

COMPETING VALUES: FACILITATE KNOWLEDGE MANAGEMENT ACTIVITIES WITH NEW CONCEPTUAL FRAMEWORK

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ABSTRACT

Based on the extent of control and internal external tendencies of the organisation, various values are created. The highlighted value become dominant in the whole organisation and it can be combined with management activities in knowledge chain model and reinforce them. Despite the importance of values, there is no theoretical model that can expound their critical role on the management activities of the organisation. The main purpose of this paper is to propose a conceptual model that can use the dominant organizational values status and its contributing or facilitating factors of management activities of knowledge chain. This model has been developed based on the content analysis literature review and integrates management activities of knowledge chain and competing value models. This model will enrich the knowledge chain activities literature, especially on KM activities, while being the basis for other researchers and authors to develop the organizational values as well as knowledge management activities.

Keywords: Competing Values, Knowledge Chain Model

1. INTRODUCTION

The role of initiative factors in knowledge management practice is inevitable. These prerequisite factors can lead to knowledge management success or failure in the knowledge management activities. These knowledge management enablers include identifying role of people, processes and technologies. Among these three factors, organisational culture attracts the attention of a wide range of researchers in knowledge managements, for example (Alavi, Kayworth, & Leidner, 2006). Besides, Gan et al. (2006) studied the effect of culture on knowledge management practices and Balthazard and Cooke (2004) investigated the relationship between organizational culture and knowledge management success. However, organisational values, as a knowledge management enabler, have a significant role in performing knowledge management activities (KMA). In order to produce the conceptual model for knowledge management activities, competing values framework can promote the performance of knowledge management activities, and thus, organizational performance. Identifying and facilitating these organisational values is the key point in knowledge management practice. The adaptability between enablers, such as competing values and knowledge management, is the key point in knowledge management activities in the organisation.

2. COMPETING VALUE FRAMEWORK

Competing values framework created empirically for analysing the type of the organizational value. Several researchers initially introduced this model John Campbell and his co-workers arranged a list of criterion which as clear measures of organizational capabilities (Mickelson & Campbell, 1975). Later, Quinn & Rohrbaugh (1981) developed two dimensions which produce four clusters. (See figure No.1). These two dimensions create four cluster in this model. The horizontal dimension discriminates from internal tendency to external tendency and the vertical dimension shows the high control and low control or stability and flexibility. Therefore, each organization gets some score based on the tendency to the flexibility and stability and internal external tendency in the organization which produce for values including clan, adhocracy, market and hierarchy.

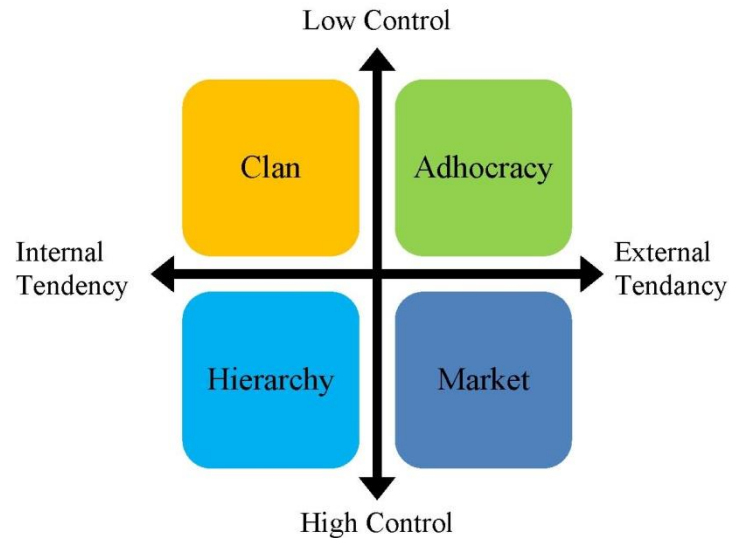


Figure 1 Competing Value Model

Clan value: clan, located in the left up quadrant, shows the human relationship views. This value highlighted internal beliefs, values and creeds, internally in an organisation. In this value, the stress is on knowledge sharing between group of workers and comfort communication, coordination in teamwork and interpersonal relationships. People in this organisational values working as a family members (Cameron & Freeman, 1991).

