INTRODUCTION

The organization’s emergence and development is determined, not only by access to resources, both tangible and material, which allow for acquisition of raw materials, their processing and delivery of finished products to the end-users or customers. One of the reasons of organization’s arise is the knowledge, which allow to gain information about the products, which markets organization should chose, and where to find a potential customers. Knowledge is accompanied by the organization from the very beginning of its inception, through all the years of its development and even at the time when the organization ceases its activity. In the literature on knowledge, we can meet a lot of definitions, describing its essence, such as definition given by the PWN encyclopedia: knowledge is "generally reliable information about reality, together with the ability to use them"[7]. In a broad terms, knowledge is "any collection of information, views, beliefs, which are assigned cognitive or practical value"[4].

In contrast, M. L. Owoc has summarized the definitions of knowledge and stated that "knowledge is the basic concept for all decision-making processes, and recognizing that it is a combination of experience, evaluations of information and context information, and analytical insight into the problem, which provides a framework for incorporating new experiences and information and their evaluation"[19]. It should be noted however, that the last definition of knowledge refers to knowledge in organizations, which is present in all processes taking place in it. While earlier definitions are general definitions, relating to all aspects of daily life, this last definition brings us to the concept of knowledge management, which is closely related to the organizations.

1. THE ESSENCE OF KNOWLEDGE MANAGEMENT

The concept of knowledge management was established in the early 90's of the last century, since then, there are more than 100 definitions of the knowledge management concept, and with more than 70 of them are treated as definitions, which very well define the nature of knowledge management. This multiplicity of definitions is caused by the fact, that knowledge management is a multidisciplinary issue and its range covers a very wide area, because of the fact, that knowledge management is an integrated practice with all types of business activity. One of the first definitions of KM is the definition given by Davenport in 1994: "Knowledge management is the process of capturing, distributing, and effectively using knowledge[6]." This is definition simple, stark, and to the point. A few years later, another Knowledge Management have been created, provided by Gartner Group:"Knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience in individual workers"[10]. This is one of the most cited definitions. In a colloquial term, KM can be defined as the ability to acquire adequate knowledge from the right person at the right time [8]. Km is also a conception in which: “an organization consciously and comprehensively gathers, organizes, shares, and analyzes its knowledge in terms of resources, documents, and people skills”[21].
In organizations, knowledge management can also be considered from two perspectives:
- The business, in which knowledge management is a business activity, based on two aspects: treatment of knowledge as an element of business, that are reflected in business strategy, principles and rules occurring at all levels of the organization, and creating relationships between intellectual capital of the organization (including the explicit and tacit knowledge) and positive business results [2]. KM is also conceived as a collaborative and integrated approach to the creation, capture, organization, access and use of the intellectual capital of the organization [11],
- From process/technology perspective: KM is a concept in which information are transformed into practical knowledge, used by people with the ability to use it [5]. It is also a system for creating a virtual repository for information, that are crucial in the daily tasks performed by employees of the organization [5].

![Factors of KM](source: Own work based on Awad E.M., Ghaziri H.M., Knowledge Management, Dorling Kindersley, India 2007, p. 27)

Knowledge management in organizations is related to the processing of knowledge in a structured and chaotic form, which in the literature is understood as [14]:
- The processes of knowledge creation, used to improve the efficiency of the organization,
- Management of information, experience and knowledge which organization possesses,
- To stimulate employees to share their knowledge.

KM is a mix of strategies, tools and techniques, such as the study on the basis of mistakes or learning from a mentor, using different techniques, based on knowledge-based systems and educational technology. This causes that, on the one hand is easy to define what KM is, on the other hand, it may cause some difficulty. KM covers everything what is related to knowledge, and at the same time is defined in a very narrow sense as information technology, which manage the organizational know-how. KM is both, one and the other, which causes that KM is a highly multidisciplinary field.

