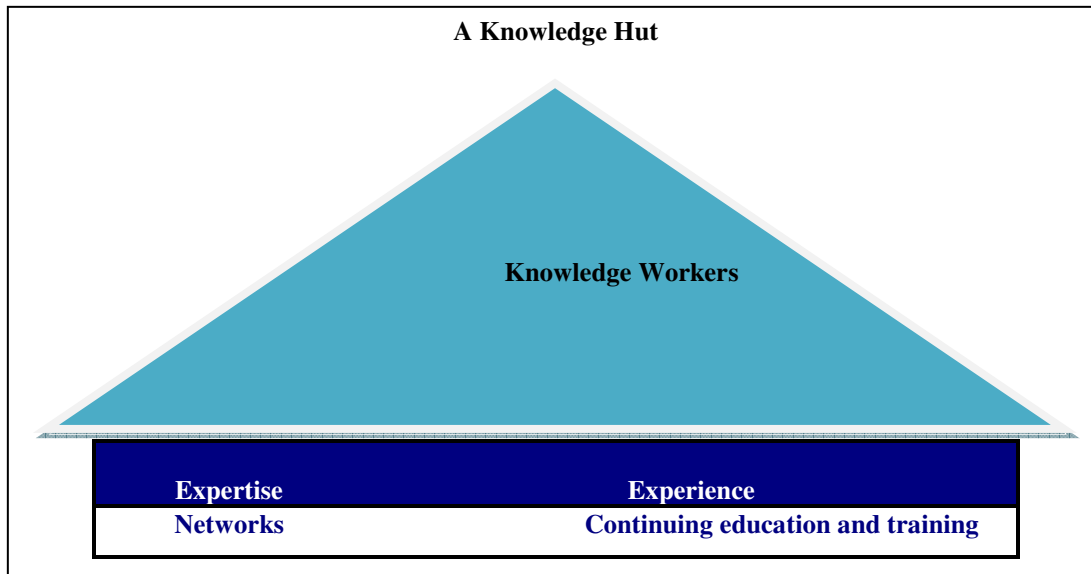


Figure 1: Knowledge workers

Knowledge workers=expertise + experience + networks + Continuing education and training.

Knowledge based working is of course being conducted by a growing army of knowledge workers, whatever job they do. To help clarify what the term means, anyone who, when they begin their work, has to first ask themselves the question "what am I going to do today, why and how do intend to do it?" (Ellis, 2005). Thus, calling for critical thinking and reasoning, creation, finding, sharing, applying and reapplying as well as evaluating knowledge.

Abell and Oxbrow (2001:5) note that "annual reports have for many years contained an acknowledgement of the quality of the people employed and their intrinsic value to the operation, but this has not necessarily reflected the way these people were managed". In 1993 the Royal Society for the encouragement of Arts, Manuscripts and Commerce (RSA) launched the Tomorrow's Comply Programme, which set out to explore how organisations need to respond to this changing environment. It concluded that there is an interwoven mix of stakeholders who all need to share the same values and have a commitment to its survival (Abell and Oxbrow, 2001:4). Scarbrough (2006:8) opines that this is a society based on an explosion of scientific and technical knowledge, where the knowledge worker reigns supreme.

Organisations are becoming more knowledge intensive, and this is matched by the impressive occupational growth of Knowledge worker groups". However, Davenport and Prusak (2008:x) observed the underutilization of knowledge workers in their assertion that "you really understand the value of something once it is gone". They go on to say that experienced aerospace engineers encouraged to leave during downsizing periods took valuable knowledge out of the door with them and in some cases had to be rehired so that essential work could continue". Drucker (2009) argued that knowledge has become the global currency because it is fluid, crosses boundaries and is scarce. They go on to say that today's real corporate issue is not to raise money but to recruit those who own the new capital which are knowledge workers. The value given to City of Harare knowledge workers was ascertained and it was demonstrated whether knowledge workers were fully utilized.

