Article

Knowledge Sharing Practices among Legal Practitioners in Yobe State, Nigeria.

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Abstract

The objective of this study was to identify the factors associated with knowledge sharing practices among legal practitioners in Nigeria. The study adopted quantitative method through the use of cross sectional survey design. Total enumeration sampling technique was applied to collect data from a total 187 legal practitioners in Yobe State. Questionnaire was used as the research instrument distributed to the entire sampled population out of which 167 (89.0%) were returned and found usable for the analysis. The findings of the study revealed that majority of the respondents involve in knowledge in a very high extent. The study recommends that legal practitioners should in addition employ the use of brainstorming, subject-matter experts, and face-to-face virtual meetings facilitated by technologies to enhance their knowledge sharing.

Keywords: Knowledge, Knowledge sharing, legal practitioners, Yobe State.

Introduction

Knowledge is defined as facts, information and skills acquired by a person through experience or education (Stevenson 2015). In order to understand what knowledge is, it is important to understand how it relates to data and information. In general, past literatures have identified the distinctions between data, information, and knowledge. Data is commonly described as a set of discrete, objective facts about events; while information is a collection of data and associated explanations, interpretations, and other textual material concerning a particular object, event, or process, knowledge on the other hand, is a more complex concept to define.

Knowledge sharing is defined as a process of making knowledge available to others by exchanging knowledge among members in order for them to collaborate on tasks, solve problems or implement ideas. It is about effectively converting and transferring specific knowledge held by a member to other members in a form that can be understood, absorbed and used by members who need it to engage in a certain activity or in solving problems (Flinchbaugh, Li, Luth and Chadwick 2016).

Knowledge sharing is the capturing, storing and dissemination of data using appropriate media to further the development of employees and enhance the work processes. Knowledge sharing could be undertaken in many ways. It could be a mere discussion with a colleague or capturing and reusing experienced based knowledge residing within the organization. In so doing this makes knowledge accessible to other employees. Knowledge sharing enables new knowledge to be created and also translated into innovative technologies and processes. Knowledge sharing has been recognized as the most important factor in the success of knowledge management. Knowledge sharing means the exchange of employees' knowledge, skills, and experiences. It ensures that the knowledge within an organization is available for employees whenever they need it, and its benefits include retaining intellectual assets and improving productivity. According to Wang and Ko (2012) the sharing of an individual's knowledge is imperative to the 'creation, dissemination, and management of knowledge at all other levels within an organization.

Some factors that could influence a person's willingness to share knowledge, have been identified including trust, promotion, incentives, rewards, motivation, relationships, incentive systems, culture, top management support, senior leadership, contribution, association, and other factors. Cleveland and Ellis (2015) considered that a recipient may not be willing to accept shared knowledge from others, owing to a lack of trust of the source individual. The recipient's attitude may also be influenced by how effectively knowledge has been articulated by the sender.

Legal practitioners are described as a knowledge workers who engage in different types of knowledge intensive activities, legal practitioners are professional having public duties that serve justice, they are simply an agent of

the client, owing no real duties to whatever justice may be to their profession, other than those of client advocacy as started by (Ojo and Grand 2011).

A study by Foss, Husted and Michailova (2010) revealed that there are five reasons why employees (legal practitioners inclusive) are reluctant to share knowledge. The reasons includes (i) the fear of decrease personal value, (ii) cost involved, (iii) uncertainty of how the receiver will use the shared knowledge, (iv) accepting and respecting a strong hierarchical and formal power, and (v) actual negative consequences of sharing knowledge with subordinates even though this study was conducted in Russia, a country where the authors themselves describes as hostile to knowledge sharing, it is quite relevant in other parts of the world.

The statistics obtained from Nigerian Bar Association (NBA), Yobe State chapter, shows that there are one hundred and eighty seven (187) registered legal practitioners in the state. However, there is no clear evidence of the strategies and the platform used for sharing of knowledge since observation have shown that there is no definite fora for that purpose. This study investigates knowledge sharing among legal practitioners in Yobe State

