

Implication of Knowledge Management on Employees' Behavior in Contemporary Business Organization

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Abstract

The study explores the out of scene' aspects that effectively provide impetus for enhancement of the organization's productivity through strategic utilization of an employee's tacit and explicit knowledge whereas the contemporary synergy oriented practices among the potential and productive workers bind them to refrain themselves from unpredictable diversification by sharing diversified culture but the basic efforts should be aimed at achievement of objectives of the organizations. This paper not only identifies how knowledge impacts the workforce of the organization but also provide emphasis on systematic knowledgeable courses of training which are effective tools to handle challenging situations arising from time to time during the practical implementation of various skills firmly founded by knowledge. Further, a model based regulation of knowledge has also been proposed in the context of IRSA framework in order to facilitate the organizations to create within their own surroundings, the desired workforce oriented environment wherein every worker/employee will be able to receive and utilize the benefits of all spheres of knowledge.

Introduction

This is an era of competition in all walks of life especially in the fields of scientific advancements and economic upheavals. All organizers and experts are of the opinion that the main resource of success and prosperity is knowledge which enables the organizations/institutions to utilize their available assets in the most effective manner for long term benefits. Drucker (1998) mentioned three principal periods of major changes in the organizational set ups of the industries of the West. The first principal period ranging from 1895 to 1905 highlights the facts and causes which led to the separation of management from ownership. The second period between mid 1920 to mid 1950 helps us to know how the command and control set up became the most prominent mode of the organizations whereas the third principal period from 1950 till date is the current period of the modern age of computers and internet fully equipped with the resources of adequate information, expertise, specialties and sound knowledge of the subjects.

Literature Review

Day by day, knowledge is gaining more importance due to its effective role in the achievement of the desired objectives of any organization/institution. Furthermore, the organizational culture diversification on the basis of right application of the tools of knowledge results in profitable productivity theory multiplying the benefits. Scholars debate that management of knowledge plays a vital role in the organization whereas the efficiency of the organization is compared with that of large scale industries which acquire the status of knowledge centers and are able to manage the decision making by dint of experience and inflowing resources of knowledge.

Davidson and Voss (2003) concluded that in associations and organizations, knowledge and management system should go hand in hand and the management should be fully equipped with resource of knowledge to be able to foresee all situations and to answer the queries regarding their objectives, obstacles, as well as problems and effective measures to be adopted for the solution of the problems in light of available information. In addition the exercise of double-check on the identification of technical hurdles and difficulties that arise from time to time and demand the application of required solutions. The issue critically calls for the exploration of strategic ways and means to make the organizations and institutions more effective and efficient from the points of views of proximity and operation with a firm foundation of correct and adequate information.

It is also necessary to determine the impact of knowledge on a broader scale activity under natural environment and prospective changes. Davenport and Prusak (1998) recognize the powerful impact of knowledge on different associations, organizations and institutions, where everybody is engaged with the process and activities of learning and where the atmosphere of knowledge prevails. Davidson and Voss (2003) realize the importance of the applicability of knowledge management on the teams of employees to enrich their working potential and upgrade them through up-to-date facilities of learning.

Afterwards, the influx of beneficial information pertaining to the administrative and technical aspects helps to identify the advantageous impact of knowledge and the right approaches of workers towards problem shooting which ultimately result in fruitful benefits. Stewart (1999) suggested that one will not be able to characterize and organize thoughtful assets unless one clearly understands what he or she is seeking to manage.

Mentioned below is the IRSA Framework with a four-phase model

The I-R-S-A Framework

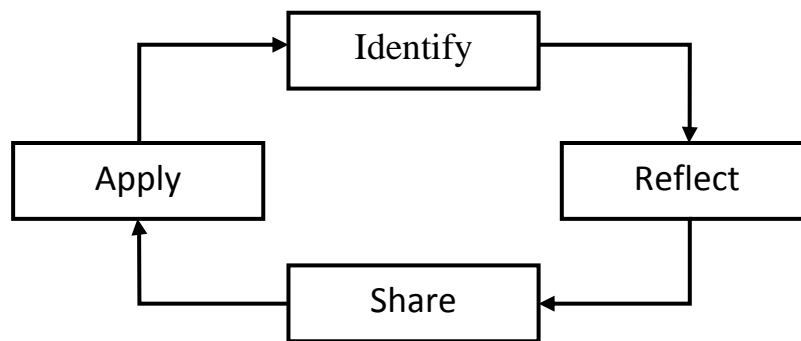


Figure 1: IRSA Framework

Source: (Davidson and Voss 2003, Knowledge Management in global perspective)

