

Feasibility Study of Knowledge Management Establishment in Private Degree Awarding Institute of Pakistan

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Abstract

The aim of this study is to explore the knowledge management establishment in private degree awarding institutes in Sindh province. This research seeks to answer to the question whether knowledge management establishment in private degree awarding institutes is possible or not. The research theoretical framework for knowledge management section is Gold organizational capabilities model as well as Chuang model. The present research is a practical descriptive survey. The questionnaire used as an instrument; Google survey form also used for data collection. The required data is collected through a library research as well as questionnaire. The population comprises of all employees working in private degree awarding institutes of Sindh province and the sample size equals to 216 individuals. The results reveal that private degree awarding institutes of Sindh province enjoy a desirable level higher than average in technology, human resources, organizational culture, knowledge learning, knowledge transformation and maintaining knowledge while regarding the components such as organizational structure and applying knowledge it enjoys a level below average which is not desirable.

Key words:

Knowledge Management, Feasibility Study, Degree Awarding Institutes

1. Introduction

Entering knowledge organizations arena has changed the orientation of many organizations toward focusing on knowledge-based products and services, however knowledge plays an important role in individuals' and organizations' activities [1]. It is also believed that knowledge is a set of data, information, facts, beliefs, thoughts, and judgments which are appeared in individuals' mind through different methods including analysis, reasoning, insight, learning, reading, listening and their correct

usage leads to an effective decision and action among organizations [2]. The expression of knowledge city is used for strategic explaining in knowledge-based development. This comes true through internal interaction of a city knowledge broker as well as interaction with other cities' knowledge brokers and it brings about a constant flow of knowledge [3].

The researcher believes that although there have been several activities in different domains in Pakistan, urban management system has not been efficient enough due to problems such as not holism and not performing it in urban management, many trials and errors in managers' decisions, lack of fair distribution of information among all employees, lack of a comprehensive system for on time and accurate conveying of opinions among experts and employees [4]. Therefore, the researcher believes that there should be fundamental measures for solving this problem and one of these important measures is implementing knowledge management since all procedures such as attraction, maintenance, improvement, training, application, etc. have all become knowledge-based due to implementing knowledge management and as a result, effectiveness, efficiency of urban services activities has significant growth [5].

So, according to the above-mentioned points, the researcher tries to implement this in private degree awarding institutes of Sindh province in Pakistan and it is seeking to answer this question that whether establishing knowledge management in private degree awarding institutes of Sindh province is possible or not. Since success in competitive markets depends on knowledge quality and knowledge outcome which organizations use for performing key activities.

2. Literature Review

Knowledge management through Peter Drucker thoughts in the United States and presenting annual reports of Scandia Company in Sweden in 1994 as well as publishing Knowledge Creation book in Japan in 1995 are presented in the theoretical basis [6]. According to the definition presented by knowledge, it is perceived that knowledge management concept is paradoxical. In the past, information and knowledge were assumed to be synonyms to each other. Accordingly, at first, many believed that knowledge management is a repetitive concept of information system and data management [7]. Knowledge management must be studied as an organizational and integrated managerial plan which is designed based on an organization strategic goal. It must pay attention to business processes and should also acquire the most benefits from new technology. In the past years, many definitions have been proposed for knowledge management each of which reveals one aspect of this complex concept [8]. Knowledge management controls organization resources and capabilities so that the organization is capable of learning and adapting to the varied environment. Knowledge management also facilitates continuous processes of learning and as a result it makes sure that the need for imposing up-down fundamental changes has been reduced [9]. Knowledge management is a combination of leadership, interpersonal interaction, organizational culture and information technology and these components are related to each other and none of these is able to present an effective program of knowledge management alone [10].

2.1 The Research Model and Hypothesis

The research model used in this study is retrieved from Gold organizational capabilities model and Chuang model which recognizes and evaluates organizational capability for performing these activities. The recognized capabilities in this model include knowledge infrastructure capabilities (culture, structure, technology and human resources) as well as knowledge process capabilities (acquiring knowledge, transforming knowledge, applying knowledge and maintaining knowledge).