Hierarchy value: bureaucracy is located in left lower part in figure one. This value is also known as the interior process vision. Hierarchical value is emphasises predictably, control, and internal concentration or inner notice (Cameron & Quinn, 2003). People in this kinds of organisation follow the formal role and procedures.

Adhocracy value: adhocracy is located in up right quadrant in figure one. This value known as flexible open system that is highlighted external tendencies of the organisation such as natural and organic emphasis. (Cameron & Freeman, 1991). This kind of value prepare the context of innovations, creativity, progress, entrepreneurship, and in addition, resource acquisition (Cameron & Freeman, 1991).

Market value: market value (lower right part), is known as the goal achievement. This value is recognized by standard criteria with high predictable and concern external factors (Hamilton & Biggart, 1988). These values in the organisation stress on fast responses to competitors, more productivity manner, getting through barriers and goal attainments (Abolafia, 1990).

3. MANAGEMENT ACTIVITIES OF KNOWLEDGE CHAIN

Among various definition of KCM, this study adapted Holsapple's definition. Knowledge Chain Model (KCM) is consisted of four management activities and five organisational activities. However, this conceptual framework studies the management activities due to essential role of management activities in supporting knowledge management practices and, consequently, competitive advantage (Clyde W Holsapple & Joshi, 2001). These critical management activities come from knowledge management ontology of phenomena, which was collaboratively designed with a wide range of international KM experts (C. W.; Holsapple & Joshi, 2002). This model like Porter's value chain model is a basic tool.

Here, the management activities of KCM, which includes leadership, coordination, control and measurement, were studied in brief.

Leadership: According to on the KCM, leadership (Clyde & Kiku, 2005) has been recognized as one of the secondary activities that facilitate the flow of knowledge in the

organisation. Leadership has different definitions while studied in knowledge chain and organisations. Knowledge Leadership (KL) in an organisation functions as an accelerator to knowledge (Mehta, 2012) and its characteristics are affected by competing values (Amidon & Macnamara, 2003) .

Coordination: Knowledge coordination can be interpreted as the determination of the proper process via the act of managing the dependencies between KMA (Eisenhart, 2001). In this context, it means making sure about adequate performance of available resources at designated times and places.

Control: Knowledge control can be considered as the continuity and being confident about the availability of knowledge resources and processors in good quality (C. O'Dell, 2000). Among management activities, controlling is a notable issue since the value of knowledge return depends on the knowledge resource quality. Protection can be considered as one of the aspects of knowledge control (C. E. O'Dell, S.; Hubert, C., 2000). It includes less devolution, clear exposure and clear limitation. (Puga & Treffer, 2002).

Measurement: Knowledge measurement is known as the values evaluation of knowledge in knowledge process. Knowledge measurement deployed by qualitative and quantitative methods for performance assessment (McLaughlin, 2007). Besides, it concerns about evaluating value added processes, assessing KM operational activities, and analysing the influence of an OA of KC on its overall performance of KM (C.W. Holsapple & Singh, 2001). Determining/developing and applying measurements are considered as the two groups of activities for knowledge measurement, (Hanley, 2004).

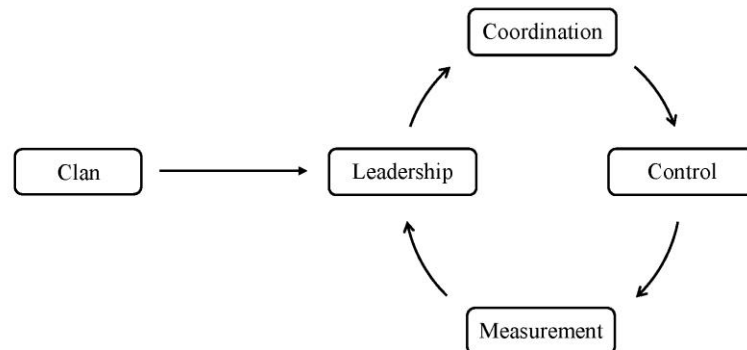
4. INTEGRATION

The aim of this section is to extend the previous theory by examining the interconnections between competing values, that is, the pattern of shared basic assumptions amongst organisational members and knowledge management activities. The development of a designed model of competing values can facilitate management activities.