Statement of the Problem

Legal practitioners are knowledge workers who engage in different types of knowledge intensive activities. Today the legal profession faces great challenges and legal practitioners are permanently being flooded with new information, such as frequent changes in legislation and new court decisions, amongst many other changes. Knowledge sharing in law firms is the process of distributing know-how relevant to legal practice and the success of the law firm. Sharing knowledge is often unnatural, stating that people will not share their knowledge, and think their own knowledge is valuable and important. Despite the importance of knowledge sharing in building up an organizational knowledge, which eventually improves the firm's competitive edge, it appears that legal practitioners in Yobe State encounter numerous challenges ranging from: lack of willingness to share their knowledge voluntarily; no specific data bases to protect their knowledge through documented processes for sharing knowledge, and also lack of well-defined strategy for sharing knowledge. In response to these problems, a study of this nature became necessary in order to provide insight into the application and practice of knowledge sharing among the teaming legal practitioners in Yobe State. This study is expected to assist in providing and stimulate improvements of knowledge sharing, thereby ensuring effective service delivery to the Legal practitioners and government at different levels, and will also make a remarkable contribution to the domain body of literature which will provide awareness of the knowledge sharing in the legal profession.

Research Questions

1. What is the extent of knowledge sharing among the legal practitioners in Yobe state?
2. What is the frequency of knowledge sharing among the legal practitioners in Yobe state?
3. What is the attitude of legal practitioners towards knowledge sharing in Yobe state?
4. What are the benefits legal practitioners in Yobe state derive from sharing knowledge?

Literature Review

Many organizations, including legal organization, worldwide are now making attempts to integrate knowledge sharing into their operational environment. Much of contemporary writings on knowledge sharing have mistakenly anticipated knowledge sharing to be a linear process where knowledge flows from a sender to a receiver. The issues that encompass a sender, receiver, message and context has to a considerable degree influenced the analysis of barriers and enhancers, which purpose is purely quantitative and more specifically related to identifying the amount of information associated with, or generated by, the occurrence of an event with the reduction in uncertainty, the elimination of possibilities, represented by that event or state of affairs. Knowledge sharing is at one and the same time about giving and receiving. Therefore rather than viewing knowledge sharing as a flow, the process must be viewed as an exchange balancing the giving and receiving (Popoola 2012).

Flinchbaugh, Li, Luth, and Chadwick, (2016) describe knowledge sharing as the process of making knowledge available to others by exchanging knowledge among members in order for them to collaborate on tasks, solve problems or implement ideas. They further explain that it is about effectively converting and transferring specific knowledge held by a member to other members in a form that can be understood, absorbed and used by members who need it to engage in a certain activity or in solving problems.

Abbas (2015) in his study titled "Knowledge Management Strategies and practices in Nigerian Agricultural Research Institutes" indicated that, the extent of knowledge sharing and the work relationships helped in the flow of sharing knowledge in the institutes, hence majority of the respondents was said to have the impact of knowledge sharing. While, Wang and Noe (2012) proclaimed that, knowledge can be shared via written correspondence or in face-to-face communications with more knowledgeable members, further indicated that the interactions can involve documenting, organizing and capturing knowledge for others to use, or informal and/or formal interpersonal communications. Marouf and Khalil (2015) observed that knowledge sharing ensures that important information, knowledge and expertise are made available, distributed and exchanged amongst members, within or across the entire members.

In addition Cleveland and Ellis (2015) indicate that knowledge sharing consists

of two or more parties, made up of members who are in possession of knowledge and members who are seeking it. In a similar vein, Ma, Huang, Wu, Dong, and Qi, (2014) and Khalil and Shea (2012) suggest that knowledge sharing presumes a relationship between at least two parties, one that possesses knowledge and the other that requires knowledge; as a result, knowledge is sent by one party, and received and absorbed by another, through a process of effective communication, one which constitutes knowledge sharing. In other words, knowledge sharing encompasses not only the distribution of knowledge but also the process of searching for it from external sources or other members within, (Cleveland and Ellis 2015). According to Wang and Ko (2012), it is essentially about knowledge continuously moving throughout the use of a diverse set of social and technical systems and processes that encourage and facilitate interactions amongst members in order for knowledge to be accumulated, reused and recombined to generate potential benefits.

Poojita (2013) pointed out that knowledge sharing occurs when members interact with one another by defining the problem they have encountered, discussing options and sharing knowledge in which the result or byproduct of their interaction is to find a valuable solution to their problem or contribute to improved processes. In line with this, Cleveland and Ellis (2015) and Phung, Hawryszkiewycz and Binsawad (2016) indicated that knowledge sharing also involves participation in social interactions that guide or change the way a member thinks by making him or her aware of other member's personal

insights, by capturing, organizing, transferring and reusing the experiential knowledge. Hence, Lindsey (2011) contends that simply making the knowledge available may not be enough to constitute knowledge sharing, as it may not necessarily make members more knowledgeable.

