Knowledge Management and its Impact on the Organizational Learning: An Experimental Study

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Abstract: Knowledge management (KM) is necessary for all to achieve competitive positions and advantages.Undoubtedly, the people who learn fast, can utilize knowledge gain predominance and excellence. This predominance can be achieved by the knowledge development through both preexisting or acquired knowledge. By keeping in view this fact, this research also examines the potential relationship between knowledge management, its components and, organizational learning. The researcher employed experimental approach and assess the proposed relationship by using the Structural Equation Modelling. Results revealed a strong, significant relationship between knowledge management, and e-Business$(p \geq .022)$,knowledge adoption $(p \geq .000)$, Technical Factors $(p \geq .000)$, and Organizational Learning $(p \geq .000)$. Results of Path Analysis also showed strong correlation between the proposed variables as their value ranged from .873 to .975. Thus, the study concluded that, knowledge management is a core component of achieving the organizational excellence. As the more employee are having knowledge, the more they can cope with the challenges. The researcher recommends more studies to examine this relationship between knowledge management and organizational wellbeing among all the levels of enterprise particularly in the United Arab Emirates to dig out more significant outcomes on knowledge management.

Keywords: Knowledge Management, Organizational Learning, Innovation,Acquired Knowledge

I. INTRODUCTION

Knowledge and learning are among the core teachings of Islam (Nik Rosila Nik Yaacob, 2013). Almighty Allah also tells us in Quran about the beginning of knowledge and learning: "And He taught Adam the names - all of them. Then He showed them to the angels and said, "Inform Me of the names of these, if you are truthful (31) they said, "Exalted are you; we have no knowledge except what you have taught us. Indeed, it is you who is the Knowing, the Wise (32) He said, "O Adam, inform them of their names." And when he had informed them of their names, He said, "Did I not tell you that I know the unseen [aspects] of the heavens and the earth? And I know what you reveal and what you have concealed (33) (Ikhwan, 2016). Almighty Allah explains in this verse that Adam was taught by Allah and he surpassed the angels due to the knowledge he had. Almighty Allah asserts the importance of knowledge and learning where the last mission started by "Recite in the name of your Lord who created (1) Created man from a clinging substance (2) Recite, and your Lord is the most Generous (3) Who taught by the pen (4) Taught man that which he knew not (5)" 1. Here, the order "recite" implies learning and incites such learning, and the verse "Created man from a clinging substance" implies knowledge of the substance of which man is made (Al-Khalediy, 2011). Thus, learning isa crucialaspect of life and society where institutions are established to manage, run and guide such process. However, learning is not accidentally or randomly performed. Given role and status of learning, many people also have paid attention to it. Scholars have also highlighted the importance of knowledge and learning, and associated attributes that can further ensure its significance in a broader social context. These scholars actively adopted trends and aptitudesthat resulted in to the formation of many relevant Learning Theories (McElroy, 2003).

Governments cannot teach their people how to make industries and produce knowledge unless such governments aim to deliver knowledgethrough institutional learning. Organizations wishing to achieve development, success, and continuity seek to teach their employees through training programs, leading to improved reputation and competitive advantage. This competitive position is always noticed in companies where they pay attention tonew learning programs. Professional organizations keep pace with all new developments, and establish a renewable and inexhaustible educational base. Thus, organizations give efforts and allocate great time in searching for ways and methods that make learning faster and deeper. This explains why companies reward learning and higher performance on an equal level. Hence, companies prefer to build their intellectual assets which is equal to the physical and tangible assets in terms of significance. As the more scientifically and practically qualified the person is, the more capable he will be to perform. This applies also to organizations, if the employees are qualified to obtain the competitive advantage (Abusharekh et al., 2019). From here it becomes clear to us the importance of knowledge management and its impacts. As organizations face many challenges, knowledge management ca help them to cope with them effectively. So, the current study also addresses the importance of knowledge management in organization, that further enhance their working capabilities, and improves their reputation as well.