4. How to Manage Knowledge Workers?

Serrat (2008:1) is of the opinion that knowledge workers perform best when empowered to make the most of their deepest skills. Managing knowledge workers is not a matter of making them work harder or more skillfully. Naturally, they are dedicated and such interventions are beside the point. Rather, the managerial task relates to removing obstacles to performance and then channeling accomplishment of an organization's objective. Serrat (2008:2) advocates for the following in the management of knowledge workers:

- Recognize outstanding talent whatever it is found;
- Establish clear task objectives and performance standards in consultation with each knowledge worker;
- Extent incentives, rewards and reinforcements that meet the motivational patterns of each knowledge worker;
- Provide opportunities for improvement;

The management of knowledge workers requires that managers themselves act as good followers and team player as well as a leader.

Drucker (1999:18) posits that managing a knowledge worker focuses on developing the right policies and practices. He goes on to say that managing knowledge work and worker will require exceptional imagination, exceptional courage and leadership of higher order. Self motivation and self direction makes the knowledge workers productive. Drucker (1999:242) delineates that knowledge workers have to be professionals. This means that no one can motivate them. They must motivate themselves. No one can direct them. They have to direct themselves. Above all, no one can supervise them. They are the guardians of their own standards, performance and objectives. They can be productive only if they are responsible for their own job.

5. Methodology

The qualitative research paradigm was used in identifying how the knowledge workers were managed and whether they were fully utilized. Qualitative paradigm was chosen as knowledge is difficult to define and to measure beyond any dispute. Krough, Ichijo and Nonaka (2000:5) support this sentiment because they argue that “knowledge is one of those concepts...extremely meaningful, positive but hard to pin down”. The case study design was used which was the case study of the City of Harare. **Interviews and focus group discussion** with twenty-five knowledge workers from different departments were conducted to ascertain how they were managed and whether they were fully utilized. Observations were also used as well as document analysis.

6. The Value Given to Knowledge Workers

Drucker (1999) describes the character of knowledge workers as not satisfied with work that is only a livelihood. Their aspirations and their view of themselves are those of the “professional” or “intellectual”. They demand that knowledge become the basis for accomplishment”. Brinkley (2009:2) carried out a survey of the work-lives of 2 011 workers which aims to analyse the level of cognitive complexity of different jobs to get the view of the scale of the knowledge work. The study found out that UK has 30-30-40 shaped workforce, about a third of jobs have a high knowledge content, a third have some and about 40% have less knowledge content. The report argued that employers are poorly equipped to the recession because they use workers’ skills and talents poorly as they tie them up in rules and procedures and give them little say over how they do their work. This was also the case in the City of Harare of which knowledge workers were tied in rules and procedures. The line of communication was bureaucratic. Respondent 04 said that “*if the head of the line fails to get information or does not pass the information then it means the whole line misses that information.*” The City of Harare Human Capital Department (2012) Annual Report gave a challenge of lack of computerized system to support operations”. Some participants pointed to the misleading notices on pay dates. This greatly de-motivated the knowledge workers. The knowledge workers can use the social media like LinkedIn, Twitter and face book in disseminating information and what they know, however the City of Harare, did not allow the use of such social media on personal computers during working hours such that if one tries to use them they would be blocked. Thus, blocking information and knowledge sharing. Some USB ports on computers were blocked from accepting memory sticks and memory cards. This greatly affected information and knowledge transfer. This indicates that the City of Harare has a long way to go in information and knowledge management and appreciating knowledge workers.

Participant 062 asserts that “*we as knowledge workers we are not valued in the organisation, as the City of Harare can hire someone with the same knowledge that one already has in the organisation*”. Participant 061 adds that “*you can work for a long time for a certain position, but you are not given that job*”. This had the implications of de-motivating knowledge workers. Davenport and Prusak (2008: 30) concurs with the findings in their realization that “firms do not realize the importance of knowledge workers and their status and compensation seldom reflect their real value to a firm. The City of Harare’s annual reports always show the number of workers but do not stipulate the nature of knowledge workers. This concurs with Abell and Oxbrow (2001:5)’s observation that “annual reports have for many years contained an acknowledgement of people employed, but this has not necessarily reflected the way these people were managed. Participant 03 asserts that “*City of Harare failed to pay money for my medication on time until my sight deteriorated*”. This is disastrous and de-motivating to a knowledge worker. It implies lack of value assigned to knowledge workers. This does not only affect the knowledge worker in having a deteriorated sight but impact negatively on the organisation as it would fall to get the best of the knowledge worker. If a knowledge worker loses his/her sight it does not do any good to the organisation of which this could have been avoided by paying the knowledge worker on time to meet his/her medical expenses.