2. TACIT AND EXPLICIT KNOWLEDGE

In the literature concerning on knowledge or knowledge management often encounters a division of tacit and explicit knowledge [15]:
- explicit - knowledge that is set out in tangible form,
- tacit - knowledge that one would have extreme difficulty operationally setting out in tangible form,
In addition, the term of implicate knowledge has been also met [20]:
- implicit - knowledge that is not set out in tangible form but could be made explicit,

The following, often used quote is the first mention of tacit knowledge „We can more than we can tell” by Polany, who is, today, perceived as an author of first tacit knowledge definition. In the
definition given by Brown and Duguid, tacit knowledge is the know-how, it refers to intuition, it is difficult to define and is based on experience [3]. Its additional features are difficulty of transmittal, and most often manifests itself in a concrete action, conviction and commitment [18]. A classic example of tacit knowledge in the literature is an example given by Nonak'i and Takeuch'i for kinesthetic knowledge, that was necessary to design and manufacture equipment for automatic breadmaker [16]. It was the knowledge that could be acquired through the cooperation of engineers and bakers. These authors also proposed a different distribution of forms of knowledge: experimental, internal, external, industrial/organizational, based on the Internet and called new knowledge. Very often tacit knowledge is perceived as a valuable source of knowledge, that has the ability to break the barriers, for example occurring in the organization, resources of tacit knowledge can also determine the organization to seek new solutions and products, it can be concluded that tacit knowledge is conducive to innovation [17].

Fig 2. Dimensions of tacit and explicit knowledge. Source: Authors’ own work based on [9]

Tacit knowledge is knowledge that cannot be expressed, and thus transform it into information. This causes it to be rather useless for others, but the possibility of its transformation to a specific information, making it more useful, for example in the organizational system. It follows that the transfer of tacit knowledge must first be converted into explicit knowledge, which assume a particular form of information: words, pictures or voice recordings.

Table 1. Comparison between explicit and tacit knowledge (Source: Authors’ own work based on [5])

<table>
<thead>
<tr>
<th>Tacit knowledge</th>
<th>Explicit knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the ability to adapt in order to cope with new situations, has the ability to cooperate, to share the vision and culture, coaching and mentoring in order to transfer new, experimental knowledge on a one-to-one, face-to-face basis.</td>
<td>Has the ability to spread, reproduction, access and use by the entire organization. The ability to learn or train, it can organize, systematize, explain the vision for the mission, here follows the transfer of knowledge through products, services or documentation.</td>
</tr>
</tbody>
</table>

Tacit knowledge is knowledge that "inhabits" the head of owners of this knowledge, but explicit knowledge is mostly contained in certain forms. It is worth to pay attention to a certain dichotomy - as
"Tacitness" is the property of the holder of knowledge - what is easily spoken by one person, it may be difficult to articulate by the other one. This causes the so-called. content may constitute tacit knowledge for one person and for the second will be a public knowledge. You can also find a paradox here, because very often people with extensive experience and know-how in a particular area, have problems with the transfer of their knowledge to the outside. In contrast, people with little experience, much easier to transmit their knowledge, because they follow certain processes. From another perspective, looking at the tacit and explicit knowledge, it can be seen that the most explicit knowledge represents a finished product, while tacit knowledge is called. know-how of the entire process, which the finished product is the result of it.

Fig 2. Uncaptured Tacit Knowledge. Source: Authors’ own work based on [1]

As shown in the figure above, tacit knowledge is the main subject of the exchange of information between people. It should be noted, however, that tacit knowledge is understood as a good, exchanged during the normal communication between employees, talking with each other, often, even they share their knowledge unknowingly. In contrast, explicit knowledge is here the basis for tacit knowledge. Of course, the opposite is the case for example of organized training, lectures and seminars. At these meetings leader or teacher transfers to employees or students, his knowledge, which was acquired through his experience and by large number of read books. At this point, knowledge is visible, which is commonly and widely available. But even at such meetings, leader or teacher shall also submit a slice of tacit knowledge, such as by way of example invented on the spot or on the basis of his experience gained, through which he acquired the so-called. unique knowledge.

In organizations, there are always two kinds of knowledge - explicit and tacit. Explicit knowledge is information and knowledge organization collected in the documents, publications or good practices collections. In contrast, tacit knowledge is the experience of the employees, intuition and commitment.
Table 2. The use of tacit and explicit knowledge in organization. Source: Authors’ own work based on [22]