2.2 Hypothesis Development

1. Employees enjoy a desirable level of knowledge infrastructure capabilities for establishing knowledge management.
2. Employees wish a desirable level of knowledge management establishment.

3. Employees seek a desirable level of structure for establishing knowledge management.
4. Employees appreciate a desirable technology level for establishing knowledge management.
5. Employees enjoy a desirable level of human resources for establishing knowledge management.
6. Employees enjoy a desirable level of knowledge processes capabilities for establishing knowledge management.
7. Employees enjoy a desirable level of knowledge learning for establishing knowledge management.
8. Employees enjoy a desirable level of knowledge transformation for establishing knowledge management.
9. Employees enjoy a desirable level of knowledge deployment for establishing knowledge management.
10. Employees enjoy a desirable level of knowledge maintenance for establishing knowledge management.

3. Research Methodology

This research study adopted the practical descriptive survey. The questionnaire used as an instrument, Google survey form also utilized for data collection. The essential data is collected through a library research as well as questionnaire. The population is comprised of all employees working in the private degree awarding institutes of Sindh province and the samples are selected randomly and the sample size stood at 216 people using Cochran formula. The Statistical Package for Social Sciences (SPSS) software was used for data analysis test such as t-test, Kolmogorov Smirnov Test, Significance level etc.

4. Finding

One sample t test, Friedman test and variance analysis are used for confirming data description and generalizing the research results to the population from which the samples are selected, and the results are presented in the following table.

Table 1: Kolmogorov Smirnov Test value results for testing variables normality

Variable	Kolmogorov Smirnov Test value	Significance level
Organizational culture	1.177	.125
Organizational structure	1.327	.059
Technology	1.819	.058
Human resource	1.388	.250
Knowledge learning	1.243	.091
Knowledge transformation	1.297	.069
Knowledge application	.973	.301
Knowledge maintenance	1.207	.109
Infrastructure capabilities	.757	.615
Process capabilities	.522	.948

As per the Kolmogorov Smirnov value of all variables are significant, so the variables' distribution is normal.

Table 2: Desirable level of knowledge management implementation.

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge management implementation	7.656	215	.000	.26783

The Table 2 results indicate that t value (tob= 7.656) with (df=215) degrees of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and base mean. It is

concluded that employees of private degree awarding institutes enjoy desirable level of knowledge management implementation that is more than the average.

Table 3: Desirable level of knowledge infrastructure capabilities

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge infrastructure capabilities	7.050	215	.000	.28588

The Table 3 results indicate that t value (tob=7.050) with degrees of freedom of (df=215) at ($\alpha=0.001$) level is significant. Therefore, the null hypothesis is rejected based on lack of difference between sample mean and

base mean and it can conclude that employees of private degree awarding institutes enjoys a desirable level of knowledge infrastructure capabilities for establishing knowledge management which is higher than average.

Table 4: Desirable level of culture for establishing knowledge management

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Culture for establishing Knowledge Management	10.630	215	.000	.48457

The Table 4 results indicate that t value (tob= 10.630) with (df=215) degrees of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and base mean. It is,

therefore, concluded that the employees of private degree awarding institutes enjoy a desirable level of culture for establishing knowledge management that is more than the average.

Table 5: Desirable level of structure for establishing knowledge management

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Structure for establishing knowledge management	1.397	215	.164	.07500

The Table 5 results indicate that t value (tob= 1.397) with (df=215) degrees of freedom is not significant. Therefore, null

hypothesis is not rejected (means Accepted) based on lack of difference between sample mean and the base mean.

