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Knowledge Transfer and Firm's Performances in Learning Organization

Mohamad Asrul Fikri Mohamad Taupik and Che Zainab Abdullah
Faculty of Information Management, Universiti Teknologi MARA (UiTM),
UiTM Selangor, Malaysia

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Abstract
Transferring of knowledge is how the knowledge can be shared effective and efficiently within the organization by providing communications tools and promote information sharing procedure within the staffs. Knowledge can be transfer to others by using the non-IT or IT methods such as through the process of mentoring, brainstorming, and technologies in order to make the transferring of knowledge effective and efficient that can affect the firm's performances. The problem statements of this study are related with the unaware of brainstorming method for knowledge transfer, lack of mentoring in the learning organization, and poor usage of technologies in the learning organization in the learning organization. The purpose of this study is to make sure that all the learning organization aware the importance transferring it knowledge that is vital and important from getting exposes to others and making the knowledge sharing to be much more effective. The main objective is to identify the relationship of brainstorming, mentoring, and technologies towards firm's performances. The finding indicates that dimension of knowledge transfer (mentoring, brainstorming, and technologies) and firm's performances are significantly correlated. The insight may create awareness among leaders at learning organization in the process of capturing tacit knowledge.
Keywords: Knowledge transfer; learning organization; firm's performances; brainstorming; mentoring; technologies.

1. INTRODUCTION

The knowledge management is current the most crucial part in making sure on how the organization can organize their knowledge in making it as an advantages for them to make their organization performances to be much more effective and efficient. The knowledge management is a must process and procedure for any organization to fully implement and utilize it. In the context of academic and non-academic organization that is not a profit making organization use the knowledge management process quite different from others making profits organization. The learning organization need to identify the importance of knowledge management to be utilized and implement into their daily work and practices.

The Knowledge Management (KM) is one of the vital parts of the organizations in maintaining, retaining, and transferring knowledge that is considered important to the organizations from being exposed to others or lost in the process in making the organization

improve to be much effective and efficient from time to times. The knowledge can be transfer to others by using the non-IT method or using IT methods such as through the process of mentoring, brainstorming, technologies, and training in order to make the transferring of knowledge effective and efficient that can affect the firm's performances. This is where this study is trying to identify and find out all the matter related to on "Knowledge Transfer and Firm's Performances in Learning Organization" for the related learning organization. The aim of this paper is to examine the perception on Knowledge Transfer (Mentoring, Brainstorming, and Technologies) and Firm's Performances in Learning Organization. At the same time to determine the relationship between Knowledge Transfer (Mentoring, Brainstorming, and Technologies) and Firm's Performances in Learning Organization.

The remaining of the paper is as following. Section 2 is literature review. Section 3 is methodlogy. Results is in Section 4 and final section is the conclusion.

2. LITERATURE REVIEW

2.1 Knowledge Transfer (KT)

Knowing that knowledge exists and identifying where it exists is not sufficient for initiating knowledge transfer. It presupposes a great level of participation from the source and the receiver and also requires a strong association or relationship between them. A knowledge transfer process can often go wrong if the parties involved are unwilling to share knowledge due to issues of confidentiality, cultural difficulties and also due to fear of losing competitive edge (Liyanage, et. al., 2009).

Study of expertise knowledge transfer Osterloh and Frey (2002) found that there is a relationship among the form of motives, organizational forms, and the form of knowledge whether tacit of explicit to be transferred. In a nutshell, experts working independently would tend to value their hard-won expertise very dearly and would be extrinsically motivated. By contrast, experts working in teams would tend to view their expertise as dispersed and shared, thus their motivation is likely to be intrinsic and Cox (2004) concluded that PDA will save selectors' times and Salisbury (2011) conveyed that with PDA, the manual work on acquisition job such as traditional approval plan and processing purchasing slip can be eliminated.

2.2 Brainstorming

The Strategic knowledge community generation nowadays is seen as the fundamental bases to the organization development and the success of the organization to compete with others organization. The organization need to be always aware of the surrounding environment to collect and transform surrounding information into their own knowledge and understanding for advantages for competing with others (Nonaka & Takeuchi, 1995). Additionally, Cummings (2004) similarly point out that transfer of knowledge between the staffs in the organization that relate to the staffs of the organization performance in the face of structural diversity, specifically in respect of their functional tasks. In addition, the authors expressed that a bigger physical distance makes more difficult for the staffs to communicate since the opportunities for informal contact is reduced.

