The role of knowledge management in organizational performance: A case study

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Abstract. The huge amount of knowledge in our daily lives and the continuous work to organize and use it in the best possible way have led to the emergence of knowledge management. On the other hand, the term "performance" is a widely used vocabulary in management, and pursuing the best performance will always be the ultimate goal of all organizations. During a change in the organizational interaction, project, administration, or some other factors may disrupt the framework of knowledge management. Furthermore, when the change is managed, there are high possibilities that the linkage of data could be influenced and don't give proper outcomes when it is recovered on various events. Additionally, it is clear that associations that apply knowledge management framework avail from the information and data needed on any event while ensuring that all components, including accountabilities, cycles, advancements, and administration, are being performed immaculately. In this way, our research features the potential pitfalls that may disrupt the knowledge management framework while dealing with a change and proposed an all-inclusive framework to manage any change in the association. The main source of the data presented in this study was obtained from interviews conducted with professionals in the field who are currently employed in Precision Industries LLC, Dubai, United Arab Emirates. They were asked about issues they faced while managing KM framework during change management. This study suggested a structured framework to be utilized during an organizational change so KM pitfalls may diminish and achieve a successful change management strategy.

Keywords: Knowledge management framework, Organizational performance, Change management, Interrelationship, Knowledge management practices.

1. Introduction

The role of information and communication technologies can't be denied (Al-Emran et al., 2015; Al-Emran, 2015; Al-Emran & Shaalan, 2017). The field of knowledge management (KM) and retention has gained the attention of researchers in the past years (Demarest, 1997; Davenport & Grover, 2001; Liao, 2003; Lee et al. 2005; Du Plessis, 2007; Albers, 2009; Nowacki & Bachnik, 2016; Dalkir, 2017; Arpaci et al. 2020; Al-Emran et al. 2018). The term "knowledge management" appears to be first introduced by Henry (1974), but did not state a direct definition of KM. Davenport et al. (1998) suggested that knowledge management could be defined as "the process of capturing, distributing, and effectively using knowledge". However, recent advances in the research of knowledge management suggest a more comprehensive definition of knowledge management. It could be defined as a process that facilitates the creation, acquisition, sharing, and use of individual and organizational knowledge to develop a strategy, implement organizational change, and maintain competitive advantages and organizational goals. It is also a means of achieving a collective performance greater than individual performances (Dalkir, 2017). Knowledge management is directly related to the concept of organizational learning. The sharing of knowledge and the development of skills induce a logic of organizational learning, thus implying a significant change in the management of situations. Therefore, knowledge management calls into question the organization and managerial thinking because it implies that other management processes for people, organizations, and knowledge are put in place. The dynamic of learning combined with the memorization of knowledge seems to constitute tools that optimize collective and individual efficiency (Al-Emran & Mezhuyev, 2019; Al-Emran et al., 2019; Al-Emran et al., 2021). Thus, knowledge management helps inform strategic thinking and provides security in decision-making (Chinowsky & Carrillo, 2007). Alavi and Leidner (2001) highlight

two points of view of knowledge: instrumental and social perspectives. In the instrumental vision, knowledge is perceived as level-headed; some other structure, for example, knowledge by guess being disparaged, even despised (Baumard, 1999). Knowledge can deliberately be formalized. Hence, it is basically unequivocal, codifiable, widespread, and adaptable. In this point of view, information systems and information and correspondence advancements assume a part of essential significance in knowledge management (Al-Emran et al., 2021). Be that as it may, an advancement of the impression of knowledge is apparent with the social vision (Nonaka, 1994). In this point of view, the essential capacity of the association would not be to handle information. However, to make knowledge an advocated conviction expands the capacity of a substance to act adequately. It is to a great extent implicit, customized, and firmly established in its specific circumstance, which makes sharing it especially troublesome. Knowledge management depends on the management of the conditions where knowledge is made, advances, and creates. With regards to our examination, we consider that knowledge is comprised of information, skill, and understanding, which makes it conceivable to make the connection between these various components, both express and implicit. Consequently, knowledge ought not to be seen as solely implicit or unequivocal yet is put on a continuum between these two measurements, offering the scholarly help of capability, which, itself, is the ability to act or to choose (von Krogh & Roos, 1996). Skill subsequently addresses the use of knowledge in real life and makes it conceivable to prepare, facilitate and arrange resources. One can eventually say that knowledge is a possible ability and that expertise is knowledge in real life. The literature frequently cites Inter-organizational characteristics on the subject (Chia and Holt, 2008). Knowledge management can be characterized as an interaction pointed toward dealing with the various periods of the knowledge life cycle. Along these lines, it very well may be viewed as the cognizant, facilitated, and operational management of the organization's information and ability (Nonaka, 1994). Quintas et al. (1997) characterize knowledge management as a hierarchical cycle permitting the procurement, organizing, coordination, and scattering of the knowledge of entertainers through the association to offer work help and increment authoritative adequacy. We can consequently say that there are two principal models of knowledge management, one focused on systems and the other fixated on individuals.

