

## KNOWLEDGE MANAGEMENT PRACTICE IN NIGERIAN LAW FIRMS AS A TOOL FOR SUSTAINABLE DEVELOPMENT

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**Abstract.** The recognition and acceptance that knowledge plays a vital role in attaining sustainable development of various business sectors have vastly increased over the years. Various studies have shown that knowledge management practice in knowledge-intensive industries relies on continuous acquisition and development of knowledgeable and skilled professionals to retain their relevance in the ever-evolving business landscape. The development of knowledge management practices in knowledge intensive industries such as law firms is a significant way to attain sustainable development, which strives to yield rewarding results for knowledge intensive industries. While there are copious scientific studies available on various knowledge-intensive industries, there is a paucity of research that analyze how law firms can utilize knowledge management practices as a tool for sustainable development by ensuring that knowledge resources are obtained and utilized in a sustainable fashion while taking into the account of social, ecological, and economical factors. This study aims to analyze the concept of knowledge management by identifying the importance and relevance of knowledge management from different authors, the processes involved in knowledge management practices and knowledge management practice in knowledge intensive industries such as the legal sector can utilize knowledge management to attain sustainable development. The research method adopted for this study is an analysis of scientific literature from various scientists to achieve a profound result.

**Keywords:** knowledge management, knowledge management processes, knowledge-intensive industry, sustainable development, law business sector, law firms.

### Introduction

Knowledge management practice is crucial in creating new knowledge for long-term innovation for firms in competitive and uncertain markets (Abbas et al., 2020). In order to obtain the intended effects, knowledge management has to be practiced in its maximum capacity to attain a viable, sustainable development. Internationalization, technological advancement, ecological, financial, and sociological constraints, as well as the corresponding transition procedures from digital era to the learning society, all of these factors have a strong influence on knowledge-intensive industries, such as the law firm sector. As an outcome of this sort of transition, both public and private organizations are starting initiatives to incorporate knowledge management practices for long-term sustainability (Raudeliūnienė et al., 2020; Abbas & Sagsan, 2019). The application of knowledge management practice in the business sector such as banking sector (Akram & Hilman, 2018), food supply sector (Lucian et al., 2019), ICT services & technical services (Alexandru et al., 2020), marketing and communication services (Qamar et al., 2021) have widely been scientifically researched. More so, research studies have shown the beneficial impact of knowledge management practice in knowledge intensive industries which involves enabling organizations accelerate innovation & boosting organizational commitment (Radovanović et al., 2017; Inkinen et al., 2015) aids in the minimization of task repetition & gain competitive advantage (Yu & Yang, 2018), improve staff coordination & teamwork (Mazorodze & Buckley, 2019). While there are studies that shows the adverse impact of knowledge management practice in knowledge intensive industries (Yu & Yang, 2018; Nair & Munusami, 2020; Obeidat, 2016), there is still little scientific study on achieving sustainable development

through implementing knowledge management practices by organizations in knowledge-intensive industries such as the law firms (Wambua, 2014; Fombad, 2010; Martins et al., 2019).

Law firm as a part of knowledge-intensive organization, are constantly faced with the need to increase their productivity and efficiency due to the competitiveness of the legal industry. A law firm's performance, profitability, and sustainability are primarily defined by how skillfully it leverages its human resources and the information assets on which it relies to provide advise to its client and proffer solutions to their problem (Evans & Price, 2017). Knowledge-intensive organizations, such as law firms, have undoubtedly recognized the value of knowledge management, although their knowledge management activities can be accomplished without significantly altering how they conduct business (Wambua, 2014). People management and information and communication technology (ICT) both play a key role in sharing and exploiting knowledge inside businesses (Eskindarov et al., 2020). To achieve a creative, productive, and innovative, reputable business ability, knowledge management practices should be embraced to attain sustainable development (Murray, 2007; Caiazza, 2017; Kavalić et al., 2021). In this study, knowledge management practices will be examined in light of the requisite systematic management of organizational processes by optimizing the full usage of the firm's knowledge potential to birth judicious goals and continuous relevance. Sustainable development in this study is seen as improving and attaining long-term productivity and innovativeness. This study aims to analyze the term concept of knowledge management, the processes involved in knowledge management practice and how knowledge management practice can be utilized to attain sustainability in knowledge intensive industries.

