

## IMPACT OF KNOWLEDGE MANAGEMENT ORIENTATION ON ORGANIZATIONAL PERFORMANCE IN INDIAN HIGHER EDUCATION: MEDIATING ROLE OF INNOVATION

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### ABSTRACT

The study examined the effects of knowledge management procedures at Indian universities and examined whether there was a direct link between such procedures and organisational performance. This study examines organisational commitment's facilitating function in the relationship between knowledge management methods and organisation effectiveness. 419 educational administrators from Indian universities served as the sample group for this study. Moreover, AMOS 20 was used to investigate the presumptive logical relationships. Despite the increased importance of information management in the higher education sector, research on how information procedures, organisational commitment, and organisational performance are related is lacking. The findings indicate that *Knowledge Management* processes (generation, acquisition, utilisation, transfer, and storage) play a mediator role between *Knowledge Management* processes and the organisational achievement of academic institutions, as well as establishing the role of organisational performance in this relationship.

**Key Words:** *Organizational Commitment, Organizational Performance, Knowledge Management Processes.*

### Introduction

Academic institutions have a significant role in determining the nation's destiny. Numerous studies have been conducted to determine the best ways to increase job happiness, commitment, and involvement (Gopinath, 2020a, 2020b; Gopinath, 2020c). Recently, scholars have been concentrating on how information management might improve the performance of the organization.

The most major policy asset for enduring in the current company environment is education (Barao et al., 2017). Rapid changes are taking place in the worldwide markets, consumer demands, and technology in the world today. In order to achieve optimal performance and reduce occupational stress, many businesses now rely on knowledge management(KM) , in contrast to successful application of tangible resources and natural resources (Lee and Sukoco, 2007; Gopinath et al., 2021). An increased emphasis on knowledge management (KM) serves as a catalyst for improved collaboration and exploration in knowledge-based enterprises like universities (Iqbal et al., 2019; Ramjeawon and Rowley, 2018). As research and the economic revolution have moved beyond

outmoded teaching parables to knowledge-based teaching approaches, higher education institutions are undergoing a metamorphosis (Ramjeawon and Rowley, 2018; Gopinath, 2019 a), (Sudesh, July, 2022). Higher education institutions currently place a lot of emphasis on measuring the factors that improve faculty knowledge and skills (Gopinath et al., 2021). Research on the effects of trust on information management and organisational performance is extensive (Politis, 2003; Lee and Choi, 2003; Choi et al., 2008; Paliszkievicz and Koohang, 2013; Paliszkievicz et al., 2014). Sudesh et al. 2022;. According to these studies, there is a strong correlation between the three factors of organisational productivity, information sharing, and trust. The purpose is to show whether information management techniques have an impact on better organisational performance and commitment. The primary goal of this research is to create a research framework that offers recommendations for ways to enhance the firm productivity of higher education organisations in India. The following highlights the significance of organisational aspiration and information sharing in assessing organisational effectiveness. The study's findings demonstrate how effective knowledge management techniques improve organisational performance. This document is set up in the following manner and is reliable in its purpose. Knowledge management definitions and practises, organisational commitment and its crucial role among employees inside companies, and organisational success and its indicators are all covered in the literature review that comes first. The research model is then displayed. Five constructs, or latent variables, are built by the model. The study's hypotheses are then presented in accordance with the research model. The process explains the instrument, the population sample, the study protocol, and the data analysis methods used to evaluate the study's hypotheses. It also provides an explanation of the sample group. Results and an analysis of the findings round out the essay.