II. REVIEW OF LITERATURE:

2.1 Knowledge Management

The concept of knowledge management from the perspectives of the previous literature is multifaceted, as knowledge management is very a broad field due to its functionality and implications. Knowledge management is defined as the optimal and effective use of innovative skills, creative ideas, and distinctive thinking that turns into an added value for the organization to support and enhance its competitiveness (Sayed Mohammad Jad Al-Rab, 2009). It is represented as analyzing and evaluating the implementation of the relevant cognitive variables to achieve the desired goals, and creating commercial value and generate competitive advantage (Al-Sarayrah et al., 2021; McIver et al., 2013)We can also assume that, knowledge management is the process of planning, organizing, monitoring, and coordinating knowledge and assets associated with intellectual capital, personal and organizational processes, and capabilities. Here we can assert some basic impacts of knowledge management, such as:

(i) Knowledge management is also a mechanism of organizing the human environment to improve the production, sharing, acquisition, and use of knowledge within the organization(Girard & Girard, 2015).
(ii) Knowledge management also helps an organization gain a deep understanding through its own experiences. Some knowledge management events help to focus on the organization's attention for acquiring, storing and using knowledge regarding problem-solving, dynamic learning, strategic plan, and decision-making (Al Janabi, 2006).
(iii) Knowledge managementfurther adds value to the organization's intelligence, and improves it performance (Abu Fara, 2004; Perez & de Pablos, 2003).
(iv) Knowledge Management helps toevaluate the organizational activities, their impact on cognitive processes and subsequent changes in operating processes, which develops the organization in generating, acquiring, selecting, organizing and disseminating knowledge, and making use of the expertise of the organization.

However, the concept of knowledge management is applied by extracting knowledge from individuals to analyze, shape and develop it into printed or electronic documents for ease of understanding and application. Based on this perspective, Information Technology plays an important role as a knowledge management resorts to technologies that facilitate knowledge diffusion and application. According to this perspective, the concept of knowledge management considers Information Technology as an aid, facilitate acquiring knowledge produced by knowledge-sharing tools such as the Internet, e-mail and dialogue. Concerning the social nature, knowledge management revolves around participation based on utilizing different social means i.e. IT techniques, to facilitate interaction between employees and ensure access to knowledge for exchanging experiences between individuals, which further adds value in an organization. Thus knowledge management in an organization, is an intellectual capital that can be relied upon (Alomari et al., 2019; Habes, Alghizzawi, et al., 2018; Habes, Salloum, et al., 2018; Kloub et al., 2017; Salloum, Al-Emran, Habes, et al., 2019; Subramani & Rajagopalan, 2003).

Moreover, knowledge management is not just an initiative or project; rather, it is a comprehensive concept for all departments that focuses on the value of knowledge as a source of business, and professional goals. Knowledge management provides competitive advantage, markets the business of the organization, and helps in the implementation of the institutional activities. Most knowledge management users are well-qualified, educated, and are considered makers of excellence(Al-Samirae et al., 2020; Claver-Cortés et al., 2007; Dalkir, 2017; Rahi et al., 2020). We can also argue that, knowledge management is based on collecting and creating knowledge, managing its base, and facilitating participation to apply it effectively within an organization(Ode & Ayavoo, 2020). So, now it is clear to us that the knowledge management help the organization to diagnose, acquire, store, apply knowledge, and convert it into important information to use it in various administrative activities such as decision-making, problem-solving, learning and strategic planning

In addition, monitoring knowledge management means that there are processes taking place to support knowledge management such as creating, collating, analyzing and scheduling a database. These preparatory organizational processes aim to control and monitor them by the knowledge management so that they are used in an optimal way. Here knowledge management also faces basic challenges such as identifying available knowledge, ensuring its use, and determining how to prepare and develop new and existing knowledge. Therefore, this course requires strong, successful, and effective leadership, capable of applying the introduction to knowledge management including data and information, so that it achieves the ability to drive in business markets through intellectual capital(Ibidunni, 2020).