Participant 015 remembered that long back City of Harare used to give 30% retention allowance to those with the qualification of Zimbabwe Accounting Association Technicians (ZAAT) which is currently called Southern Africa Association of Accountants (SAAA). It was then realised that some subordinates were now getting more remuneration than their superiors and this was halted. There were no longer incentives associated with educational attainment but education is an instrument of knowledge acquisition. In concurrence with this assertion Senge (2000) avers that organisations learn only through people who learn and education is a form of learning.

The study done by Owens and Abell (2003:129) on information circulation identified difficulties in location information which is also the case in the City of Harare. This resulted in slow decision and strategic making and implementation. It also resulted in the recipients getting outdated information. These findings concur with Burk’s (2009:3) observation that in traditional organisations, information and knowledge tends to flow along organisational lines, from the top down. But that pattern seldom results in making knowledge available in a timely fashion and where it is needed the most. He goes on to say that in organisations with managed knowledge, information can flow across organisational lines, reaching the people who can use it in ways that best promote the organization’s goals that enhance service to the customer at the same time. This is supported by Koupoulous and Frappalo (2009:37) when they observed that knowledge driven enterprise is often only as effective as the information from which it learns.

There were no mechanisms in place to at least capture some of the knowledge with the employees. A lot of knowledge workers left the organisation mainly due to retirement and there was no exit interview conducted. Those left were faced with difficulties in carrying over from whether these knowledge workers left. Davenport and Prusak (2008) are in accordance with this conclusion in the assertion that experienced aerospace engineers encouraged to leave during downsizing, took valuable knowledge out of the door.

7. The Challenge of Managing Knowledge Workers

Knowledge workers have the implied freedom to choose between options and the flexibility and responsibility to organize themselves. They are not like the factory operative, road digger or supermarket checkout operator, totally depend upon equipment, often repetitive and unchangeable sequence. This is not to imply that production line workers, road diggers or supermarket check-out operators do not need to use knowledge. It is just that because their work is closely specified, such an employee will not generally have the freedom or need to make the how, why and where decisions a part of their normal work routine (Ellis, 2005). Drucker (2007:78) observes that “knowledge workers can work “only because there is an organisation, thus they too are dependent. But at the same time they own the means of production-their knowledge. In this respect, they are independent and highly mobile”. He goes on to say that “knowledge workers cannot be supervised effectively”. Cavaleri, Seivert and Lee (2008) identified the challenge that managers try to tell knowledge workers what to do but one cannot “tell a bee how to produce honey”.



Figure 2: A Beehive

What knowledge workers need is the conducive environment to do what they know best not to be told what to do. Cavaleri, Seivert and Lee (2008:19) opine that “in many respects, knowledge leaders are like beekeepers. Beekeepers are always seeking ways to improve the quality of their bees’ honey. There are many factors for beekeepers to consider which include food sources for the bees, type of housing for the hives, climate and location for the hives. They add that the most important factor of all is for beekeepers to remember that their bees already know how to produce honey. Knowledge workers are very mobile and independent. The old rules of treating everyone the same are for old economy, (Bolchover and Brady, 2013:5). Serrat (2008:1) notes that one misleading notion is that knowledge workers are subordinate employees retained around the clock, another is that they rely on their organisation for livelihood and career. This shows that knowledge workers are not bound to the clock as they can work any time and command and control does not work for knowledge workers. Participant 019 alludes that “employees should be given a ground to practice their knowledge as well as their newly acquired knowledge”. Participant 022 avers that “what the leaders say in the media is not what they do in practice and when asked, they become defensive. This behaviour trap of leaders is destroying the organisation in areas of information and knowledge management”.

