A survey of analyzing organizational performance and survival employing the management of knowledge

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1. Introduction

The contemporary corporate environment is characterized by dynamic competition, making it important to analyze organizational performance and ensure long-term survival. Successful knowledge management inside an organization represents a strategic technique that has acquired significance in accomplishing these aims (Obeso et al 2020). The process of gathering, arranging and utilizing an organization's shared intelligence to improve performance, creativity as well as making decisions is known as knowledge management (Muhammed and Zaim 2020).

The notion of company success is multifaceted and comprises various elements, such as client contentment, worker productivity, financial results and operational efficiency. Organizations can leverage their workforce’s abundance of information, insights and tacit knowledge by implementing knowledge management methods (Budur and Poturak 2021; Kurdi et al 2020).

Flexibility and the capacity to foresee and adapt to changes are essential for survival in the ever-changing corporate environment. Building organizational resilience can be achieved with the use of knowledge management. It helps businesses to spot new trends, adjust to changing market conditions and seize opportunities (Manesh et al 2020, Kraus et al 2022).

2. Four essential knowledge management elements

Organizations highlight the long-term value of personnel whilst acknowledging the ephemeral nature of technologically driven competitive edge. A competitive advantage must be sustained through efficient KM. Recognizing that people are crucial to success, businesses must integrate these four essential elements using the KP2T framework (Knowledge, Processes, People and Technology) to ensure that knowledge is used for continuous excellence (Sulaiman et al 2022).

Knowledge is a key element of KM, which transcends data and it is related to information. Without expertise to oversee, KM would not be possible, claim. Opinions, concepts, systems, theories and procedures are a few of the many forms that knowledge can take. It attracts the interest of philosophers, scholars and practitioners since it resists a typology that is accepted. Knowledge, according to (Anand et al 2021), is processed information that includes concepts, details, judgment and experience that greatly improves team, organizational and individual achievement.

People are essential to KM because they are knowledge producers and consumers. Because of their inventiveness, experiences and skills, people are important sources of knowledge. The main focus of KM strategy needs to be on using tools...
and protocols to address emerging knowledge needs. In a bid to foster innovation, (Johannessen 2021) highlights the significance of employees searching, experimenting, educating and teaching. An effective KM program recognizes the importance of people as well as cultivates an environment that encourages ongoing learning and knowledge generation for the benefit of the organization.

Processes are fundamental mechanical and logical guidelines that direct organizational work in KM. A KM program should comprehend and map these procedures, including human and technological execution, given their vital importance. A clear representation of organizational tasks is made possible by mapping, which helps to clarify the knowledge needs. This understanding makes it possible to link knowledge with tasks for the best results, improving organizational performance and efficiency through the use of suitable technology or human interaction.

Technology is an essential part of KM, giving plans for KM a solid foundation. Information And Communication Technologies (ICTs) are essential because they allow teams that are separated to collaborate and because they make knowledge codification easier. But it’s important to understand that technology by itself won't solve the problem rather, it will be effective if cultural problems like conflict, trust and time are addressed, as these factors affect the willingness of individuals to impart knowledge (Sytnik and Kravchenko 2021).

3. Knowledge dimensions

Knowledge is divided into five categories (Bibi et al 2021) encoded, embedded, enculturated, embrained and embodied. Embodied knowledge is acquired through physical instruction and it is unique to each person. Embedded knowledge is present in organization duties along with processes, routines and systems. The workers who carry out these procedures embody the knowledge that is contained in them.

Embrained information is acquired by experiencing learning and reflects individual opinions, beliefs, values coupled with ethics, is difficult to articulate or transmit. Enculturated information, which includes accepted norms, acts, attitudes and expected behaviors, is shared across people who share an identical setting or culture. Manuals, guidelines, schematics, recipes and directions are examples of encoded knowledge that is easily documented, conveyed in words or pictures and transferred through a variety of channels.

Knowledge exists in many forms in organizations it is embodied and ingrained in personnel, it is embedded in routines, it is cultivated among members and it is recorded in manuals. According to (Gemke et al 2021), organizational knowledge encompasses routines, procedures, practices, conventions and culture in addition to documents. It includes vital intellectual property that is ingrained in certain relationships, customs, viewpoints, information exchanges and processes that define how individuals and organizations interact.

There are two distinct categories of knowledge. According to (Takegami 2021), knowledge can be classified into two categories explicit and tacit. Essentially, knowledge is classified as tacit or explicit.

Metaphors and socialization are needed to explain tacit knowledge that is kept in storage in people’s thoughts. Organizations can gain a distinct and enduring competitive edge by sharing it through Academies of Practice, which makes it difficult to replicate. For an organization to maximize its intellectual capital, tacit information must be converted into explicit knowledge.

