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An overview of knowledge management research in Zimbabwe: From 2010 to 2022

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Abstract

This paper gives an overview of knowledge management (KM) research in Zimbabwe and analyses the most significant research trends and patterns from 2010 to 2022. The literature review technique was used to collect data, focusing on characteristics of publication outputs, focus of the researches, research methods, and summary of key findings. Findings show that research in knowledge management is still limited in Zimbabwe. The corporate sector receives the most focus from KM researchers, followed by knowledge-oriented institutions, the public sector, Small to Medium Enterprises (SMEs), media organisations, and agriculture-related enterprises. Universities, despite being both knowledge factories and large

consumers of knowledge, are implementing knowledge management only to a limited extent. The common research themes include knowledge management technologies, firm performance, knowledge sharing, and knowledge management challenges. The qualitative approach is the most preferred research methodology, while interviews and questionnaires are the most often utilised data collection methods.

Keywords: knowledge management, knowledge management research, knowledge sharing, knowledge economy, Zimbabwe

Introduction

Knowledge Management (KM) has gained more attention from academics and corporate sectors following the emergence of the knowledge economy. In today's knowledge economy, KM has become a distinct new discipline and a source of competitive advantage for organisations (Qiu and Lv, 2014; Mutongi *et al.*, 2016; Ndiege and Wamuyu, 2019). The volume of worldwide KM literature published to date has grown, demonstrating its increasing significance (Lee and Chen 2012; Ramy *et al.*, 2018). Following the growing amount of literature being published around the globe, it is crucial to be able to visualise the development of scientific knowledge in the KM field and to discover trends and patterns (Lee and Chen, 2012). The purpose of this paper is to provide an overview of KM research in Zimbabwe and identify the most significant research trends and patterns from 2010 to 2022.

KM is a crucial activity for organisations. It enables organisations to identify, promote and spread best practices while improving productivity and other key performance measures (Darroch, 2005). In a broad sense, KM is conceived as a generic process through which organisations generate value from knowledge (Goh, 2005). The concept of KM in contemporary society is necessitated by the relevance of knowledge application as a key pillar of innovation in the knowledge economy. Lee and Chen (2012) reveal that effective KM implementation has become increasingly important to enhance innovation and facilitate knowledge reuse (Kankanhalli, Lee and Lim, 2011). KM embodies critical management issues surrounding organisational efforts that seek a synergistic combination of information processing through the use of appropriate technologies, as well as the creative and

innovative capacity of human beings (Goh, 2005). Economic growth is no longer just dependent on physical labour and capital, as outlined in nineteenth-century ideas, but also on human capital constituted of "knowledge workers" whose inventive talents propel the present "knowledge society" forward (Qiu and Lv, 2014).

KM is predominant within the business and management field (Ramy *et al.*, 2018), but has expanded to other disciplines such as computer science, information systems, as well as information science and library science (Qiu and Lv, 2014). The implementation of KM in organisations has been motivated by multiple drivers which are summarised by Du Plessis (2005) as follows:

- Recognition of knowledge as a commodity in the new economy;
- Recognition of knowledge as a source of competitive advantage;
- Importance of knowledge to decision-making performance;
- The necessity of collaboration;
- Organisational and geographical distribution which requires effective knowledge sharing;
- Advent and development of technology; and,
- Internal organisational inefficiencies.

Competition, market needs, changing operational and management methods, and the availability of KM methodologies and information technology have all contributed to the importance of KM. KM contributes significantly by acting as a coordinating tool to improve the translation of resources into capabilities (Darroch, 2005). Effective management of knowledge enables those within organisations to extract more from all resources available to them. KM practices are supported by information and communication technologies (ICTs) that help facilitate knowledge acquisition/creation, knowledge dissemination, knowledge conversion and knowledge utilisation (Soto-Acosta and Cegarra-Navarro, 2016).

Given that organisations and the economy benefit from successfully implementing KM practices and systems, researchers in Zimbabwe must pay attention to the KM phenomenon. Studies have revealed a correlation between KM research activity and economic prosperity as demonstrated by countries such as the United States, China, the United Kingdom, Germany and Australia which top the list of countries active in KM research (Qiu and Lv, 2014; Ramy *et al.*, 2018). There appears to be no detailed study to analyse KM research activity in Zimbabwe despite

the growing significance of KM to organisational performance and economic growth. This paper uses a literature review methodology to analyse KM research in Zimbabwe from the period 2010 to 2022 to identify significant trends and patterns.