The interviews and focus ground discussion showed that most job titles could not differentiate one’s knowledge from another. Participant 024 reiterates that “there were titles that range from Clerical Officer, Senior Clerical Officer and then Chief Clerical Officer. These titles cannot really tell what knowledge one posses for example someone working in the records centre is referred to as Chief Clerical Officer and one who works at the Human Capital offices is also called Chief Clerical Officer”. This actually demotivated knowledge workers and affected the sharing and transfer of knowledge as titles did not distinguish who had which knowledge. This points to undervalued knowledge workers. Midgley (2013) reiterates that “best-known and most obviously sinister of these dangers is indeed the condition of the people who get stuck with undervalued work”. Job titles should give room for one to practice his expertise thereby resulting in the utilization of knowledge workers and effective knowledge management.

The researcher observed that the culture of the organisation was not conducive for information and knowledge workers. This was brought out from by participant 051 that the organisation has a “silo” attitude towards information and knowledge management. The respondent posits that “the organisation is silo in nature and in that silo there are pipes-no connectivity, therefore no knowledge sharing”. This shows that there is no networked information and knowledge flow in the organisation. To support this participant, the

researcher observed that there was no effective networking in the departments. If knowledge is going to be a key driver, it cannot live in silos, it needs to be shared, developed and accessible to all. Knowledge based working means collectively utilizing assets, creating a superior ability to understand and put together ideas from a diverse range of areas, (Ellis, 2005:2). It seemed in the City of Harare as though there were different organisations in one. This was also concurred by the participant 025 when the participant alluded that room for knowledge sharing is not given even if one wishes to share his/her knowledge, there were no incentives or rewards associated with it. This was in line with Davenport and Prusak (2008)'s observation that people rarely give away valuable knowledge without expecting something in return. The Journal of Knowledge Management (2013) also shared the same sentiments in the assertion that knowledge transfer requires the willingness of a group of individuals to work with others and share knowledge to their mutual benefit. There was also no room for innovation and initiative and to change situations. Though there were lots of people that could fall under Rolf (1991)'s highest hierarchy of knowing, they were not given the opportunity and room to change and criticize issues. What is even worse is that silo working can often give the impression of being more efficient than any other way by clinging to the accepted industrial age view that division of labour, leading to specialization, yields higher productivity, (Ellis, 2005). Silo working is clear sign of inappropriate management of knowledge workers. Ellis (2005) adds that the move from predominantly industrial to predominantly intellectual work in many organisations has effectively shattered this model. In some circumstances the preservation of silo-based operations is a legal requirement and these do present particular challenge for knowledge sharing in Local Authorities.

Knowledge workers were still being managed as if they were in factories, in organisations designed to keep everybody siloed. Effective Knowledge worker's management questions the traditional top-down approaches to management. Graig et al (2010) posits that "Drucker foreshadowed the coincidental dawning of the age of shared leadership. He states that most discussions of decision making assume that only senior executives make decisions or that only senior executives' decisions matter. This is a dangerous mistake' Drucker (2010) envisioned a role for wider participation in the knowledge creation process through purposeful engagement of the workforce, using the processes as shared leadership.

8. Utilisation of Knowledge Workers

The findings revealed that knowledge workers were not fully utilised. Positions were not matching knowledge and capabilities. One would do a job far below his/her knowledge. There were no room for initiative and innovation as said earlier on for knowledge workers such that some would end up looking for some part time jobs somewhere where their knowledge would be utilised. Participant 05 clearly pointed out that "*knowledge workers are not given the platform to exercise their full potential therefore they continue learning for prestigious reasons and not for the benefit of the organisation as they are not recognized*". Some could actual leave the organisation for other organisations where they could get a better recognition and full utilization. Most of the participants concurred that there was lack of utilization of knowledge workers. It was indicated that some knowledge workers were actually using their knowledge outside the organisation where it was recognized. Participant 018 states that "*I am not fully utilized because there are no opportunities for advancement in the City of Harare. There is no room in my current job to apply all of my knowledge and skills*". This is a great struggle in the management of knowledge workers in Local Authorities.

