

Implementation Challenges of Knowledge Management Practices in Pakistani Universities

Rehmat Shah¹, Dr Syed Asad Abbas Rizvi¹, Professor Dr. Nabi Bux Jumani²

¹Assistant Professor, Department of Education, International Islamic University Islamabad, Pakistan

²Professor, Faculty of Social Sciences, International Islamic University Islamabad, Pakistan

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ABSTRACT

The purpose of this research paper was to explore the perceptions of PhD approved supervisors about challenges and problems of knowledge management practices in Pakistani universities. Knowledge management can be defined as the process of knowledge creation, knowledge storage, knowledge transformation and knowledge reapplication. Knowledge management practices have vital role in the development of organization as well as universities. To implement knowledge management in organization as well as in universities needed sophisticated infrastructure. The objectives of this research paper were to explore the implementation challenges of knowledge management practices. Research method for this paper was quantitative data analysis. The population was all approved PhDs supervisors in universities of Pakistan. To representative sample of the study, 465 PhD approved supervisor were randomly selected. The results of the paper uncovered that there was lack of funding, lack of infrastructure, lack of software tool and knowledge management strategies. The study results further proved non-availability of central unit for tacking responsibility, benefits of knowledge management not cleared, lack of leadership supports for knowledge management were also prevailing challenges in universities. This paper recommends that Higher Education commission of Pakistan may provide specific funding, strategies, equipped with appropriate infrastructure of information communication technologies and suitable culture for knowledge management in universities of Pakistan. The study further recommended that Higher Education commission and universities may be offered training and awareness programs about knowledge management benefits and appealing leadership support for knowledge management implementation.

KEYWORDS: Knowledge, Knowledge management, Higher Education Commission

1. INTRODUCTION

The approved experiences, facts, skills, and information which expanded through education is called knowledge (Liebowitz & Beckman, 1998). Nonaka and Takeuchi (1995) first time described two broad categories of knowledge as explicit and tacit. Kidwell, Linde & Johnson, (2000) explained that personal, job related information, associated to context and very difficult to documented in explicit way is called tacit knowledge. Crowley (2000) described that codified knowledge, easy to explain, access anywhere and documented in a database. Knowledge Management as a discipline and management tool has popularity in the last three decades. By defining knowledge management definitions and dimensions is very challenging. Different scholars and researcher completed their studies in knowledge management, so it can be considered the subject of multi discipline in near past years. Hlupic et al., (2002) Due to intangible and complex nature of knowledge management it can not be possible to define it in effortless ways. In the starting of 1990s Knowledge management called new phenomena and new subject but is not a new terminology anymore. With the beginning of 1990s Knowledge Management (KM) receiving interest in the field of academia (Schmitz, Rebelo, Gracia & Tomas, 2014). According to Burnett et al., (2004) the subject of knowledge management has attracted attention from both academics and practitioners. Pathirage, et al., (2008) define that knowledge is always considered asset in the community of business. Different past studies of knowledge management practices have found competences of organization structure, technology, and culture. According to Thorn (2001) there are immense parts in the education sectors which can be developed by knowledge management implications. According to Chang & Chuang (2011) explained that systems of information communication technology, organizational culture, organizational strategy, leadership management, organizational structure can be improved by knowledge management practices. Kidwell, Linde & Johnson (2000) first time conceptualized the benefits and significant applications of knowledge management practices for higher education institutions. Sinha, Arora, & Mishra (2012) articulated that knowledge management has well familiar in the business world. Chourides et al., (2003) defined the principles of knowledge management in academic perspective. According to Mercado, (2010) Knowledge and its management practices improves the organization development through the

combination of technical solutions and organizational values for decision making. Al-Zoubi (2014) explained that now the time to change of universities from managing teaching staff and students to knowledge management and innovation to achieve the goals. For effective implementation of knowledge management practices there are lot challenges and problems in advance countries as well as in the developing countries. According to Forbes, (1997). Major challenges in knowledge management consisted on culture and technical area. These challenges and problems shaped on several forms and categories. According to researchers Bhatt, (2001) Information communication technology system is compulsory for effective and efficient knowledge management. According to Savary (1999) implementation of the knowledge management process needed necessary effective information system infrastructure. According to Davenport et al (1998) information technology is the essential part of knowledge management implementation process in any organization. According to Davis & Riggs, (1999) information infrastructure is the most crucial tools for managing knowledge. Implementation of effective knowledge management practices the role of leadership and support is crucial. According to the Davenport (1998) knowledge management cannot be implemented without the support of senior management and leaders. According to Sallis and Jones (2002) specified that there are numbers of