Literature Review

Theoretical foundations of Knowledge Management

The KM concept emerged in the 1980s as a result of the convergence of several factors, including: intellectual, social, and business forces (Wiig, 2000). Wiig (2000) provides a historical look at today's KM and reveals that the concept is rooted in the following historical efforts:

- Religion and philosophy: efforts to understand the role and nature of knowledge (epistemology);
- Psychology: efforts to understand the role of knowledge in human behaviour;
- Economics and social sciences: efforts to understand the role of knowledge in society;
- Business theory to understand work, and its organisation; and,
- 'Knowledge era' and modern efforts to improve the effectiveness.

On the other hand, Baskerville and Dulipovici (2006) identified eight broadly defined critical influences of KM which are:

- Information economics;
- Strategic management;
- Organisational culture;
- Organisational structure;
- Organisational behaviour;
- Artificial intelligence;
- Quality management; and,
- Organisational performance management.

According to Wallace, Van Fleet and Downs (2011) KM is a management science that has been implemented by several organisations across the globe with varying levels of success. However, the concept of knowledge management has received various definitions and overlapping views, yet the central theme is still the same for all of them, that is, managing knowledge and encouraging people to share the same to create value-adding products and services (Bhatt, 2001). Schultze and

Stabell (2004) noted that “defining knowledge management research is challenging because a complete and agreed-upon definition of knowledge remains elusive”. Some researchers suggest that knowledge management may be defined as the process that supports the acquisition, generation, storage, transfer and application of knowledge (Ndiege and Wamuyu, 2019). Knowledge management deals with how relevant knowledge is identified, captured, shared and applied by organisations/individuals to help achieve certain desired objectives or goals. Knowledge management capabilities enable the efficient use of resources while improving both innovativeness and performance (Ndiege and Wamuyu, 2019). On the other hand, knowledge management refers to identifying and leveraging the collective knowledge in an organisation to help the organisation compete (Laihonen and Mäntylä, 2018).

Anand and Singh (2011) describe KM as the explicit and systematic management of vital knowledge and its associated processes of creation, gathering, organisation, diffusion, use and exploitation. It requires turning personal knowledge into corporate knowledge that can be widely shared throughout an organisation and appropriately applied. Although there is no single definition of KM, in general, the thought relates to unlocking and leveraging the knowledge of individuals so that this knowledge becomes available as an organisational resource. The lack of consensus on the definition of KM indicates the underlying confusion and misunderstanding of the concept (Mutongi and Chiwanza, 2016). This makes the management of knowledge a challenge and affects the development of research in the KM field (Mutongi and Chiwanza, 2016).

Empirical evaluations of KM research

KM research focuses largely on the capture, retention, processing, and reuse of explicit knowledge (Martinsons, Davison and Huang, 2017). Researchers around the globe have made attempts to visualise and identify research trends in KM with the purpose of better understanding the development of scientific knowledge in the field. For example, Ramy *et al.* (2018) explored the current research trends in KM through a scientometric analysis of all literature published between 2003 and 2015 (506 articles). The review framework explored three sets of review questions addressing country productivity; research themes and methods; and citation analysis. The study by Ramy *et al.* (2018) observed that KM is reaching maturity, which poses at least

two challenges: the need to identify key future trends of research development in the field and the need to conduct research of a more applied nature.

On the other hand, Gaviria-marin, Merigó and Baier-fuentes (2018) provide a global examination of the academic research on KM in the business and management areas based on bibliometric analysis. The paper identified and classified the most relevant research in the field according to journals, articles, authors, institutions and countries. The results show that research in this field has increased significantly in the last ten years and that the United States is the most influential country in all aspects of the KM field.

Akhavan *et al.* (2016) employed bibliometric and text mining analyses to provide an overview of the KM literature from 1980 to 2014. The study used a sample of 500 most cited articles to examine the impact of factors such as the number of authors, references, keywords and the number of citations that they received. The study reveals major trends in KM literature including the contribution of different countries, variations across publication years, and identifying active research areas and major journal outlets. The study gives insight into how trends in knowledge management research have evolved and demonstrates the characteristics of the most cited articles in this literature. Akhavan *et al.* (2016) further show that the most cited articles are from the United States and the United Kingdom.

Qiu and Lv (2014) quantitatively analysed KM research trends, forecasts, and citations from 1993 to 2012 in Web of Science to offer a global overview of research activity in this field. A total of 12,925 documents related to KM research were collected from the following databases: Science Citation Index Expanded; Social Sciences Citation Index; Arts & Humanities Citation Index; Conference Proceedings Citation Index-Science; and Conference Proceedings Citation Index-Social Science & Humanities. These documents were carefully reviewed and subjected to bibliometric data analysis techniques. The study identified five top subject categories with most KM publications which are: management science; computer science; information and library science; business; and engineering.