Explicit knowledge can be readily shared, is formal and can be codified. It can be expressed in textual or coded forms and exists at the epistemic level. Conscious, accessible and documented, it takes material forms such as databases, manuals and standards. Information technology facilitates both capture and sharing. (Table 1) provides an overview of knowledge management techniques from current research, emphasizing their benefits, drawbacks for using, enhancement of organizations, as well as their descriptions and results.

4. KM processes

The process of recognizing, transferring, capturing, exchanging knowledge and organizing inside an organization is known as KM. Members put this knowledge to use by putting it to assignments, which involve project development and KM systems.

KM is fundamental to knowledge generation and development, which is necessary for organizational sustainability. Everyday activities, both technological (like data mining) and humanistic (like social interactions and training), generate knowledge. People are the primary agents in this process technology serve as an aid, not a substitute. Businesses use knowledge creation to innovate, create value and stay competitive in the market critical component that (Gehrke and Hasan 2020) highlight for long-term success.

Every company’s primary objective in knowledge management is to boost profitability through improved competitiveness, innovation and operational efficiency. Knowledge workers at all levels must participate in the systematic application of knowledge necessary to realize these benefits, as emphasized by (Nisula and Olander 2023).

6. Understanding Management
KM is a multidisciplinary area that draws researchers and practitioners from a wide range of disciplines (including philosophical thought, data science, librarianship, economics, management, sociology and engineering); it could be difficult to define. After reading through a plethora of definitions from different writers, (Spellacy et al 2021) definition state that knowledge management is getting the correct knowledge in the grasp of the proper people at the correct moment is adopted.

The consulting community was the first to implement KM operationally after realizing the Intranet version of the web could be used to connect geographically separated knowledge-based organizations. This insight occurred at a period when it was acknowledged that knowledge and information are crucial resources for any organization to succeed. Thus, the main goal of KM is to gather and make accessible the implicit knowledge and information that exists in people and has never been documented, allowing other members of the organization to make use of it. According to (Caballero-Anthony et al 2021), information technology (IT) played a significant part in the preliminary phases of KM. This stage was characterized by the use of IT to deploy knowledge and information more effectively and the term "best practices" was used to describe this approach.

The rise of the global knowledge-based economy, which prioritizes knowledge over conventional sources of production like labor, money and land, occurred at the same time as KM. The transition from a system of production that prioritized commercial items to an economy based on knowledge where services and knowledge are the primary economic outputs has altered the nature of labor (Osayande 2021). According to several studies (Hartono et al 2022; Ioannis and Belias 2020) organizations looking to maintain long-term strategic competitive advantages must manage information effectively.

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<td>Bibi et al (2021)</td>
<td>Evaluation unifies disparate knowledge conceptualizations, harmonizes discrepancies and provides an organizational knowledge framework.</td>
<td>Coherent conceptualizations facilitate comprehension, promoting efficient knowledge management and augmenting organizational efficacy.</td>
<td>Increased long-term competitive advantage and better use of corporate knowledge</td>
<td>The persistence of complexity and discontinuity in KM research might hinder the smooth adoption and comprehension of the findings.</td>
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<td>Gemke et al (2021)</td>
<td>Using a maturity model generated from investigations, research determines the elements impacting the deployment of “Intelligence-Led Policing (ILP)” in the nation’s police.</td>
<td>To implement ILP in police organizations, the maturity model supports evaluation, prioritization and focused improvement techniques.</td>
<td>Better ILP execution results in more effective organized crime prevention.</td>
<td>Organizational changes can provide difficulties, necessitating committed work to be implemented successfully.</td>
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<td>(Takegami 2021)</td>
<td>The knowledge generation model developed by Nonaka and Takeuchi is examined in this study with a focus on teacher preparation for cutting-edge pedagogy.</td>
<td>Two appropriate strategies for teacher development that fit a curriculum and emphasizes knowledge generation.</td>
<td>Improves teaching strategies, encourages critical thinking and supports the generation of new information.</td>
<td>The incompatibility of transition with conventional teaching approaches can cause resistance, necessitating substantial efforts in teacher development.</td>
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7. The Importance of Knowledge Management in Organizations

Why is knowledge management necessary? The aging workforce, globalization effects, competitive differentiation and organizational survival are the key drivers driving the demand for knowledge management. The majority of employment is information-based, thus managing knowledge demands the highest attention given the characteristics of modern management. Without a doubt, organizations fight based on their competence since products and services are getting complicated. Because of this, it is necessary to pursue lifelong learning and KM has gained significance as markets grow more competitive as well as innovation occurs at a faster pace. The need to substitute informal expertise with formal processes arises from staff downsizing as well. KM is crucial because knowledge is lost as a result of early retirements and increased workforce mobility and changes in organizational strategy can cause knowledge loss in particular domains. Stated differently, information and knowledge have evolved into the means via which business issues arise. Because of this, controlling knowledge is the main way to get a competitive edge, large cost savings and notable gains in employee performance.
The understanding that an organization needs to handle its knowledge when it is going to thrive in today’s dynamic and competitive economy is another significant reason driving the demand for knowledge management. Not-for-profit organizations and even government agencies are concerned about survival, as they have come to comprehend KM’s significance. According to (Georgios and Louisa 2019) organizations cannot function at their best if knowledge is not managed with sufficient care. This could result in dissatisfied consumers along with the collapse of the company due to the poor as well as expensive production, distribution of goods and services.

