

The Manager and User's Role in IT Use as a KM Tool.

Alaaeddin M. Abed, Md. Mahfuzul Islam, Khalid Helal, Mohamed Abdirahman, Abdirizak Mohamed,
Dr. Jamaludin Ibrahim

Graduate School of Management, Kulliyyah of Economics and Management Sciences, International Islamic University Malaysia.

Abstract- As a matter of fact the knowledge aspects either if it was theoretical knowledge or practical knowledge is infinitely intertwined and has become ubiquitous in terms of technology use. Knowledge Management is imperatively related to the information technology in a large number of these aspects in order to create effective and professionalized techniques to go hand in hand with the users and managers to achieve the highest level of success in the face of the accelerated challenges. Hence, the study will be focused on to show the importance of the user and manager's roles in terms of the use of IT in Knowledge Management as a tool to elaborate and illustrate the roles of the Management and users in that capacity.

Index Terms-(KM) knowledge Management, (IT) Information Technology, Manager and user's roles.

I. INTRODUCTION

Technology assures information availability, immediacy and transparency and all together make just-in-time solutions possible. But, the first generation of knowledge management (KM) practitioners were not excited about technology role in KM (Mohamed, 2008). It is undoubted that the use of technology becomes one of the imperative factors to obtain the competitive advantages and core competences in business or whatever aspect. Presenting the key technological indices can help managers of knowledge Management department in implementation of knowledge management processes among members of the supply chain (Nikabadi, 2014). Information is required to explain how the managers working under conditions are able to carry out their duties (Bergin, 2009). Managers need to understand the maturity of structuring and operating knowledge in their organization before they pursue learning projects. Our theory strongly suggests that different types of interventions and projects are necessary to shape the evolution of technological knowledge when technological knowledge is mature (Skilton and Dooley, 2002). Instead of seeking knowledge proactively, people receive information directly through push technology (Wachter, 1999). Both technological and organizational initiatives are needed, if aligned and integrated; they can provide a comprehensive infrastructure to support knowledge management processes productivity (Lang, 2001). Technology is not restricted to the field of technological function. Technology management is targeting a much broader view .it deals with stakeholders who so far has not employed and are even scared of technological variables such as accountants and financial experts (Chanaron and Jolly, 1999). Technological Management is not only a high-tech business fashion but it also concerns low-tech business where the diffusion of new technologies might have a significant

impact. When adopting such a transversal approach to technological management, we are stating that managers as well as practitioners and academia should be educated and trained in such a way that they should be able to identify, analyze, understand and evaluate the co-evolution of technology and management. They should also be able to fully integrate technological change in their decision making process at both strategic and operational levels (Chanaron and Jolly, 1999). The knowledge that was shared within the communities enabled the technologists to implement process improvements and to adopt new procedures and new products (Meeuwesen and Berends, 2007). Many efforts continue to focus on new applications of IT to support the digital capture, storage and retrieval and distribution of explicitly documented knowledge in a firm (Lang, 2001).

II. LITERATURE REVIEW

A. *Tacit and Explicit Knowledge:*

Wachter (1999) has explained "Tacit knowledge is personal and context specific, which is often developed over a long period of time through direct experience, whereas Explicit knowledge is knowledge that is transmittable in formal, systematic language" Styhre (2003) has explained that the "knowledge is thus a practice/ concept assemblage enabling for a seeing and doing as well as a saying and writing". It is beyond of concepts which should be applied in the real work field.

B. *Knowledge Network:*

Pena (2002) has defined the knowledge network which is "an inter-organizational agreement to share knowledge among network members for the exploration (creation and development) or exploitation (product transformation and commercialization) of new technologies. An integrated knowledge management framework must comprehend both internal and external elements to create, develop and exploit knowledge can be managed inside the organization, but also can be shared with other organizations." Skilton & Dooley (2002) has described that there is a direct connection between technological knowledge and organizational learning where managers have to understand the nature of structuring and operating knowledge which would be suggested the possible future research on technological knowledge and easy to find the answer.