Lee and Chen (2012) examined 10,974 KM-related publications from 1995 to 2010 to provide a dynamic view of the evolution of KM research themes and trends. The study findings were drawn from an online citation database, Microsoft Academic Search, which is a free search engine for academic research papers and resources.

Lee and Chen's (2012) study revealed that the scope of KM research has expanded into a wide range of disciplines and that KM research will continue to expand significantly in the future.

Wallace, Fleet and Downs (2011) applied a bibliometric analysis and content analysis to explore the nature of the KM literature based on 21,596 references from 2771 source publications. Results from the study suggest that not only is the literature on knowledge management relatively immature methodologically but also the literature may be evolving in a direction that differentiates it from other works.

Global literature shows a growing interest in identifying research trends in KM. However, there seems to be no evidence on the general picture of KM research in Zimbabwe. Given the growing contribution of KM research to economic growth and firm performance, researchers need to pay attention to this phenomenon by assessing the level of research activity as a starting point in stimulating active research in the field.

Methodology

This study used the literature review methodology to collect empirical evidence on KM research activity in Zimbabwe from 2010 to 2022. A literature review is a "critical analysis of a segment of a published body of knowledge through summary, classification, and comparison of prior research studies" (Jafari & Kaufman, 2006). It helps to interpret what is known about a research field and identify gaps in the existing knowledge (Jesson, Matheson, and Lacey, 2011). Figure 1 shows the research framework that guided the literature review.

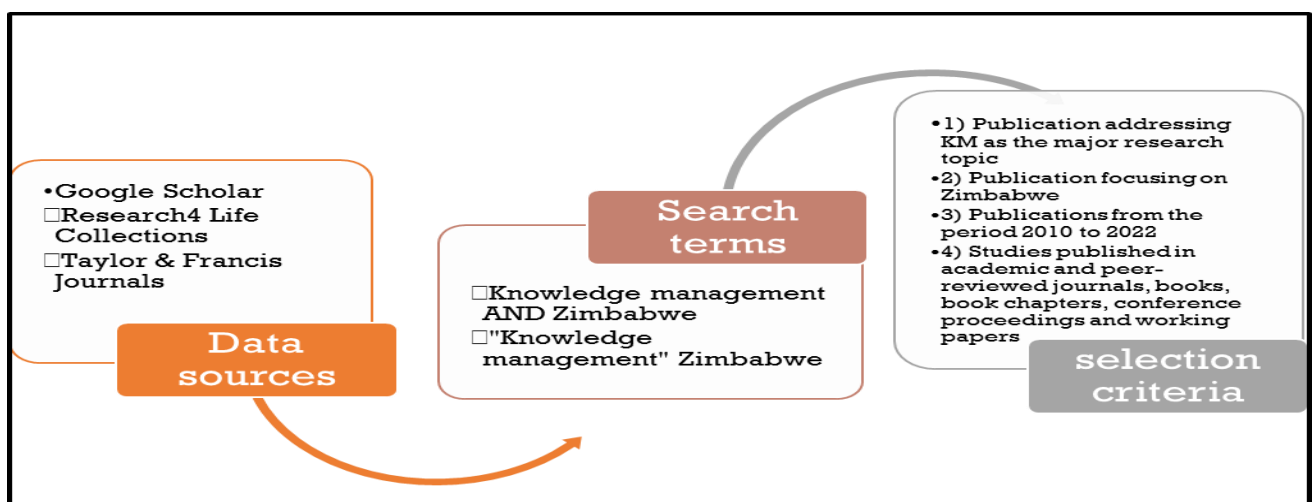


Figure 1: Research Framework

The research framework aimed to retrieve key literature that addresses knowledge management as the major research topic in the context of Zimbabwe from 2010 to 2022. The researchers focused on articles and publications discoverable through the Google scholar search engine, Taylor and Francis Journals and Research4 Life Complete Collections (AGORA, ARDI, GOALI, OARE and HINARI). The researchers focused on major internationally recognised data sources which provide multidisciplinary content and those where access was guaranteed. The study excluded unpublished materials such as blogs, website articles, theses and dissertations.

Results and discussion

The results and discussion section addresses the following areas as guided by the research questions:

- Characteristics of publication outputs;
- The focus of KM research;
- Methods in KM research; and,
- Key insights drawn from study findings.

Characteristics of publication outputs

Figure 2 depicts the KM research in Zimbabwe by publication output over the period 2010 to 2022. In general, there is a slight growth of KM research activity in Zimbabwe although the number of publications between 2010 and 2022 is fluctuating. Overall, key KM research in Zimbabwe is still limited given the number of publications (20) that were identified and retrieved from the data sources used.