The first phase explores and identifies the core source of knowledge in an organization while the second phase reflects the knowledge one possess. The third phase directs to share and apply knowledge where it is needed most. The fourth and final phase deals with the effective application of knowledge for the induction of necessary changes in an organization for accomplishment of different tasks.

The framework facilitates the flow of relevant knowledge towards all branches of the organization for the benefit of employees who work in an environment of knowledge, professional teamwork, mutual cooperation and confidence. They have the opportunity and facilities to converse with one another, exchange ideas and put in their best efforts to bring a good name to their organizations.

Davenport and Beck (2001) attach importance to due vigilance and attention towards the implementation of organizational schemes with effective use of the knowledge devices while Davenport and Prusak (1998) suggested that it often becomes very difficult for the employees to gather adequate and relevant information for accomplishment of a specific task and then they have to look towards a more effective, operational and professional device i.e. the proper identification and utilization of knowledge.

Nonaka (1998) lays emphasis at the use of relevant, well defined and up-to-date information for acquisition of benefits and opines that knowledge provides an insight that business should not be treated as an appliance but as an active, dwelling and dominant organism. Kim and Mauborgne (1997) appreciate the right respectful approach of the Management towards their employees' diligence, efficiency, vision, professional behavior and wise steps in the best interest of their organizations and institutions.

It is absolutely necessary to conceive a centrally organized workplace for the employees where they may be able to work in a congenial atmosphere wherein the Management may also be

engaged with the overall activities for the large scale benefits and better prospects of the organizations.

Challenges For Implementing KM

There are a number of challenges faced by organizations in implementing KM. In essence two key technologies are of vital importance namely the intranet that provides access to employees to share all around information related to issues of business decision. This also ensures information currency, accuracy, integrity and reliability. Secondly the availability of video conferencing system enables remote personnel to interact face to face thus minimizing and eliminating confusions and inaccuracies.

The KM comprises of a series of steps making it a repetitive cycle as showing in figure 2.

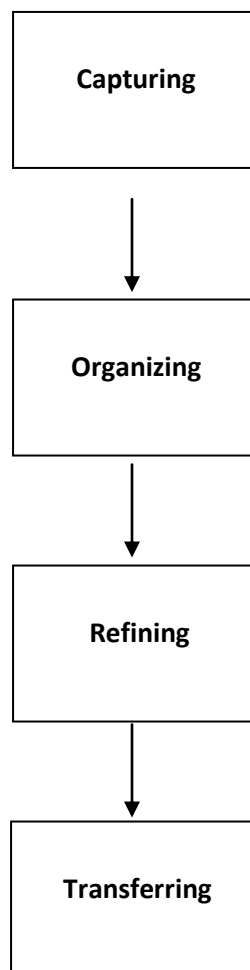


Figure 2: Knowledge Management Cycle

The capturing view incorporates data collection through various sources as outlined in the fig. The next phase of organizing emphasizes data sorting and arrangements through various tools. Refining includes the analysis of the data thus checking for respective behavior, correlation etc. Finally the required information is transmitted to the personnel concerned for the purpose of decision making.

Taken together the application of KM life cycle in the context of the key organization element, a logical relationship can be established as demonstrated by figure 3.

