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MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT AND IMPACT OF KNOWLEDGE MANAGEMENT PROCESSES ON ORGANIZATIONAL PERFORMANCE IN TAMIL NADU HIGHER EDUCATION

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ABSTRACT

Based on knowledge management view, the study observed the impact of knowledge management processes in Tamil Nadu Universities and tests the direct association among knowledge management processes and organizational (University) performance. This study further inspects the mediating role of Organizational Commitment between Knowledge Management processes and organizational performance. This study used a sample frame of 419 academic leaders from Tamil Nadu Universities. Furthermore, the assumed logical associations were analyzed using AMOS 20. Regardless of improved stature of knowledge management in higher education institutions, there is a lack of studies that examine the interrelationship of knowledge management process, organizational commitment and organizational performance. The results show that, KM processes (Creation, Acquisition, Storage, Sharing, and Utilization) and further ascertain the mediating role of organizational performance on the relationship between KM processes and organizational performance of higher education institutions.

Keywords: Knowledge Management Processes, Organizational Commitment, Organizational Performance.

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INTRODUCTION

The role of Higher Educational Institutions is immense role in framing the future of the country. Extensive researches have been done to measure the means of enhancing the job involvement (Gopinath, 2020 a), organisational commitment (Gopinath, 2020 b), Job satisfaction (Gopinath, 2020 c). In recent days researchers are focusing on the role of knowledge Management in enhancing the organisational performance.

Knowledge the most valuable strategic asset for persistence in today's business environment (Barao *et al.*, 2017). In the modern environment, speedy variations are happening in global marketplaces, customers' needs and technology. Presently, many organizations are dependent on applying knowledge management (KM) in addition to successful application of perceptible assets and natural resources to achieve high performance and to moderate the occupational stress(Lee and Sukoco, 2007). In knowledge-based organizations like a university improved focus on Knowledge Management (KM) works as a reagent for enhanced collaboration and exploration (Iqbal *et al.*, 2019; Ramjeawon and Rowley, 2018). Higher education institutions transformational shift as research and economic revolution has outstripped its antiquated teaching parable to knowledge based teaching techniques (Ramjeawon and Rowley, 2018; Gopinath, 2019 a). Presently, Higher education institutions are much intended to measure the factor that enhances the performance and the knowledge level of the faculties. A large body of research has intensive on the impact of trust on knowledge management and organizational performance (Politis, 2003; Lee and Choi, 2003; Choi *et al.*, 2008; Paliszkiewicz and Koohang, 2013; Paliszkiewicz *et al.*, 2014). These studies have recognized a positive relationship among the three variables of trust, knowledge management and organizational performance.

The aim is to demonstrate whether impact of knowledge management processes and the improved organizational performance mediating the organizational commitment. Therefore, the primary goal of this study is to build a research model suggesting the means to enhance the organisational performance of Tamil Nadu higher education institutions. Subsequently, the role of knowledge management and organisational commitment in determining the organisational performance. The research results elucidates the successful knowledge management processes enhance organizational performance. Reliable with its goal, this paper is organized as follows.

First, a review of the literature covers knowledge management definitions and its processes, organizational commitment and its vital role among people within organizations, and organizational performance and its indicators. Next, the research model is presented. The model builds five constructs or latent variables (KMP). Subsequently, we state the study's hypotheses based on the research model. The methodology follows the study's hypotheses and includes a description of the instrument, the population sample, study procedure and data analysis techniques used to test the hypotheses. Finally, results, discussion of findings conclusion the paper.

REVIEW OF LITERATURE

Knowledge Management

Knowledge is an important asset that offers organizations the ability to embrace, learn and utilize organizational resources (Wong, 2005; Argote and Miron-Spektor, 2011; Gopinath, 2019 b). Within organizations, knowledge management places a critical role in efficiency, competitiveness and productivity (Gopinath,2019 c; Nonaka, 1991; Kogut and Zander, 1992). Knowledge management is the employment and development of the knowledge assets of an organization to achieve the organizational goals and it has a role in determining the employee attitude too (Gopinath, 2020 d). Knowledge management involve the formation, manipulation, storage and sharing of knowledge among people in a community of practice. Knowledge management manages the knowledge flows in an organization (Hislop, 2013). To enhance organizational performance, knowledge management strategies must be united and implemented so that the organization reaches a competitive edge. Organizations that are skilled in knowledge management consider knowledge to be human capital and have developed organizational rules and values to support knowledge production and sharing (Metaxiotis *et al.*, 2005; Meyer *et al.*, 2002).