Chilton and Bloodgood (2013) maintain that knowledge sharing involves sharing tacit and explicit knowledge amongst members. While according to Ma et al. (2014), it is basically a set of approaches and processes that facilitate the exchange of different types of knowledge between members. Knowledge sharing is actuated through the interactions and conversion between tacit and explicit knowledge, where existing knowledge is converted into new knowledge. Khalil and Shea (2012), Velmurugan, Narayanasamy and Rasiah (2010) submitted that, knowledge sharing involves distributing and making available the existing knowledge that is already possessed by members and bringing new knowledge into the external sources, so that it can be effectively used by other members. Olatokun and Elueze (2012) observed that, knowledge sharing between members is the process by which knowledge held by a member and converted into a form that can be understood, absorbed and applied by other members and thereby contribute to learning by both the individual member and the members as a whole.

Rangamiztousi and Tse Kian (2012) assert that knowledge sharing cultivates a positive environment among members within and supports processes that deliver the members goals and missions. In line

with this, Zaglago, Chapman and Shah (2016) suggest that members cannot be successful without using knowledge as a strategic resource and facilitating the effective sharing and application of knowledge. According to Assefa, Garfield and Meshesha (2013), knowledge sharing is a means to transform an individual knowledge in order to create valuable results for the entire members. In support of this, Velmurugan, Narayanasamy, and Rasiah, (2010) indicated that knowledge sharing can enhance a member's performance. While, Olatokun and Elueze(2012) and Cleveland and Ellis (2015), posit that, knowledge sharing between experts and inexperienced members is successful if these members work together by sharing ideas, information and knowledge in order to achieve the aims and objectives, which also contributes to increased productivity and prolonged success.

Tahleho (2016) in a study titled: "Improving Service Delivery at the National University of Lesotho Library through Knowledge Sharing." In which he solicited the respondents' views on knowledge sharing, respondents were asked if they thought knowledge sharing may help other library staff to solve problems and were asked to indicate their answers as either yes or no. Majority of the respondents were of the opinion that knowledge sharing help them to solve problems, the fact that the majority of respondents are of the view that knowledge sharing may help them solve problems at the Library. Therefore this finding indicates the significance of knowledge sharing.

Knowledge Sharing Alliance (2014) Symposium presented at the Symposium on Innovation in Public Services, Jakarta, titled "Knowledge Sharing for Innovation results." Stated that knowledge sharing as a co-created and sustained process between countries or organizations, from any stage of development and background, recognizing that knowledge is universal and does not belong to any type of country whether formally labelled as developed, developing or emerging economy. They further advocated that interactive knowledge sharing and learning within the Organization and jointly with (new) partners require a great number of interactions, involving longer and shorter-term steps. Knowledge sharing therefore should include one or more of the following elements: New content or substance (gained through mutual learning and collaborative innovation); New processes (including current forms of policy dialogues with knowledge sharing relevant processes, as well as the longer term institutionalization of knowledge sharing in organizations).

Kampman and Martinez (2015) in their paper titled; "Policy dialogue, knowledge sharing and engaging in mutual learning". Submitted that The G20 Development Working Group specified knowledge sharing as one of nine pillars of the Multi-Year Action Plan on Development adopted in Seoul in 2011. It encouraged international organizations such as the UN, World Bank and OECD to strengthen and broaden sources of knowledge on growth and development and agreed that knowledge sharing initiatives should be mainstreamed into other pillars of the G20 in the year 2013, process earlier calls for

the role of the G20 towards a new Knowledge sharing approaches already exist in the area of development co-operation, ranging from unilateral, multilateral and bilateral knowledge sharing to North-South, South-South and triangular co-operation.

Knowledge Sharing Alliance (2014) Symposium presented at the Symposium on Innovation in Public Services, Jakarta, submitted that individual countries are increasingly engaging in knowledge sharing activities, emphasizing knowledge as a new source of growth. South Korea's Knowledge Sharing Programme (KSP), for example, is based on analysis of the country's economic development over the past 40 to 50 years.

