

# Organization knowledge Management, Technology Based Training and its impact on Organization Quality Performance

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**Abstract:** Knowledge Management is a set of systems that control the generation, distribution, and application of human intellect. Modern organization always dependent on knowledge management due to important research as implement in real life. The fact that knowledge is context-specific refutes the notion that knowledge can be applied universally; nonetheless, it does not refute the concept of organisational knowledge since new knowledge always created as in universal law. This could bring the concept that technology-based training engaging with knowledge management how can be influenced on quality performance. This paper defines more values of technology-based training provide from various methods to overcome from its influence also give the direction of the best path for organization's performance. Since, most learning materials are internet based and technological approach boost with reliable performance for organization employees and resulting phenomenon improve as overall. In the latest technology trend several software have been developed for organization performance as some tools that help to grow knowledge dimensions. Since, Knowledge management used as trend for new knowledge creation so this study able to found the overall objective which is created value and refine and leverage the firm's knowledge assets that help to meet further organization goals.

**Key Words:** Knowledge Management, Technology based Training, Organisation Performance.

## 1. INTRODUCTION:

A set of processes that govern the creation, distribution and utilization of human intellect is know as knowledge management. Knowledge management is essentially about getting the right knowledge to the right person at the right time. In many corporate circles, knowledge management (KM) is a popular topic. Although KM suggests a straightforward definition, there are many different perspectives on what it is and how it should be used, if at all (M. Jennex, 2007). The primary purpose of knowledge management is to increase an organization's efficiency while also preserving its knowledge. The goal is to facilitate organisational learning and to foster a learning culture in which knowledge sharing is encouraged and people who want to improve themselves find it simple to do so. When thinking about knowledge management, it's useful to think about the many forms of knowledge and how easily that knowledge can be shared within a company. Knowledge management successfully and benefit a corporation in a variety of ways. It will ensure that specialised information does not leave with personnel or is wasted by other employees who could benefit from it. The value of knowledge management grows every year. As the market becomes more competitive, one of the greatest ways to stay ahead of the pack is to build business from in a smart way that adaptable manner. KM always giving the organization technology tools for organising, searching, retrieving or manipulating large amount of unstructured and structured knowledge. In this case, technology based training (TBT) refers for the training which involves the use of technology to deliver training throughout website training, computerized self-learning, broadcast TV or teleconferencing. Any device that involves using technology to delivery training, video/audio conferencing as considered. Moreover, web-based, networking training in digital devices also considered among these (Saghafian, 2010).

## 2. LITERATURE REVIEW:

In any given organization structure, knowledge flows in existing paths, and in order to understand these knowledge flows, a Knowledge Manager is required to trace these paths. While following these pathways, a Knowledge Manager identifies information source points, critical functions that lead to knowledge creation, and risky bottle-necks that may impeding the information flow to the point of usage. By tapping into these pathways of social interaction, an enterprise can focus on creating, storing, updating, and distributing knowledge or intellectual capital, not only at work, but also in the marketplace. The Knowledge Management System used by a company which must provide its users with simple tools that enable them to deposit, edit, and re-use information -- at the click of a mouse. Two separate organizations, even though operating in the same domain, may need differently carved out Knowledge Management Systems (KMS). This happens by virtue of enterprise environmental factors that lead to unique nodes of

information sources, unique modes of capturing that information, and difference in preference of methods of distributing that information. With that in mind, the ideal Knowledge Management System will be one that provides an array of these tools. Furthermore, the KMS application architecture should allow easy customization to suit an organizations specific process needs. An added 'must' for such a system are simple but effective content moderation and per missioning modules. Since, information is shared among people, human resource (HR) may make a significant contribution to KM. It is simply a matter of capturing explicit knowledge through the use of training. The problem is that just a few people are aware of sets of information based on technical programming with design and organizational know-how based on understanding of knowledge flows (Gamble & Blackwell 2001). Furthermore, technology is rarely created by those who utilise it. As a result, businesses must deal with issues such as IT system fit and organisational procedures, as well as acceptance within the culture.