Knowledge Management Process

Knowledge processes can be thought of as "structured coordination to manage knowledge effectively" (Gold *et al.*, 2001). A knowledge process typically comprises of the creation, acquisition, conversion, application and protection of knowledge (Gold *et al.*, 2001; Lee *et al.*, 2012; Gopinath, 2019 d). Gopinath (2019 e; 2019 f) has emphasized that companies consuming the same KM systems would exhibit different success patterns because of the influence of KM processes of acquisition, conversion, application and fortification. Nodari *et al.* (2016) found that knowledge sharing has a positive relationship with organizational performance when interfered by absorptive capacity. Payal *et al.* (2016) explored the relationship between the KM strategy, KM enablers and KM processes and organizational performance in Indian software organizations, and originate that human strategy, organizational structure and knowledge processes of translation and application are strongly related to organizational performance. Additionally, Mills and Smith (2011) and Gopinath (2020 e) were found that knowledge processes of acquisition, application and protection were strongly linked to organizational performance.

Based on the above discussion, it can be suggested that improvement in the KM process leads to better organization performance (Nodari *et al.*, 2016; Payal *et al.*, 2016). The previous studies also designate that the KM process plays a mediating role between the KM strategy and firm performance, and between KM enablers and firm performance (Lee *et al.*, 2012).

KM Process and Organizational Performance

The study suggests that a better level of KM processes can improve the organizational performance. Hence, organizational commitment mediates the relationship between KM processes and organizational performance in Tamil Nadu higher education institutions.

Some of the previous literature evidence maintained an argument that knowledge-worker productivity is affected positively if individual KM arrangements are enabled properly and knowledge management practices in academic engineering faculties (Shujahat *et al.*, 2019; Kianto *et al.*, 2019; Gopinath, 2019 c & d). Drucker (1998; 1999) stressed for certain summaries to follow in order to improve KWP: first, knowledge workers' job autonomy with continuous teaching and learning, enhancing the qualitative and quantitative aspects of knowledge workers' performance, giving them as assets and assigning them knowledge-based assignments

(Drucker, 1998; 1999). KM processes help to enable staffs to create and operate the knowledge and thus it can increase knowledge worker's productivity in an organization (Butt *et al.*, 2018). Employees can attract innovativeness, efficiency, and appropriateness in task completion finished the created and used knowledge (Nonaka, 1994; Tseng and Jung, 2011). Research consumes argued that KM facilitates employee empowerment and practical opportunities for their learning, adopts total quality management, handles the information workers as strategic asset as per KBV and guarantees the continuous improvement in organizational performance (Andreeva *et al.*, 2017; Hasani and Sheikhesmaeili, 2016; Nisula and Kianto, 2016).

Organizational Commitment

Organizational commitment has established substantial attention in previous studies due to its significant impact on work attitudes such as job satisfaction, performance, absenteeism, and turnover intentions. Paul and Anantharaman (2004) found in their study of information technology companies in India that of all the HRM variables that correlate with commitment. Organizations are continually engaged in inventing employment practices to retain employees and persuade in them higher levels of commitment (Hislop, 2013). And organisational commitment is proven to have influence on the level of job satisfaction and as well as the organisational performance (Gopinath, 2020 f). Along with knowledge management practices self actualization level of academic faculties are also has established relationship with the performance and the satisfaction of teaching fraternity (Gopinath, 2020 g). Higher education needed knowledge management practices. Particularly self-financing engineering colleges. When knowledge management is practiced mechanically, it supports its colleges based on a 720-degree performance evaluation.