The ability to distribute and share knowledge is critical for the use and leverage of knowledge resources which are considered important resources to most organizations (Geiger and Schrevogg, 2012). According to researchers such as Cyr and Choo (2010) stated that, many factors affect the process of sharing knowledge in an organization which include the culture of the organization, the attitudes and values of individuals towards knowledge sharing and the nature of the technology used to share knowledge. Indeed, organizational culture has been seen as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Further, researchers have shown that two facets comprise knowledge distribution, which are knowledge disseminating which

refers to an individual's desire to share knowledge; and knowledge receiving which refers to the requesting of individuals to share what they know (Kamasak and Bulutlar, 2010).

Abbas (2015) conducted a research and Compare explicit and tacit knowledge generation in the institutes, the research sought to know whether or not the respondents shared knowledge with colleagues to enhanced knowledge production in the institutes. The findings shows that, the distribution of knowledge sharing in the institutes and the results shows that knowledge sharing is the norm in the institutes, that indicates knowledge sharing enhances productivity and effective performance among employees in organizations. While, Phung, Hawryszkiewycz and Binsawad (2016) submitted that, organizations can only obtain a competitive advantage and superior profitability within their respective industries if they effectively create and share knowledge and further added that, the most important driver to stimulate knowledge sharing is connecting people with people. They goes on to say that for this to succeed, people should be able to relate at some level or another and the knowledge being shared should make sense to the people concerned so that they can use it for the benefit of the organization. Effective knowledge sharing, results in the growth of an organization's intellectual capital which is undisputedly one of the most important assets of any organization, in essence knowledge sharing occurs when those with more knowledge help those with less to acquire and master it hence, it is believe that sharing knowledge is one of

mankind's most basic needs from childhood to adulthood. In fact it is the core factor that enriches our relationships, despite the obvious benefits they claim that somehow it becomes problematic when it comes to knowledge sharing in the organizational context (Dickinson 2012)

The submissions of Mavodza and Ngulube (2012) emphasized that, the value of sharing intellectual assets as they believe that, unlike physical assets, they increase in value with use. They believe that when two people share knowledge with each other they not only gain new information but also experience linear growth. But when these two individuals share this knowledge with more people the benefits are exponential. Thus organizations that have effective knowledge sharing systems gain a competitive advantage over their competitors.

However, Khalil and Shea (2012) stresses that a number of technology experts as well as academic scholars have observed the lack of a direct correlation between technology and the way a business performs, and between technology and knowledge management for that matter, further supports the statement by referring to examples of a number of industries in the United States that have invested huge sums of money in technology in the past years but with little improvement in efficiency or effectiveness of their workers. Such failure is attributed to the fact that organizations are ignorant of means by which they could encourage better sharing of knowledge which would bring about a climate that is conducive to building on each other's ideas.

In order to transform employee's knowledge into organizational knowledge, organizations must engaged in knowledge sharing practices, hence most of the knowledge created are initially store within employees' minds (tacit knowledge), so such knowledge cannot easily be shared. Human beings are like libraries, which preserve a lot of information; therefore, various means must employ to make sure that, the knowledge is shared, especially tacit knowledge, (Mladkova, 2012). While Foss, Husted and Michailova (2010) in their study submitted that, knowledge sharing among employees in organizations provides a link between the employees and the organization by moving knowledge that resides with employees to the organizational level, where it converted into economic and competitive value for the organizations.

From the literature reviewed, most of the submissions by the scholars revealed the knowledge sharing among legal practitioners in developed countries, this indicated that there is a gab, since no related works on the knowledge sharing among legal practitioners with regards to the Nigeria This gap in literature will be address using the Research Question of the present study; what is the extent of knowledge sharing among legal practitioners in Yobe State?

Conceptual Framework

This study is an examination of knowledge sharing for legal practice among legal practitioners in Yobe State, and need to conceptualize. Conceptual framework is use in a study to outline

possible courses of action or to present a prepared approach to an idea or thought (Mehta, 2013). Before the conceptualization of this model, it is necessary for the study to show the relationship between the present study variables and the framework for SECI Model of Knowledge Creation constructs which re-arranged and modified to suit this study.