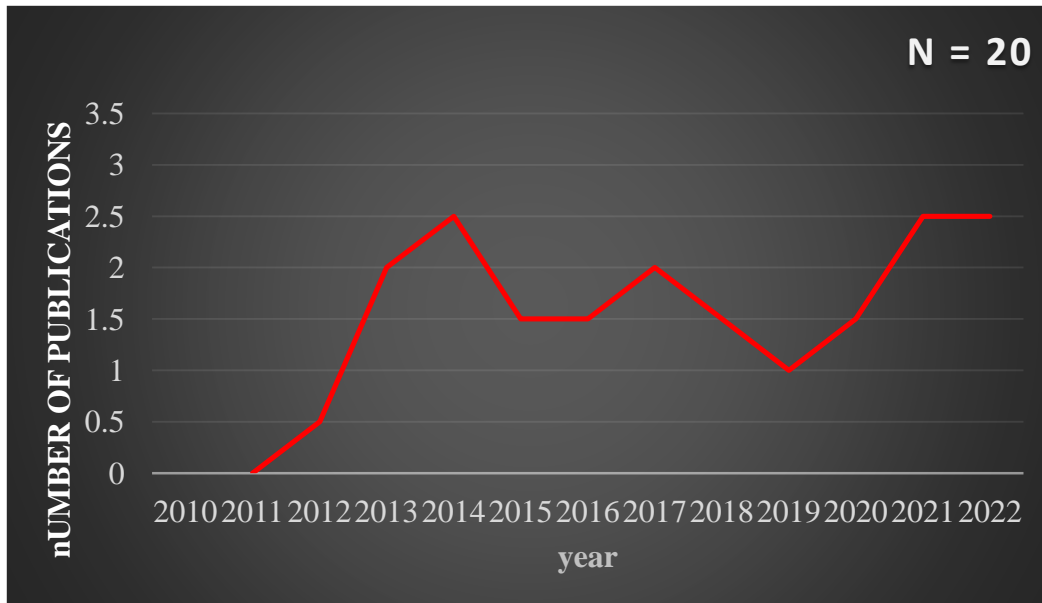


Figure 2: KM research by publication output from 2010 to 2022

Table 1 further summarises the KM research by publication type, and in this case, it shows that the most common publication type is a journal. The data shows that 85% of articles in the KM field in Zimbabwe are journal articles, followed by conference proceedings (10%) and book chapters (5%).

Table 1: KM research by publication type

Publication Type	Frequency (N = 20)
Journal articles	17 (85%)
Conference papers	2 (10%)
Book Chapter	1 (5%)

The number of KM research produced shows a relatively erratic growth from 2010 to 2022, suggesting that KM research in Zimbabwe is still an area that requires more attention from academics and practitioners. While the current study's findings point to the slow growth of knowledge management research in Zimbabwe, global trends point to a significant increase in KM research, especially in business and management (Gaviria-marin, Merigó and Baier-fuentes, 2018). However, the current study discovered that journals are the most popular type of publications in KM research, which is supported by earlier studies like those of Qiu and Lv (2014). A significant increase in KM research activity in Zimbabwe is critically required if KM is

to contribute meaningfully to economic growth in the country as what is happening in countries like the United States, China, the United Kingdom, Germany and Australia (Qiu and Lv, 2014; Ramy *et al.*, 2018). According to the cited literature, one of the underlying factors limiting the development of KM research is confusion and a lack of understanding of the concept of KM; thus, there is a need to increase researcher awareness and understanding of KM in Zimbabwe (Anand and Singh, 2011; Salem, 2014).

The focus of KM research

Focus of KM research by industry sector

Figure 3 depicts the results of an analysis of the focus of KM research by industry sector. According to the findings, the most researched organisations are in the business sector, with a focus on tourism and hospitality (10%), manufacturing (5%), retail (5%), and multisectoral (5%). Thus, KM research in the business sector accounts for a combined 25%, confirming that it has received the most attention from researchers. This is not surprising given that KM research has received the most attention in business and management sciences around the world (Gaviria-Marin, Merigó and Baier-Fuentes, 2019). KM researchers are also interested in knowledge-oriented organisations such as libraries (15%) and higher education (10%), as well as public sector institutions such as government departments (5%), local government (5%), and public health institutions (5%). Furthermore, Small to Medium Enterprises (SMEs) (10%), media organisations (10%), and agriculture-related entities (10%) have received some attention from KM researchers, while other studies (10%) are classified as conceptual in nature. The findings are consistent with global trends, which have seen the gradual expansion of KM research focus into several types of industries and service sectors (Ramy *et al.*, 2018). The expansion of KM research into educational institutions and libraries is a welcome development, given that these are regarded as engines of creativity and innovation in the knowledge society. Collaborations between academics and knowledge workers, as well as between institutions of higher learning and industry, can be used to generate extensive KM research in Zimbabwe.