2.2 E-business

The impact of the improved Information Communication Technology and the Internet on the business environment is prominent. Despite there is an increasedhigher global competition, the technological systems greatly facilitated and helped institutional operations. In these professional fields, Information Communication Technology helps to employ and organize knowledge and learning systems, which further enhance the role of ICT in knowledge, management process in an organizational context. Here, Information Communication Technology develops and maintains the stock of knowledge, as it is the capital of the company where the application of electronic business systems and their adoption requires expertise in knowledge (LESTARI et al., 2020; Lin & Lee, 2005; Maguire et al., 2007).

H1: There is a significant relationship between knowledge management and e-business

2.3 Knowledge adoption

Knowledge management goals differ depending on the organizations that apply knowledge and their fields of work. As knowledge management seeks to achieve the organization's goals in a way that contributes to generating necessary and sufficient knowledge, conducting knowledge transfer processes, performing learning processes, and disseminating knowledge to all relevant parties. This means preparing knowledge and providing it to people who need information and data to perform the required work and achieve the professional goals, that may ensure continuous development, renewal and updating of existing knowledge. The goal of knowledge management is to continuously develop, renew, and update knowledge, tokeep pace with the development trends. By using the knowledge management, organizations can cope with the persistent challenges, sustain the competitive position, and acquire the desired organizational goals (Jawad Abbas, 2020).

H2: There is a significant relationship betweenknowledge management and knowledge adoption

2.4Technical factor

Technical factors provide all new technologies and information to support the business environment by providing these data to employees, so it is a source of development for any organization. It facilitates learning acceptance and develops the knowledge, that is important for the organization to tackle with the challenges and changes in the business environment (Eneizan et al., 2018). These technical factors have an important role in managing information, communication, and communication systems, so that they mayenable the knowledge adoption within the organization and strengthen the learning process (Alhumaid et al., 2020; Alshawi et al., 2011). When considering a comprehensive view on technical factors,

they also have additional properties that evolve from the mechanism of vital processes within the organization to access the innovation which increases its importance as organizations are always looking for services and products that help their development and capacity due to the crises and competition they face in a volatile manner. Here, technical factors can be developed bridge the link between knowledge management and organizational learning, to reach the highest efficiency of the professional efficiency (Ayoub et al., 2017).

H3: There is a significant relationship betweenknowledge management and technical factor

2.5 OrganizationalLearning
There are many studies that focused on the field of institutional education, especially with high competition. As institutional education enables the company to cope with the problems, but the continuous development of technology demands to keep pace and prepare employees to work, organizational learning and is important component. (Chinowsky & Carrillo, 2007). Knowledge management helps to develop organizational tasks to keep pace with the fluctuations of the professional environment and competition. Here along-with the helps and assistance of Human Resource Systems and Internal mechanisms, knowledge management trains the workforce to accept and adopt the environmental changes, and integrate the new trends in today's competitive arenas(Alnawafleh et al., 2019; Hong & Kuo, 1999; Wahda, 2017). Thus, organizational learning plays an important role in task management through knowledge creation and knowledge acquisition. So the concept of knowledge management shares with the concept of organizational learning to complement each other in the development of organizations (Castaneda et al., 2018).

H4: There is a significant relationship betweenknowledge management andorganizational learning

2.6 Practical Models of Companies that Applied KM and Organizational Learning:
2.6.1 Nokia Corporation
Nokia has chosen a knowledge management business strategy to transform the company from a hierarchical structure to a network-based learning organization. This was based on the deep conviction that global success cannot be achieved without Global efficiency, and effectiveness, learning across organizational boundaries, resilience and local response, Nokia chose KaisaKauto-Koivula to work as the head of the Knowledge Management Development division in 1996. KaisaKauto-Koivula developed concepts and strategies essential to produce knowledge management initiatives and solutions at Nokia Corporation. To achieve this, Nokia Corporation held workshops to develop a knowledge management work plan after discovering the best applications and job areas in the organization. The workshops also helped senior management managers understanding the benefits that the company will reap after implementing the knowledge management strategy.Additionally, the fact that Nokia has adopted small steps to ensure integration between these steps and other organizational activities and implementation programs, instead of dealing with knowledge management under advanced forms of information technology.As a result, Nokia Corporation has achieved outstanding success that transcends the company's boundaries by implementing knowledge management. In order to achieve global success, Nokia sought to use modern management methods that rely on increasing knowledge density in managerial and technical work. According to Tommy, knowledge management theories have provided Nokia with new ideas about the future and nature of organizations' activities and this is a crucial and very important issue for the successful development of new products and understanding of the business model in the knowledge economy.