<table>
<thead>
<tr>
<th>Explicit knowledge – academic knowledge, know-how, which is described on the paper, printed out or placed on electronic devices</th>
<th>Tacit knowledge – practical, action oriented, know-how based on experience, acquired through personal experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work processes - specific tasks, routine, arrangement, implies predictability of the environment, using codified knowledge, creating learning objects. Learn - at work, through trial and error to achieve the objectives of the work and the objectives set out by the organization. Training - using the syllabus, the formats recommended by organizations, based on the goals and needs of the organization, can be carried out. Way of thinking - logical, based on facts, using proven methods. Sharing knowledge - acquisition of knowledge from a person, storage and use when needed, e-mail, discussions and forums. Motivation - very often based on the need to achieve a defined objective. Awards - related to the objectives of the organization, forcing competition among workers, for example, is not allocated for the sharing of knowledge. Relationships - running from top to bottom, from the leader to his subordinates. Technology - associated with the work, based on the availability and cost, non-investment in the development of IT technology to create a library-based databases using available knowledge. Evaluation - based on tangible achievements, not necessarily assuming the creativity and the sharing of knowledge.</td>
<td>Work processes - spontaneous improvisation, responding to change, they found the unpredictability of the environment, create knowledge, expertise individual channels. Learn - leader of the band is open and trust hid employees, that they will share their knowledge Training - mentors, coaches, staff at training at work, based on merit, brainstorming, apprenticeships. Way of thinking - creative, flexible, open-ended divergent. Sharing knowledge - voluntary sharing, face to face contact, videoconferencing, chat, storytelling, knowledge personalize. Motivation - motivation through leadership, vision and frequent contact with employees. Awards - Non-monetary rewards for sharing knowledge, which contributes to creativity and innovation. Relationships - open, friendly, unstructured, spontaneous, based on knowledge sharing. Technology - tools for personalized selection of information, initiating conversation, the exchange of tacit knowledge, commitment to the development of IT technology, allowing people to find each other. Evaluation - based on performance, creativity and innovation.</td>
</tr>
</tbody>
</table>

As shown in the table above, explicit knowledge is a structured and objective knowledge, limited by rules and principles, and is used mainly in order to achieve the objectives of the organization. In contrast, tacit knowledge is often a spontaneous knowledge, unrestricted by any laws and regulations, and its use contributes not only to the development of the organization, but also the development of its employees.

3. TACIT KNOWLEDGE IN LOGISTICS MANAGEMENT

According to definition, formulated by Council of Supply Chain Management Professionals(CSCMP): "Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. Logistics management activities typically include inbound and outbound transportation management, fleet management, warehousing, materials handling, order fulfillment, logistics network design, inventory management, supply/demand planning, and management of third party logistics services providers. To varying degrees, the logistics function also includes sourcing and procurement, production planning and scheduling, packaging and assembly, and customer service. It is involved in all levels of planning and execution-strategic, operational, and tactical. Logistics management is an integrating function which coordinates and optimizes all logistics activities, as well as integrates logistics activities with other functions, including marketing, sales, manufacturing, finance, and information technology" [23].
The main tasks of the logistics management system are the following [12]:

- coordination of the flow of raw materials, production in progress, finished products and associated services, and related information,
- minimizing the cost of these flows,
- subordination of logistics activities to the requirements of customer service.

In organization we can highlight the following areas of logistics management [13]:

- optimization of physical flow of material goods,
- improvements of informational-decision processes,
- keeping the optimal level of stored goods,
- analysis of costs in logistics processes,
- synchronization of the use of logistics infrastructure.

In simple words, tasks of logistics management are as follows: transport management, warehousing, products trade, order fulfillment, logistics network creation, inventory management, planning demand/supply, customer service, resources acquisition, production planning, scheduling, packing and storage of finished products. Logistics management also affects all levels of planning and action – at the strategic, operational and tactical level. In addition, logistics management integrate logistics processes with other processes, associated with marketing, finance and information technology.

All processes and activities that make up the logistics management in organizations, require a certain human resources. Because these activities are carried out by employees of the organization, the implementation of various logistic processes requires a certain human resources. All the above mentioned logistics processes proceed in accordance with certain guidelines, rules, principles or procedures. So they use sources of explicit knowledge. But the effectiveness of these processes and activities, in a large extent may depend on tacit knowledge, possessed by the people in a certain organization.

1. Transport Management – here, drivers’, responsible for the transport of goods, tacit knowledge may plays a significant role. While their right to drive is attested by the license in the appropriate category, driving style, caution is dictated by predictability is tacit knowledge. Thanks to it, the drivers know how to drive the vehicle in difficult conditions, both weather and in terms of quality of roads. Tacit knowledge allows them to predict the behavior of other drivers on the road. This leads, that they commit fewer mistakes, have fewer delays in deliveries and increase the feeling of safety on the roads. It should be borne in mind, that even delays in delivery may reduce the effectiveness of the organization, not to mention traffic accidents or car failures on the road.