Knowledge transfer refers to the process of communicating knowledge from one individual to another individuals or groups that can make sure the knowledge is fully understood and expanded from time to time. The knowledge transfer take place between individuals and groups within the organization internally to make sure that the knowledge transfer process expanded and improving effectively and efficiently. From the rapid growth of information technology improvements, the knowledge transfer process is evolving from informal to increasingly formal and more diverse communication mechanisms (Ramirez & Fornerino, 2007).

2.3 Mentoring

The knowledge transfer is the process on how the organization can transfer one knowledge individuals to other individuals for others to gain that knowledge. Knowledge transfer mostly will be involving communications of the organization internally and externally. There are many individuals or groups focusing more on the development and applications of information technology for transferring process of knowledge to be effective and efficient that has been developed into patents, licences and spinout companies (McAdam et al., 2010). However, in transferring knowledge internally involved large amount of cost for an organization to handle as it involves a significant amount of resources to internalize and continuously evaluate knowledge so it does not become redundant (Lichtenthaler, 2008).

One study by Mohammed Arif, et. al. (2009) stress out that the level of maturity in knowledge transfer model contain four levels. The levels of the maturity of knowledge transfer model are the extent of knowledge sharing within the organization, the extent on how the knowledge shared being stored, measuring the effectiveness of storing that shared knowledge, and measure the ease of accessing those documented and retrieving those knowledge. Additionally expressed those were also four stages for knowledge transfer process in making that knowledge transfer in the organization effective and efficient. Those four steps are socialisation, codification, knowledge construction, and knowledge retrieval (Newell et al. 2006).

2.4 Technologies

In a follow-up study, Bairi B., Goutam and Kundu, (2011) have identified the evidence in retaining knowledge require proper strategy in managing it also the need of the helps of information technologies that fits the strategy of retaining knowledge and each organization will face the local issues influencing the success of the transfer strategies also the benefits of the knowledge management in information technology in the organization. These measures and strategies will help the organization in effectiveness of KM in serving the client at lower cost with consistent service levels.

In a study conducted by Courtney and Anderson (2009) reported that ICT enhances communications assisted in successful knowledge transfer. However, ICT is reported to be under-utilized because of unequal access to hardware and broadband in China as well as blocking and censorship of communication by China. However, with the new beginning of the information society there has been a knowledge evolution that which demands an imaginative

and an intuitive director to manage all knowledge and convert knowledge into useful products to be use by the users and customers (Goffee & Jones, 2000).

2.5 Firm's Performances

There is also the idea of a knowledge based economy and knowledge based industries in the business environment. Knowledge is nowadays regarded as the most critical resource of these economies mainly due to the fear of knowledge loss. Because knowledge-based resources are usually difficult to imitate and socially complex, the knowledge based view of organizations posits that these knowledge assets may produce long term sustainable competitive advantage (Alavi & Leidner, 2001). Additionally stated by Abjanbekov and Padilla (2004) expressed that the companies nowadays strive to establish and maintain competitive advantage, successful strategy, effective management and efficient use of resources. It is argued in this paper that knowledge transfer can serve as a powerful catalyst for achieving these goals.

3. METHODOLOGY

This study adopted quantitative approached method and a set of questionnaire was personally distributed to respondents who are involved in knowledge transfer process. The questionnaire was designed on a 1 (strongly disagree) through 5 (strongly agree) Likert scale. A combination of descriptive and inferential statistics were used in analysing the data from this study. Mean ranking and standard deviation were performed to analyze the descriptive part of the analysis, and the parametric test were used to analyze the inferential part of the analysis.

4. RESULTS

4.1 Reliability Analysis

The reliability test was performed on each dimension to determine their internal consistency, hence their reliability. The number of items for each variable were 5 (Table 1). The Cronbach's alpha reliability test results that show the value for brainstorming (0.872), mentoring (0.873) and technologies (0.880) have a high consistency. It is concluded, therefore all dimensions are reliable and can be used for further analysis.

Table 1. Reliability Test Results

Variables	Cronbach Alpha	Number Of Items
Brainstorming	0.872	5
Mentoring	0.873	5
Technologies	0.880	5

4.2 Profile of the Respondents

There are 100 respondents who participated in this research.The largest population (66%) of the sample is made of female and the others (34%) are males. More than half (66%) of the respondents are in government organization, compared with private organization (21%), then the respondents from semi-government with (11%), and those at others organization

(2%). More than half (63 %) working experiences more than 5 years, 19% experiences less than 2 years, 9% experiences 2 – 3 years, and 3 – 5 years, respectively.