2.6.2 EBay, China
EBay is an American company that provides products and services over the Internet. It also provides online payment programs, services, and internet communication offerings to individuals and companies. The company is headquartered in San Jose, California. The company employs about 15,500 employees. China, with its huge economy and growing market for Internet use, offered extraordinary potentials to foreign companies that aim to invest this potential in commercial ventures. Large company revenues, optimum branding and expanded financing have spurred the leadership to set up businesses in cooperation with China. This was the perfect business and investment decision. To complement this decision to expand, the decision had to be implemented through coalition and acquisition strategies. Moreover, the foundations of logical expansion showed that the profit factor, which can be created

through the acquisition of foreign firms, can be maximized when multinational corporations (MNCs) invest in returns not only from product and market diversification; but also from various advantages in offshore activities. Such as knowledge acquisition, capacity development, risk reduction, and complementary synergies. Moreover, raising and strengthening existing capabilities and competencies as well as exploiting established capabilities through market diversification and geographic diversity can also help multinational companies to continue to maintain high risk-adjusted economic returns, thus Lead in turn to increased cash flow from product diversification and economic return on resource investment.(Alnawafleh et al., 2019; Muhaisen et al., 2020).
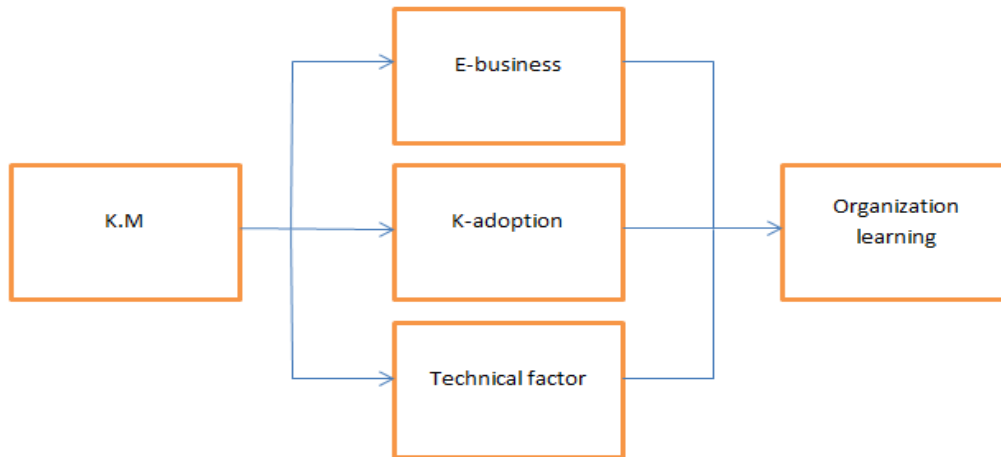

Fig 1: Conceptual Framework

In the current study, the independent variable is knowledge management, while organizational learning is the dependent variable (Jaffar Abbas et al., 2020; Obeso et al., 2020). Several organizations witnessed high competition and multiple changes in the labor market due to technological development, and the multiplicity of crises, which highlights the importance of knowledge management, to cope with the challenges in the business arenas.(Alnaser et al., 2020; Elbasir et al., 2020) Thus, in this study the following model was proposed to show the impact of knowledge management on the organizational learning. In this regard, the study examined the following hypotheses:

III.   RESEARCH METHODOLOGY

The current investigation is having exploratory study design. The researchers used n= 300 close-ended, structured questionnaires for quantitative data gathering purposes(Al-Shibly et al., 2019; Ali et al., 2021; Roopa & Rani, 2012; Salloum et al., 2021)The researchers randomly selected a sample of n= 300 participants, and also provided them autonomy to exit from the research process whenever they want. Similarly, after the initial scrutiny of the questionnaires, n= 250questionnaires were finalized for the statistical analysis. In this regard, the response rate was 83.6%, as n= 50 or 16.5% of questionnaires were missing, and incomplete.Moreover, the researcher employed Regression Analysis and Structural Equation Modelling, to examine the presumed effect of knowledge management dimensions. For this purpose, the researchers used Statistical Package for Social Sciences Ver. 64, and AMOS Ver. 23(Alhawamdeh et al., 2020; Brown, 2011; Elbasir et al., 2020)Figure 2 represents the graphical design of Path Diagram of current study:
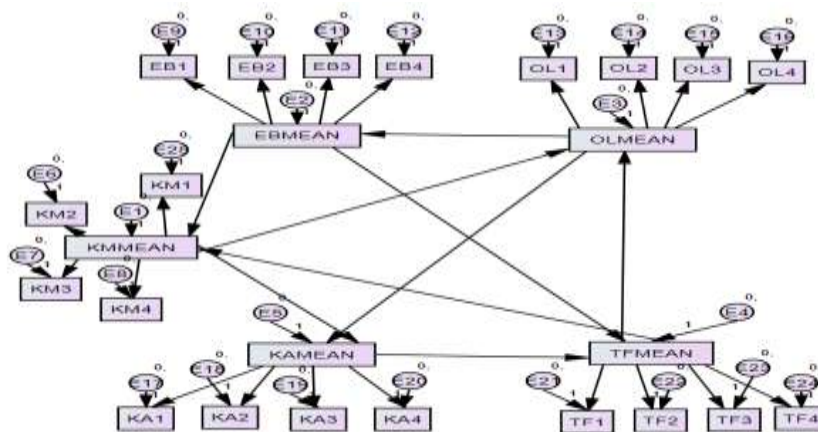
Fig 2: Path Diagram

3.1 Reliability & Validity Assessment:

It is also notable that, testing the reliability and validity of research instrument further affirms the generalizability of study results (Salloum, et al., 2019; Taherdoost, 2018). For this purpose, the researcher employed both Bivariate Pearson Correlation, and Convergent Validity Analysis, as table 1, 2, 3 summarize the reliability and validity assessment o0f research instrument. As seen that, The Pearson Correlation value of research items in ranging from .925 to .977, the significance level for all the constructs is .000. Likewise, the AVE Value of all the constructs is ranging between .932 to .961. Here, all the construct in the research model also affirm the discriminant validity, indicating the research instrument contain the convergent validity and capable of highlighting the generalizable outcomes.

Table 1: Convergent Reliability Analysis (Factor Loading Value, Cronbach Alpha, CR and AVE)

Constructs	Items	Factor Loading	Cronbach Alpha	AVE	CR
Knowledge Management	KM1	.946			
	KM2	.924			
	KM3	.906	.872	.932	**.716**
	KM4	.954			
E-Business	EB1	.958			
	EB2	.875			
	EB3	.984	.874	.947	.719
	EB4	.974			
Knowledge Adoption`	KA1	.954			
	KA2	.962			
	KA3	.965	.849	.941	**.832**
	KA4	.885			
Technical Factor	TF1	.951			
	TF2	.960			
	TF3	.956	.837	.961	.756
	TF4	.973			
Organizational Learning	OL1	.957			
	OL2	.942			
	OL3	.967	.841	.956	.811
	OL4	.960			

Table 2: Heterotrait-Monotrait Ratio (HTMT)

	Knowledge Management	E-Business	Knowledge Adoption	Technical Factor	Organizational Learning
Knowledge Management					
E-Business	.962				
Knowledge Adoption`	.981	.973		.	
Technical Factor	.975	.968	.977		
Organizational Learning	.935	.961	.925	.917	