By combining the principles of organisational memory (OM) with its learning, people may have a deeper understanding of Knowledge Management (KM). The of an impact on the effectiveness of the organisation that refers to how well a company performs the operations necessary to produce the goods it sells. In this case, organizational learning (OL) in KM help to learn how to do all activities better that perfectly utilize the knowledge. In this point IT play vital role. The stronger learning capabilities that emerge could stand as a positive long-term outcome from this sobering period. Six best-practice actions, ranging from the immediate and tactical to the strategic, can help maintain the momentum and benefits of workplace learning programs and help build a new foundation for effective throughout virtual learning. These actions are establishing a learning-response team, protecting employees in-person programs, adapting delivery, promoting digital learning, exploring alternative digital strategies, and practicing and preparing for multiple outcomes. (Alok Kshirsagar, 2020). From the other hand in today's business world, characterised by ever increasing competition, globalisation, productiveness is the key to success if not mere survival. Organisations need to be obsessed with the pursuit of learning if they are going to keep up with the pace of change (Handy, 1990).

Handy sees the organisation of the future as increasingly based on knowledge, with working patterns involving, tele-commuting and flexible hours. The demands of the next century and beyond in terms of increased international competition, challenging market forces and accelerating change, especially technological changes that will highlight the imperative need for an effectively trained and more flexible labour force. The ability to learn faster and more effectively than competitors may be the only sustainable competitive advantage in the current or foreseeable commercial environment. Technology has the potential to improve training and productivity dramatically (Fitzgerald, 1999). The instructional potential of technology has improved to the point where it can provide very sophisticated learning experiences (Sandler, 1998). More understanding of KM that able to be obtained by incorporating the concept of OM and OL. The monitoring of organisational effectiveness examines the possibility that OL does not always have a good effect. Effectiveness might improve, deteriorate, or stay constant. The feedback supplied to the organisation through knowledge is influenced by how effectiveness changes. The methods of KM and OM are used to find and capture critical knowledge (Jennex, M. E. 2005). These are elaborately in methodology section.

### 3. METHODOLOGICAL APPROACH:

Two types of knowledge as structured and unstructured both are separate from explicit knowledge that transfer in an organization among members. Structured knowledge means technical components as concrete concept and unstructured knowledge mean that data cannot represent the direct knowledge (M. Jennex, 2007). The study of this the viewpoint of experienced practitioners toward them. Mostly are identical as experienced practitioners. Knowledge transfer is aided by information technology (IT), which provides knowledge repositories and methods for recording and retrieving knowledge. IT functions best with knowledge that is primarily explicit in nature. Knowledge that is predominantly in the tacit dimension necessitates the inclusion of greater context, where context refers to the material needed to explain what the knowledge means and how it is applied.

#### Training Delivery Methods.

Nowadays, training delivery methods perform on technology based as highly dependent. TBT as a training delivery method using with organisations where response show the majority of government using this method. Technology based method is the main tools in this case. Previous study as reveal the training and development (T&D) activity in Kuwaiti organisations and investigate the factors that are preventing Kuwaiti organisations from using TBT as a training delivery method (A. Saleh, 2021). Knowledge is dependent on technologies as its obvious in this information age. Intellectual capital of human resource in organization performance bear previous record via training delivery methods and its tools. Those are achieved better knowledge level from many aspects. This issue will also be addressed throughout the site, and particularly in the knowledge management strategy section. For the design and implementation of a knowledge management system, two sets of knowledge are required. First, Know-how in technological programming and design. Other is organizational expertise relies on a grasp of knowledge flows (Newell et al, 2000). Indeed, both are technology dependent.

#### 4. KNOWLEDGE PERFORMANCE IN ORGANIZATION:

There are four modes help to transfer of knowledge which is dependent upon the transfer of a common understanding as knowledge can transfer. This can hold the context of condition or situations that make more understandable from its experience. In this case organizational knowledge management selectively apply the knowledge from previous experience to make change decision and future activities. Some organization KM only used to manage unstructured knowledge. Since, organization needs in the sense of positive results to accomplishing the objectives and fulfilling its purpose (Churchman, 1979). Application of KM has several dimensions are briefly below for more clear concepts that how organization could be performance with it.