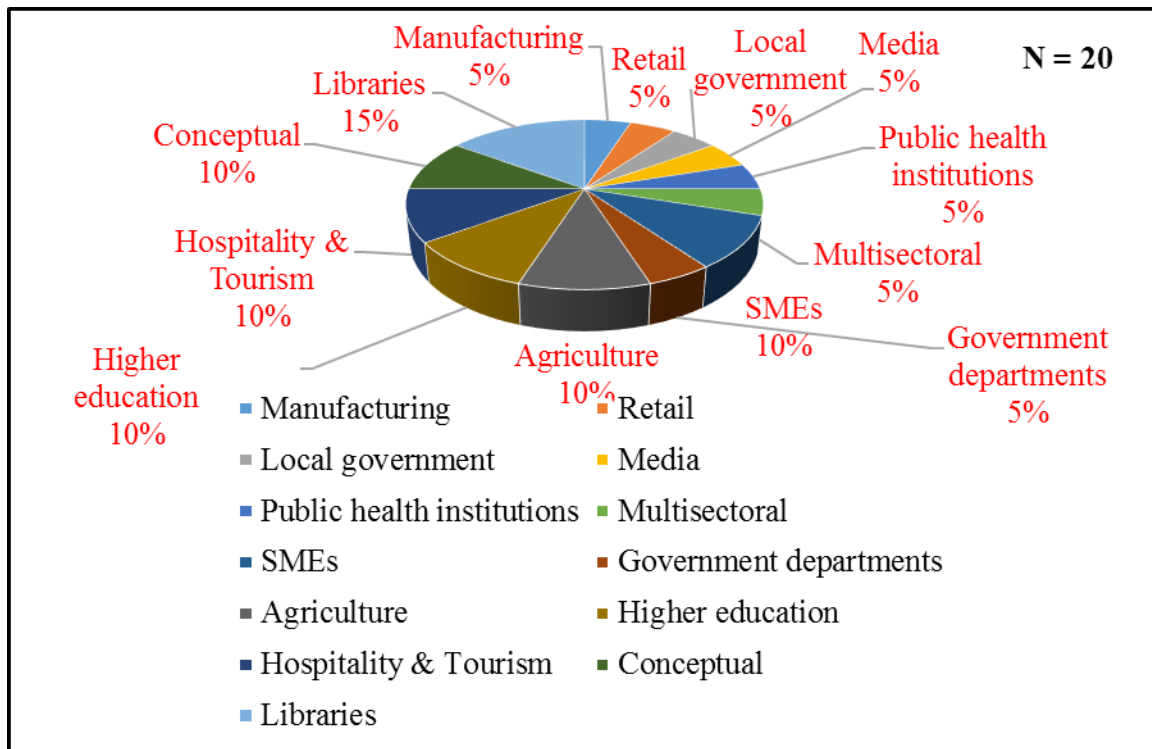


Figure 3: Focus of KM research by industry sector

Focus of KM research by research themes

Content analysis of the selected publications was done to get insight into the major research themes addressed in KM research and the results are summarised using a word cloud in Figure 4. Knowledge management was the dominant theme addressed across all the publications since this study selected publications in which KM was the major research topic. Apart from knowledge management being the most dominant theme upon which all the selected articles revolved; the major sub-themes addressed in KM research include the following:

- ICT/ KM technologies adoption and utilisation;
- KM and organisational performance;
- Knowledge sharing;
- KM adoption in SMEs;
- KM practices in healthcare management;
- Impediments to KM;
- KM implementation in university departments;
- Effective use of KM in tourism and hospitality; and,
- Farmer-oriented knowledge management systems.

of research broaden to include new research themes such as data mining, innovation, intellectual capital, collaboration and e-learning in line with global trends (Lee and Chen, 2012; Qiu and Lv, 2014).

Research Methods utilised in KM research

Figure 5 and Figure 6 provide a summary of the research approaches and data collection methods utilised in KM research from 2010 to 2022.