Knowledge management assists with accomplishing the real factors from various complex circumstances and associated information alive so that all undertaking' movement regions should be covered. If we burrow further, KM likewise assists with getting information in more perplexing circumstances when management chooses to deliberately coordinate and deal with the significance of knowledge management-related exercises, and every venture wishes to be the interesting and attempts to oversee knowledge while overseeing it is an army. There are other complex circumstances when redone approaches are to be shaped to accomplish the best pertinent arrangements. After these intricacies, KM has reached a complex model that offers appropriate components with all interrelated segments summed up for any association. KM specialists need to zero in on explicit regions to deal with the information to give a collection of knowledge according to the principles kept up by KM structure (Aussenac-Gilles & Gandon, 2013). There are numerous associations around the globe that are rehearsing knowledge management; however, if we think back, this procedure isn't quite received, and a large portion of the associations was not properly mindful of the advantages of knowledge management. However, the term knowledge management officially came into reality in the 1990s. The principal reason for this term is to allude a multi-restrained methodology to get the key and authoritative destinations and objectives by utilizing knowledge. This term was first utilized by Peter Drucker, who was also called knowledge master. We realize that not for quite a long time but rather for quite a long time, the human journey for comprehension and acquiring knowledge of any sort has been the essential conduct and any place we have reached till now in the field of technology, this is a result of the knowledge. Indeed, even the blast of information technology (IT) at long last rotates around getting a wide range of knowledge and to utilize it successfully. Catching distinctive situational information and knowledge, keeping it put away, and getting it recovered on request has consistently been a helpful procedure for the associations to get an advantage. Indeed, even till now, there are very few acknowledgments in the field of Knowledge Management and no huge ideas utilized by various scientists or specialists, and there is no age thought acknowledged up until this point. Yet, generally, the KM uses express knowledge utilizing specialized methodologies, and the fundamental focal point of KM frameworks is the knowledge procured by individuals, PC-based information, and knowledge. Various apparatuses and advancements, including working frameworks, messaging gateways, programming frameworks, online framework, data sets, web workers and application workers, are used to get this knowledge. In any case, the information, gained comfortable a proper system where all components and parts of KM structure are associated is the principal resource of Knowledge management. In this way, we can say that precise management of knowledge is truly useful, and it is conceivable now to separate distinctive serious variables for people, partnerships just as for countries (Day, 2001).

The concept of performance is commonly used both in the literature and in organizational circles to denote a certain level of excellence. It remains, however, relatively ambiguous as it is much overused in everyday language. Moreover, although it is widely used, it is not unanimous around a precise definition and measurement; these depend, in fact, on the objective, the perspective of analysis chosen as well as the field of interest of its user (Al-Sharafi et al., 2019). It is defined as an official report recording a result achieved at a time T, always concerning a context, an objective, and an expected result, regardless of the field (Gauzente, 2000). In the field of physics, performance is considered to be a "useful" effect with regard to the object which is its own, hence the possible reference to the definition of Larousse: "All the qualities which characterize the performance (acceleration, maximum speed, range, etc.) of which a motor vehicle, an aircraft is capable". In the sports field, the term is used more with, at the same time, a reference to the measurement through the competition and another to the result with the obtained victory. It is also an aesthetic issue. This meaning appears in the early 1970s in the vocabulary of art criticism in the United States. It applies to any artistic manifestation in which the act or gesture of the performance has value for itself and gives rise to a distinct aesthetic appreciation. In management, performance has always been an ambiguous notion, rarely defined explicitly. It is only used in management control by transposing its meaning into English. Since the 1980s, many researchers have endeavored to define it (Bouquin, 1986; Lebas, 1995), and more recently, this notion has been used in the managerial literature. To assess the company's implementation of the announced sustainable development strategies (Capron and Quairel, 1998). Lebas and Euske (2007) note that the word "performance" is widely used in all areas of management. In the field of management control, one can find terms such as performance management, performance measurement, performance evaluation, and performance estimation. In the field of business, the slogan is now very clear and well crafted: it is necessary to perform in order to guarantee the survival and sustainability of its organization, and also to increase its competitive advantage, at this time particularly characterized by intensification of competition, globalization, and internationalization of markets. Thus, the concept of performance can be defined for a company as the achievement of results in relation to the efforts committed and the resources consumed. It is largely based on the notions of effectiveness and efficiency.