However, this study adapted all the construct of SECI Model of knowledge creation namely:

Socialization, Externalization, Combination, and Internalization. Below is the conceptualized model as adapted from the SECI model:
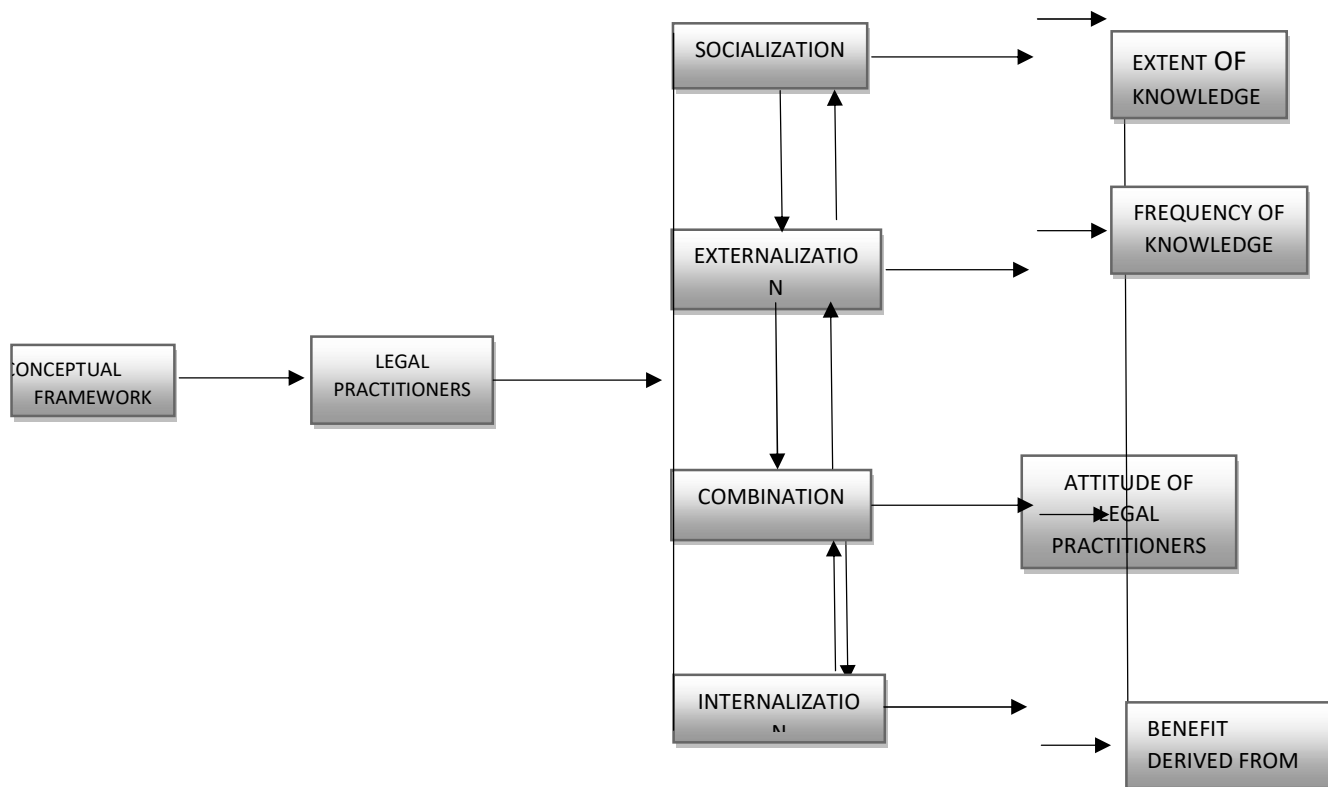

Figure 1: Adapted from SECI Model of Knowledge Creation.

As mentioned, the main purpose of this study is to discover the knowledge sharing for legal practice among legal practitioners in Yobe state. Legal practitioners are knowledge workers who engage in different types of knowledge intensive activities, they are professionals having public duties and has a duty to serve justice, legal practitioners are simply an agent of the client, owing no real duties

to whatever justice may be in their profession other than those of client advocacy. 187 legal practitioners were used as a total enumeration of the sample size technique in this study.

Therefore, it is important to explain how this conceptualized knowledge sharing model relates to this study, the model was adapted in order to create a common

understanding of knowledge sharing which described the process of how legal practitioners adapt tacit to explicit knowledge and vice versa. It considers legal practitioners and their knowledge and examines how knowledge adaptations proceed first: within the legal practitioner and then, between two or more legal practitioners. This indicates that tacit knowledge makes up the larger part of a legal practitioners\knowledge even if it cannot be expressed as easily as explicit knowledge. The conceptualized model treats explicit knowledge as the shadow of tacit knowledge, and shows that legal practitioners share tacit knowledge through the process of socialization, in line with this study, the conceptualized model underlies how knowledge is shared among the legal practitioners in Yobe state.