Globalization has increased the need for KM as organizations look for efficient ways to acquire as well as share knowledge across numerous cultural and structural obstacles. This has made it imperative for organizations to be capable of handling knowledge across borders and continents. An additional reason for KM needs is the aging workforce the majority of organizations are experiencing an aging of the workforce, which means that a lot of knowledge will soon leave the organization. This intellectual property must be preserved so that generations to come working in these environments are not forced to make mistakes and rethink the wheel.

KM initiatives support knowledge exchange, eliminate duplication of effort, protect intellectual property, cut down on training time and enable adaptation to change contexts (Onifade et al 2022). Requiring connections between corporate actions and stored “best practices,” effective knowledge management systems promote cognitive innovation and originality. In any business, KM is an essential skill that helps to build a strong strategy for managing information. (Table 2) presents an overview of studies on organizational knowledge management, with a focus on the public sector’s problems and the banking sector’s performance through information management techniques.

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<td>Georgios and Louisa (2019)</td>
<td>Studies address the benefits and administrative hurdles of implementing knowledge management concepts in the public sector.</td>
<td>Verifies the critical role that knowledge management plays in the effectiveness of the public sector, highlighting the necessity of strategic dedication and collaboration.</td>
<td>Enhanced output, efficiency, quality of services, lower costs and quicker decision-making in the broader public sector.</td>
<td>Resistance and difficulties with implementation can arise, demanding organizational and cultural adjustments.</td>
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<td>Onifade et al (2022)</td>
<td>The study highlights important recommendations while examining the effects of information protection and sharing on the efficiency of organizations in banks.</td>
<td>Verifies the substantial impact that information protection and exchange have on the operational efficiency of particular banks.</td>
<td>Knowledge management techniques lead to increased productivity, better customer responsiveness and lower staff turnover.</td>
<td>Organizational and cultural adjustments, as well as possible difficulties in establishing favorable working conditions, can be necessary for implementation.</td>
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8. Strategy for the organization and knowledge management

Success requires that organizational strategy and KM strategy be in sync (Asiedu et al 2022; Khoa and Chinda 2023). According to (Onofre and Teixeira 2022), a successful KM strategy should comprehend KM resources, explain how knowledge contributes to wealth development and integrate initiatives for immediate and long-term gains. Crucial factors that demonstrate the change from doubting the value of knowledge to emphasizing strategic alignment and business outcomes are driving business results, measuring the impact of knowledge management and aligning KM with corporate strategy.

9. KM as a Tool for Strategic Management

Planning strategies for successful implementation is a key component of KM as a strategic management tool (Walsh and Lannon 2023). KM is in line with organizational learning and acknowledges knowledge as a crucial resource. However, it distinguishes knowledge management as a strategic asset and operational instrument. A good knowledge management plan should be in line with company objectives, have a clear purpose, list anticipated advantages and explain how it will affect staff members (Gurzawska 2020).

Employee attitudes and involvement in KM are influenced by “Human Resource Management (HRM)” practices. In addition to encouraging favorable attitudes and KM readiness, their goals include fostering dedication and loyalty. Successful KM initiatives are facilitated by efficient hiring procedures that are consistent with company values.

In KM, feedback and assessment are essential. Creating a framework to evaluate KM efforts is crucial. This might involve anything from casual conversations to use management systems to track results and efficiency inside the company (Ode and Ayavoo 2020).
10. Conclusion

Understanding that procedures and technology by themselves are insufficient for a sustained strategic competitive advantage, efficient knowledge management (KM) is essential. Human resources and their knowledge base are essential to the success of an organization. KM is an important management tool that is tied to company strategy and organizational objectives. Although information is generally seen in a good light, its real value comes from its application and efficient use. Acquiring, preserving and utilizing knowledge is crucial for the prosperity of a business, underscoring the tactical significance of KM in reaching greater heights of achievement. In summary, careful consideration of knowledge production, organization, exploitation and utilization is necessary for the successful implementation of KM strategies.

Ethical Considerations

Not applicable.

Conflict of Interest

The authors declare no conflict of interest.

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Gurzawska, A. (2020). 3 Strategic responsible innovation management (StrRIM). Assessment of Responsible Innovation, 63.10.47743/opafi-2021-22-16