Table 3: Fornell-Larcker Scale

	Knowledge Management	E-Business	Knowledge Adoption	Technical Factor	Organizational Learning
Knowledge Management	**.929**				
E-Business	964	**.891**			
Knowledge Adoption`	.951	.944	**.822**		
Technical Factor	.930	.968	.907	**.967**	
Organizational Learning	.829	.901	.811	.935	**.922**

IV.   DATA ANALYSIS & RESULTS:

4.1 Demographical Characteristics:

The descriptive analysis to calculate he demographical data of respondents, identified that, the majority of respondents were female n= 145 (57.3%), and n= 106 or 42.2% were males. Moreover, the respondents also varied regarding their age levels as n= 89or 35.3%0% of participants were 30- 39 years old, n= 86 or 34.2% were 51 years old or above, n= 53 or 20.7% were 20-29 years old, and n= 24 or 9.5% were 40-49 years old. Likewise, according to the educational level, n= 132 or 52.5% of respondents were having graduate level degree, n= 95 or 37.8% were undergraduate, and n= 24 or 9.5% of participants were holding Post-graduation level qualification.

Table 4: Demographics of Respondents

Variables	Constructs	f	%
Gender	Male	106	42.2%
	Female	145	57.3%
Age	20-29	53	20.7%
	30-39	89	35.3%
	40-49	24	9.5%
	51 or Above	86	34.2%
Education	Under graduate	95	37.8%
	Graduate	132	52.5%
	Post-graduate	24	9.5%

4.2 Analysis of Variance (ANOVA):

Analysis of Variance (ANOVA) helps to examine any potential difference among the grouped variables(Sawyer, 2009). In this context, the current study also involved One-Way Analysis of Variance based on only one Independent variable. **Table 5**summarizes the results of One-Way ANOVA. As visible,

with the significance value of *p≥ .000*, we did not find any mean difference based on respondents'' demographical data.

Table 5: Test of Homogeneity of Variances

Gender	Constructs	Mean	SD	Levene Statistics	Sign.
Gender	Male		.490		
	Female	1.39		2.607	.026
Age	20-29				
	30-39		1.648	1.119	.351
	40-49				
	51 or Above	1.81			
Educational Level	Under graduate				
	Graduate	1.53	.546	324.585	.000
	Postgraduate				

4.3 Coefficients of Determination- *R2:*

The Coefficient of Determination- R^2 provides a strong pathway to conduct the Structural Equation Modelling, and validate the accuracy or research instrument. We can manually calculate the Coefficient of Determination- R^2, and also through Statistical Package for Social Sciences. Both methods provide quick, and authenticated values of the analysis(Figueiredo Filho et al., 2011). Thu current research also includes the Coefficient of Determination- R^2. Table summarizes the results of the Coefficient of Determination- R^2. As visible that the value of R^2 is .874, so the current study model contains a potential predictive power.

Table 6: Coefficients of Determination- *R2*

Construct	R²	Correlation
OL	.874	Strong

4.4 Hypotheses Testing: Path Analysis:

As the current study includes Structural Equation Modelling, the researchers employed Path Analysis to assess all the dependent variables. According to (Kite et al., 2018), path analysis provides a broad picture of the correlation between Independent and Dependent Variables. Besides path analysis, the researcher also conducted Linear Regression Analysis to determine the significance, *f*-value, and the *t*-value. Table 6 summarizes the outcomes of path analysis. We can see that **H1, H2, H3** an **H4** are validated by the statistical analysis as there is a significant relationship between knowledge management and e-Business *(B= .063 p≥ .022)*, knowledge adoption *(B= .049, p≥ .000)*, Technical Factors *(B= .020 p≥ .000)*, and Organizational Learning *(B= .155 p≥ .000)*.