Knowledge adaptation between legal practitioners:

i) Socialization
This is the process of translating a Legal practitioners tacit knowledge into social interacting by sharing others feelings, emotions, experiences and mental model and cooperating, for example by applying it **(socialization).** Through interrelating and collaborating between the legal practitioners, socialization takes place and will leads to knowledge and knowledge sharing.

ii) Externalization
Legal practitioner converts his tacit into explicit knowledge by, for example, documenting knowledge **(externalization).** This **is** a process where Legal practitioners translates their tacit knowledge gained from socialization and transformed it into explicit knowledge, thus allowing it to shared, disseminated and transferred to others which leads to the extent of knowledge sharing.

iii) Combination
Individuals share their explicit knowledge by exchanging information This is a process in which explicit knowledge is collected by the legal practitioners will be, combined and edited from externalization and then proceed it to form new knowledge by using documents and databases, this process leads to knowledge sharing strategies and the used of ICT facilities

iv) Internalization
Person converts his explicit into tacit knowledge by learning and understanding **(internalization).**While internalization which is the closing circle of the knowledge creation, reflects the transformation of explicit knowledge into tacit knowledge through continuous legal practitioner's interactions. In this process, the explicit concepts obtained from combination were updated, expanded, transformed and then shared by the legal practitioners in their own tacit knowledge, according to their own styles and experiences, thus, starting again a new cycle.

Methods
This study adopted quantitative methodology through the use of cross sectional survey design. Population of study was legal practitioners in Yobe State. Total enumeration sampling technique was applied to collect data from

a total of 187 legal practitioners in the study area. Questionnaire was used as the research instrument distributed to the entire sampled population out of which 167 (89.0%) were returned and found usable for the analysis. Data collected on the study was analyzed using descriptive statistic which includes the use of percentages and frequency counts.

Results

The extent of knowledge sharing among legal practitioners

Respondents were asked to indicate the extent of knowledge sharing in their organizations, and the responses were presented below:

Table 1: Extent of knowledge sharing

Extent of knowledge sharing	Frequency	Percent (%)
Very high extent	79	47.3%
High extent	70	41.9%
Low extent	13	7.8%
Very low extent	5	3.0%
Total	**167**	**100%**

Table 1 indicates the extent of knowledge sharing in which majority 79(47.3%) and 70(41.9%) of the respondents had very high extent and high extent respectively. While 13(7.8%) and 5(3.0%) of the respondents had low extent and very low extent. Thus, majority of the legal practitioners in the state were found to have high extent of knowledge sharing.

Table 2: Statements About knowledge Sharing

S/n	Statement	SA/A	UD	D/SD	
1	Legal practitioners gain new ideas through social gatherings with colleagues	160(95.8%)	2(1.2%)	5(3%)	**100%**
2	Legal practitioners improve their knowledge by learning from other law firms	159(95.2%)	3(1.8%)	5(3%)	**100%**
3	Seminars, workshops, and training development can assist legal practitioners gain new knowledge and best practices.	160(95.8%)	7(4.2%)	0(0%)	**100%**

Table 2 reveals that majority 160(95.8%), 159(95.2%) of the respondents agreed with the statements about knowledge sharing. This suggests that majority of legal practitioners in Yobe state strongly agreed that they gain knowledge through social gatherings with colleagues, seminars, workshops and trainings, and also through learning from other law firms.

Frequency of knowledge sharing among legal practitioners

Table 3: Frequency of knowledge sharing:

Frequency of sharing knowledge with colleagues	Frequency	Percent (%)
Frequently	124	74.3%
Occasionally	29	17.4 %
Seldom	10	6 %
Never	4	2.4 %
Total	**167**	**100 %**

Table 3 indicates that more than half 124 (74.3 %) of the respondents do frequently share knowledge. Followed by 29 (17.4 %) of the respondents who shared knowledge occasionally. while 10 (6%) of the respondents seldom share knowledge, and only 4 (2.4%) of the respondents were not sharing knowledge. This suggests that majority of the legal practitioners in Yobe state do frequently share knowledge with their colleagues.