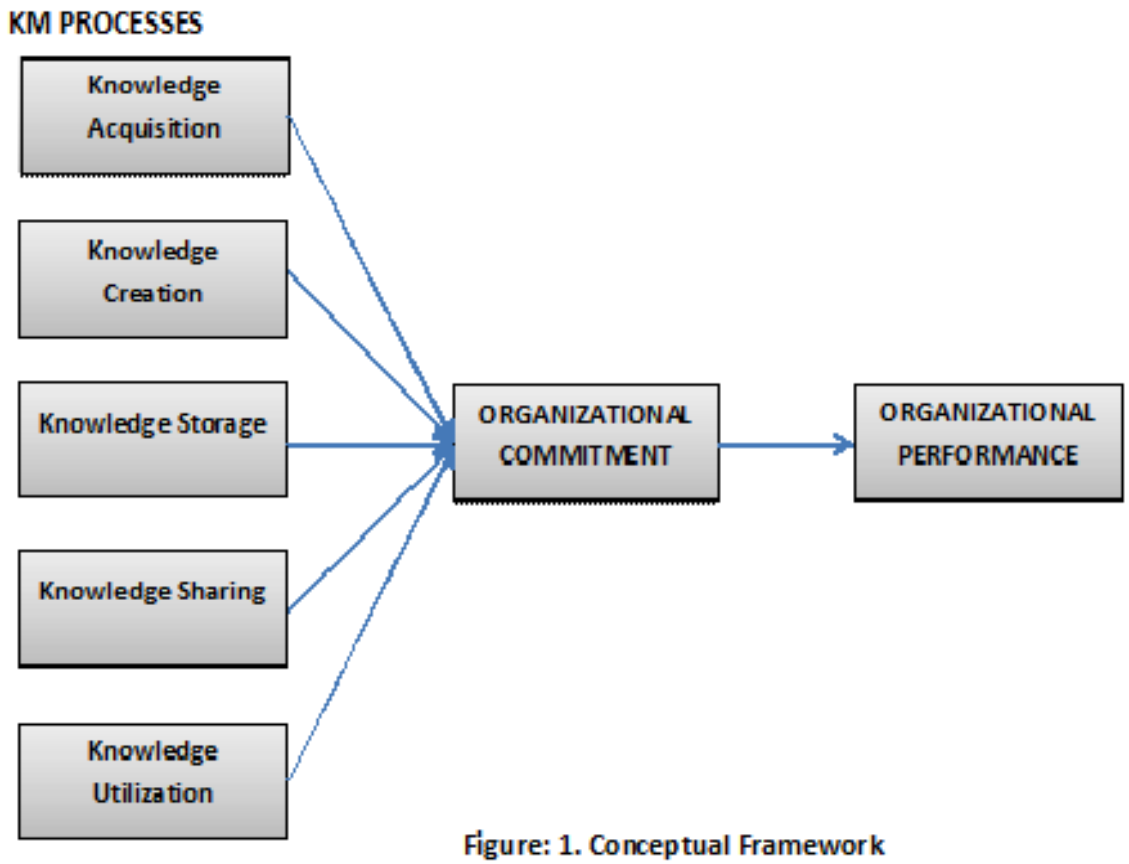

Figure: 1. Conceptual Framework

H1: There is a positive relationship between the Knowledge Management process and Organizational performance.

H2: There is positive relationship between Knowledge Management process and organizational commitment.

H3: The Knowledge Management process is a mediator between Organizational commitment and Organizational performance.

RESEARCH METHOD

The Conceptual Model

Based on the literature review, hypotheses were developed and research gaps identified. The following research framework is proposed for this study on Tamil Nadu higher education institutions. The framework consists of the one independent variable, KM process, and one dependent variable, organizational performance and mediator organizational commitment.

DEVELOPING THE RESEARCH INSTRUMENTS

The research instrument for the study was developed by adapting measures from the existing body of literature. In total, 20 items were used to measure the KM process. Organizational performance was measured using five items adopted from the work by Choi (2002). As it is necessary to check the adaptableness of the instrument to an Indian setting, a pilot study was conducted to check the construct validity and reliability. Results of the pilot study established the construct validity and reliability of the instrument. The measures used in the study are mentioned in Table-1.