## 1. Knowledge-intensive industries

The legal practice in Nigeria is categorized as a knowledge intensive industry, different studies on knowledge-intensive industries in Nigeria has been researched (Adeyeye et al., 2014; Dahiru, 2016; Kulomri et al., 2017; Taiwo et al., 2020). Law firms in Nigeria associated with knowledge-intensive industries have unquestionably acknowledged the perks of knowledge management and human resources, regardless of the fact that knowledge management activities can be executed without radically altering how they perform their businesses; they are predominantly involved in the transfer of knowledge from counsel to counsel or judge to counsel or vice versa, drawing up of letters, drafting briefs, and so on (Wambua, 2014). Law firms offer a variegated spectrum of services, which involve the dissemination of judicial information such as knowledge about the complainant, respondent, client, and judge, as well as lawyers' experience, expertise, and good judgment, experience and understanding of previous cases and how to achieve the best result for their client, checklists, basic research, expert opinion letters, standards, business strategies, customer data, minutes of meetings, and matter synopsis, as well as previous negotiations, guidelines, research memos, opinion letters, guidelines, business plans, client lists, meeting minutes, and matter synopsis (Evans & Price, 2017). Knowledge-intensive organization are organisations that are reliant substantially on professional knowledge for its services and operations. They differ from conventional organizations in that their central emphasis is on innovation, and they place a premium on recruiting qualified expertise whose key focus is to create unique answers to complex issues, innovate, and utilise the knowledge-oriented workers that are well skilled whose work involves intricacies, originality, and critical skills (Mutlu, 2020). The degree to which a company relies on its activities and outputs as a source of competitive advantage is measured by knowledge intensity, if the value of a process can be created by leveraging knowledge assets to complete it is said to be knowledge-intensive (Aviv et al., 2021).

Knowledge-intensive organizations are built on the processing of primarily intellectual resources in order to provide commodities and services. Data, information, and knowledge constitute their raw materials, which are transformed and embedded into the outcomes of the production processes. In addition, they are characterized by the dominance of the intellectual capital or knowledge capital (Bratianu et al., 2021). Knowledge intensive enterprises are distinguished by the fact that they rely on significant concentrations of (or distinctive) knowledge as a source of sustainable competitive advantage, are innovative, and offer significant innovative solutions in a wide range of industries (Malerba & McKelvey, 2016). Knowledge intensive firms typically use an organizational structure that is less rigid than other types of organizations, has a low hierarchy, and is somewhat flat in order to streamline interaction channels and expedite the knowledge management process (Castellani et al., 2021).

Knowledge-intensive organizations such as bio-tech firms, professional service firms, software firms, and the pharmaceutical industry are examples of greatly established knowledge-intensive organizations that rely primarily on the expertise of their employees, organizational practices in these organizations are based on procedures or initiatives and can be transformed conveniently to better represent the company objectives (Aviv et al., 2021).

Knowledge-intensive industries rely heavily on specialist knowledge; a large proportion of the population comprises of experts with extensive education or training in related fields such as architects, data scientists, artists, and attorneys amongst other and in the context of innovation, knowledge-intensive firms personnel integrate personal experience with local circumstances offered by respective clientele to provide unique solutions to their customers' issues (Miles, 2005; Miles et al., 2018). The availability of efficient, competent, and highly skilled personnels in a knowledge-intensive firm is a requisite need because they control the means of production and the personnels are the most valuable resource for knowledge-intensive firms, hence, attracting, keeping, and motivating knowledge workers is crucial for knowledge-intensive companies to acquire a competitive advantage in this aspect (Mutlu, 2020).

## 2. The knowledge management concept

Knowledge management has been examined throughout various theories and assessments by various eminent scientists who have researched the viability of achieving organizational success through management, knowledge being one of the components of such management (Rudančić et al., 2021).