2. Storage - here tacit knowledge can manifest itself in the way of stacking the goods on the shelves. Despite that, both raw materials and finished products are stored on storage shelves, according to a certain pattern, the employee, on the basis of their experience, can change this pattern and to contribute to more optimal distribution of goods in the warehouse.

3. Orders realization - the same process of adopting and implementing the orders, follows a certain pattern and, in accordance with accepted, the organization's rules. However, in the process of orders, is contact between the customer and the employee organization, and it goes like this contact may have an impact on future cooperation between the customer and the organization. Here, tacit knowledge is the experience of the employee, which allows him for appropriate approach for each individual customer, know its needs and their satisfaction. While the sales process is carried out, according to well-defined framework is called. Interpersonal contact between an employee and a customer, is formed under the influence of tacit knowledge worker.

4. Inventory Management – in organizations, inventory management processes in accordance with, the accepted methods such as Just in Time, ABC or XYZ. In most cases, the use of the selected method is quite sufficient. But also in this case, the employee based on his experience, to a certain batch of goods can apply a completely new method, which proves to be just as effective.
5. Customer service - despite the fact, that customer service departments in organizations, operate according to certain guidelines, frameworks or patterns-it-yourself customer service process, when it occurs direct customer contact with the employee, it may be based on tacit knowledge by the employee. There are none guidelines or procedures, which are not able to anticipate the needs of the end customer or behavior, and it is tacit knowledge of worker, allows him to take proper action with respect to the client's needs, and thus, the fulfillment of them.

6. Resource acquirement - the most often, resources are acquired from external suppliers, who were selected following an supplier selection process. Also of organizations with suppliers based on contracts and conditions, which meet the condition for effective cooperation. In this case, tacit knowledge can help the process of supplier selection and then it can affect the evolution and effectiveness of cooperation concluded.

7. The information flow - all of the above processes are surrounded by so-called. grid information. Between them, because there is a constant flow of information. These information are largely formalized information, transmitted in an appropriate form, such as documents or contracts. But next to the information, shall also exchange of tacit knowledge, often not verbalized but pried at other workers. Because as far as tacit knowledge takes the form of clear information, it is known to the definition mentioned above, tacit knowledge is the knowledge not present in the form of information, data or numbers. But it can be communicated nonverbally, contributing to the efficient flow of information across all logistics processes.

4. CONCLUSION

The above described processes are associated with logistics management in the organization. However, tacit knowledge also plays a large role in other processes, such as those related to marketing, finance or human resources. Unless the bylaws, rules or procedures are important in the organization, such as the principles of health and safety work, the companies should endeavor to acquire tacit knowledge of its employees. At the same time too, the organization, through training and seminars, applied tools of motivation or information technology, may also contribute to the acquisition of tacit knowledge by employees. It can be assumed that the use of tacit knowledge can contribute to creating an outstanding solutions, innovative and yet very effective. One such example is the use of tacit knowledge in an organization, is to organize such a forum in which employees will report their observations, problems and their solutions. Over time, such a forum could evolve into a knowledge base, on the one hand, overt, as accessible to all but on the other hand, it will be formalized knowledge and the knowledge base will not be limited by any framework or rules.

Abstract

Activities of today's organizations is largely based on knowledge. Our knowledge enables us to plan, organize and carry out activities, which are the essence of the organization. Knowledge is not only a condition of organizations' creation, but is also responsible for its development and activities in the future. However, the knowledge of knowledge uneven - the most popular and most known its division is the division of tacit and explicit knowledge. Explicit, as the name suggests, is the knowledge passed on in the form of information, materials or data, while tacit knowledge is the knowledge in non-material form. Both types consist of knowledge, which is in the possession of both, the organization and its employees. This article presents the characteristics of both types of knowledge, with an emphasis on tacit knowledge and its impact on the efficiency of logistics processes, taking place in organizations.

REFERENCES

1. Awad E.M., Ghaziri H.M., Knowledge Management, Dorling Kindersley, India 2007, p. 27.
16. McLean L.D., A Review and Critique of Nonaka and Takeuchi’s theory of Organizational Knowledge Creation, University of Minnesota, USA 2003, p. 2