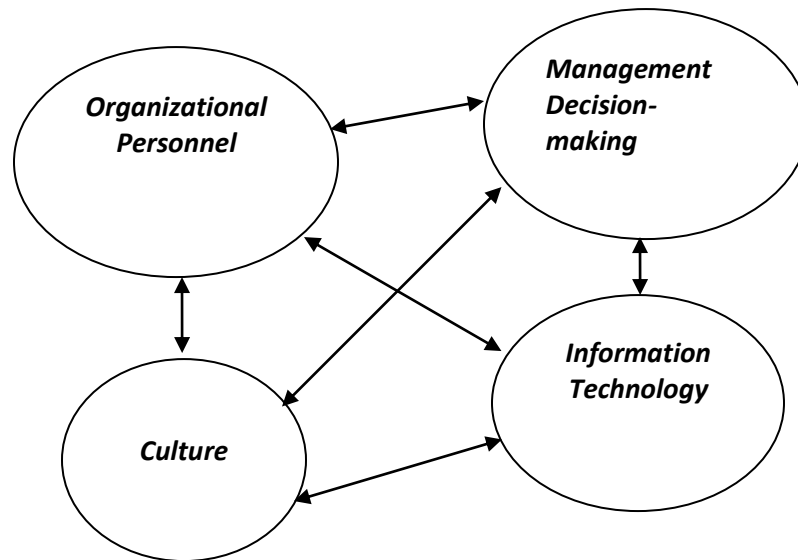


Figure: 3 Relationship of the key organizational elements

Although the discussion on KM is debatable and there are the pros and cons associated to it, however the importance of human ability to think, understand and analyze cannot be ignored. The application of appropriate techniques to the already existing knowledge contributes towards productivity while it goes towards innovation if the knowledge is novice and generated through human intellectual ability.

The profound advancements in technology especially the information and communication technology has set forth new dimensions and challenges for corporations and corporate managers must act as smart managers to respond to what is nowadays called as smart technology. Today's employees/workers must be distinguished from those who just handle the information but don't possess the ability to uniquely and tactically solve problems and adding value in the face of unpredictable challenging and threatening environment . Thus the effectiveness of organization lies in its ability to enhance human capability resulting in augmenting decision making quality and capacity for modern organizations.

It is an intense need to value the talent of the workforce and few executives understand the essence of KM, that is how to maximize effectively the utilization of the corporate knowledge

they possess. This dictates the need for top managers to assess and identify themselves along with the knowledge of organizational tangible assets.

The establishment of an environment conducive to KM requires the consideration of various factors such as cultural, social technological and organizational support. For instance a step towards KM development involves building up system and application in the IT infrastructure with a view of knowledge integration and knowledge sharing. Recently this aspect is however increasingly recognized by various companies that have set up the required base to implement it.

In a nutshell the practice towards knowledge sharing is beneficial for workers organizations, economy, society and nation at large. The art to master and learn knowledge sharing and knowledge exchange is a key factor enabling innovative organizations to acquire a competitive advantage. The follow-up and continuous feedback is always an essential element towards the success of incorporating the initiative of KM. It must be made clear that knowledge is purely a human element and is not a technology; it is an activity that is enriched by information technology and nurtured and produced by people.

Analysis And Discussion

Many organizations utilize their Human Resources effectively by applying right methods and approach towards the fulfillment of objectives. The Management authorities make use of strenuous studies to investigate the prime requirements and the professional demands of specific tasks assigned to different workers and managers who are provided with necessary initiative, guidance and encouragement from the top Management for the timely accomplishment of those tasks.

It may be pertinent to point out here that in order to meet the targets of production successfully and efficiently, it is absolutely necessary for the organizations and institutions to create, within their own professional circle, a congenial, friendly and pleasant environment wherein the employees may be able to perform their duties confidently, willingly, diligently and efficiently.

Aghazadeh (2004) lays emphasis on the wise and effective approach by the Management to deploy assorted able, educated, and professionally competent work force of employees. Lee (2000) opines that organizations and institutions with able and competent work-force under the guidance of knowledgeable Management can succeed in taking more productive, creative and innovative measures.

Naike (1999) advises the Management to explore new thoughts and ideas that will fetch benefits and advantages for the enterprise. Lawrence (2001) is of the opinion that the successful governing body members of an organization attach more importance to the diversification of their resources and to the expansion and distribution of explicit and tacit knowledge among the employees. During the process of providing adequate knowledge, they

simulate as an organism popularly known as Knowledge Management Organism (KMO) to critically identify, analyze and solve the problems.