## **LITERATURE REVIEW: Knowledge Management**

The capability to absorb, learn from, and use organisational resources is provided by knowledge, which is a valuable asset for organisations (Wong, 2005; Argote and Miron-Spektor, 2011; Gopinath, 2019 b). Knowledge management is essential to an organisation's success, competition, and performance (Gopinath, 2019 c; Nonaka, 1991; Kogut and Zander, 1992). Knowledge management is the use and enhancement of an organization's knowledge assets to meet organisational goals, and it also plays a part in defining employee attitudes (Gopinath, 2020 d). Knowledge management is the process of creating, modifying, storing, and distributing information among members of a community of practise. Knowledge management manages the performance of the company flows (Hislop, 2013). Knowledge management strategies need to be combined and put into practise in order to improve organisational performance and give the company a competitive advantage. Knowledge-management-skilled organisations see information as human resources and have created organisational guidelines and values to encourage the creation and exchange of information (Metaxiotis et al., 2005; Meyer et al., 2002).

## Process for Managing Knowledge

You might think of knowledge processes as "organised cooperation to maintain information efficiently" (Gold et al., 2001). The generation, acquisition, exchange, application, and preservation of knowledge are often included in the process of developing knowledge (Gold et al., 2001; Lee et al., 2012; Gopinath, 2019 d). According to Gopinath (2019 e, 2019 f), the effect of the KM processes of acquisition, conversion, application, and fortification causes organisations consuming the same KM systems to display varied success patterns. Nodari et al. (2016) discovered that when absorptive capacity is present, knowledge sharing has a favourable link with organisational performance. In their study of the relationship between the KM strategic plan, KM enablers, and KM processes and organisational achievement in Indian software organisations, Payal et al. (2016) found a significant correlation between the human strategic plan, organisational structure, and knowledge processes of translation and application. Furthermore, it was discovered by Mills and Smith (2011) and Gopinath (2020 e) that knowledge, application, and preservation procedures were closely related to organisational productivity. Based on the explanation above, it can be inferred that enhancing the KM process results in improved organisational performance (Nodari et al., 2016; Payal et al., 2016). According to earlier research, the KM process acts as a buffer between KM analysis and business performance, as well as between KM enablers and business performance (Lee et al., 2012).

## Institutional Achievement and KM Process

According to the research, KM procedures at a higher level can boost organisational performance. Therefore, in Indian higher education institutions, organisational commitment mediates the connection between KM procedures and organisational performance. Some of the earlier research suggests that using certain KM arrangements and skill strategies in academic engineering colleges has a good impact on information performance (Shujahat et al., 2019; Kianto et al., 2019; Gopinath, 2019 c, d). For the purpose of enhancing KWP, Drucker (1998, 1999) emphasised the significance of the following summaries: first, autonomous motivation for skilled workers with continuous training and education that improves both the quality and quantitative actions and results, treats them as assets, and gives them experience and an understanding of assigned tasks (Drucker, 1998, 1999). KM processes assist staff in producing and using knowledge, which can boost skilled workers' performance in a business (Butt et al., 2018). Through the creation and use of knowledge, employees can attract creativity, efficiency, and reasonableness in work accomplishment (Nonaka, 1994; Tseng and Jung, 2011). According to research, KM enables continuous progress in organisational performance by facilitating employee empowerment and practical learning opportunities, adopting total quality management, handling information workers as strategic assets in accordance with KBV, and handling them as strategic assets (Andreeva et al., 2017; Hasani and Sheikhesmaeili, 2016; Nisula and Kianto, 2016).

## Institutional dedication

Because of its strong influence on work attitudes including job satisfaction, productivity, turnover intentions, absenteeism, and organisational commitment, it has attracted a lot of attention in earlier studies. Paul and Anantharaman (2004) discovered that among all the HRM characteristics associated with commitment in their analysis of Indian IT businesses (BhawiyaRoopaa and Gopinath, 2021). Organizations are constantly developing new employment strategies to keep employees and inspire greater levels of engagement from them (Hislop, 2013). Additionally, it has been demonstrated that organisational commitment affects both the level of job satisfaction and the effectiveness of the organisation (Gopinath, 2020 f). Together with information management techniques, the educational faculty self-actualization stage also has a relationship to productivity and the happiness of the fraternity education (Gopinath, 2020 g). Methods in information management were required in higher education . Information technology helps its colleges with a 720-degree quality assesSEMnt when it is applied mechanically.