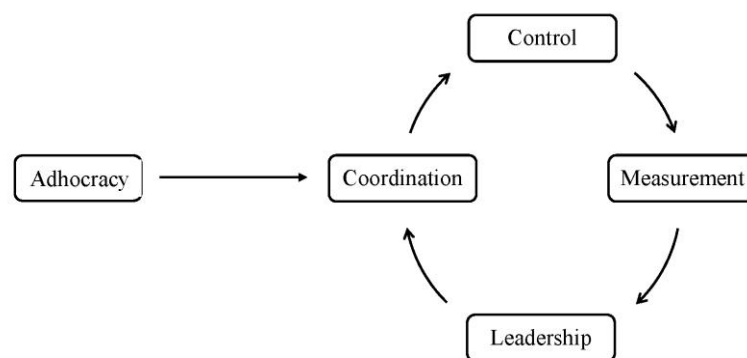
Competing values is a critical success factor in building and reinforcing knowledge management practices or activities in the organizations. In this way, the extents of control, high and low values, and internal external tendencies produce appropriate values that support management activities. However, there is no theoretical framework that comprehensively explains which kinds of values in the organization have more effect in specific management activities of KCM in the organizations. Management activities initiating with even by one activity or simultaneously two activities and the starter activity is not barrier in management activities. In this paper, we develop an evaluating framework for management activities and competing values which composed management activities and competing value model as one model. The framework rested on the theoretical foundations, underlying competing values model and management activities which retrieve from knowledge chain model and lead to better knowledge management process in the organisation. This framework can be used to form a benchmark for evolving knowledge chain activities in organizations to perform the best course of activates in knowledge management practices based on competing value framework.

The **clan value** or a **human relation** focuses on flexibility/internal aspects. This value applies training and the development of human resources to gain cohesion and employee morals. The mentioned attitude of clan values prepares better environment for knowledge leaders in order to promote cohesiveness for determining right time and place for knowledge distribution. Knowledge leader can coordinate the people in the organisation by participate them to decision making for facilitation better communication and knowledge sharing. Because of its association with trust and participating in teamwork, this value is also referred to as 'group culture'. In organisations that clan value is dominant, employees are encouraged

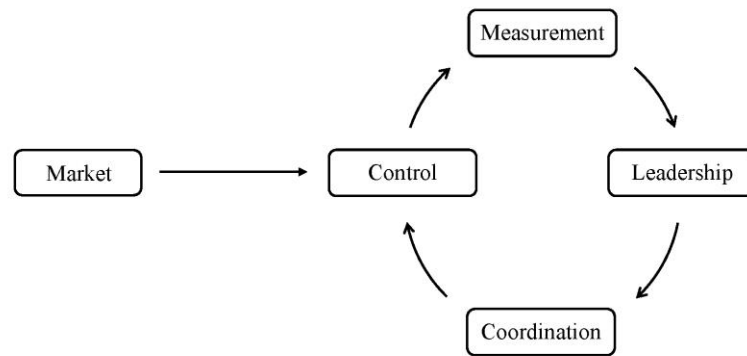
and mentored by the leaders (Bradley and Parker, 2001, 2006). Researchers do several empirical researches on the relation between clan value and various knowledge management activities. Among these researchers, Suppiah and Sandhu (2011) and Liao, Chang, Hu, and Yueh (2012) confirm the positive relation between clan value and KMA.



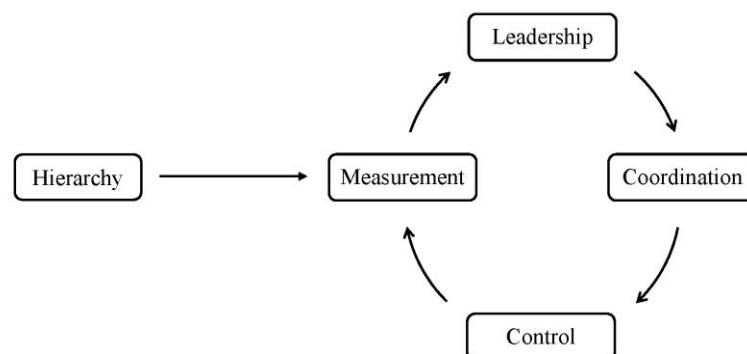
The **open systems or adhocracy value** focuses on flexibility/external focus and this value utilises readiness and adaptability to achieve growth, resource acquisition and external support. This value makes an appropriate circumstance for knowledge coordination due to flexibility and external tendency of the organisation. Some researchers refer to this value as a ‘developmental culture’ because of its association with innovative leaders who, at the same time, focus on the arrangement of knowledge activities with external environment (Denison and Spreitzer, 1991). Literary, Sanz-Valle, Naranjo-Valencia, Jiménez-Jiménez, and Perez-Caballero (2011) and Liao et al. (2012), using empirical researches, substantiate the positive relation between adhocracy and KMA.