- **Organizational Culture:** The way people interact, the setting in which knowledge is formed, their reluctance to certain changes, and, ultimately, how they communicate knowledge are all influenced by corporate culture.
- **Strategy:** The corporate strategy must inform the knowledge management strategy. The goal is to organise, distribute, and produce relevant knowledge assets that will aid in meeting tactical and strategic objectives.
- **Organization Process:** The correct procedures, settings, and systems that enable the organisation to apply KM.
- **Technology:** Systems, tools, and technologies that are well-designed and executed to meet the needs of the organisation.
- **Management and Leadership:** At all levels, KM necessitates professional and experienced leadership. A CKO, knowledge managers, knowledge brokers, and other KM-related positions are examples of roles that a company may or may not need to implement. More about this in the KM positions and duties section.
- **Politics:** Long-term support for initiatives involving almost all organisational activities, which may be costly to achieve (both in terms of time and money), and which sometimes do not have a direct visible return on investment.

Failed initiatives in the past were frequently the result of an over emphasis on archaic knowledge management methods and systems from the expense of other areas. While it is still true that knowledge management is about people and human interaction, knowledge management systems have come a long way and have grown from an optional component to a crucial component. In this case, pre-defined methods of extracting information from data are bound to fail. That's why executives and worker need to work continuously towards making data, an Information. The old methods of management, like division of labour, division of work are not effective in knowledge industry. Henry Fayol known for his principles of management, but that was Era when Industry was dominant. KM mostly focusing on capturing organization's knowledge for fostering human resources learning and organization developing. KM dimensions as seen in table 1 below.

**Table 1:** Various Knowledge Management Dimension

No	Name of KM dimensions	Model of Filius et al. (2000)
1	Knowledge acquisition (Tiqana,2000;Desouza,2003; Edwards, 2003)	A process of generating insights, skills, and relationships that allows an organisation to go through a self-renewal and boundary-expanding process.
2	Knowledge Documentation (Tiwana,2000; Handzic,2003)	The processes that an organisation utilises to institutionalise its knowledge so that it can be reused in the future are referred to as codification. Forms like documents, pictures, databased, illustrations, emails, video tapes, web pages and many more. (Organizational memory)
3	Knowledge Transfer (Argot and Ingram,2000; Abou-Zeid,2002)	This term refers to efforts that disseminate and share knowledge. Individuals, groups, and units at the same and various organisational levels exchange tacit and explicit information.
4	Knowledge Creation (Bhatt,2001;Sanchez,2001)	Reconfiguring and recombining existing pieces of knowledge, developing competence by focusing on capabilities and limiting flaws, strengthening research and development capabilities, scanning and monitoring external environments, and borrowing and employing external technologies are all examples of activities.
5	Knowledge Application (Tiwana,2000; Lengnick- Hall,2003; Bhatt,2001)	Defines the strategies and mechanisms that a company uses to improve its process, products, and services, as well as its operational effectiveness.

This above table from various research perspectives define the influence on organizational performance. Organizations that successfully manage and exploit the information and experience embedded in human minds will be able to generate greater value and gain a competitive advantage (Armstrong, 2008).

**5. STUDY DISCUSSION:**

Information is shared among people, HR may make a significant contribution to KM. It is simply a matter of capturing explicit knowledge through the use of training. Knowledge based industries were completely unknown to masses, and were restricted to very small businesses, particularly in research and development. The basic tenet of knowledge based industry is to extract information from data. This is basically in itself a huge industry. Knowledge Management is the only way of saving information and using it to feed into this evolution. Knowledge is new factor of production. Knowledge worker possesses this factor of production. Knowledge management inherently involves knowledge worker. The crucial part of the knowledge management is that it must work on the principles of alliances, partnerships and joint ventures. The complete control over the process is thing of the past. That is why, Communication becomes at most important in any organization. The organization structure must be arranged according to the need of Information and Communication. Information needs to be produced within organization. So, production of Information, and then arranging organization based on information and communications is the emerging challenge.

Human resource training is described as the process of building work-related knowledge and abilities in employees with the goal of systematically enhancing performance (Blanchard & Thacker, 2009). Extension personnel training directly helps to the development of human resources within extension organisations. Training must begin with the identification of training needs via job analysis, performance evaluation, and organisational analysis. Even though Knowledge Management has been a recognized field for a long time, there is a sudden increase in value that enterprises are giving to knowledge management activities. Research from previous hypothesis proven that training of human resource is effective on attaining knowledge management goals.