### KM PROCESSES

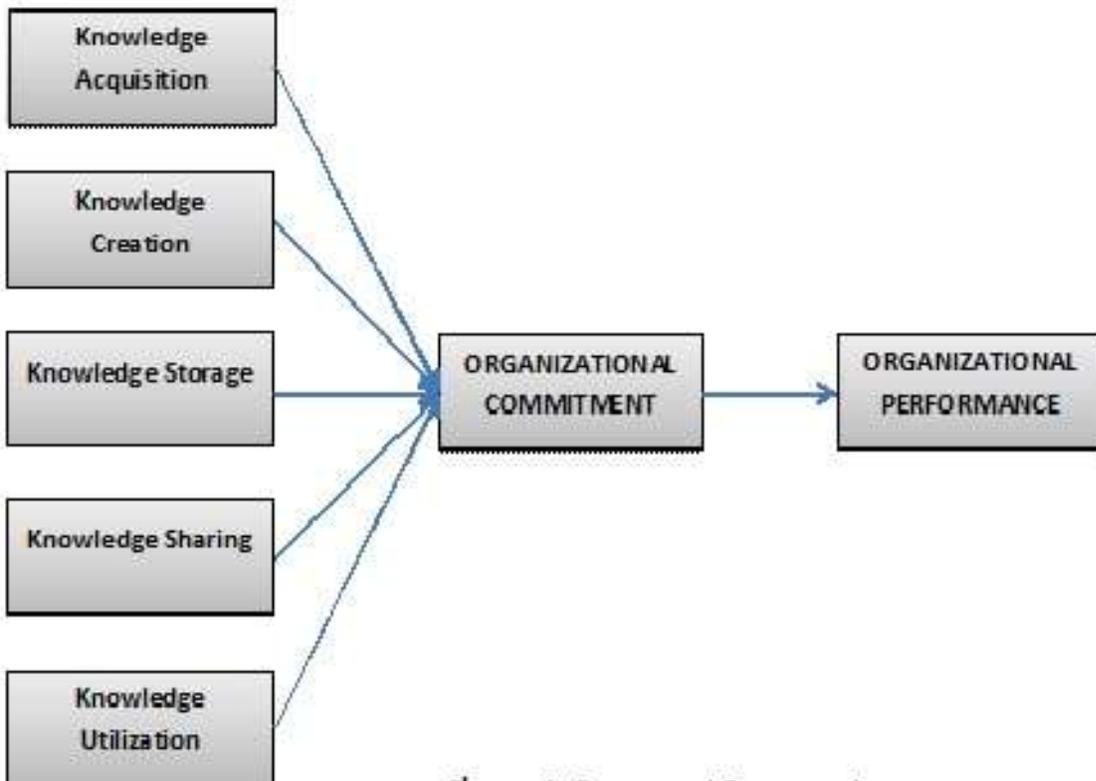


Figure: 1. Conceptual Framework

- H1: Organizational performance and learning procedures are positively correlated.
- H2: The organisational commitment and knowledge management process have a good link.
- H3: Organizational culture and productivity are mediated through information management.

## Research Techniques

### Modeling Approach

The literature survey was used to build hypotheses and identify research needs. For this investigation on higher education institutions in India, the following research methodology is suggested: The KM process is the only independent variable in the methodology. Organizational effectiveness and organisational commitment, the mediator, are the only dependent variables.

### Creating the equipment for the research

By modifying metrics from the corpus of existing literature, the research method for the experiment was created. Twenty different items altogether were utilised to assess the KM process. Five metrics were used to gauge organisational success, which were adapted from Choi's work (2002). A pilot study was undertaken to evaluate reliability and construct validity because it is crucial to know whether the instrument can be used in an Indian context. The results of the pilot study were used to assess the reliability of the scale and the accuracy of the instrument. Table 1 lists the measurements that were utilised in the investigation.