A person in his or her individual capacity may utilize own talent, knowledge, potential, skill and capabilities for accomplishment of a particular task but when it is a matter of sharing the talent with other groups of persons or in other words the assembly components, they simulate as a learning organism. Davidson and Voss (2003) advise that it is necessary for the Management to lodge a learning body in the organization and work for its recognition throughout the concerned corners and get the knowledge and learning shared by all persons. Hence, the learning will multiply accordingly and will be accessible to the majority of the employees.

Producing More Knowledge Organism

In order to make the knowledge organism more effective and operational, it is necessary for the management to make all the employees wiser and knowledgeable by taking the following steps.

- a. Necessary, relevant and correct information should be communicated to all the employees
- b. Knowledge training sessions must be conducted regularly.
- c. Special courses and lectures with regard to various challenging situations and problems and their solutions should be delivered for the awareness of employees.

The calculation of correlation among the variables of knowledge management such as knowledge (tacit and explicit), sharing behavior organizational culture and strategic workforce enables the people to create a sharing culture in the organization and motivates people to share their experience. The following table 1 signifies different variables.

Table 1: Correlation among the variables of knowledge Management (Tacit and Explicit), Sharing Behavior, Organizational Culture and Strategic Workforce

| <i>Pearson Correlation</i> | <i>Knowledge Tacit</i> | <i>Knowledge Explicit</i> | <i>Sharing Behavior</i> | <i>Organizational Culture</i> | <i>Strategic Workforce</i> |
|-------------------------------|------------------------|---------------------------|-------------------------|-------------------------------|----------------------------|
| <i>Knowledge Tacit</i> | 1.00 | .497** | .832** | .716** | .880** |
| <i>Knowledge Explicit</i> | .497** | 1.000 | .512** | .680** | .662** |
| <i>Sharing Behavior</i> | .832** | .512** | 1.000 | .838 | .879** |
| <i>Organizational Culture</i> | .716** | .680** | .838** | 1.000 | .855** |
| <i>Strategic Workforce</i> | .880** | .662** | .879** | .855** | 1.000 |

According to the above Table 1, the calculated correlation among the variables shows that there is a high relation of tacit knowledge with organizational culture which being 0.716 is

extremely nearest to benchmark which is 1 whereas explicit knowledge is 0.680 which is also highly correlated with organizational culture. Furthermore, sharing behavior is positively related to create the culture of employees. The Table also indicates that there is the positive correlation among the culture and other variables highlighting their impact on one another.

Conclusion

By considering all the aspects in this study effective utilization of organizational knowledge comes from employees having more impact on an individual's / team based performance and its proper utilization strategically combat the challenges, sharing behavior by strategic workforce highly supportive to take effective decisions on the bases of current and existing turbulence situations. Organizational productivity based on knowledge management organism (KMO) gives more tough time to competitors. Worker-centered environment provided by employees via practicing tacit and explicit knowledge during task execution through knowledge organism acquired from different diversities and enables them to utilize their knowledge skills and abilities in an efficient manner that lead towards the organizational excellence.

This extensive study leads to the conclusion that the employees including the managers equipped with the tools of organizational knowledge aided by Knowledge Management enables them to exercise a positive impact on an individual or team based performance fetching fruitful results. To acquire knowledge is the most essential requirement of an organization/institution. It is imperative for the management to prompt the employees to keep on acquiring knowledge as and when possible and to apply the knowledge based methods for shooting various problems that may arise from time to time.

The management may come across situations of confrontation with either employees or outside agencies but learned and competent management should accept the challenge and deal with the concerned parties wisely and impartially to settle the disputes and resolve the issues. The process of distribution of knowledge and learning results in strategic superiority of the work force facilitates the employees to cope up with the dynamics effectively and successfully. They are also able to create new ideas in the best interest of their organizations and institutions which pay importance to the smooth functioning of every department and to the satisfactory service to their clients and customers which is the ultimate goal of every organization.

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