There was a lot of bureaucracy and the too hierarchical structure had a negative impediment on knowledge workers in the City of Harare. This was also shown in the review of the related literature that the size of the organisation might have an impact on the information and knowledge management. As demonstrated by Davenport and Prusak (2008:17) though the assertion that the size and geographic dispersion of the organisation makes it difficult to locate existing knowledge and to get to where it is needed. However, this should not be used as an excuse in information and knowledge management. This can be solved by having an information and knowledge management department with information and knowledge management experts who would be in a position to locate information and knowledge wherever it could found in the organisation. The human mind was never mentioned by participants as knowledge repository. This points to the lack of value assigned to knowledge workers. This contradicts with Fahey and Prusak (2012)'s realization that any discussion of knowledge is meaningless in absence of a knower.

The knowledge workers in the focus group discussion voiced out their plight of not valued and utilised. Ways of ensuring knowledge management were discussed which included that there was need to give room for knowledge workers to explore on what they know best which gives the organisation some form of initiative and innovation. Participant 013 was quoted saying "*if knowledge workers were managed through the use of theory X it will not produce good results for the organisation*". Participant 016 argued that "*the City of Harare does not value someone with knowledge, never*". Participant 022 reiterates that "*you need to consider the knowledge value of someone and then place that employee where he/she can be fully utilised*". It was also discussed that knowledge workers need to be rewarded accordingly so that they will be retained in the organisation.

As mentioned earlier, it was also observed that that knowledge workers were not given value and were just treated the same with all the employees regardless of one's knowledge. There were no rewards that went to the knowledge workers besides the usual pay. The rewards that were only witnessed were the rewards for long services and people were rewarded equally no matter how one was working hard or not and no matter how much one had contributed his/her knowledge to the organisation. The lack of recognition of knowledge workers was also brought out in the focus group discussion. This also confirms Brinkley et al (2009:2)'s survey which analyzed the level of cognitive complexity of different jobs to get the view of the scale of the knowledge work. The study found out that employers were poorly equipped because they used workers' skills and talents poorly as they tied them up in rules and procedures and gave them little say over how they did their work. This was supported by Dalkir (2002:2) who observed that much of an organization's valuable knowledge walks out the door at the end of the day due to the lack of motivation. This was also observed in the City of Harare of which knowledge workers were given laid out rules and procedures to follow and be always expected to be in

offices of which knowledge is not limited to offices, there is need for networking. This posed a stumbling block to the application of what the knowledge workers know therefore results in lack of innovation and initiative.

The utilization of knowledge workers was also affected by the management and leadership style that prevails in the organisation. From the focus group discussion, it was discussed that the organisation uses the traditional personnel management, scientific and autocratic leadership. The focus group discussion indicated that the management mostly used McGregor's theory X of management. Participant 025 posits that "*the organisation uses the traditional way of management with command and control*". Graig et al (2010:36) aver that "this naturally calls into question our traditional notions of top-down, command and control which is established through historical paradigms". This has a great impact on the ineffective utilization of knowledge workers. This supports Jongwe's (2010:15) argument that many companies have worked diligently to stock the shelves of repositories with information about knowledge but they have paid far less attention to how effectively employees apply and use their knowledge not just operating today's business, but for generating new ideas about tomorrow's business.

Participant 017 avers "*we do not have to be guided by 8 am to 5 pm working hours as knowledge workers we can work anytime and anywhere even in the evening at home using our resources for the organisation. We can even telecommunicate or email to the organisation as long as we meet the organisational objectives*". This is a predication of the future of knowledge workers which allows them sometimes to work at home taking advantage of new information and communication technologies which include teleworking, video conferencing, Group Decision Support Systems and many other still to come. However, this is far from being achieved in the City of Harare which its strict office bound and clock bound rules. Knowledge workers can more easily become location-independent, capitalizing on new technology to keep them fully connected with the rest of the organisation, customers or colleagues. Yet if this is so why does every single large city and those work in them in the world still suffer from the daily commute and the attendant distortion of housing costs as people struggle to live within reasonable commuting distance of their office (Ellis, 2005). Knowledge workers are difficult to manage. As pointed earlier on they require effective leadership. Drucker (1999:18) concurs that knowledge workers require exceptional imagination, exceptional courage and leadership of higher order.