2. Problem Statement

A small number of organizations, especially in UAE, applied KM framework to manage valuable assets related to knowledge. The framework results are precise, and the system is working fine. But suppose a change happens in any of the processes of the organization. In that case, there are no suitable procedures to adopt the change. The implemented knowledge management framework may remain smooth as previous because when a change happens in an organization, it has its own procedures that are not pre-defined in the KM framework. So, there are high chances that might come into a dangerous situation that its implementation may not result appropriately after the change is implemented. There is no such an integrated framework available to align both in such a way that KM framework effectiveness remains the same during and after the change.

2.1. Aims and Objectives of the Research

In order to proceed with this research, it is required to conduct secondary research to understand the Knowledge Management framework and interrelationship amongst entities involved. This is also required to understand how different types of changes were handled by different organizations to have enough idea about change management services. After an appropriate understanding of both terminologies, it is required to know the credibility of KM implementation to organizations and it is also a valuable review to know how performance is affected in some of the organizations who implemented KM framework and what possible issues and problems have been faced by them. The following are the specific objectives:

- The first objective of this research is to review the situations how organizations tried to manage the change effectively and what pitfalls are to be faced by implemented KM framework during and after the change.
- The second objective is to conduct primary research to deeply understand the issues found in managing an organizational change and keeping KM framework processes and procedures aligned with the change management service by taking the opinion of KM professionals working locally.
- The third and final objective of this research is to propose an integrated model to align KM framework processes and procedures with the organizational change management of any type.

3.   Literature Review

3.1 Knowledge management and organizational performance

The notion of the impact of knowledge management on organizational performance has been discussed in the literature as multiple researchers attempted to explore how specific knowledge management strategies affect the organization's performance. A study by Kiessling et al. (2009) has investigated the matter by conducting a questionnaire in multiple organizations in Croatia. The results indicated that a positive relationship exists between knowledge management and organizational performance. The information used to test the speculations comprised 131 unfamiliar multinational corporations (MNCs) auxiliaries in Croatia. The example outline included 500 firms participating in unfamiliar direct venture enrolled and on record with the Croatian National Bank. The Croatian National Bank records likewise have the global firms recorded by the sum put resources into Croatia. The example was then limited to the main 300 global organizations as per the sum they have straightforwardly put resources into Croatia. The 300 subsidiary organizations were at first reached by means of mail and requested to have the individual generally knowledgeable about the operational associations between the unfamiliar MNC and the auxiliary complete the overview. Different subsequent calls and messages were utilized to animate extra reactions. On the whole, 131 auxiliaries reacted to the poll for a 43.7% reaction rate. Respondents addressed firms averaging 1075 workers, 20 years of global experience, enveloped a wide scope of ventures including horticultural, biotech, substance, electric hardware, cowhide, maritime technology, plastics, printing, elastic assembling, and gadgets. Measures of the respected study were utilized from past research just as exceptionally created and custom-made for knowledge management research in momentary economies. The researchers have adapted Gold et al. (2001) estimation size of firm knowledge management. The scale was estimated by how well the firm looked for, obtained, traded, coordinated, and changed over market knowledge. The organizational outcome and employee knowledge-based capability builds were created as per measure and developed legitimacy issues as the main priority. After an intensive literature review to determine the space of each development, the researchers had associates survey the construct for face legitimacy. Post example assortment and survey of our techniques area delineates the factor examination proposing to develop legitimacy and dependability. Three distinguished elements framed organizational results: firm development, employee improvement, and product improvement. Their study concentrated on these three variables as these measures are usually utilized in knowledge management literature. The researchers concluded a strong relationship between employee knowledge-based capacity and organizational results of item improvement, representative improvement, and firm development. These ramifications for researchers and professionals are of extraordinary significance and comply with the knowledge-based view (KBV) and dynamic abilities hypothesis. Knowledge isn't adequate, yet genuine application and knowledge management are needed for firm performance results.