4.2.1 Perception of Knowledge Transfer and Firm's Performances in Learning Organization

The level of perception is measured by the aggregated mean of the 5-point Likert scale items (Table 2). The results show the perception of the respondents on the three dimensions. They perceived themselves moderately high for mentoring (4.40) and technologies (4.20), followed by brainstorming (4.16).

Table 2. Ranking of the Level of Perception

No	Dimension	Mean Score	StdDeviation
1	Mentoring	4.40*	0.60
2	Technologies	4.20	0.72
3	Brainstorming	4.16	0.60

*The higher mean score, the more positive is the perception

4.2.2 Perception of Brainstorming

The respondents are confident that knowledge transfer and firm's performances had been affected by brainstorming among the employee in learning organization. This is indicated by the overall mean score of 4.16 in Table 3. In particular, agree that *they transfer a lot of opinions towards discussion with others* (mean=4.17), *they transfer a lot of professional knowledge with others* (mean=4.19), *they transfer a lot of personal experiences with others* (mean=4.22), *they transfer a lot of new ideas with others* (mean=4.16), and *they transfer a lot of new methodology of task performance with others* (mean=4.08) among employee in learning organization.

Table 3. Result of Means Scores by Brainstorming

Statement	Mean	StdDeviation
1. They transfer a lot of opinions towards discussion with others.	4.17	0.56
2. They transfer a lot of professional knowledge with others.	4.19	0.66
3. They transfer a lot of personal experiences with others.	4.22	0.55
4. They transfer a lot of new ideas with others.	4.16	0.64
5. They transfer a lot of new methodology of task performance with others.	4.08	0.60
Overall	4.16	0.60

4.2.3 Perceptions of Mentoring

The overall mean score of 4.40 (Table 4) indicates that, on the average, the respondents consider that knowledge transfer and firm's performances affected by mentoring among employees. Further, there are of the opinion *that they learnt a lot of professional knowledge from others* (mean=4.44) and *they learnt a lot of professional experiences from others* (mean=4.36) among employee in learning organization.

Table 4. Results of Means Scores for Mentoring

Statements	Mean	Std Deviation
1. They learnt a lot of professional knowledge from others.	4.44	0.59
2. They learnt a lot of professional experiences from others.	4.36	0.62
3. They learnt a lot of new skills for better task performance.	4.32	0.66
4. They learnt a lot of knowledge on the operation process inside the company.	4.24	0.72
5. They learnt a lot of modifying my own work activities for better work performance.	4.20	0.69
Overall	4.31	0.656

4.2.4 Perception of Return on Technologies

The respondents are confident that knowledge transfer and firm's performances had been affected by Technologies among the employee in learning organization. This is indicated by the overall mean score of 4.20 in table 5. In particular, agree that *the speed of transferring information is significantly increased* (mean=4.30), *the speed of acquiring information is significantly increased* (mean=4.28), *the speed of accessibility to the wide range of information is significantly increased* (mean=4.26), *process of exchanging knowledge is more convenient* (mean=4.16), and *space constraints in communication are overcome* (mean=4.04) among employee in learning organization.

Table 5. Results of Means Scores for Technologies

Dimensions	Mean	StdDeviation
1. The speed of transferring information is significantly increased.	4.30	0.65
2. The speed of acquiring information is significantly increased.	4.28	0.65
3. The speed of acquiring information is significantly increased.	4.26	0.74
4. Process of exchanging knowledge is more convenient.	4.16	0.76
5. Space constraints in communication are overcome.	4.04	0.80
Overall	4.20	0.72

4.2.5 Relationship between Knowledge Transfer and Firm's Performances

Table 6 shows the correlation between the three dimensions of knowledge transfer in learning organization (brainstorming, mentoring, guiding, technologies, and training) and firm's performances. The following correlations are significant. The firm's performances is positively and moderately correlated with brainstorming (r=0.534; p<0.01) and technologies (r=0.626; p<0.01). Meanwhile, the correlation with mentoring (r=0.446; p<0.01), although positive are weak. However, there are no significant correlation whatsoever on firm's performances (p>0.05).