Sample Design

A questionnaire was administered to respondents using systematic sample design. The scope of the study was limited to Universities of Tamil Nadu. After recognizing the respondents, the researcher adopted a Stratified Purposive Random Sampling Method to collect data equally from all the universities to represent the universe of the population under investigation. The researcher for the adopted a two pronged strategy of sending the instrument to the respective respondents through their personal e-mail besides approaching them in person or through a common contact to collect data. After careful scrutiny, 419 samples (25%), which were complete in all respects alone where included for the study. The incomplete and ambiguous in nature are not included for the study.

DATA ANALYZES AND RESULTS

This section delivers detailed information about the analysis approved out for the current research and considerately the contribution that the current work was done to the existing stock of knowledge to the current area of interest. Following the logic of the quantitative research advocates that structural equation modeling (SME) provides an opportunity for the researcher to do the in-depth analysis of the effect of one construct on another Byrne (2010) and Kline (2015) a full-fledged SME has been performed. The output of the SME analysis explicitly indicates that the given model fits and describes the data precisely.

The analysis further suggests that knowledge management process directly impacts organizational performance. Thorough evidence of the goodness of fit of the model is presented in figure-2 and table-3. In figure-2, the knowledge management process, organizational commitment and organizational performance.

MEASUREMENT MODEL

Confirmatory factor analysis (CFA) using AMOS version 20 was performed to determine the validity, reliability and dimensionality of the constructs. The results of the CFA are presented in Table II. These results showed that the factor loadings of all the constructs were significant ($p<0.001$) and above 0.7, the minimum threshold value. The average variance extracted (AVE) values of all the constructs were also above 0.5 and value of construct reliability of each construct is above 0.7. All these parameters indicate the convergent validity of items measuring the constructs. The discriminant validity of the study constructs was tested as suggested by Fornell and Larcker (1981). The square roots of the AVE values presented in the upper diagonal of Table-3 for each construct were greater than the construct's correlation coefficients with other constructs. This is indicative of discriminant validity among constructs (Fornell and Larcker, 1981). In addition, Cronbach's α-coefficient of each construct presented in Table-1 were above 0.7, indicating the reliability of constructs' measures. The goodness-of-fit indices in Table-1 shows acceptable model fit (CMIN/DF = 1.920 ($p<0.001$), CFI = 0.95, GFI =0.94, AGFI = 0.93, NFI = 0.95, RMSEA = 0.030), confirming unidimensionality of the measurement model.

Table 1: Summary of the Measurement Model

	Factor Loading	α- value	CR	AVE
Knowledge Creation				
KC1	0.82	0.90	0.89	0.70
KC2	0.86			
KC3	0.82			
KC4	0.85			
KC5	0.92			
Knowledge Acquisition				
KA1	0.83	0.83	0.90	0.76
KA2	0.79			
KA3	0.89			
Knowledge Storage				
KS1	0.88	0.85	0.91	0.72
KS2	0.79			
KS3	0.82			
KS4	0.84			
Knowledge Sharing				
KH1	0.77	0.86	0.92	0.77
KH2	0.87			
KH3	0.89			
KH4	0.90			
Knowledge Utilization				
KU1	0.87	0.85	0.90	0.75
KU2	0.70			
KU3	0.78			
KU4	0.77			
Organizational Performance				
OP1	0.90	0.90	0.91	0.78

OP2	0.86			
OP3	0.88			
OP4	0.89			
OP5	0.87			
Organizational Commitment				
OC1	0.90	0.91	0.93	0.79
OC2	0.88			
OC3	0.86			
OC4	0.92			
CR, construct reliability; AVE, average variance extracted; CFI, comparative fit index; GFI, goodness-of-fit index; AGFI, adjusted goodness-of-fit index; NFI, normed fit index; RMSEA, root mean square error of approximation.				

Likewise, discriminant validity is also established, exhibited in Table-3, as per the criterion advised by (Fornell and Larcker, 1981).