Another study representing Zack et al. (2009) has looked into the relationship between knowledge management and organizational success through an exploratory survey. The researchers have reviewed the literature and uncovered 12 knowledge management practices, which were then used to form a questionnaire. Two groups of knowledge managers were involved in piloting the questionnaire that was utilized in the study – one situated in Canada and one situated in the US. These directors evaluated the review as far as its length, content, clearness, and terminology. Then, the researchers approved the study with a group of chiefs going to a leader improvement program at a main North American Business School. The last review was dispatched on the Business School's site. An e-bulletin was then shipped off to 1,500 leaders who had as of late went to one of the school's chief projects. They were informed of our examination task and were welcome to finish the study. The researchers got 106 reactions. Of these, 16 non-benefit firms were taken out, as the monetary exhibition markers didn't have any significant bearing. The last example size was 90, with a response rate of around 7%. It comprises firms from Canada, the USA, and Australia addressing 10 distinctive industry areas. Incomes went from \$2M to \$10B and the age of the organizations went from 2-187 years, with workers going from 30 to more than 300,000. Respondents were mid-level administrators and senior chiefs. The last sample of 90 was verified whether the information for the practices of knowledge management, the performance of the organization, and last performance indicators were absent. Under 5% of the cases had information missing for a couple of their indicators. Furthermore, the missing information seemed irregular. The normality of the information was additionally checked utilizing SPSS. SPSS was likewise used to compute reliability, correlation and other descriptive statistics. The results of their study demonstrated that these knowledge management strategies were strongly correlated with organizational and financial performance. Moreover, an alternate arrangement of knowledge management strategies was related to explicit value principles (i.e., client closeness, product improvement, and operational greatness). The researchers argue that a big gap exists

among knowledge management strategies that organizations accept to be significant and those that ended up being straightforwardly identified with organizational performance. The implications of this investigation are of great importance for researchers and practitioners in the field as well.

Ha et al. (2016) have investigated the relationship between knowledge management and organizational performance as well. The researchers have conducted a study across small and medium enterprises in Malaysia. Their study intended to fill the apparent gaps in the literature by exploring the connection between information the executive's interaction capacities and organizational performance with regards to Malaysian SMEs, since little research has been conducted to analyze the independent impacts of the individual components of the process of knowledge management. The processes of knowledge management capacities were conceptualized as four-dimensional builds: knowledge conversion, knowledge protection, knowledge application, and knowledge acquisition. Likewise, the researchers divided organizational performance into two dimensions, specifically financial and non-financial performance. The work presented in their paper expects that the four knowledge management capacities are significant forerunners of the performance of the organization, which have thus a positive relationship with both financial and non-financial performance of SMEs. The results of their study provided experiences to business visionaries and assist them with recognizing and foster successful procedures towards improving their general performance.