Table 6. Results of Correlation Analysis between Knowledge Transfer and Firm's Performances

Correlations

		All_Brainstorming	All_Mentoring	All_Technologies	All_FirmsPerformances
All_Brainstorming	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	100			
All_Mentoring	Pearson Correlation	.445**	1		
	Sig. (2-tailed)	.000			
	N	100	100		
All_Technologies	Pearson Correlation	.616**	.463**	1	
	Sig. (2-tailed)	.000	.000		
	N	100	100	100	
All_FirmsPerformances	Pearson Correlation	.534**	.446**	.626**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

5. DISCUSSION AND CONCLUSION

Based on correlation test on Brainstorming and Firm's Performances in learning organization it shows that there is significant relationship however the value is moderately strong (p=069, r=0.54). This indicated that learning organization employees aware about the brainstorming method in transferring knowledge will affect the firm's performances. Constructing and firming up the relations to co-workers in firms powerfully influences the level of firm's performances (Dyer and Singh, 1998). Similarly agrees, most firms with a fundamental position in an organizational network may gain many advantages from sharing knowledge or ideas with others (Spencer, 2003). They can strengthen their position and realize their business objectives by producing values for partners, consequently attracts and strengthen partners to compete with other firms in same main business.

Pearson Correlation test show that relationship between Mentoring and Firm's Performances in learning organization is weak that at the level 0.45% (p=0.69, r=0.45). This study result shown that the learning organization employees are not fully aware but know the

importance of mentoring methods in transferring knowledge will affect the firm's performances. Knowledge can be transmitted at minor prices or greater value when mentoring to many internally compared to transfer in independent projects individually. Benefits effect from scientifically handling knowledge transfer in the affiliation to other associates across the useful or structural barriers from the center organization. Linkage centers uses the accommodations such as the classrooms which specifically designed to carry out internal organization knowledge transfer that are shared across knowledge transfer tasks. Common technologies are used through transfer projects for example the such as online learning mediums. Additionally, the abilities in integrating knowledge into exchangeable products such as lectures can be leveraged and experience increased in one knowledge transfer task may be used in later knowledge transfers (Hutzschenreuter & Horstkotte, 2010). Similarly agrees, from the research made on knowledge transfer methods by Van Den and De Ridder et al. (2004) has determined that prior experimental research on internal organization knowledge transfer has mostly examined cooperative knowledge exchanges between firms and the way how one central firm may learn from its partners showed how the participation in an alliance affects capabilities of firm's performances.

Lastly, the result of the Pearson Correlation test show that relationship between Technologies and Firm's Performances in learning organization is significantly high that at the level 0.63% (p=0.69, r=0.63). The technologies will help the learning organization in knowledge transfer processes in learning organization that will surely give an impact to the firm's performances significantly. According to research reported in the survey from the chosen 200 firms by CAP Ventures in 1997 has found that due to the significance of knowledge relation to competitive benefits and progresses in information technology that which allow the organizations to make use of such advantages to makes the knowledge management (KM) become a part of today management expressions (Dykeman, 1998). Additionally, from the research study made by Nonaka (1995) has determined that from the world class organizations opinion regarding the information technology as a key enabler in applying knowledge transfer management standard that most organization focuses on endless improvement for their organization. Similarly agrees, from the research of information technology in knowledge transfer made by Sang and Soongoo (2002) has found out that organization has recognize that without applying the proper information technology, it is almost impossible for the organization to implement a knowledge transfer processes using the information technology medium such as the worldwide internet, data mining, and database for an effective and efficient assist in knowledge transfer using information technology.

This research study go in brief in exploring the perceptions on "Knowledge Transfer and Firm's Performances in Learning Organization" among working employees. The matter been analysed were based on the knowledge transfer methods of brainstorming, mentoring, and technologies that will give quite the impacts towards firm's performances. Brainstorming is one of the method of knowledge sharing between employees that can be conducted internal or external process that employees shared ideas and knowledge to create new knowledge or improve existing knowledge. The mentoring method is whereby the employees can shares their knowledge experiences with other knowledgeable employees in order to transfer and retain

their knowledge for long period of time and it is the same matter into guiding method. Technologies are very crucial and important part of today work process does not matter in what matter including the knowledge transfer procedure technologies will make it much more effective and efficient especially for storing or retrieving of knowledge. Last but not least the training program will be importance procedure into transferring knowledge to others in training or groups methods. All of the methods will give significant impact towards the firm's performances of the learning organization but the most high impact were on technologies and least significant impact were on mentoring methods but still give quite the impact towards firm's performances.

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