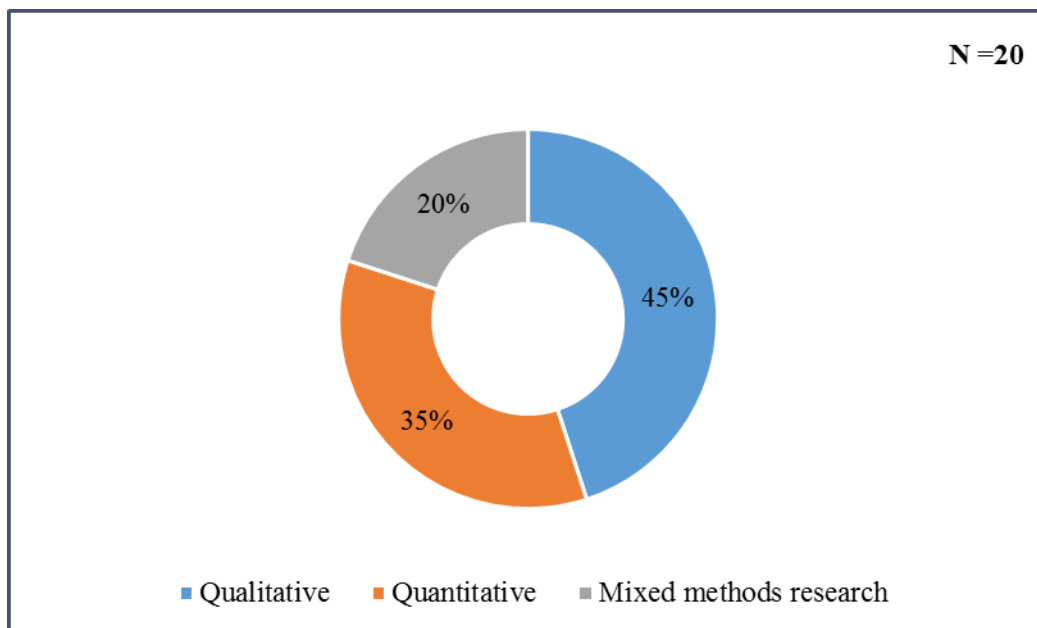


Figure 5: Research approaches used in KM research

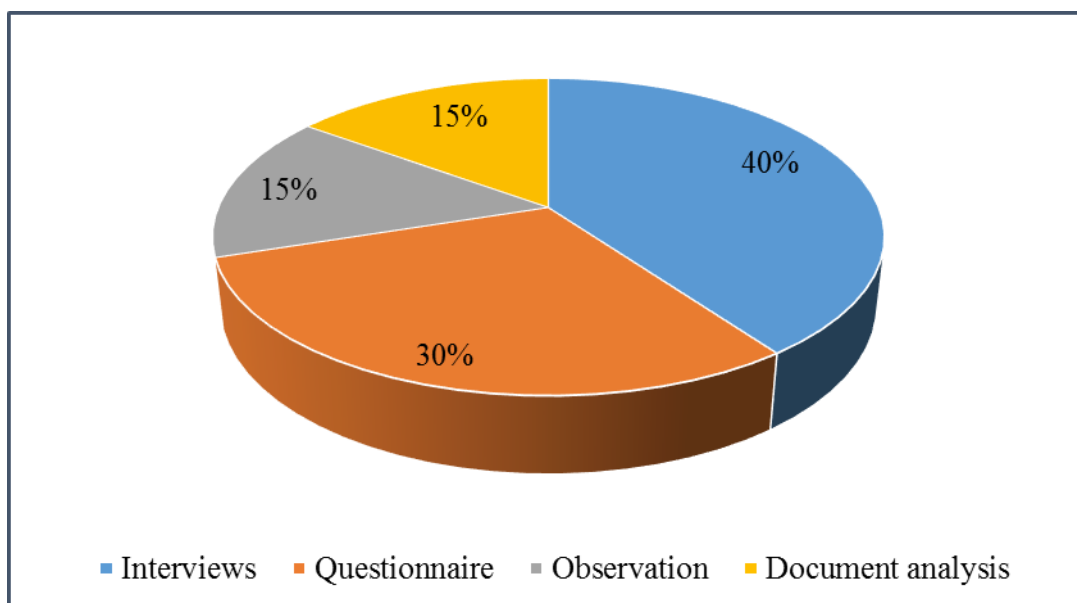


Figure 6: Data collection methods used in KM research

Findings indicate that the majority of KM research in Zimbabwe (45%) followed a qualitative research approach, whereas 35% of the research utilised quantitative approaches. A mixed methods research approach which combines both quantitative and qualitative methodologies was adopted in 20% of the publications. Content analysis of the selected publications also revealed that case study and survey designs dominate KM research methodologies. In terms of data collection methods utilised, findings indicate that interviews (40%) and questionnaires (30%) are the most commonly used, followed by document analysis (15%) and observation (15%). The use of mixed methods in KM research is a welcome development since it is considered to increase the validity of results and provide an opportunity to address KM issues that are relevant to society (Ngulube, 2015).