Knowledge management has been identified as a critical tool for increasing a firm's potential for progress (Chugh et al., 2015). It is a synthesis of ideas from different forms of knowledge, business technique redesigning, software development, personnel management, and organisational culture (Kordab & Raudeliūnienė, 2018). Knowledge management is defined as the directed and methodical integration of systems, techniques, and instruments for the strategic goals of the organization, ensuring efficient judgements, enacting, and delivering its value (Raudeliūnienė et al., 2018). Knowledge management improves enterprise systems which includes innovative thinking, collaborative effort, translate tacit and explicit knowledge of employees, teams, and institutions into organizational resources for decision-making (Adeinat & Abdulfatah, 2019; Si Xue, 2017).

The notion of knowledge management has emerged as the value of people and organizational data has become increasingly critical to the companies' outcomes and competitiveness, and it has been backed by the greater capabilities to what employees bring to their work responsibilities, recognizing and leveraging the information available in an organization in order to develop its distinctiveness, consisting of knowledge creation and sharing processes, as well as the platforms, resources, and actions that keep those mechanisms functioning (Kianto et al., 2016; Muthuveloo et al., 2017). A firm's source of competence and foundation for its progress is accomplished by the effective use of knowledge management (Obediat et al., 2016). Knowledge management has become a vital aspect in a company's success and progress, making it difficult for companies that do not use knowledge management systems to sustain

Table 1. Various authors description of knowledge management

Authors, year	Knowledge management
(Obediat et al., 2016)	Knowledge management is a firm's source of competence and the foundation for its progress and accomplishment
(Si Xue, 2017)	Knowledge management was seen as enabling possibilities for organizations to discover and translate tacit and explicit knowledge of employees, teams, and institutions into organizational resources for decision-making
(Raudeliūnienė et al., 2018)	Knowledge management was described as the directed and methodical integration of systems, techniques, and instruments for the strategic goals of the organization, ensuring efficient judgements, enacting, and delivering its value
(Adeinat & Abdulfatah, 2019)	Knowledge management is seen as enterprise systems helps in includes decision-making, innovative thinking, and collaborative effort
(Rudančić et al., 2021)	Knowledge management is accepted as a means of achieving the organization's mission and goals
(Raudeliūnienė & Kordab, 2019)	Knowledge management was defined as the systematic and intentional management of processes, methods, and tools, utilizing the organization's knowledge capacity to set goals, make efficient decisions, and generate and apply the organization's uniqueness and value
(Mazorodze & Buckley, 2019)	In engineering, knowledge management is defined as the process by which an enterprise methodically assembles, orchestrates, evaluates, and exchanges knowledge pertinent to its operating discipline
(Hussinki et al., 2017)	Knowledge management was defined as the processes and activities that aid an organization in generating, attaining, discovering, and making sense of ideas, as well as using and distributing information it among employees, and transferring information and experiences that the organization has and applying them in management activities such as decision-making, job functions, and planning and implementation

strategic benefits or a strong market presence (Shahzad et al., 2016). The recent dynamic of the world economic market is strongly driven by knowledge, effectively and efficiently controlling knowledge in an excellent way for firms to enhance critical skills (Dzenopoljac et al., 2018). Every organisation or enterprises, requires the practice of knowledge management, most especially in the knowledge intensives organisations who are fully reliant on the use of knowledge for innovation (Radovanović et al., 2017). Knowledge-intensive organizations have realized the need of preventing knowledge loss. This is particularly true in creative companies, where a team's knowledge is heavily reliant on the contributions of important individuals. This expertise is often held by important team members and is of a very confidential nature, hence knowledge management practice is adopted to secure the prevention of knowledge loss (Labuscagne, 2020). Knowledge management is a key competence of knowledge intensive industries and a critical component of an information-intensive, multi-cultural work environment (Hamed et al., 2016).