**6. RESULTING ANALYSIS :**

The industry sector, on the other hand, is regarded as one of the most dynamic and complicated business environments. Later acquisition, documentation, transfer, creation, and use of organisational knowledge able to analyse the result. While the incidence of training is positively associated to both knowledge levels and knowledge growth, researchers have discovered that the incidence of training is negatively related to both knowledge levels and knowledge growth (Frazis and Loewenstein, 2005). On-the-job training (OJT) providing structured learning that takes place on the job while individuals are working. It is focused on the information and abilities that people need to perform properly with the training-based technology (TBT) and below the table of TBT as perform by training tools. Based on the previous research as found from the survey on the targeting government organisations in Kuwait to see how many subscribed to the idea (A. Saleh, 2021). The following table 2 presented that how extent of TBT implementation as training tools.

Table 2: Extent of TBT Implementation

Training tools	Implemented				
		Small extent	Considerable extent	Great extent	Total
Computer-based training-computer assisted learning	Government	16%	38%	46%	100%
Technology-based training (audio tape, video, Interactive video)	Government	20%	60%	20%	100%
Internet \ Intranet \ Web based training	Government	32%	68%		100%
Multimedia	Government	65%	35%		100%
E-mail	Government	30%	67%	3%	100%

From the above table 2 as represented that computer-based training (CBT) has great extent beside other training tools. Whether OJT as the model that help to focusing on developing and employee for maximum capability.

On the other hand, the most important problems faced when conducting TBT were the limitations of use of sound, employees' fear of technology, problems of presentation, production difficulty, and costs. These data in the government site that find the value as implemented for the training purpose. The correlation between human resource training and knowledge management has been proven to be positive and significant for organizational performance as proved from previous research (Seyed Mohammad 2011). However, technology become tools to all those study materials. Near future more technologies able to involved for significance to improve organizational performance. The only weakness found that training in Kuwaiti organisations was still in the 70s and 80s era in relation to problems faced. However, the evidence of operational TBT projects across a wide spectrum of industry shows that it is practical, effective, and can often result in substantial cost savings (Hobbs and Moore, 1997). Knowledge management can encompass the development of new knowledge as well as the sharing, storage, and refining of existing knowledge. Today, such technologies may capture unstructured thoughts and ideas, generate virtual conferencing that allows individuals from all over the world to communicate in real time, and so on. Analysis report also determine that most influential fact with great extent 46% and rest considerable extent is 68% overall.

## 7. DISCUSSION AND RECOMMENDATIONS:

Knowledge management enhanced by technology but not by technology discipline due to knowledge management system tools. This system seems vague and leads to expectations as previous research define (James Robertson, 2007). However, proper implementation, IT systems have become a critical component of KM today. Most respondents from survey indicated that learning technologies currently plan to use as deliver training. In this case, IT infrastructure rather to involved more comprehensive for improvement performance. The weakness of IT infrastructure could be defined as more trainers to train organization employees. Therefore, it's recommended that achieve management goal beside any studies must be focused on towards training materials and tools. This finding able to show how successful of knowledge management and its training tools help to organization performance fulfilling the goals. Previous study has revealed that human resource training has a good relationship with knowledge management and organisational performance, and that knowledge management has a positive relationship with organisational performance (S. Mohammad 2011). IT based could be roll in vital for operation dimension like transferring knowledge among employees. This result brings the proposal model in future study of knowledge management as might be found from weaker than other dimensions. Further research could be involved to this investigation.

## 8. CONCLUSION:

Any IT system that saves and retrieves knowledge, increases collaboration, locates knowledge sources, mines repositories for hidden knowledge, collects and uses knowledge, or in any other manner helps the KM process which referred to as a knowledge management system. This study analysis based on Kuwaiti organisation where willing and able to move full speed toward to implementing training that relies. Quality performance as focused on this study that dependent on technology-based training and organization management (Little. R, 1992). Since, technology changeable based on era and new method also applicable to hold that quality that could be main challenge for major organizations. Applicable challenge possible to overcome among employees' skills which could be possible by good communication or trainers among organizations. In case, creating new knowledge solely focus on knowledge sharing, refinement, or storage. Overall comprehensive discussion and definition become an important factor of know assets that help and make easy to meet organizations goals. So, it could be concluded that training and knowledge management both consider rationally as need to develop for further organization performance.

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