Structural Model Assessment

The results revealed R^2 values of 0.803, 0.771 and 0.597 for knowledge management process, organizational commitment and organizational performance respectively. The R^2 values support the models in-sample predictive power since it is above the required level of 0.10. Furthermore, effect sizes are calculated to assess the extent a predicting (exogenous) variable contributes to the R^2 value of an endogenous variable.

The significance of direct paths and estimate standard errors were determined. Table-3 enlisted the results of hypotheses meant for direct relationships. As per results (Table-3), there is a significant positive and direct effect of knowledge management processes on organizational performance (β = .40, t = 6.84, p<.001), knowledge management process on organizational commitment (β = .87, t=28.9, p<.001). These results support H1 and H2. The results also acknowledge the significant direct and positive effect of organizational commitment on organizational performance (β=.38, t=6.84, p<.001). Therefore, H3 is accepted.

Table 2: Discriminant Validity

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

Note: The Data on the diagonal (in bold) is the square root of AVE of the construct while the other values are the correlations with other constructs.

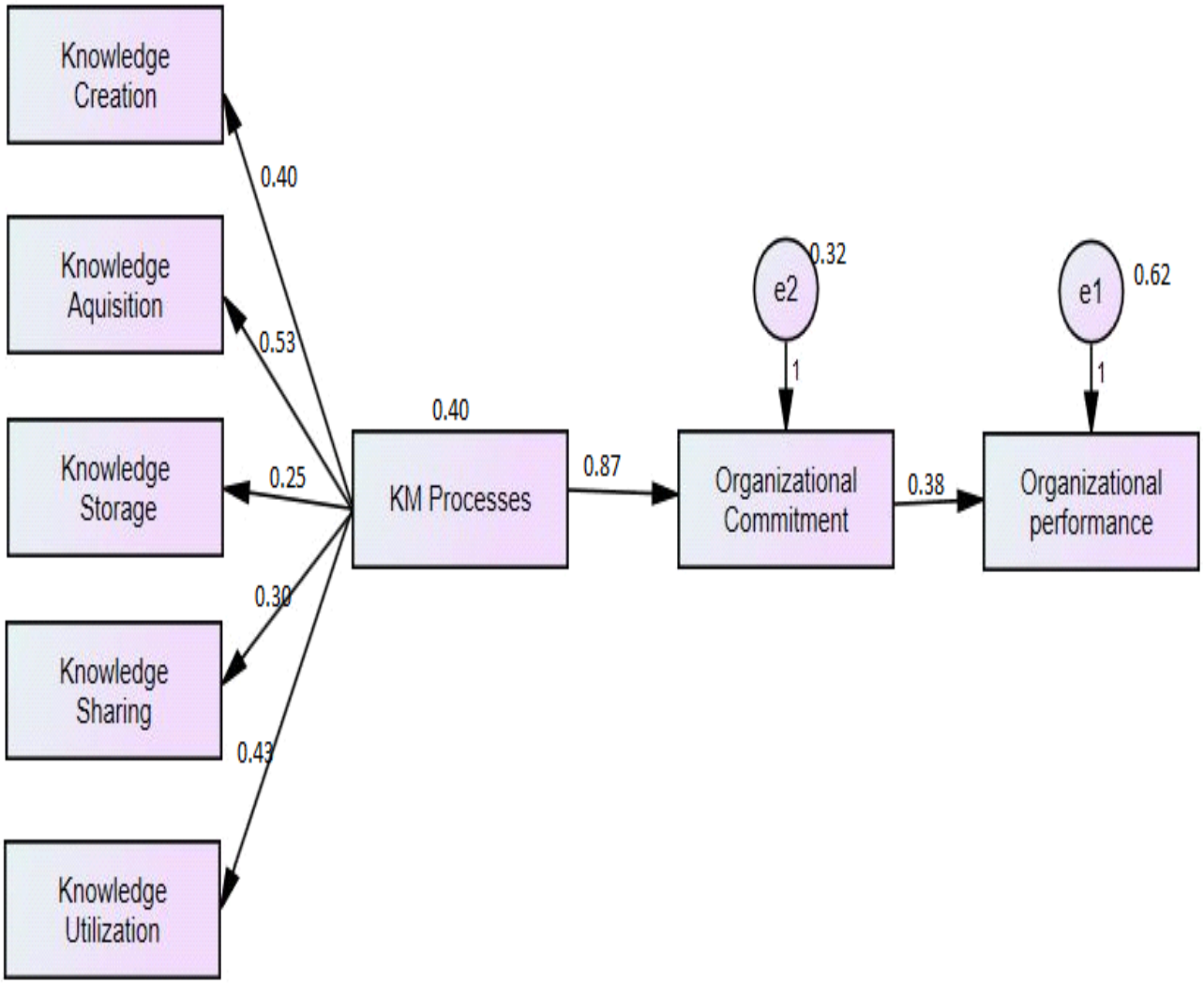

Fig.2. Structural Model

Table 3. Results of Structural Model path coefficient (Direct relationships)

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

(*p<.001)

Table 4. Mediation Results

	Total Effects		Direct Effects			Indirect effects		
KMP→ OP	β	t-value	β	t-value	KMP→ OC→ OP	β	t-value	p-value
	.74	15.790	.40	7.216		.42	6.546	.000

DISCUSSION AND CONCLUSION

The present study examined the effect of knowledge management processes and indirect impact of knowledge management processes on organizational performance with the mediating effect of organizational commitment in Tamil Nadu higher education institutions.

The results showed that knowledge management processes has positive significant effect on organizational performance through the mediation role of organizational commitment, which is in line with the propositions of the existing research (Iqbal *et al.* 2019; Cang, and Yu, 2019; Gopinath, 2020b). The service sector in general and specifically higher education institutions are considered dynamic and knowledge-intensive (Iqbal *et al.,* 2019). Dynamism in the form of customers' dynamic problems and demands pushes knowledge worker to continuously create, acquire, store, share and utilize the knowledge that can be used to generate possible solutions for greater customer satisfaction, quality development, research productivity, academic efficacy, graduation rate, and university rankings.