Knowledge management is perhaps the only viable long-term conduit for enterprises to achieve sustainable strategic benefits (Byukusenge & Munene, 2017). Knowledge management is seen in this study as a requisite practice which involves processes to attain and increase firm's performance effectiveness, innovativeness and add value in other to achieve sustainability. Knowledge management can assist firms in building circular economy business models that will result in long-term organizational performance (Chiappetta Jabbour et al., 2019). Corporations are actively viewing knowledge management to be their most essential operational resource, but they are seeking for new approach to enhance operational efficiency by building quality knowledge management processes (Alrubaiee et al., 2015).

### 3. Knowledge management process

Knowledge management refers to the various activities that sustain managerial procedures like inventiveness, personal training, group learning, and cooperative judgment running smoothly (Ranjbarfard et al., 2014). Specific knowledge management processes are needed for optimal knowledge management. They entail converting expert opinion towards knowledge assets which can be widely shared and applied effectively. Organizations can retain a competitive advantage and compete in today's marketplaces by incorporating knowledge management techniques into daily (Sangari et al., 2015). Knowledge management processes (that are depicted by processes of obtaining crucial data, transmitting this information all across the institution and working to make it accessible to user groups on a timely basis, and utilizing the knowledge in a commercial direction) have been identified as pivotal antecedent factors that play a role in gearing up for the enhancing an organization's innovation capabilities (Yusr et al., 2018).

Table 2. Presentation analysis in knowledge management processes by different authors (source: created by authors)

Author, year	Creation / generation	Sharing / transfer / distribution / dissemination / conversion	Application / reuse / interpretation	Acquisition / capture	Storage / codification / retention / retrieval	Protection
(Samina et al., 2015)	✓		✓		✓	
(Kianto et al., 2016)	✓			✓	✓	
(Martelo-Landroguez & Cepeda-Carrión, 2016)	✓	✓	✓		✓	
(Ha et al., 2016)		✓	✓	✓		✓
(Känsäkoski, 2017)	✓	✓		✓		
(Paudey et al., 2018)		✓	✓	✓		✓
(Abualoush et al., 2018)	✓	✓	✓		✓	
(Kordab & Raudeliūnienė, 2018)	✓	✓	✓	✓	✓	
(Al Yami & Ajmal, 2019)	✓	✓	✓	✓	✓	
(Raudeliūnienė et al., 2020)	✓	✓	✓	✓	✓	
(Shvetsova, 2021)	✓	✓	✓		✓	
(Aviv et al., 2021)	✓	✓	✓	✓		

Organizations' ability to improve their performance is determined by their ability to benefit from knowledge management procedures that best suit their practices and can clearly add value to their goods or services. The repeating steps involved in the knowledge management processes, which include knowledge creation, knowledge transfer, knowledge application, knowledge acquisition, and knowledge storage, are shown in the presenting analysis of knowledge management processes.

Knowledge creation which is a part of knowledge management process is described as an invention defined by novel tactics, techniques, frameworks, procedures, and modes of collaboration among those involved (Känsäkoski, 2017). Knowledge creation according to (Kianto et al., 2016) is an institution's ability to develop useful and novel ideas and decisions about a range of activities well within the company which includes commodities, procedures and services. Kasasbeh (2015), Obeid and Rabay'a (2016) described knowledge generation as an interplay between the tacit and explicit knowledge which thus results to the development of new information. Knowledge is generated, communicated, enhanced, augmented, and merited in a workplace settings through cooperative and collective mechanisms along with individuals' thought mechanisms (Chang & Lin, 2015). The capacity to fully comprehend knowledge from past events and alter future outcomes is associated with knowledge generation (Kordab & Raudeliūnienė, 2018).

Knowledge Acquisition is ascribed by (Kianto et al, 2016; Kordab & Raudeliūnienė, 2018) as activities of an organization which captures information from multiple sources. Innovative companies need to use their acquisition abilities to regularly enhance its existing knowledge management activities to adapt to changing environmental conditions and arduous tasks (Alguezaui & Filieri, 2010). For firms to profit from novel perceptions, knowledge acquisition is critical. When a firm understands what its counterparts are doing, it can enhance the companies competitive stance. However, a company's failure to acquire information could result in missed chances (Bloodgood, 2019). Knowledge acquisition is a critical aspect of knowledge management process because its enable an organisation to make an informed decision and this decision could rely on the agglomeration of knowledge that resides within and outside the organization (Pandey et al., 2018).