3.2 The pitfalls of Knowledge management

It is common for KM initiatives to immediately focus on technical solutions, including tools, systems, and databases. They can, of course, be of great help in making the organization's program a success, but they should always be chosen based on the organizations or process support goals. Setting up a corporate social network (CSR), a portal, a knowledge-sharing platform, or a search engine will not automatically yield the means to add content. It's not the technology that will inspire people to use it, or how to use it to achieve their goals and improve the organization's bottom line. Knowledge is transmitted above all between users; communities are groups of people; they are not machines, systems, and websites made to do what is required. Knowledge is shared and reused by people using processes; it is not the tool that will force them to do so (Soo et al., 2002). The work of Ferguson et al. (2010) has contributed two main practical contributions to the literature, the first one being the expanding of existing advancement writing by presenting knowledge management as a hypothetically applicable direction on improvement, where this was already unexpectedly referenced however sometimes altogether examined. As a knowledge-concentrated area, inside and out comprehension of advancement explicit organizational cycles around knowledge and learning is basic, to create a nuanced see on current ways to deal with knowledge management. The authors have distinguished the possible unfriendly impacts of realist ways to deal with knowledge management and give a hypothetical system to understanding the division between advancement objectives and KMD practice. Essentially, this division shows that cooperation standards have not yet been sufficiently converted into real advancement practice. By perceiving and tackling the political elements of KMD, the authors have presented knowledge and learning viewpoint on the ideas of cooperation and give a calculated contraption by which to devise a direction toward advancement arrangements that are more receptive to neighborhood improvement needs. The second hypothetical contribution stretches out to knowledge management and learning writing. The authors expanded on past investigations of knowledge management traps (Huysman and De Wit, 2004). They built a model which can assist with distinguishing why KM mediations so frequently fall flat or even yield counter-successful outcomes. Arranged common learning is introduced as an elective point of view for conquering the internal-looking propensities restraining learning. It helps outline how associations can expand on elective wellsprings of knowledge. Types of association and management other than overwhelming Western designs to fortify their advancement potential and make ready for more innovative types of management (Jaya, 2001). The implications for training inborn to their discoveries are that, as a knowledge-escalated area, numerous advancement associations would profit with reconsidering whether their knowledge management rehearses resound with their idle organizational objectives, to which reason their model can go about as a rule. The authors present ideas regarding which ways to deal with knowledge management are probably going to compare to the area's upheld aspirations, and contend for an emphasis on arranged shared learning as the center of knowledge management.

A study by Paik and Choi (2005) have investigated the pitfalls of a standardized global knowledge management system through a case study of Accenture Company. The researchers have conducted interviews with 18 KM directors and experts in its U.S. and East Asian headquarters. They found that in spite of its huge endeavors, Accenture was missing the mark regarding completely saddling and moving management knowledge across its worldwide association. Our examination demonstrates that Accenture's

worldwide KM procedure, in light of its "one worldwide firm" vision, didn't make adequate contemplations for nearby or local difficulties. Accenture was ineffective in inspiring its East Asian advisors to add to KM by neglecting to show appreciation for their knowledge. Besides, Accenture seemed not to have offered satisfactory help for tending to culturally diverse difficulties. In general, the authors have concluded from their investigation of Accenture that a normalized worldwide arrangement of systematized knowledge could run the risk of not considering significant regional and local requirements. As the case outlines, a worldwide organization like Accenture can confront different local or regional necessities that ought not to be dismissed. While the quest for "one worldwide firm" by Accenture is honourable and likely essential, a one-size-fits-all methodology without remittance or support for nearby changes is probably not going to deliver the ideal outcomes. Making an effective worldwide KM practice, as different sorts of globalization exercises, requires a difficult exercise between worldwide mix and nearby responsiveness. At last, it's anything but a normalized worldwide KM practice considered its neighbourhood workplaces to address their own necessities. Some members of the KM team will be focused on tool deployment, taxonomic design and management contributions, document collection and statistical reports. Contributions are important but their reuse is even more so and practitioners will need to find technical solutions, communication methods or any other approach to promote transfers and measure results (Christensen, 2003). Any new initiative will fail if it does not meet the needs of its target audience or if it is seen as an isolated act. The users shall be treated as the customers the organization is trying to acquire, satisfy, and keep to avoid this. Support teams and communities are required to continually engage the users and identify the organization's needs and expectations. A product manager or a market manager who wants to develop his offer to improve customer satisfaction. Establish privileged flows for two-way communication. Interact with users via a collaborative tool, conduct regular surveys, offer training and upgrades on new features (Ferguson et al., 2010). Above all, the administrator should stay tuned to users, whether it is on the tool's features or on the type of information they would like to find. The administrator's ability to be interactive and responsive will reflect on the platform. In addition, knowledge is everywhere, from operations to top management, so the opportunity to motivate or inform all users shall not be missed. It is necessary to study and plan before starting a new project. In some instances, carrying out a survey on existing tools, while being well designed and enough answers have been obtained, it is not necessary to conduct another survey that will not yield additional knowledge. Furthermore, running monthly employee satisfaction barometers for a year and yielding similar results, a quarterly barometer is a more realistic approach. Prototyping and piloting allow the administrator to test new ideas, gain experience, and make iterative improvements (Venkitachalam & Willmott, 2017).