Focus group discussion and participants from interviews indicated that promotion in most cases was not on someone's knowledge but on other issues which include political and favoritism. The former Mayor Masunda (2012) reiterated that technocrats and people without interest in politics should administer operations of Local Authorities. Most of the duties were not matching to capabilities making one doing work below his/her knowledge and capabilities. Respondent 021 reiterates that "*there is barrier of entry to where you can be fully utilised*". This is supported by participant 014 in the assertion that "*there should be lift of moratorium on the filling of vacancies to allow up-ward mobility of knowledge workers*". The former Mayor Masunda (2012) concurs with this finding when he alluded that a headcount of all workers in 2011 had shown that there are some in wrong positions whose competencies do not match the type of jobs assigned to them. This points to ineffective utilization of knowledge workers. It was revealed that there was no succession planning, which pointed out that when an employee leaves the organisation, he/ she leaves with his knowledge.

9. Recommendations

Following recommendations were given for the effective management and utilization of knowledge workers:

- Shared leadership is called for, that would do away with autocratic and bureaucratic leadership style in order to effectively and efficiently manage knowledge workers. This would allow consultations from knowledge workers on organisational decision making and leadership.
- Knowledge workers require exceptional imagination, exceptional courage and leadership of higher order (Ducker, 2009).
- Knowledge workers should be recognized and managed appropriately. Suppose the product is honey and one decides to keep bees. What one needs to do is to provide the bees with a conducive environment and resources to improve the quality of the honey as the bees already know how to produce the honey. This also applies to the management of knowledge workers.
- There is need to create the room for self-management which enables knowledge workers to manage themselves, as they are the ones who know how to produce the honey that is they know how to do their work.
- Local Authorities should have networked structures to enables the fully functionality of knowledge workers.
- There is need to recognize Librarians, Records Managers and Knowledge Managers and any other information professionals as drivers in knowledge Management which results in effective utilization of knowledge workers.
- The municipality concerned should invest in knowledge workers by giving them rewards in promoting the transfer of tacit to explicit knowledge which would be mainly used for innovation and creativity which brings change and a high productivity rate.
- There is need to capture the knowledge that exists in the employee's minds. Organisations should be in a position to identify and record the knowledge so that one does not leave or die with all his/her knowledge. The knowledge should be shared where needed and utilised creatively. This result in the creation of knowledge management.
- The performance measurements agreements of all employees should include knowledge management as the strategic focus area during all financial years.
- Institutional memory that would house collective knowledge is called for, information, facts, beliefs, ideas, concepts, experiences, know-how, processes and historical development of the organisation. It was often said that Rowan Martin, Elizabeth Musodzi and Edith Opperman played great roles in the City of Harare however if these roles are not put in the institutional memory, people many not know for certain how great these people were save for the buildings that were named after them which are Rowan Martin Building, Mai Musodzi Hall and Edith Opperman Maternity Centre. The institutional

memory would help to curb loss of all the knowledge embedded in people's minds when they left the organisation due to various reasons which might be retirement, illness, resignation and death.

10. Conclusion

It was concluded that knowledge workers were not fully utilised in the organisation. They were not given the platform to fully exercise what they knew and the organisation could lose financial resources trying to outsource knowledge that was already in the organisation. It was concluded that knowledge workers were not given value and were just treated like all the employees. There were no rewards and incentives associated with their knowledge contribution except for the usual salary. The management style, leadership style, culture, hierarchical and bureaucratic structure that predominated were not conducive for knowledge workers as one could not tell a "bee on how to produce honey" but there was need for a conducive environment for the effective utilisation of knowledge workers. The knowledge workers who retired were never given exit interviews and they left with the means of production which was their knowledge. The silo attitude and silo working environment did not benefit the effective utilisation of knowledge workers. Shared leadership, self management and networked structures are called for.

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