Knowledge sharing, according to (Lee, 2016) is a crucial mechanism for improving organizational competencies such as advancement, issue resolution, innovation, productivity, and revenue. Matoskova and Smesna (2017) described knowledge sharing as a process whereby individuals communicate substantial information, opinions, experience, and abilities. Känsäkoski (2017) stated that knowledge sharing necessitates interpersonal connection. The social network design, place and time events, the organization's culture, member trust, and work attitudes are all elements that influence knowledge sharing in organizations. Individuals can trade experience and skills and dispute over know-how and know-what procedures that promote a firm's profitability through this process, but the effectiveness of this process is mostly dependent on the employees' interests, morals, and drive (Kordab & Raudeliūnienė, 2018). Knowledge sharing is a pivotal process of the success of knowledge management, it plays a paramount role for the effective usage and application of knowledge resources (Masadeh, 2016).

Knowledge application is describe as a process of knowledge management where the organization's make there actions and information resources more usable. The primary goal of knowledge application is to manage knowledge, which entails investment in information rather than simply storing and sharing it, knowledge application fulfils its benefits when firm's put into practice the theoretical knowledge they have acquired (Abualoush et al., 2018). Application of knowledge efficaciously guarantees that the firm's objectives are attained successfully and adroitly with the transfer of authorities and autonomy within the organization (Bouraghda & Dris, 2015). According to (Wahba, 2015) Knowledge utilization is determined by how much a company shares and implements its knowledge across their confines. Knowledge application is the utilization of information that has been gained and communicated. It necessitates the employment of both technological and personnel channels of communication (Ranjbarfard et al., 2014; Kordab & Raudeliūnienė, 2018). Knowledge application is the use of knowledge to assist in decision making, issue resolution, automate corporate tasks, and providing of skills training (Ranjbarfard et al., 2014) .

Knowledge storage is described as act of preserving existing, learned, and developed knowledge in archives. It's involves the total absorption and retaintion of information, records, and expertise that is required by the organizational management (Ranjbarfard et al., 2014). Knowledge must be saved and organized in an acceptable manner using digital tools, archives, repositories and databases that ease access. Organizations need be able to properly preserve their information and implement safety measures to prevent unwanted accessibility to this information (Sangari et al., 2015). Knowledge storage or retention entails managing turnover of employed personnel as well as the loss of experience or skills, which particularly seems to be a key wellspring of knowledge for organisation. Employees' expertise is lost when they leave an organization, making it necessary for companies to keep their best employees in order to preserve their insights (Kianto et al., 2016).

These knowledge management activities are the most important aspects in achieving the anticipated benefits of knowledge management in terms of corporate performance and long-term sustainability.

#### 4. Knowledge management practice and sustainable development

Sustainable development is a knowledge-intensive procedure afflicted by the inadequacy to integrate information we have learnt with green initiatives. As a result, using knowledge management as a solution which is important for sustainable development promotes a worldwide approach that encourages collaboration, interaction, transfer of information, upstream and downstream development, and information dissemination (Oyewumi et al., 2019). When knowledge management is being used in the perspective of sustainability, it induces a transition in the organization's stance, where ethical and ecological obligation is equated with economic viability, more so it is viewed as the exact transition of economic objectives into knowledge goals, the repudiation of obsolete knowledge, the classification and general upkeep of relevant skills, the retention of people with useful insights, the use of knowledge in facilities, the reinvention of unspoken (inferred) knowledge into expressed frameworks and approaches, and the motivation of sharing knowledge (Mikalauskiene & Atkociuniene, 2019). Knowledge management is more often used as a foundational component of initiatives to sustainable development. Owing to the intricacy of meeting the sustainability criteria, this kind of an alliance is needed. As a corollary, firms will have to focus further on existing knowledge-generating capabilities. Knowledge management is viewed as a new growth viewpoint in the perspective of sustainable development, with the goal of enhancing adherence to economical, ecological, and ethical viable standards (Chang et al., 2018; Van Reijssen et al., 2015). Knowledge management is mostly responsible for establishing and utilizing knowledge resources in a sustainable manner while taking societal, environmental, and economical concerns into account from a sustainability standpoint (Lim et al., 2017). In order to achieve and maintain sustainability, the three components of social, economic, and environmental development are said to be balanced (Johnson, 2017). Effective knowledge resource channeling in the proper direction is critical for achieving a sustainable competitive advantage (Zehr, 2016). The organization's protracted sustainable competitive advantage emerges through the use of knowledge management systems, which strengthen existing advantages and affect the value of assets that adversaries do not have. Knowledge and innovations that are appropriately acquired and implemented produce another knowledge development spiral that is depicted as a perpetually broadening helix, which raises the level of society as well (Mikalauskiene & Atkociuniene, 2019).