### Sample Concept

Respondents were given a questionnaire utilising a scientific sample design. The study's focus was only on universities in India. Once the respondents were identified, the researcher used a Stratified Purposive Random Sampling Method to equally obtain data from all the academic institutions to reflect the entire community under inquiry. The researcher used a two-pronged method to gather data, engaging each respondent directly or through a common contact in addition to providing the instrument to them by personal email. 419 samples (25%), which were flawless in every way, passed strict inspection and were used in the study. The research excludes those that are confusing or missing.

### Data analysis findings

This report contains in-depth details on the asses SE Mnt that was accepted for the current study and thoughtfully discusses the contribution that the work made to the body of research already known in the field at hand. According to the logic of quantitative research, which claims that structural equation modelling (SEM) gives researchers the chance to thoroughly analyse the impact of one construct on another, full-fledged SEM has been carried out by Byrne (2010) and Kline (2015). The results of the SEM evaluation clearly show that the provided model accurately fits and represents the information. The data also reveals that the functioning of organisations is directly impacted by the knowledge management procedure. Figure 2 and Table 3 provide in-depth proof of the model's goodness of

fit. Figure 2 depicts organisational commitment, business outcomes, and knowledge management procedures.

### Model for Measurement

To test the dimensionality, reliability, and validity of the components, confirmed factor analysis (CFA) was carried out using AMOS version 20. In Table II, the CFA's findings are displayed. These findings demonstrated that all construct factor loadings were above the cutoff value of 0.7 and significant ( $p < 0.001$ ) for each construct. All of the constructs' average variance extracted (AVE) values and build reliability values are above 0.5 and 0.7, respectively. All of these metrics show that the items used to evaluate the constructs have convergent validity. According to Fornell and Larcker's recommendations, the research frames' discriminatory validity was evaluated in 1981. Each construct's square roots of the AVE values shown in Table 3's top diagonal were higher than the construct's correlation coefficients with other constructs. This shows that different conceptions have discriminant validity (Fornell and Larcker, 1981). Additionally, each construct listed in Table 1 has a Cronbach's  $\alpha$ -coefficient above 0.7, demonstrating the validity of the constructs' measures. According to Table 1's goodness-of-fit indices, the measurement model is unidimensional (CMIN/DF = 1.920 ( $p = 0.001$ ), RMSEA = 0.030, CFI = 0.95, NFI = 0.95, GFI = 0.94, and AGFI = 0.93).

Table 1: the Measurement Model of Summary

	Factor Loading	CR	AVE	$\alpha$ -value
<b>Knowledge Creation</b>				
KC5	0.92	0.89	0.70	0.90
KC4	0.86			
KC3	0.82			
KC2	0.85			
KC1	0.82			
<b>Knowledge Acquisition</b>				
KA2	0.79	0.90	0.76	0.83
KA3	0.89			
KA1	0.83			
<b>Knowledge Storage</b>				
KS4	0.84	0.72	0.72	0.85
KS3	0.82			



0.85

KS2	0.79	0.91				
KS1	0.88					
<b>Knowledge Sharing</b>						0.86
KH4	0.90	0.92	0.77	0.86		
KH3	0.89					
KH2	0.87					
KH1	0.77					
<b>Knowledge Utilization</b>						0.85
KU4	0.77	0.90	0.75	0.85		
KU3	0.78					
KU2	0.70					
KU1	0.87					
<b>Organizational Performance</b>						0.90
OP5	0.87	0.91	0.78	0.90		
OP4	0.89					
OP2	0.86					
OP3	0.88					
OP1	0.90					
<b>Organizational Commitment</b>						0.91
OC4	0.92	0.93	0.79	0.91		
OC3	0.86					
OC2	0.88					
OC1	0.90					

