Utilization of Knowledge Management Process (KMP) Model to predict Job Performance in Higher Education Sector of Pakistan

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The purpose of this study is to examine the relationship between knowledge management process KMP and job performance (JP) in higher education sector of Pakistan. The data were collected using a questionnaire, as the instrument for the primary data collection, with total collected back responses of 300 out of 384 questionnaires from respondents of teaching staff of private universities of Lahore.So, response rate keep on almost 78% which is quite impressive. Some statistical tools deplyedi.e Descriptive Analysis (To check the central tendency), Reliability analysis (To check the stability between the questions of a construct), Correlation test (To find the relationship betweenconstructs). The regression test include ANOVA (To check the cause and effect relationship between construct), model summary and multi regression is also integrated. The consequences of the this study revealed that all seven factors of KMP like knowledge identification, knowledge creation, knowledge collection, knowledge organizing, knowledge storage, knowledge dissemination and knowledge applicationare positively predicting job performance in the higher educational sector of Pakistan. This present study is first study that overcome the research gap in the literature between KMP and JP relationship it alsobe the first one to offer perceptionfor the KMP particulars in the context of higher educational sector of Pakistan. The present study will help the top management of educational sector of Pakistan in order to better prepare knowledge management strategies as a way to improve job performance of staff.
Keywords: Knowledge management, Job performance, higher educational sector

INTRODUCTION

Knowledge management (KM) idea was presented in the start of 1990(Haynes et al, 1990). KM is a systematic, composed, express and think progressing procedure of making, scattering applying recharging and refreshing the knowledge for accomplishing organizational question (Elias M. Awad et. al, 2008).

Peoples have been transfering their accumulated knowledge, awareness and intellect to upcoming compeers through their tales based on their opinion and judgements. Now the things have been changed. Currently, as in olden days people practice direct way and remeans to express their "know how" or implicit information (Hansen et al., l999).Prusak(1996)said the main thing that gives a firm to knows, how it utilizes what is known, and how quick it can know something new." In alternate words how, it applies knowledge management. Knowledge management (KM) idea was presented in the start of 1990(Haynes et al, 1990). KM is a systematic, composed, express and think progressing procedure of making, scattering applying recharging and refreshing the knowledge for accomplishing organizational question (Elias M. Awad et. al, 2008).

Knowledge management is attainingadditionalposition as a theme worth researching because of the potential role of Knowledge Management in paying to the achievement of firms in general and higher education institutions in particular.

In this Research, KMP is articulated by its seven variables, knowledge identification, knowledge creation, knowledge collection, knowledge organizing, knowledge storage, knowledge dissemination and knowledge application.

Existing literature is evident that the topic of knowledge management(KM) and job performance still lacks quantitative probing as indicated by different researchers (Shannak, 2009; Obeidat et al., 2016, Masa'deh et al., 2017). Knowledge Management applications varies on different aspects, for example, the structure of industry, the size of firm and capital structure etc.

Moreover, to the best knowledge of researcher, particularly in Pakistan's situation, slight or no attention had been specified to observe the Impact of knowledge management with job performance. That's why there is a solidnecessity of such thoughtful research in Pakistan and this is the most critical area the researcher are paying attention in western world. So the above discussion clearly highlights the need to investigate the current topic in the context of Pakistan.

The major aims of current study towards find out the effect of knowledge management process on job performance and which KMP be most significant predictor of job performance. The objectives of this study may be to find out the effects of knowledge identification, knowledge creation, knowledge collection, knowledge organizing, knowledge storage, knowledge dissemination and knowledge application on Job Perfrmance.

LITERATURE REVIEW

Knowledge Management

Arntzen, Worasinchai & Ribière (2009) expressed that knowledge management includes knowledge procedures, for example,creation, usage, storage, sharing, transferring and retrieving knowledge which purpose is to recover professional performances.

An empirical research of knowledge management performance (KMP) drive of the search is to investigate the relation among knowledge management process (KMPR), KMP and job performance (Ra'edMasa'deh, RifatShannak & Mahmoud Maqableh, 2017).

Dimensions of Knowledge Management Process

In light of the above discourse there are seven dimensions of knowledge management process which are talked about in coming sections:

Researcher Powell &Ambrosini, (2012) also demonstrated the significance of individualize in revolution, their outcomes demonstrated the individualize permits producing latest thoughts and enhancing the excellence for customers.

An examination directed by Turner et al. (2012) toward Knowledge Creation by way of sub procedure aimed at KM and hypothetical indicated that knowledge creation could remain used by way of a substitute procedure to KM that could effect firms over KM capacities

Knowledge gathering, the term "gathering" alludes to a company's ability to recognize, obtain and collect knowledge (regardless of whether interior or outer) that is fundamental to its tasks (Zahra and George, 2002; Gold et al., 2001). Obtaining knowledge can include a few angles including creation, sharing and spread.

Theorld Bank burns through 4 percent of its managerial spending plan on knowledge management and is spending over $łO million to fabricate a worldwide knowledge-management framework (Isaacs, l999).