From the perspective of the customer, the impact of knowledge management on the organization's long-term viability is that it satisfies client needs while also achieving long-term viability objectives by better understanding and addressing information and knowledge needs and providing more distinctive solutions. As a result of this finding, there are potential to build long-term relationships with clients, create common value, and secure their allegiance. This is one of numerous techniques that vibrant companies employ to maximize their performance (Costa & Monteiro, 2016). Learned individuals embark on long-life learning that equips them with requisite skills for identifying information gap in one's knowledge base and also knowing the channels of information that is available in tackling anomalies knowledge management procedures become the cornerstone for sustainable development (Oyewumi et al., 2019). The integration of knowledge management to the achievement of sustainability development goals connects an eminent significance to the human capital, originality, inventions that stimulate exchanging great and also unpleasant encounters, facilitating the integration of technologies, skills, and dispositions which are beneficial to the business and the country's economy, and a custom of continuous learning which are all highly valued (Byukusenge & Munene, 2017; Kok, 2007; Molodchik et al., 2012; Johannessen, 2017; Bischoff et al., 2013).

The effect of knowledge management on sustainable development is demonstrated by divulging the interactions between knowledge management and sustainable development, the concepts of knowledge management, as well as the appraised sustainable development capacity, as well as predicting the influence generated from knowledge management while looking to improve an organization's productivity (Mikalauskiene & Atkociuniene, 2019).

The relevance of a skilled personnel is emphasized when evaluating the effects of knowledge management on sustainable development; the premise of intellectual sustainable development as well as its connections to knowledge management are emphasised; and this reveals how knowledge management influences the company's set objectives for competitiveness as well as its recognition. The practice of knowledge management will indeed assist the organization in developing its sustainability strategy by boosting its exposure to existing sustainability expertise and minimizing establishing targets that seem to be too far to reach, depending on their assumptions and beliefs (Garavito-Bermúdez et al., 2016; Aldabaldetrekú et al., 2016). Knowledge management in the aspect of sustainability development

will ensure that organisations acquire the requisite knowledge to attain their organizational mission by supplying the necessary knowledge to reach their organisational vision, furnishing them with directions and lucidity in knowledge matters (Aldabaldetrekue et al., 2016).

Firms benefit from knowledge management while building their sustainability strategy because it will help them become more aware of their current sustainability knowledge, allowing them to set more appropriate aims and targets. It is paramount for firm to make a significant effort to harness their knowledge management practice in order to attain sustainable development, more so it's also crucial to analyze the adequacy of each knowledge management processes contribution to long-term sustainability (Abualoush et al., 2018).

Table 3. Examples of prior works studying the impact of knowledge management practice on sustainable development

Author, year	Research variable	Research findings	Research limitation	Sector area
(Rasool et al., 2019)	Human resource management Organizational innovation Sustainable organization performance Knowledge innovation	Knowledge innovation has an influence on Human resource practice on sustainable organization performance	One case study	Chinese Banks
(Kordab et al., 2020)	Knowledge management Sustainable organizational performance Knowledge based sector Organizational learning	Knowledge management process has a positive influence in organizational learning on sustainable organization performance	Specific knowledge based sector and a particular geographical area	Middle eastern audits & consulting firm
(Sapta et al., 2021)	Knowledge management Sustainable organizational performance Organizational culture Transactional leadership	Knowledge management practice leads organization to achieve their sustainable performance	Agricultural sector, Local organizational culture using Tri hata kerana	Developing countries

Knowledge management is an important factor in achieving sustainable development in any organization or industry. Sustainability can be achieved by improving adherence to economic, ecological, and ethical viability principles, disseminating knowledge within organizations and between organizations and the workplace to help organizations better accomplish a sustainable approach by fostering social change, and funneling knowledge resources in the right direction.