One can quickly learn that an assumption was wrong and change their focus. Instead of planning a new version of a tool or website every six months, try to make small incremental improvements every week. Users will immediately benefit from these changes, and they will perceive the team as dynamic and responsive rather than slow and laborious. In a social network and even more in a sharing platform, the objective is to find the information that is needed by the organization, when it is needed it and without additional assistance. It should be noted that this research is related to a professional problem and that the answer obtained will be used, and may have an impact on his personal goals (Kussmaul & Jack, 2009). The authors suggest that the solution is, therefore, to reduce the number of results offered by the engine. But to achieve this, one must have to bring precision to the query by improving the syntax, adding words and/or using a filter. Although most professional tools use the same search techniques as general public tools (text, filter, tags, like Amazon, for example), users then lose all forms of logic, and most of them do not succeed in finding what they need. So do not hesitate to make tutorials and user guides dedicated to research techniques. This is one way to empower your users and make them proud to master something new.

4. Methodology

Being very few professionals available in the market of UAE, it was hard to conduct a survey to find out how KM framework is implemented and to what extent the change is also managed when there is an implementation of KM framework. In this regard, it is recommended to conduct the interview with a professional who has enough experience in UAE. The interviews were conducted with professionals in the field of knowledge management in Precision Industries LLC. It was considered the best way to get the opinion from experts about current issues faced by organizations by reviewing many other options. The questions asked during the interview, only an expert with extensive experience can answer. An on-call interview was conducted, and the interview questions were pre-designed so that not to get distracted during the interview.

4.1 Interviews

Table 1 provides the interview questions and answers.

Questions	Answers
What organizations like to get implemented the KM framework?	As long as UAE's atmosphere is concerned, private organizations and SME are not much concerned to get KM framework implemented because of less information about it. So far, large organizations in governments & public sector have got it implemented.
The organizations that got KM framework implementation, are they satisfied with their decisions?	In fact, there were situations one of them faced while they were required to receive previous data in order to validate some current information but they were unable to do so because of insufficient KM procedures. It has been more than a couple of years that KM framework is implemented and whatever the knowledge they inquire from their system, it is available easily.
Any of those organizations went through the change management process after they implemented KM framework? If yes, what kind of change they implemented	One of those organizations went through the change management process where they were required to restructure all of their running systems to integrate in one system. This restructure was complex enough that all organizational structure, entities identification process and many other relevant information needed to be restored.
During the change management, do you believe that implementing the KM framework helped the organizations immediately get the knowledge required by the latest implementation of change? If yes, to what extent? If no, then how KM framework can help otherwise.	As I mentioned earlier, in fact, restructuring of entities and that kind of information can be managed by KM easily because this is the main job of KM framework to keep the information of all previous and latest entities with complete relevance so that the information should never be lost. The problem came when they tried to integrate the information from previously designed systems to a new Integrated system, even though the information was all available. A six-month data migration contract was given to an external IS contractor to retrieve the information from previously managed systems and to transfer to new system so that the linkage to previous systems should be disconnected in order to achieve optimized results.
Is there any complete procedure to manage any kind of change that no issues should be faced by running KM framework, and the framework should automatically be updated?	We can say that to some extent, there are possible changes that can be considered no harm to the currently implemented KM framework generally if these changes are happening during or after implementation of any type of project. But if a change is going to restructure everything from design or from the planning phase of any type of project, product (rebranding, marketing etc..), there would be the issues in previously managed KM framework and the organization may need an expert to be called to revise KM framework so that it provides the best of its services.

Table 1. Interview questions and answers.

4.2 Real Cases from our organization

4.2.1 Production shifts

We have two shifts at our factory. First shift (Day Shift) starts at 7:00 am and ends at 3:45 pm. While the second shift starts at 5:00 pm to 1:45 am. Labors in both shifts are working on same projects. Number of running projects are more than 40. We are having a big issue in transferring the knowledge between the two shifts. The status of the work and completed work is not properly transferred between shifts which affecting badly the performance or the factory. There are a lot of reworks happening as a result of lack of knowledge transfer between day & night shifts.

4.2.2 Delivered products

During one of my rounding in our factory, I met Engineer Hassan Ali. He is representative of our corporate clients. He was coming to follow up on some repairs in one of our products. Hel told me about hi experience with our products. He told me that our company does not learn from its mistakes. He said that in the first project, we purchased from some customized products as our company delivered them with some mistakes and non-matching specifications. In the second project, we gave you the same order, and

unfortunately, you delivered them with the same mistakes that happened in the first project. We realized that we are not having lessons learned and proper knowledge transfer from one project to another.