### Structural Model Evaluation

For the knowledge management process, organisational commitment, and organisational effectiveness, the results showed R<sup>2</sup> values of 0.803, 0.771, and 0.597, respectively. Since the R<sup>2</sup> values are higher than the necessary threshold of 0.10, they support the models' in-sample predictive power. Effect sizes are also calculated to determine how much an exogenous (predictive) variable contributes to an endogenous variable's R<sup>2</sup> value. We assessed the importance of direct pathways and calculated systematic errors. The findings of the direct association hypotheses are given in Table 3. According to the findings (Table 3), knowledge management systems have a substantial positive and direct impact on organisational

effectiveness ( $r = .40$ ,  $t = 6.84$ ,  $p < .001$ ) and organisational commitment ( $r = .87$ ,  $t = 28.9.9$ ,  $p < .001$ ). These findings concur with H1 and H2. Furthermore, the findings show that organisational commitment has a strong direct and positive influence on corporate performance ( $r = .38$ ,  $t = 6.84$ ,  $p < .001$ ). H3 is hence approved.

**Table 2: Differential Reliability**

	OC	OP	KU	KS	KH	KA	KC
OC	0.89	0.80	0.76	0.72	0.74	0.88	0.77
OP		0.84	0.83	0.71	0.68	0.73	0.70
KU			0.85	0.78	0.82	0.83	0.83
KS				0.90		0.84	0.84
KH				0.85	0.84	0.82	0.70
KA						0.83	0.87
KC							0.88