Table 6: Desirable technology level for establishing knowledge management

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Technology for establishing knowledge management	4.017	215	.000	.20525

The Table 6 results indicate that t value (tob= 4.017) with (df=215) degree of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and the base mean. It is

established that employees of private degree awarding institutes enjoy a desirable level of technology for establishing knowledge management which is more than average.

Table 7: Desirable level of human resources for establishing knowledge management

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Human resource for establishing knowledge management	8.200	215	.000	.37870

The Table 7 results indicate that t value (tob= 8.200) with (df=215) degrees of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on lack of difference between sample mean and the base mean. It is,

therefore, concluded that employees of private degree awarding institutes enjoys a desirable level of human resources for establishing knowledge management which is more than the average.

Table 8: Desirable level of knowledge processes capabilities

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge process capabilities	7.333	215	.000	.24978

The Table 8 results indicate that t value (tob= 7.333) with (df=215) degrees of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and the base mean. It is

concluded that employees of private degree awarding institutes enjoy a desirable level of knowledge process capabilities which is more than the average.

Table 9: Desirable level of knowledge learning for establishing knowledge management

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge learning for establishing knowledge management	3.054	215	.003	.14815

The Table 9 results indicate that t value (tob= 3.054) with (df=215) degrees of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and the base mean. It is

concluded that the employees of private degree awarding institutes enjoy a desirable level of knowledge learning for establishing knowledge management that is more than the average.

Table 10: Desirable level of knowledge transformation

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge transformation for establishing knowledge management	11.607	215	.000	.41601

The Table 10 results indicate that t value (tob= 11.607) with (df=215) degree of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and the base

mean. It is concluded that employees of private degree awarding institutes enjoy a desirable level of knowledge transformation for establishing knowledge management that is more than the average.

Table 11: Desirable level of knowledge deployment for establishing

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge deployment for establishing knowledge management	-1.151	215	.251	-.06481

The Table 11 results indicate that t value (tob=-1.151) with (df=215) degrees of is not significant. Therefore, null

hypothesis is not rejected based on lack of difference between sample mean and base mean.

Table 12: Desirable level of knowledge maintenance for establishing knowledge management

Variable	T	Degree of Freedom	Significance Level	Mean Difference
Knowledge maintenance for establishing knowledge management	7.037	215	.000	.36204

The Table 12 results indicate that t value (tob= 7.037) with (df=215) degree of freedom at ($\alpha=0.001$) is significant. Therefore, null hypothesis is rejected based on the lack of difference between sample mean and the base mean. Therefore,

it is concluded that employees of private degree awarding institutes enjoy a desirable level of knowledge maintenance for establishing knowledge management that more than the average.

5. Conclusions

This research study finds employees of private degree awarding institutes enjoy a desirable level of knowledge management implementation and it is more than the average. It also indicates that employees of private degree awarding institutes enjoy a desirable level of knowledge infrastructure capabilities which is more than the average. Furthermore, other findings are listed below:

- Employees of private degree awarding institutes enjoy a desirable level of culture for establishing knowledge management that is more than the average.
- Employees of private degree awarding institutes do not enjoy a desirable structure for establishing knowledge management and it is less than the average.
- Employees of private degree awarding institutes enjoy a desirable technology for establishing knowledge management and it is higher than average.
- Employees of private degree awarding institutes enjoy a desirable level of human resources for establishing knowledge management which is higher than average.
- Employees of private degree awarding institutes enjoy a desirable level of knowledge process capabilities for establishing knowledge management which is higher than average.
- Employees of private degree awarding institutes enjoy a desirable level of knowledge learning for establishing knowledge management which is higher than the average.
- Employees of private degree awarding institutes enjoy a desirable level of knowledge transformation for establishing knowledge management which is higher than the average.
- Employees of private degree awarding institutes do not enjoy a desirable level of knowledge deployment for establishing knowledge management which is less than the average.
- Employees of private degree awarding institutes enjoy a desirable level of knowledge maintenance for establishing knowledge management which is higher than average.

6. References

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