example of knowledge management failure due to small numbers of involvement of employee's knowledge sharing. There are numbers of studies have pointed out importance of employee training to knowledge management implementation success. According to Skyrme & Amidon, (1997) stated that there must be accessible knowledge management friendly culture for the development of implementation success process. According Greco (1999) that successful knowledge management is giving education to help employees recognize what knowledge is valuable. Moffett et al. (2003) described that involvement of employees is serious features for knowledge management implementation success. Knowledge management practices is growing topic in the business community as well as in universities of Pakistan. Some courses of Knowledge management have included universities of Pakistan. In Virtual University (VU) of Pakistan Knowledge management studied as elective course of BBA honors and MBA programs (HEC, 2005). Library and Information Science in four years graduation and two years experts program in Library and Information Science (HEC, 2009) have been introduced in universities (shah& Mehmood 2015). The researcher was attracted to study the challenges of knowledge management and its practices in Pakistan universities.

2. Research Questions of the Study

Following were the objectives of the study.

1. What are the implementation challenges of knowledge management practices in the universities of Pakistan?
2. What are the opinion of PhDs supervisors about lacking knowledge management implementation in the universities of Pakistan?

3. RESEARCH METHODOLOGY

This research study was quantitative in nature. descriptive analysis was used for data analysis.

4. Population and Sampling

The population of the study includes all Higher Education Commission approved supervisors in universities of Pakistan. Using random sampling, 465 PhD were selected for study.

5. Validation of Research Instrument

The questionnaire was developed by canfield (2011) and with the approval of author used it in research study. The reliability co-efficient of the questionnaire was .94 and the content validity of the instrument was estimated by PhD faculty in education.

6. Data Collection of The Study

Total 465 questionnaires distributed among PhD approved supervisor. The ways used for circulation was by E-mail, google form, and personally visited the target universities of Pakistan. Out of 465 there 326 questionnaires were return from sample the study.

7. Data Analysis of the Study

The data were grouped together in SPSS version 17. Data were analyzed through SPSS in simple percentage.

8. RESULTS OF THE DATA ANALYSIS

Above table of the study showed that there is numbers of knowledge management problems and challenges in Pakistani universities. Nine option were presented in the table for choosing the challenges of knowledge management faces in universities of Pakistan. first option the table illustrated about the situation of funding for knowledge management. In universities of Pakistan 50% opinion that they have lack of funding challenges for

knowledge management implementation. The 2nd option of the table described the infrastructure situation. The results disclosed that 43% population of the study have infrastructure challenges in universities of Pakistan. The 3rd category of table demonstrated the support of leadership to knowledge management implementation in Pakistani universities. The outcome of the option described that 39% sample of population have lack of leadership assistance for development and implementation of knowledge management. Benefits of knowledge management were the 4th option to displayed the results. This option have opinion of 46% population that they have unaware about knowledge management ant its benefits, so it's also a challenge for Pakistani universities. Return on investment in knowledge management is also challenges but there were small numbers of opinions (14%). The 6th option of table was about projects failed of knowledge management. The results showed that only 13% respondents know about implementation challenges of knowledge management practices. The 7th option of table illustrated about cultural role in the implementation process of knowledge management in universities. The results of option choose by respondents showed that 20% sample of the population know that cultural is not suitable for knowledge management in Pakistani universities. The 8th sort of table illustrated about political issues in universities of Pakistan for successful knowledge management practices. The results presented that only 20% population of the study have influences of political for implementation of knowledge management. To get the opinion of the population about unawareness of challenges for knowledge management practices implementation option 9th were presented to tick their perceptions. The results showed that there were 10% have no knowledge about any challenges or unaware.

Table No:1
Lack of implementation practices of knowledge management in universities of Pakistan.

Option	N	Percent	Percent of cases
Lack of funding	163	50.0	50.0
Lack of infrastructure	139	43.0	43.0
Lack of leadership support	124	39.0	39.0
Benefits not understood	148	46.0	46.0
Return on investment considered a risk	43	14.0	14.0
Failed knowledge management projects at other institutions	40	13.0	13.0
Culture not suitable for knowledge management	64	20.0	20.0
Political/competitive environment will prevent successful knowledge management implementation	63	20.0	20.0
Do not know	32	10.0	10.0

Table No:2
Challenges and problems of knowledge management practices in Pakistani universities.