4.2.3 Resigned employees

This is one of the most occurring cases in our organization. Once the employee resigns, we lose most of his tacit knowledge, which negatively affects the performance of his/her department & the organization. One of the most creative Engineers developed many new modules in the Engineering department. He was experienced, and the cloud solves many issues and develops new modules in Engineering/Purchasing /Production cycle. After he resigned, the engineering department faced many problems in utilizing the newly developed modules because of a lack of knowledge transfer of tacit and explicit knowledge from him to other engineers.

4.2.4 Knowledge transferred between departments

Our organization manufactures customized diesel generators. Most of our products are unique. They are developed as per the customer's requirements. The production manufactures the products based on very specific information and customer requirements. The sales team does not deliver clear customer requirements to the Engineering & Production departments in many cases. This leads to many problems in manufacturing, reworks, and customer satisfaction. We developed a module for capturing the exact customer requirements, and this module is accessible by engineering, purchasing, and production departments.

5. Integrated KM and Organizational Performance Framework

Integrated KM and organizational performance framework provide the solution in mutual communication method adoption. Knowledge management practices are conducted to achieve high organizational performance throughout the workforce, product leadership, and customer attachment. It introduces a way that each of the practices of KM is utilized throughout the whole organization. In addition, it demonstrates that better workforce performance leads to better products, which leads to better customer intimacy. Figure 1 provides the flow of information throughout the process.
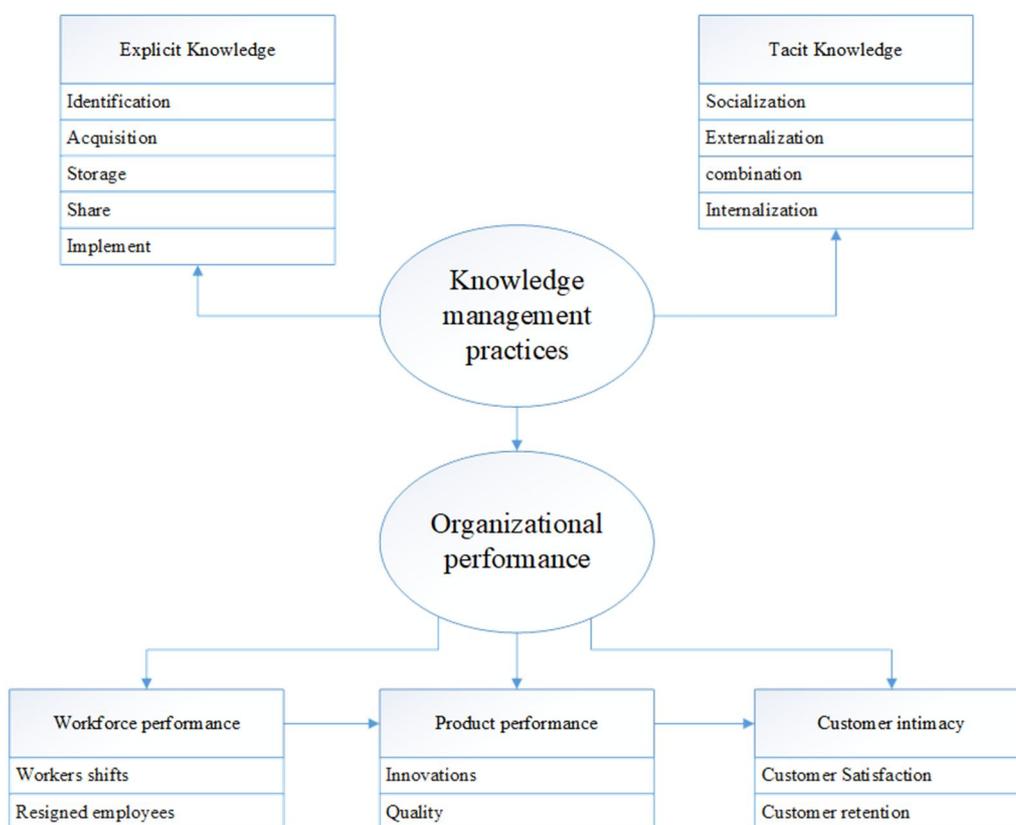

Figure 1. Integrated KM and organizational performance Framework.