Attitude of legal practitioners towards knowledge sharing and legal practice

Table 4 Attitude of legal practitioners towards knowledge sharing

Positive attitude towards knowledge sharing and legal practice	Frequency	Percent (%)
Strongly agree	122	73.1%
Agree	38	22.8%
Disagree	3	1.8%
Strongly disagree	4	2.4%
Total	**167**	**100%**

Table 4 indicates that more than half 122 (73.1%) of the respondents strongly agreed to having positive attitude towards knowledge sharing, followed by 38 (22.8%) respondents who agreed

also with having positive attitude to knowledge sharing. However, 4 (2.4%) of the respondents strongly disagree to having positive attitude of knowledge sharing. While only 3 (1.8%) of the respondents disagree to having the positive attitude of knowledge sharing. Hence, this study reveals that almost more than half of the legal practitioners in Yobe state strongly agreed that positive attitude of knowledge sharing improved their legal practices.

Benefit drive from sharing knowledge among legal practitioners

Table 5: Benefit drive from sharing knowledge

s/n	Statement **Benefit of knowledge sharing**	Highly beneficial/ Beneficial	Not Beneficial	
1	Improve my legal skills	166(99.4%)	1(.6%)	**100%**
2	Prepare me for future challenges	165(98.8%)	2(1.2%)	**100%**
3	Enables me learn from the learned colleagues	167(100%)	0(0%)	**100%**
4	Learn current trends and best practices in the legal profession	164(98.2%)	3(1.8%)	**100%**

Table 5 indicates that majority 167(100%), 166(99.4%), 165(98.8%) and 164(98.2%) of the respondents highly benefited from knowledge sharing, while only 3(1.8%), 2(1.2%) and 1(.6%) of the respondents have not benefited from knowledge sharing. This is an indication that majority of legal practitioners in Yobe state have highly benefited from knowledge shared in their organization.

Discussion of the Findings

The Findings of the present study discovered that the extent of knowledge sharing among legal practitioners in Yobe state was through: social gathering with colleagues; learning from other law firms; seminars, workshops and training development. The findings of the study revealed that majority of the respondents have very high and high frequency towards sharing knowledge. These findings recommend that extent of sharing

knowledge was a common practice in the organization.

This finding corroborates with the findings of Tahleho (2016) in a study titled: "Improving Service Delivery at the National University of Lesotho Library through Knowledge Sharing." In which he solicited the respondents' views on knowledge sharing, respondents were asked if they thought knowledge sharing may help other library staff to solve

problems and were asked to indicate their answers as either yes or no. A total of fourteen respondents were of the opinion that knowledge sharing may help other library staff to solve problems, compared to only one who did not answer this question. The fact that the majority of respondents are of the view that knowledge sharing may help them solve problems at the Library. This finding indicates the extent of knowledge sharing. Also the study further discovered the benefit drive by sharing knowledge in the organizations as beneficial to legal practitioners to: improve their legal skills, prepare them for future challenges, enables them to learn from learned colleagues, and able to learn the current trends and best practices in the legal profession. This is an indication that majority of legal practitioners in Yobe state highly benefited from the extent of knowledge shared in their organizations. The findings confirms with the submission of Knowledge Sharing Alliance (2014) in a Symposium presented at the Symposium on Innovation in Public Services, Jakarta, submitted that individual countries are increasingly engaging in knowledge sharing activities, emphasizing knowledge as a new source of growth. South Korea's Knowledge Sharing Programme (KSP), for example, is based on analysis of the country's economic development over the past 40 to 50 years.

Conclusion

The aim of this study was to discover the knowledge sharing for legal practices among legal practitioners in Yobe state and establish how these practices could be enhanced in order to provide effective services to the legal organizations. This study established the knowledge sharing for legal practices which were used by legal practitioners in Yobe state, and also identified the challenges that hindered these practices. The legal practitioners face individual, organizational and technological challenges that affected their current knowledge sharing practices.

Recommendations

Therefore, the legal practitioner's knowledge sharing practices need to be enhanced in order to provide effective services. To achieve this, the following recommendations were made:
1. Legal practitioners should make various changes on how to conduct their knowledge sharing and use a strategy in order to enhance their knowledge sharing practices.
2. There is a need for the legal practitioners to clearly recognize and formalize their meetings as community of practice by research and purposefully applying it in practice.

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