C. *Managerial and user's Role:*

Burstrom and Wilson (2014) has described the managerial role which is "that requirement manager's role fulfillment is performed through five major activities described as developing, anchoring, re-organizing, routinizing, and positioning. These activities are essential in order to manage the change from working with small incremental project into working with a large

flagship project. The demand on process precision in work with requirement specifications is higher in flagship projects than in smaller projects with less degree of complexity.” Lang (2001) has reasoned that the knowledge management and corporate strategy might have insufficient linkage which is harmful for organization. The most important managerial context for investing in and promoting the use of knowledge management is the firm's strategy. That is, knowledge management efforts must not be divorced from strategy planning and execution. In other words, a firm's knowledge management strategy must be driven by a clear sense of what its competitive strategy is.” Bergin (2009) has given the manager's responsibility. “As middle managers, they had to satisfy many different needs, and thus they described innumerable clashes that occurred. They all spoke of how a politically governed organization creates conflicts for those who are in charge of the care making it necessary to deal with new financial conditions, prioritizations, leadership, and organization” Mohamed (2008) has supported the importance of knowledge management to support technology. “Knowledge Management Technology (KMT) is relatively powerful in regard to the domain of structured data (statistical, discovering patterns and modeling capabilities), but fairly weak in the area of unstructured data inference, self-learning, and tacit knowledge elicitation. As integration and interoperability have guided business software such as ERP, collaborative systems, and distributed database to succeed.” Nikabadi (2014) has also emphasized on the technology based factors which can accelerate the supply chain management and also the manager's role. The technology based factors for knowledge management in the supply chains for car industry between Iran Khodro and Saipa companies which known as biggest car manufacturers in Iran which can show the proof of knowledge management validity. We can find that “the integration of information systems with the development of IT tools in the internal and external processes in the supply chain are interrelated.” Nikabadi (2014) has claimed and also showed some challenges about those factors which should be improved. “Lack of e-business and e-commerce policies (business to business and business to client) among the members of the supply chain is among the other factors. This fact can challenge the companies on their outer organizational and inner organizational integration process and make the execution of enterprise resource planning system impossible. That is why the data integration has less importance than networks and information banks integration.” Petrovic et al. (1998) has recommended that we should improve our teaching to achieve the learning goals and also better to use of IT and non IT based methods and also to plan methods of education and training. For using the technologies in education we should change the perception of the teachers. We can take into account to make more globalization and decentralization which can be possible through IT. The technological management is not for allocating resources where the traditional management can arrange the specific resources. Technological management has a broader sense which can contribute to the stakeholder and also finance experts. For solving technical issues it is not necessary to have research and development department (Chanaron and Jolly, 1999). Technology can change the human resource management which can be a “logical and structured manner” and also the management should have necessary people whose have to

understand “why change is occurring”. Another reason is the management should have to “ensure that staff are aware of developments and receptive to change” (Farrow, 1997). Kagaari, Munene and Ntayi (2010) have found that the young universities performance is better than the older ones where is the main factor is the knowledge contribution which is done by “the theories agency and goal setting converge into performance management practices to explain and provide information on how to attain managed performance (quality services, service delivery and cost reduction).” Also the problems are found that the “committed and motivated workforce” are needed by using “human resource and quality initiatives”. It is confirmed that the importance of IT and quality of information are complementary to each other because manual filtering might disappear. Although automated information processing prevents manual mistakes, it also makes the process less transparent and therefore, wrong information or information of low value might be generated if the information input is already of bad quality and not properly checked. (Maharana et al., 2011).

III. DISCUSSION

The tools of Knowledge management were considered as the pillars of Knowledge Management designing at any organization; one of these tools is the IT. Moreover, KM strategy, Organizational processes, management leadership, and politics are going hand in hand with the IT pillars in order to create an innovative KM. Thus, the use of IT by the Managers and even users requires being familiar in IT use and knowledge manage where the manager will be the responsible on to sustain and generate the knowledge at the organization. Hence, the outright understanding of these roles would support the managers and users to work out with the company mission and strategic objectives, cooperate the task among the strategic objectives to IT operation character, identify and assign all operations support tasks at organization, create a set of cost effective resources, staffing plans, and continuous improvement plans to sustain the competitive advantage if there. Both the manager and user have to use the systems and technologies which are excessively imperative to understand the nature and the environment of to work at any organization in order to meet the requirements of the organization at the time of the invasion technologies. Thus, the Importance of IT in KM shown by realizing the clearest common aim which is the sharing of Knowledge either if it was tacit or explicit knowledge. It is imperative to know and to understand the relationship among the manager and user in terms of IT use, and IT needs. Nevertheless, the correct usage of KM implementations will strengthen this relationship under its umbrella to create a sustainable value, improve, develop and refine the firm's competences and knowledge assets to meet the organizational goals and objectives. Subsequently, implementing KM perfectly and highly proficiency within the use of IT.