The framework consists of applying two categories of knowledge (explicit and tacit). Explicit Knowledge management practices consist of identification, acquisition, storage, share, and implementation. On the other hand, tacit knowledge management practices consist of socialization, externalization, combination, and internalization. Socialization implies changing over tacit knowledge into new tacit knowledge through friendly associations, which helps knowledge making and sharing dependent on experience individuals associating inside the association is required to furnish workers with fundamental expertise abilities in executing occupations successfully. Externalization implies changing over tacit knowledge into explicit knowledge through a codifying cycle, for example, figurative expression, procedures, visuals, and other tangible educational tools. This will give the employees the ability to upgrade their knowledge, particularly fortifying their business work execution expertise. Combination implies changing over explicit knowledge into new explicit knowledge through efficient exchange components like correspondence, preparing, and databases for a compelling knowledge move inside the association. Subsequently, workers will actually want to learn all the more efficiently the explicit knowledge and upgrade their abilities with acquired information for superior execution of everyday business exercises and choice makings. Internalization implies changing over explicit knowledge into tacit knowledge when truly educated knowledge is applied and utilized in functional circumstances and becomes a base for schedules. This knowledge, in the end, turns into knowledge of one's own. The implementation of practices mentioned above will result in better organizational performance, as suggested by the work of Muthuveloo et al. (2017), Kiessling et al. (2009), and Zack et al. (2009).

6. Discussion

After a review of the answers given by the KM expert, it was found that there are not many organizations that are familiar with the benefits of KM program implementation. We believe that most of the organizations that applied KM practices were government departments, and because of no issues in funding as well as to be keen in applying the best international practices, these organizations didn't hesitate to let KM program be implemented. In fact, there are many situations that if a change happens in the organization, the KM framework is helpful and supports the change management services. It helps to retrieve and update the data and information before and after the change. KM practices also keep themselves updated so that it allows the organization in the future to extract knowledge of any kind, any date, and any type without any issue. But what we found that this mechanism does not apply to all types of changes. If there are minor changes where the organization's overall structure remains the same, but there are intermediate changes to support the organizational objective to enhance its performance. But if major changes really change the organization to a notable extent might put the KM program into trouble. During a major change, the available KM program might help the change management services provide any information. Still, the KM program itself may become outdated or obsoleted. A completely new KM program might require to be implemented to support the current structure derived after a mega change. This might bring a situation that previously managed knowledge may not be available to the organization easily. So, it can be concluded that there must be an integrated framework with the KM program and change management services that may support any kind of change, and there is no data loss.

7. Conclusion

Knowledge management in organizations of Dubai is a relatively young field of study. Our research aimed to identify the reality of the application of knowledge management at the level of precision industries LLC and suggest a framework to enhance its organizational performance. This article has shed some light on the degree of use of knowledge management practices which remains low and below average, thus explaining this lack of performance characterizing the private sector of Dubai. In addition, it should be noted that this research has important benefits for the directors and executives of SMEs in Dubai. The work presented in this research reminds us that each organization must clearly define its strategy based on better knowledge management as the cornerstone of any action aimed at excellence and organizational performance, consequently improving its competitiveness at the international level. In addition, our research constitutes a line of thought for researchers wishing to strengthen research relating to knowledge management and organizational performance in organizations across the United Arab Emirates. It has become evident from our case study that the KM system is an extensive technology to deal with a wide range of information. Any logical knowledge is additionally accessible to any of the partners of an organization were required exactly, reasonable and with the demandable organization. KM framework likewise upholds the organizational performance benefits in one way or another. Yet, there are circumstances where KM system can't uphold and may be built with the information that doesn't mean significant to the association during change management administrations. Along these lines, in the present

circumstance, the necessity of proposing a coordinated arrangement by carrying out the AI-based most recent advancements and devices may serve the associations for a superior KM program execution. In all circumstances, associations that truly deal with their knowledge for assorted types are the fundamental objective for a particularly incorporated system. It remains to be noted at this level that the enlargement of the sample of the study through the integration of points of view of research professors in other organizations in Dubai will only be able to consolidate the conclusions found at the level of our research and to have a positive effect on the enrichment of studies carried out on this issue.

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