Canales et. al (2012) recommended for an organization can improve their corporate performance through setting up and about a reasonable and synchronized knowledge technique knowledge storage depending on the destinations.

Researcher Lee et al. (2004) characterized knowledge sharing is procedure in which enhance dissemination of knowledge.

Researcher Bhatt, (2001) expressed the "knowledge application suggests creating knowledge more vigorous and related for the unchanging in making esteem".

job performance was mainlyacknowledged andacceptable key performance and pointer of success of organizations which is taken to indicate a advanced performance toattaining organizational objectives and goals as portion of the business approach (Ra'ed Masa'deh, 2017).

Relationship between Knowledge Management Process(KMP) on Job Performance

An exploration directed via Cardoso et al. (2012) to examine the basic figure which influence knowledge management economy firms experimentally. This found the individual promise positively affected knowledge-focused culture, and as needs be on formal and casual knowledge management implies, through endurance promise had a undesirable single. In like manner, Ferraresi et al. (2012) tried this relationship between successful knowledge mangement, vital introduction, creativity addition to corporate performance. They found that viable KM positively affects inventiveness when interceded by key introduction.

Hypothesis

H1: Perceived Knowledge Identification has a positive influence on JP in the private

H2: Perceived Knowledge Creation has a positive influence on JP in the private universities of Lahore.
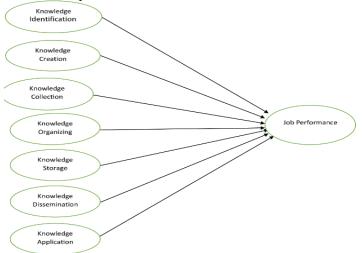
H3: Perceived Knowledge Collection has a positive influence on JP in the private universities of Lahore.

H4: Perceived Knowledge Organizing has a positive influence on JP in the private universities of Lahore.

H5: Perceived Knowledge Storage has a positive influence on JP in the private universities of Lahore.

H6: Perceived Knowledge Dissemination has a positive influence on JP in the private universities of Lahore

H7: Perceived Knowledge Application has a positive influence on JP in the private universities of Lahore

Schematic View: KMP

RESEARCH METHODOLOGY

The research methodology adopted in this research is quantitative and explanatory in nature. Positivism epistemological paradigm was adopted to answer the research questions. This study is quantitative in nature and hypotheses were tested through Statistical Pakage for Social Science (SPSS 20.0).The main point of particular study is to recognize the role of Knowledge Management process (KMP) on university performance. In this particular study KMP used as independent and job performance used as dependent variables with special highlighting on teaching staff of private universities in Pakistan.

In this research study, quantitative technique has been deployed as questionnaire and used as a tool of data collection.

This study is cross sectional because the particular phenomena is studied at specific time.

The population of present study is the teaching staff members of private universities in Lahore. Kline (2015) suggested that a sample of 200 or larger is suitable for a complicated path model.

The data was collected through convenient sampling technique and the sample size of present study is 384 that is generated with the help of online sample calculator from the

website of www.raosoft.com. The researcher distributed 384 questionnaires among respondents of different private universities of Lahore however the researcher received only 300 fully filled questionnaires that were useable for data analysis so, the answer rate was 78% that is suitable response. The unit of analysis was the individuals.

In this study, data was collected through survey from teaching staff members of private universities of Lahore. As the teaching staff are the main sources of knowledge in the university and easily understand the questionnaire, so it assured the questionnaire's content validity.

Questionnaire is consisting of Eight constructs in which seven are independent variables and one is dependent variable. Questionnaire of Independent variables are adopted from (Lee & Choi 2003), (Becerra-Fernandez & Sabherwal 2001), (Chiu et al. 2006) (Wasko & Faraj 2005) and validated by (Chang et al. 2012). whereas the questionnaire for the dependent variable was adopted from (Tseng &Huang 2011). All questions are on five-point Likert scale and KMP measured by 28 qestions. So, total product in this research were 34 items.

FINDING OF THE STUDY

Demographic Section

With reference of demographic four questions were asked to the respondent (gender, age, Academic level, and years of experience in university).

Table 1: Demographic information

Category	Frequency	%
Gender		
Male	213	71
Female	87	29
Total	**300**	**100**
Age		
20 years <30	30	10
30 years < 40	102	34
40 years < 50	93	31
50 years and above	75	25
Total	**300**	**100**
Lecturer	51	17
Assistant professor	105	35
Associate professor	105	35
Professor	36	12
Total	**300**	**100**
Years of experience		
5 years and less	78	26
5 years-less than 10	105	35
10 years-less than 15	39	13
15 years and above	72	24
Total	**300**	**100**

Table 2: Correlation Analysis

	KI	KC	KL	KO	KS	KD	KA	JP
KI	1							
KC	.807**	1						
KL	.429**	.496**	1					
KO	.509**	.562**	.671**	1				
KS	.789**	.962**	.508**	.556**	1			
KD	.450**	.549**	.237**	.393**	.568**	1		
KA	.877**	.917**	.459**	.524**	.891**	.461**	1	
JP	.388**	.632**	.407**	.301**	.587**	.179**	.669**	1

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

This table presents the results of correlation analysis as we can see that all values are positive and significant.There are some values that are showing high value of correlation and hence there is doubt of multicollinearity but when I performed

multicollinearity test then the results showed that there is no issue of multicollinearity.