The **rational goal model** or market value focuses on control/external aspects and utilises planning and goal setting to attain productivity and efficiency. This model is also referred to as a ‘rational culture’ since it put more emphasis on outcomes and goal fulfilment (Denison and Spreitzer, 1991). Organisations, in which this value is dominant, are production oriented, and the employees are organised by managers in the quest of designated goals and objectives, and receiving rewards are associated with outcomes (Bradley and Parker, 2001, 2006). Therefore, this type of organisational value leads to knowledge control perfectly. It means that controlling knowledge by clear knowledge goals and controlling the process of knowledge flow in the organisation. Lawson (2003), Sanz-Valle et al. (2011) and Suppiah and Sandhu (2011) provide empirical evidence on the relation between market value and KMA.

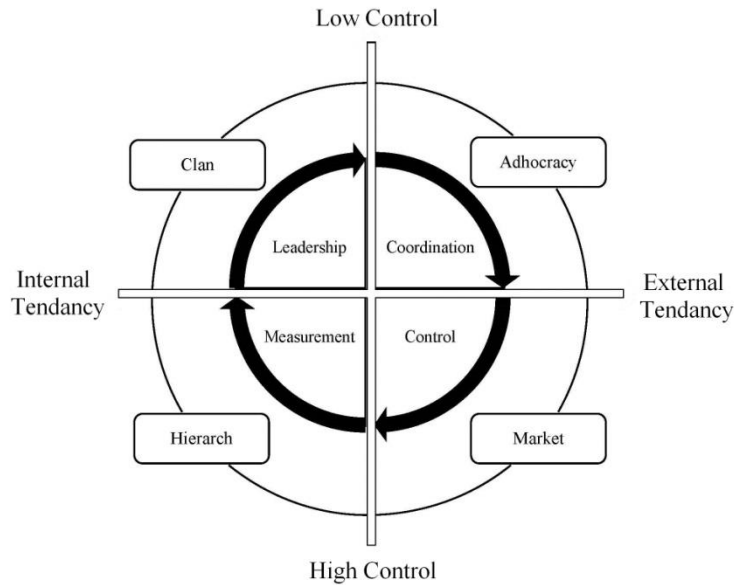


The **internal process or hierarchical value** concerns with control/internal focus. In this value information management and communication are exerted to gain stability and control. Some researchers refer to this value as a ‘hierarchical culture’ since it encompasses the enforcement of rules, conformity, and attention to technical matters (Denison and Spreitzer, 1991). The internal process model obviously ponders the traditional theoretical model of bureaucracy and public administration which depends on formal rules and procedures as control mechanisms (Weber, 1948; Zammuto, Gifford and Goodman, 1999 Bradley and Parker, 2001, 2006). Therefore, it would be the best way for knowledge measurement to support with hierarchal value. The main reason is that it can measure the progress of knowledge management in the organisation. Researchers, such as Lawson (2003), Sanz-Valle et al. (2011), Suppiah and Sandhu (2011) and Liao et al. (2012), demonstrate empirically that hierarchy value can affect KMA.



5. CONCLUSION

The following diagram shows the combination of the former steps in each value and their adaptability with management activities of knowledge chain in one single conceptual model. In this conceptual model, each value can promote or run particular management activities more than other values. Therefore, it may run knowledge chain model in the particular organisations based on its dominant competing values. The implication of this model in business would be updating the level of contingency in organisational structure with knowledge management activities. Therefore, utilization of knowledge management enhanced.



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