Table 7: Hypotheses & Conceptual Model Testing

Relationship	*path*	*t*	*f*	Sign	Status
KM>EB	.932	2.307	3076.37	.022*	Accepted
KM>KA	.975	2.442	6272.39	.000***	Accepted
KM>TF	.971	.854	4737.33	.000***	Accepted
KM>OL	.873	4.554	1732.31	.000***	Accepted

V. DISCUSSION

The purpose of current research was to investigate the importance of knowledge management and its impacts on organizational learning in the United Arab Emirates. The findings of current study are consistent with the study conducted by (Malhotra, 2000), as they also consider knowledge management as adapting e-business, and modifying the outdated, traditional models of organizational structure and strategy. For (Malhotra, 2000) it is paradigm shift in organizational structure as well. Here it is also notable that, business organizations realize the increased business challenges, shift from conventional business patterns, large database, reports, and others. They aim to achieve maximum excellence through their performance and work strategy. As a result, applying knowledge management for newly structured e-business helped these organizations to cope with all the challenges and perform efficiently(Alsharhan et al., 2021).

Similarly, this study also showed that knowledge management is significantly linked with knowledge adoption. Here the role of management and leaders is important as they design and implement the knowledge management and policies to further strengthen the positive influences of knowledge management in an organization (Sucahyo et al., 2016).As today, it is a common consensus that business organizations are giving special consideration the knowledge management, leading to improved organizational outcomes. For this purpose, applying designing and executing knowledge adopting strategies is among the core concerns (Evangelista et al., 2010). A study conducted by (Abusweilem & Abualoush, 2019) also highlighted the importance of knowledge management and adoption. As noted that, organizations manage the knowledge in an accurate and favorable manner (humanistic). Sustaining the services, strategic performance, automation, and others, all are possible when knowledge management and adoption work hand in hand(Vu-Thi & Stenberg, 2017).

Moreover, the technical facto in knowledge management is another component resulting in improved organizational learning. As today the advent and integration of Information Communication Technology (ICT) in business is filling the gaps in professionalism and organizational development. For example, today with an increased competition, technology facilitates the global access regardless of geographical differences (Mohamed et al., 2006). Here we can take an example of EBAY's entry into the Chinese market in 2002 took the form of acquiring the initial minority stake in EACH NET, a Chinese online auction company that looked like a replica of its US counterpart. The full acquisition of the company took place in 2003. Once the full acquisition took place, EBAY replaced the business model of EACH NET with its own business model. It believed that its model is the optimum one, where it achieved an outstanding success in USA, United Kingdom and Germany. Following the full acquisition of EACH NET, the Chinese decision makers were ignored and neglected, and they were replaced with the directors operating in USA. Further, the Chinese directors and leadership were prevented from interfering in the business model or the operating processes, and they were replaced with the directors in North America, though they could not request or receive feedback from the local directors. In response to this development, the senior managers of EACH NET left the company taking a huge part of the significant operating knowledge to the local market. The misunderstanding of the Chinese cultural, social and economic circumstances made it worse, which ultimately led to gross losses in investment, revenues, market share, client base, personnel and the trademark identity. Thus, we can assume that there is a statistically significant effect of knowledge management on organizational learning.

VI. CONCLUSION& FUTURE RESEARCH:

It's difficult to determine which knowledge suits the needs of an organization due to the vast amount of knowledge. Therefore, there is a gap between the pre-existing knowledge and the knowledge that must be provided by the organizations as the organization does not rely on training as a tool to acquire knowledge, and does not use other methods that are more comprehensive and feasible than training to gain knowledge from internal and external sources. It is clear to us that the organization also depends on the reports prepared in the departments from which the final report is prepared to obtain new knowledge, and knowledge is acquired through interaction with experienced people to create programs to enter into joint activities with the organization with previous experiences.This is how workforce increases their skills and professional knowledge to cope with potential challenges and meet the professional criteria In light of the study problem, and objectives, the researcher recommends more studies examining the knowledge management especially in organizational development, and improved performance. Herethe role of knowledge management strategies should mediate this relevant relationship among all the levels of

enterprise particularly in the United Arab Emirates to dig out more significant outcomes on knowledge management in an organizational context.

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