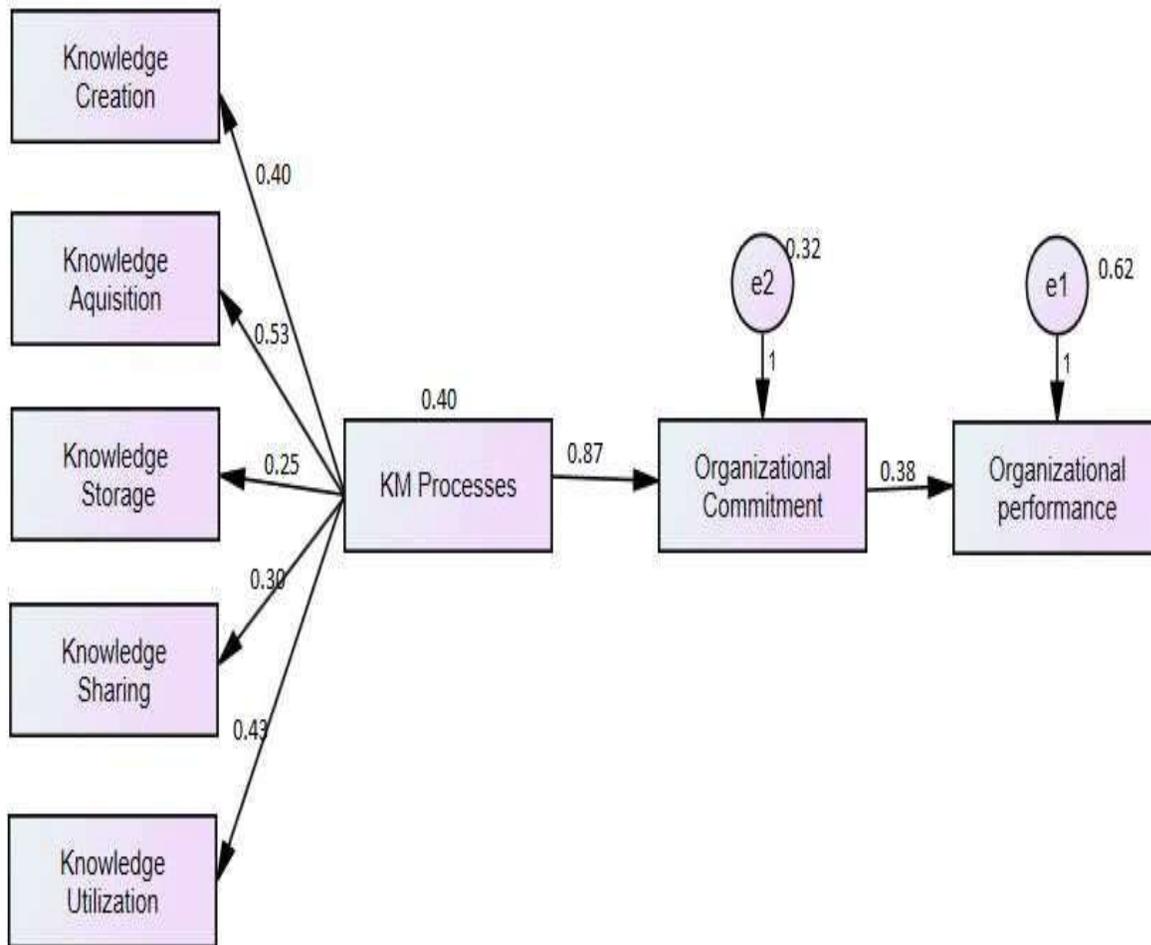


Fig.2. Structural Model Table

Table 3. Path Coefficient of Structural Model Output (Direct Relationships)

Decision	$\beta$	t-value	Relationship	Hypotheses
		→	R2 = 0.59	OC
		→	R2 = 0.77	OP
	→		R2 = 0.80	KMP
Supported	0.38	36.9*	OC OP	H3
Supported	0.87	5.86*	KM Processes OC	H2
Supported	0.40	48.7*	KM Processes OP	H1

(\*p<.001)

Table 4. Mediation Results

Indirect Effects			Direct Effects		Total Effects		KMP → O P
p-value	t-value	$\beta$	t-value	$\beta$	t-value	$\beta$	
.000	6.546	.42	7.216	.40	15.790	.74	

### Discussion and Verdict

In this research, organisational commitment served as a moderating mechanism between the indirect and direct effects of knowledge management systems on organisational outcomes in higher education organisations in India. The results confirmed the study's predictions and showed that knowledge management techniques improve organisational performance via the organisational commitment that serves as a mediator in that relationship (Iqbal et al., 2019; Cang and Yu, 2019; Gopinath, 2020b; Gopinath et al., 2021). Universities and colleges, in particular, are thought to be part of the thriving information service sector (Iqbal et al., 2019). Knowledge workers are constantly motivated to develop, acquire, retail, share, and use awareness that can be used to generate possible answers for continuous improvement, increased operational efficiency, achievement, educational effectiveness, completion rate, and university rankings due to the complex situations and requirements of clients. The study determined how KM procedures affect organisational effectiveness. The findings of a significant link showed that a knowledge-oriented academic leader can play a key role in enhancing KM procedures in his institution. Regarding the theoretical significance and practical applicability of this subject for companies, leadership is the means of establishing a clear route for

knowledge employees to carry out organisational duties (Dessler, 2002; Gopinath, 2020a). For the KM processes in higher education institutions to be successful, it is crucial to rely on organisational or university variables. Educational leaders stand out among these elements for providing staff with a clear path to successfully complete their organisational obligations (Dessler, 2002; Gopinath, 2020 h; 2020 i). The findings provide crucial insight into how KM processes indirectly impact organisational performance through organisational commitment. Statistics validated the significant and positive impact of KM procedures on organisational commitment, which in turn improves the performance of institutions of higher learning (Butt et al., 2018; Gopinath et al., 2021). This study also makes the case that KM activities, including knowledge production, storage, sharing, and utilisation, speed up corporate commitment. The KBV theory is supported by past research that shows only knowledge sharing, acquisition, and usage are indirectly related to organisational success (Iqbal et al., 2019). The results of this study provide empirical support for the ideas that, in higher education institutions, organisational commitment can help increase not only knowledge sharing but also knowledge generation and storage.

## CONCLUSION

Finally, by clarifying organisational commitment to accelerating the KM processes (formation, acquisition, collection, expression, and optimization) and by identifying the additional mediating role of organisational accomplishment in the relationship between KM processes and the organisational effectiveness of higher education institutions, this study contributes to the literature on knowledge management. According to the study, KM procedures can successfully result in increased organisational performance. The mediating function of organisational commitment in this relationship is, meanwhile, all but ignored. The study found that the association between KM processes and college or university efficiency was significantly mediated by the performance of the organization.

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