While the current study shows the dominance of qualitative research approaches in KM research, the results are not consistent with Ngulube (2015) who investigated trends in KM research methodologies based on articles published in the *Journal of Knowledge Management* between 2009 and 2013. The study revealed that quantitative research approaches and survey design dominated KM research. Nevertheless, the current study agrees with Ngulube (2015) in that interviews and questionnaires are the most preferred data collection tools. Although the current study reveals good practices in the use of various methodologies, KM research methods must be further developed to include additional multiple research strategies such as grounded theory, ethnography, and field experiments to provide researchers with multiple opportunities to generate new knowledge.

Insights drawn from key findings

Results from the content analysis revealed that the major findings from the publications can be summarised as below:

- Low adoption and utilisation of ICT/KM technologies are prevalent across industry sectors;
- KM has a strong influence on firm performance;
- Knowledge sharing in organisations is a challenge;
- Adoption of KM strategies in SMEs is critical for performance;
- Full utilisation of ICT tools is crucial for effective KM practices in health care management;

- Adoption of KM technologies is critical in supporting small-scale farming operations;
- KM is being implemented in university departments, but only to a limited extent;
- Impediments to KM include confusion and misunderstanding of the concept of KM, underutilisation of KM, poor ICT systems, and organisational culture that restricts knowledge sharing; and,
- Effective KM is critical for sustainable development in a knowledge economy.

Table 2 depicts the full summary of key findings based on the key publications on KM from 2010 to 2022.

Table 2: Knowledge management studies in Zimbabwe: Summary of key findings

#	Study	Industry sector	Findings in brief	Methods
1	Mutage and Dewah (2022)	University Library	The study established that both senior and junior library staff practice knowledge hoarding in the studied public university library. A knowledge-sharing policy is recommended.	Qualitative Case study Interviews observations
2	Shadwell and Subramaniam (2022)	Local government	The findings observed the low utilisation of ICTs in managing municipal knowledge in Masvingo City Council.	Qualitative Case study design Interviews
3	Nyakurerwa (2021)	University Library	The study highlights an institutional repository as a knowledge management tool with the potential to increase the visibility of a university.	Qualitative Content analysis
4	Matekenya and Ruhode (2021)	Government departments	The research developed an integrated KM and ICT framework for coordinated disaster management in Zimbabwe.	Qualitative Interviews Workshops
5	Ncube and Mbawuya (2021)	University Library	The study assessed the use of knowledge management technologies within an Open and Distance Electronic Learning (ODEL) university-based library. Library staff members and patrons preferred using	Qualitative Interviews

			asynchronous knowledge management technologies, particularly due to their easiness of use.	
6	Chisita and Fombad, (2020)	Environment & Agriculture	Environmental and climate change organisations have KM systems in place.	Qualitative Interviews Literature review
7	Manzini, Nsenduluka and Bbenkele, (2020)	SMEs	The adoption of a KM strategy was found to be critical in divapreneurship development.	Mixed method Sequential Explanatory
8	Munyanyi and Pooe, (2019)	SMEs	SMEs should consider knowledge capabilities and technological competencies as drivers to help them achieve customer-oriented systems and consequently yield superior performance.	Quantitative Cross-sectional Survey; Questionnaire
9	Pelser and Ngwenya(2018)	Multi-sectoral	The study concluded that KM play a critical influence on the strong organisational performance of companies listed on the Zimbabwe Stock Exchange	Quantitative Survey Questionnaire
10	Tarambiwa and Mafini, (2017)	Manufacturing firms	The availability of both information technology-centred and social-centred KM strategy influences export performance by improving the firm's export strategy, export commitment, export orientation, export growth, export sales, export profits and export market share.	Quantitative Questionnaire
11	Chikhata and Chivivi (2017)	Public health institutions	There is evidence of KM practices in health facilities. However, full utilisation of ICT tools is crucial for effective KM practices such as acquisition, sharing and utilisation within the health sector.	Quantitative
12	Mutongi and Chiwanza (2016)	Conceptual	The study identified different impediments to KM. They include confusion and misunderstanding of the concept of KM, underutilisation of KM, challenges in knowledge sharing, etc	Conceptual
13	Gambakwe (2016)	Retail	KM dimensions namely leadership, corporate culture, organisational structure, roles and responsibilities, information	Quantitative Cross-sectional