Option	Frequency	Percent	Valid Percent
Lack of an appropriate IT infrastructure	168	52.0	52.0
Lack of appropriate software tools	168	52.0	52.0
Lack of support from senior management	136	42.0	42.0
Lack of Knowledge Management strategy	180	56.0	56.0
No central unit taking responsibility to drive the Knowledge Management agenda	138	43.0	43.0
Power issues	80	25.0	25.0

Above table of the study show the implementation challenges and problems concerning to knowledge management practices in Pakistani universities, the table has six options for describing the challenges. Option No one of the table illustrated the suitable infrastructure of information technology. The results of the option described that 52% respondents have information technology challenges to implement knowledge management practices in their universities. The 2nd option of the table explained the software tool for knowledge management practices. The respondent's results showed that 52% opinion about in universities that there is lack of suitable software tool for knowledge management implementation. The 3rd option was about senior management support for active role in knowledge management practices. The responses from respondents (42%) showed the results about lack of support from senior's management in universities for implementation of knowledge management practices implementation challenges. The 4th sort of table exhibited the result of lack knowledge management strategies in Pakistani universities. The result disclosed that 56% respondents have opinion that they have lack of strategies for knowledge and its management in universities. The 5th option of the table described about central unit of knowledge management in university. The results of the option showed that 43% have lack of central unit to drive knowledge management and practices implementation. The 6th option was about to

power/electric issue to implementing knowledge management. The results of option showed that there were 25% opinion existed for electricity problem in developing country.

9. Finding of the Study:

Following findings of study were established as follow:

1. Challenges of lake of funding for implementation of knowledge management practices were existed in Pakistani universities.
2. Lack of infrastructure for knowledge management implementation were also observed as challenge in Pakistani universities.
3. Not sufficient leadership support for effective use of knowledge management practices were arose as challenge in universities.
4. One of the major challenges is benefits of knowledge management not cleared in universities of Pakistan.
5. There were small numbers of awareness about investment on knowledge management and projects already failed in Pakistani universities.
6. There were small numbers of opinion existed in universities about challenges of culture not suitable for knowledge management practices.
7. Small numbers opinion befall as challenge of political/competitive environment.
8. Small numbers of universities faculty unaware about challenges of KM implementation process.
9. There were challenges standing in shape of lack of proper information technology infrastructure in universities of Pakistan for knowledge management implementation.
10. There were challenges of lack of appropriate software tools for knowledge management practices in Pakistani universities.
11. Support from senior management as challenges was also existed Pakistani universities
12. Absence of Knowledge Management practices strategies in universities were also considered as challenge for KM implementation.
13. No central unit taking responsibility of knowledge management practices were also important challenge for implementation process.
14. Electricity/ power issues were existed as challenge in the developing country of Pakistan as well as implementation of knowledge management practices.

10. Conclusion:

This research study concluded that

1. Non-availability of funding for implementation of knowledge management due to unawareness of benefits and perceptions.
2. Absence of infrastructure, nonexistence of software tools, lack of proper information technologies was challenges due to knowledge management not included in the universities vision and strategies.
3. Not sufficient leadership, senior management and, political/competitive environment were also existed due to unawareness of benefits.
4. No central unit taking responsibility of knowledge management practices in universities due to non-availability strategies.
5. Electricity/ power issues is a challenge of any developing country like Pakistan as well as for knowledge management practices.
6. Due to non-availability of proper guidance and training small opinion existed about that cultural is not suitable for knowledge management practices.

11. Recommendations of the study:

Following recommendations were made on the bases of finding.

1. Higher Education Commission of Pakistan may be provided specific funding for implementation of knowledge management practices.
2. Universities of Pakistan may be equipped with appropriate infrastructure of information communication technologies, software tool and suitable cultural for implementation of knowledge and its management practices.
3. Knowledge management practices plan and striges may be provided for faculty and department within universities for competitive advantages.
4. Strongly recommended that there may be provided knowledge management strategy for implementation in universities.
5. There may be proper standard operating procedure(SOP) for leadership and senior management to support knowledge management in their respective universities.
6. Knowledge management central unit may be established at universities level for tacking responsibility to drive knowledge management practices.
7. Knowledge management practices benefits may be included in university vision and mission.

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