The study ascertained the impact of KM processes on organizational performance. The results found significant relationship that revealed that a knowledge oriented academic leader can be instrumental in improving the KM processes in his. Sticking to this question's theoretical importance and practical relevance for organizations, leadership is the way to establish an obvious path for knowledge personnel to accomplish organizational tasks and universities (Dessler, 2002 and Gopinath, 2020a). It is important to count on the organizational or universities factors that are essential for the KM processes success in higher education institutions. Academic leaders, among these factors, stands out in clarifying a potent direction for employees to come through the organizational responsibilities successfully (Dessler, 2002 and Gopinath, 2020 h; 2020 i).

The results reveal vital understanding regarding the indirect influence of KM processes on organizational performance through organizational commitment. Statistical results validated the significant and positive effect of KM processes on organizational commitment that in turn enhances the performance of higher education institutions, hence, endorsing the recent research in the corporate sector and education sector (Butt *et al.,* 2018). Furthermore, this study argues that KM processes; knowledge acquisition, creation, storage, sharing and utilization expedite organizational commitment. It is argued and proved in earlier studies that only knowledge sharing, acquisition, and utilization has been indirectly linked to organizational performance and validate the KBV theory (Iqbal *et al.,* 2019) while, findings of this study empirically suggest that not only knowledge sharing but knowledge creation and storage can also foster improved organizational performance through organizational commitment in higher education institutions.

CONCLUSION

To conclude, this study enriches the knowledge management literature through an explanation of organizational commitment to expedite the KM processes (Creation, Acquisition, Storage, Sharing, and Utilization) and further ascertain the mediating role of organizational performance on the relationship between KM processes and organizational performance of higher education institutions. The study found that KM processes can effectively lead to improved organizational performance. However, the mediating role of organizational commitment in this relationship is almost neglected. The study found that a significant mediating role of organizational performance on the linkage between KM processes and higher education institutions performance.

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