			technology infrastructure, and measurement and evaluation emerged as significant KM factors that influence the performance of retailers.	
14	Zvobgo, Chivivi and Marufu, (2015)	Hospitality and tourism	Organisations in the Zimbabwe hotel sector are dominated by tall structures which frustrate employees to share knowledge and worse still retrieve knowledge for problem-solving. The information technology systems are not properly structured in order to support knowledge management.	Mixed research Descriptive
15	Dewah, (2014)	Media & Broadcasting	The study noted that there is a need to improve the use of ICTs for knowledge capture, sharing and retention in the three media organisations studied. This includes making available various technologies, computerising all offices, improve internet connectivity to encourage sharing of knowledge and collaborative activities with other organisations.	Mixed methods Questionnaires Interviews Observations
16	Gwandu <i>et al.</i> (2014)	Environment & Agriculture	The article brings to attention the role of learning centres in fostering the adoption of technologies in farmer-oriented information and knowledge management.	Qualitative Participatory
17	Mahapa, (2013)	Hospitality and tourism	The main conclusion drawn from the study is that organisations have to learn to exploit their knowledge resources and put them to work to improve their performance.	Quantitative Case study Structured interviews
18	Mutembedza <i>et al.</i> (2013)	Higher education	The results of the survey show KM implementation is limited in most universities.	Mixed Case study Interviews Questionnaires Observations and Document analysis
19	Nyamubarwa (2013)	Higher education	The study revealed that human resource departments in Zimbabwean universities	Qualitative, Descriptive Survey

			are using KM as a strategy albeit to a limited extent in the areas of recruitment and selection, training, and to a certain extent in rewards management.	Interviews
20	Kabanda (2012)	Conceptual	Knowledge-driven sustainable development requires relevant and efficient KM.	Conceptual

Based on the summary of key findings from reviewed publications, KM research in Zimbabwe highlights the need to improve KM practices in organisations through the adoption of relevant KM technologies and systems; addressing challenges to knowledge sharing in organisations; implementing KM for firm performance; and increasing KM implementation in universities. It can be interpreted that the main contribution of KM research in Zimbabwe from 2010 to 2022 has been to highlight the importance of ICT adoption and utilisation to improve KM practices and systems in organisations across different industry sectors; to reveal the influence of KM on organisational performance; and identify some of the impediments to the adoption and implementation of KM in organisations. The overarching goal of knowledge management is to create, share, harvest, and leverage knowledge in order to gain a competitive advantage, improve innovation, and increase internal efficiencies, among other benefits (Du Plessis, 2005). To that end, KM research in Zimbabwe must continue to expand and highlight ways to improve KM practices and systems for the benefit of businesses, service sectors, and the economy as a whole.

Conclusions

The purpose of this paper was to provide an overview of KM research in Zimbabwe and identify the most significant research trends and patterns from 2010 to 2022. The study helps to provide a summary of key knowledge management studies in Zimbabwe, which can be a great starting point for emerging researchers seeking to advance knowledge management research in Zimbabwe. The study concludes that research in the field of KM in Zimbabwe is still limited; contrary to global trends where KM literature is widespread. However, this is understandable given that KM is still considered an emerging discipline which is still evolving. The study found that in line with global trends, KM research in Zimbabwe is expanding into different types of

industries demonstrating its global significance. Of the available KM research in Zimbabwe, the industry sector receiving most KM researchers' attention is the business sector, while knowledge-oriented institutions, the public sector, SMEs, media organisations and agriculture-related entities are also receiving researchers' interest. The study found that KM researchers pay attention to various research themes which commonly include KM technology; KM and firm performance; knowledge sharing; and KM challenges. In terms of research methodological patterns; the qualitative research approach is the most favoured, ahead of quantitative and mixed methods approaches. Also, interviews and questionnaires are used most frequently to collect data in KM research.

Key findings from KM research indicate low utilisation ICTs/KM technologies across industry sectors in Zimbabwe. Researchers highlight the need to optimise the use of KM resources through the use of ICTs, something widely documented in international KM literature. Apart from that, knowledge sharing within organisations is still a challenge according to the reviewed literature, and organisations are encouraged to implement deliberate KM policies that foster knowledge sharing and dissemination from senior staff to junior staff. Universities are struggling to implement KM strategies although they are both knowledge factories and heavy consumers of knowledge. As a result, universities in Zimbabwe must learn to use KM strategies to improve service delivery to their clients in the context of the knowledge-driven economy and the Education 5.0 philosophy, which expects universities to translate knowledge into goods and services.

Recommendations

Based on the study results, this paper makes the following recommendations:

- KM researchers and knowledge practitioners must increase their research activity through research collaborations to improve the level of KM research output and its potential contribution to economic growth.
- KM research in Zimbabwe must be expanded to address new research themes such as innovation, data mining, intellectual capital and collaboration to address societal problems

- To address various KM difficulties, KM research methodology has to develop further and encompass more varied approaches, like grounded theory, field experiments, and ethnography.
- In order to optimise KM practices and systems in organisations, more research is needed to ensure better understanding and adoption of KM technologies.

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