Table 3: Regression Analysis

Hypo-thesis	R²	Standard Error	Beta Value	T-Value	P-Value	Significant/ In-significant	Collinearity Statistics	
H1	.151	1.54089	0.675	7.276	.000**	Significant	1.000	1.000
H2	.399	1.29612	.687	14.071	.000**	Significant	1.000	1.000
H3	.166	1.52704	.656	7.703	.000**	Significant	1.000	1.000
H4	.090	1.59477	.505	5.442	.000**	Significant	1.000	1.000
H5	.344	1.35425	.656	12.503	.000**	Significant	1.000	1.000
H6	.032	1.64515	.358	3.140	.002**	Significant	1.000	1.000
H7	.448	1.24232	.832	15.553	.000**	Significant	1.000	1.000

As it can be seen from above table that the results of regressions are again confirming that all independent variables are positively predicting the dependent variable of job performance. According to above table the value of R square is almost 70 percent that is reasonable value and it shows that there is 70 percent change in dependent variable due to all these seven variables. Furthermore as the value of F statistics is positive and significant meaning that our model is fitting to the data excellently and this 70 percent change is significant in the variable of job performance. The beta values of all predictors is positive and significant that again verify that our all seven hypotheses are true and these hypotheses are statistically accepted. The highest beta value according to the results of multiple regression is associated with variable Knowledge Application (KA) that is 1.577 meaning that one unit change in the variable KA causes 1.577 unit of change in job performance variable.

Discussion

All hypothesis, the purpose of this research is to examine the casual relationship of Independent variables with job performance of the teaching staff in private universities of Lahore. During the detailed analysis of this study derived certain results, which indicate that KMP tolerates a positive & significant relation to the job performance and the all Hypothesis stand accepted. This results of particular researchhas also be initiate reliable by the conclusions of (Plessis 2007)(Pfister and Eppler 2012), (Zahra & George 2002), (Song 2008), (Edvardsson 2012),(Masa'deh et al. 2017), Hence, researcher conclude that the Knowledge Management Process is positively related with Job performance. Additionally, this study provides university management with a useful tool for evaluating the efficiency of their current knowledge management process.

CONCLUSION

The key conclusion stands that the presence of Knowledge management processes(KMP) in the operationalsituation is related to extraordinary job performance. Therefore, this researchproves a novel assistance of Knowledge Management for organizations andconsolidation the arguments that Knowledge Management is an main driver of importanceformation, organizational attractiveness and achievement. Generally, this provesKnowledge Management as

a new organizational exercise which helps job satisfaction and performance of workers. Therefore, Knowledge Managementbe able to be extra to the tool of directors, counsellors and other organizational makers endeavoring to rally the situations for comforton work.

The findings of theresearch illustrate knowledge management has a solid influence on worker job performance. This would boost executives to deploy knowledge management actions in their instituitions, both will advance knowledge worker performance and welfare at respective organization. This write-up consequently offers procedures to a directed application of Knowledge Management in diverse intra-organizational at worksituations.

Present study contributes in the following ways:

This study supports the theoretical context that all construct are interconnected, coordinated and supports each others. It's was observed that KM has satisfactory influence on job performance. All these have significant influence on university for achieving the long run organizational goals.

From practical point of view, the present study proposes the top management of the university to become more aware of importance of knowledge management. University should evaluate their knowledge management and this study help to HODs for evaluating and improving their current knowledge. In the competitive universities of world, the university sector cannot ignore the importance of knowledge management. Thus, improvement in the knowledge management would lead to the improvement of operational and university performance and ensure to achieve the university objectives and goals.

Thus, the top management and decision maker of the university should keep in view the important of knowledge management and impact of these practices on job performance. Consequently, they can enhance the effectiveness of university and help to expand their operational and administrative performance.

The contributions of this examination will be helpful for both scholarly world and organizational staff colleges of Pakistan. Hence, the scholastic and organizational staff at office and college stageswould bolster and support between school knowledge distribution. This is the proposedmanner that divisions require adjust new techniques for urging to exhibit their new thoughts and knowledge by giving a few prizes. Also, divisions need new components for securing the knowledge exclusive and external the college. Besides, the college requirements to direct courses, garages, and instructional meetings to build the knowledge distribution at division and college levels.

Moreover, the present research empirically proved that private higher educational institutes need to build special policies pertinent to knowledge management because presently there is little focus in developing knowledge management strategies in educational institutes of Pakistan.

Limitations and Future Research Directions

This study also has some limitations, but author believes that these limitations opens path for future researcher in the field of knowledge management.

The first major limitation is that this examination is the primary endeavor for plainly explaining the connection amongst knowledge management and job performance, The planned hypothetical study model could be connected amongst different gatherings bydifferent attributes or different establishments for encourage affirmation.

Third, in spite of the fact that the reaction rate for this investigation was adequate for the state of measurable examinations, the level of the individuals who did not react was as yet recognizable.

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