## Conclusions

The purpose of this study is to examine the concept of knowledge management by defining the significance and value of knowledge management from various authors, the processes involved in knowledge management practices, and the knowledge management practice in knowledge intensive industries such as the legal sector that can use knowledge management to attain sustainable development. According to the study, knowledge management is an important part of excellence for most organizations. According to different authors' studies, knowledge management practice act as a significant role in the performance and effective competitiveness in several organizations or industries, but only with carefully thought out knowledge management processes that include knowledge creation, transfer, application, acquisition, and storage. These knowledge management practices are the most crucial steps in achieving the anticipated benefits of knowledge management in terms of corporate performance and long-term sustainability. Knowledge management processes facilitate firms to gain critical data, transmit it across the organization, work to make it accessible to user groups on a timely basis, and use the knowledge in a commercial direction) that have been recognized as paramount underlying factors for improving an organization's innovation capabilities. Knowledge intensive industries, as seen in this study, rely on their employees' solid professional knowledge and use knowledge management practice for long-term development, it has been shown to have a significantly positive impact on operational effectiveness, denoting that firms that make an effective use of knowledge management practice and discover its efficacy have the propensity and potential to deliver good outcomes in terms of innovation, creation of outstanding strategy, and other

areas. In knowledge-intensive industries, sustainability can be achieved by adopting optimal knowledge management practices and processes.

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## ŽINIŲ VALDYMO PRAKTIKA NIGERIJOS TEISĖS KONTOROSE KAIP DARNUS PLĖTROS ĮRANKIS

Ndidiamaka Linda NWABUNIKE

**Santrauka.** Bėgant metams labai išaugo pripažinimas, kad žinios vaidina gyvybiškai svarbų vaidmenį siekiant tvarios įvairių verslo sektorių plėtros. Įvairūs tyrimai parodė, kad žinių valdymo praktika žinioms imliose pramonės šakose priklauso nuo nuolatinio išmanančių ir kvalifikuotų specialistų įsigijimo ir tobulėjimo, kad jie išliktų aktualūs nuolat besikeičiančiame verslo pasaulyje. Žinių valdymo praktikos plėtra žinioms imliose pramonės šakose, tokiose kaip advokatų kontoros, yra reikšmingas būdas pasiekti tvarią plėtrą, kuria siekiama duoti naudingų rezultatų žinioms imlioms pramonės šakoms. Nors yra daugybė mokslinių tyrimų apie įvairias žinioms imlias pramonės šakas, yra nedaug tyrimų, analizuojančių, kaip advokatų kontoros gali panaudoti žinių valdymo praktiką kaip tvaraus vystymosi įrankį, užtikrinamos, kad žinių išteklių būtų įgyjami ir naudojami tvariai, atsižvelgiant į socialinius, ekologinius ir ekonominius veiksnius. Šiuo tyrimu siekiama išanalizuoti žinių vadybos sampratą, nustatant skirtingų autorių žinių valdymo svarbą ir aktualumą, procesus, susijusius su žinių valdymo praktika ir žinių valdymo praktika žinioms imliose pramonės šakose, tokiose kaip teisinis sektorius, gali panaudoti žinių valdymą, kad būtų pasiektas tvarumas, plėtra. Šiam tyrimui pritaikytas tyrimo metodas – įvairių mokslininkų mokslinės literatūros analizė, siekiant gilaus rezultato.

**Reikšminiai žodžiai:** žinių vadyba, žinių valdymo procesai, žinioms imli pramonė, darnus vystymasis, teisės verslo sektorius, advokatų kontoros.