IV. CONCLUSION

In short, it is found that the use of technology is irreplaceable and indispensable in terms of fulfilling the obligations of managers and users toward their organization. This

requires a proper use of IT with managing it strategically to enable the organizations to manage its assets, managerial functions, minimizing operational costs and maximizing profits. Thereby, it is imperative for managers and users to work extensively to obtain the greatest possible out of the IT use in order to use KM perfectly and to have an integrated methods to outreach the staff which contributes to the competency of an organization.

REFERENCES

- [1] Styhre, (2003), "Knowledge management beyond codification: knowing as practice/concept", *Journal of Knowledge Management*, Vol. 7 Iss 5 pp. 32 – 40.
- [2] B. Meeuwesen and H. Berends, (2007), "Creating communities of practices to manage technological knowledge", *European Journal of Innovation Management*, Vol. 10 Iss 3 pp. 333 – 347
- [3] E. Bergin, (2009), "On becoming a manager and attaining managerial integrity", *Leadership in Health Services*, Vol. 22 Iss 1 pp. 58 – 75.
- [4] H. S. Moharana, J.S. Murty, S. K. Senapati, and K. Khuntia, (2011), "Importance of Information Technology for Effective Supply Chain Management", *International Journal of Modern Engineering Research (IJMER)*, Vol.1, Issue.2, pp-747-751.
- [5] I. Peña, (2002), "Knowledge networks as part of an integrated knowledge management approach", *Journal of Knowledge Management*, Vol. 6 Iss 5 pp. 469 – 478.
- [6] J. Chanaron and D. Jolly, (1999), "Technological management: expanding the perspective of management of technology", *Management Decision*, Vol. 37 Iss 8 pp. 613 – 621.
- [7] J. C. Lang, (2001), "Managerial concerns in knowledge management", *Journal of Knowledge Management*, Vol. 5 Iss 1 pp. 43 – 59.
- [8] J. Farrow, (1997), "Management of change: technological developments and human resource issues in the information sector", *Journal of Managerial Psychology*, Vol. 12 Iss 5 pp. 319 – 324.
- [9] J. R. K. Kagaari, J. C. Munene and J. M. Ntayi, (2010), "Performance management practices, information and communication technology (ICT) adoption and managed performance", *Quality Assurance in Education*, Vol. 18 Iss 2 pp. 106 – 125.
- [10] M. Mohamed, (2008), "The "continuumization" of knowledge management technology", *VINE*, Vol. 38 Iss 2 pp. 167 – 173.
- [11] M.S. Nikabadi, (2014), "A framework for technology-based factors for knowledge management in supply chain of auto industry", *VINE*, Vol. 44 Iss 3 pp. 375 – 393.
- [12] O. Petrovic, N. Kailer, J. Scheff and D. Vogel, (1998), "Learning aspects of knowledge management and new technologies", *Journal of European Industrial Training*, Vol. 22 Iss 7 pp. 277 – 288.
- [13] P. F. Skilton and K. Dooley, (2002), "Technological knowledge maturity, innovation and productivity", *International Journal of Operations & Production Management*, Vol. 22 Iss 8 pp. 887 – 901.
- [14] R. M. Wachter, (1999), "Technology Support for Knowledge Management", *American Journal of Business*, Vol. 14 Iss 2 pp.13 – 20.
- [15] T. Burström and T. L. Wilson (2014), "Requirement managers' roles in industrial, platform development", *International Journal of Managing Projects in Business*, Vol. 7 Iss 3 pp. 493 – 517

AUTHORS

First Author - Alaaeddin M. Abed. Master of Management, Graduate School of Management, Kulliyah of Economics and Management Sciences, International Islamic University Malaysia. alaaeddinabed@gmail.com.

Second Author - Md. Mahfuzul Islam. Master of Management, Graduate School of Management, Kulliyah of Economics and Management Sciences, International Islamic University Malaysia. , mahfuzislam1@yahoo.com.

Third Author - Khalid Helal. Master of Management, Graduate School of Management, Kulliyah of Economics and Management Sciences, International Islamic University Malaysia. khlidhelal@gmail.com.

Fourth Author - Mohamed Abdirahman. Master of Management, Graduate School of Management, Kulliyah of Economics and Management Sciences, International Islamic University Malaysia. , sayidmohamed@hotmail.com.

Fifth Author - Abdirizak Mohamed. Master of Management, Graduate School of Management, Kulliyah of Economics and Management Sciences, International Islamic University Malaysia. , raaxeeye98@hotmail.com.

Sixth Author - Dr. Jamaludin Ibrahim. Adjunct Lecturer, Department of Information Systems, Kulliyah of Information and Communication Technology, International Islamic University Malaysia. , jamaludinibrahim@iiu.edu.my.