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ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

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THESIS

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YÜKSEK LİSANS TEZ SINAV TUTANAĞI

İşletme İngilizce Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı Y1812.130275 numaralı öğrencisi MUHAMMAD SAAD AZHAR'ın *İstanbul Aydın Üniversitesi Lisansüstü Eğitim-Öğretim ve Sınav Yönetmeliği'nin 9. (1) maddesine* göre hazırlayarak Enstitümüze teslim ettiği **"The Impact of Knowlegde Management on Organizational Performance in Corporate Sector: A Cross-Cultural Case Study for Dairy Industry (Pakistan and Turkey)"** adlı tezi, Yönetim Kurulumuzun 09.03.2020 tarihli ve 2020/04 sayılı toplantısında seçilen ve B403 nolu salonda küresel salgın COVID-19 sebebiyle Skype aracılığı ile toplanan biz jüri üyeleri huzurunda, ilgili yönetmelik gereğince .....*40*.....dakika süre ile aday tarafından savunulmuş ve sonuçta adayın tezi hakkında ...*oybirliği*...* ile ...*kabul*......** kararı verilmiştir.

Danışman

Dr. Öğr. Üyesi Çiğdem
ÖZARI

İşbu tutanak, tez danışmanı tarafından jüri üyelerinin tez değerlendirme sonuçları dikkate alınarak jüri üyeleri adına onaylanmıştır.

ONAY

Prof. Dr. Ragıp Kutay KARACA
Enstitü Müdürü

(*) Oybirliği/Oyçokluğu hâli yazı ile yazılacaktır.
(**) Kabul / Ret veya Düzeltme kararı hâli yazı ile yazılacaktır.

DEDICATION

I hereby declare with respect that the study "The Impact Of Knowledge Management On Organizational Performance In Corporate Sector: A Cross Cultural Case Study For Dairy Industry (Pakistan & Turkey)", which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the research phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (03/01/2020)

Muhammad Saad AZHAR

Firstly, I want to thank Allah who give me strength to complete my thesis.

I dedicated my thesis work to my supervisor Assoc. Prof. Çiğdem Özari with her support and help it could not be possible. Thank you for your guidance and valuable contribution you gave to me on my thesis journey.

I also dedicated this thesis work to my professors, family and friends

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January 2020   Muhammad Saad AZHAR

THE IMPACT OF KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN CORPORATE SECTOR: A CROSS-CULTURAL CASE STUDY FOR DAIRY INDUSTRY (PAKISTAN & TURKEY)

ABSTRACT

The aim of this study is to analyze the organizational performance in corporate sector related to knowledge management. With the diversification and growing competitive sector, organization emphasizes enhance performance within the organization for better results and it depends on the upto date knowledge management. Knowledge management is an important issue in the business organization. The business firms, which is able to manage knowledge will secure competitive advantage and sustainable growth. In other words, the objective of this study is to analyze the impact of knowledge management on organizational performance with respect to corporate sectors as diary industries from Pakistan and Turkey. For this purpose, Companies A and B from Turkey and Companies C and D from Pakistan were selected as a sample of the study. The theoretical work is based on four variables such as knowledge conversion, knowledge acquisition, knowledge application and knowledge protection were taken as independent variables whereas organizational performance was taken as dependent variable. The experimental study is based on quantitative methods. However, the well-structure questionnaire is rearranged, and same question was asked from the employees in Turkey and Pakistan and also the interview was conducted with Companies A and B from Turkey and Companies C and D from Pakistan in order to get authentic results. The main purpose of these hypothesis is to analyses the impact of KM on performance of organization as different factors are involved which have direct impact on organizational performance such as knowledge sharing, knowledge acquiring, data storage, data protection etc. Five hypothesis was tested regarding the impact of KM on organizational performance in corporate sectors a cross cultural case study for dairy industry (Pakistan & Turkey). We also examined frequencies of the questions, Descriptive statistics, regression and correlation test in order to authenticate the hypothesis of this research. In this research we have concluded that knowledge management, knowledge conversion, knowledge acquisition, knowledge application and knowledge protection have positive significant effect on organizational performance. This study has assessed the positive effect of KM and a portion of its practices on Organization performance. Numerous investigations have presumed that KM is the principle motivation to business development. In this manner, it is a great idea to put resources into KM assets to achieve organization improvement, since KM assets and practices are connected legitimately and in a roundabout way to it when they are actualized successfully. Future research can be conducted by seeing either the impact of knowledge management has been affected by different factors on organization performance other than Knowledge conversion, Knowledge acquisition, Knowledge protection and Knowledge application in dairy industries and also by taking the sample of developed countries to check the different effect by considering the culture of each country.

Key words: Knowledge Management, Knowledge Conversion, Knowledge Acquisition, Knowledge Application, Knowledge Protection, Organizational Performance.

SÜT ENDÜSTRİSİ KURUMSAL SEKTÖRÜNDE BİLGİ YÖNETİMİNİN ORGANİZASYONEL PERFORMANS ÜZERİNDEKİ ETKİSİ (PAKİSTAN VE TÜRKİYE ÖRNEĞİ)

ÖZET

Bu çalışmanın amacı kurumsal sektörde bilgi yönetimi ile alakalı örgütsel performansı analiz etmektir. Çeşitlilik ve büyüyen rekabet sektörü ile kurum daha iyi sonuçlar için kurumlar içinde performansı zenginleştirme üzerine odaklanmaktadır ve güncel bilgi yönetimine bağlıdır. Bilgiyi yönetebilen işletmeler rekabet avantajına ve sürdürülebilir büyümeye sahip olmaktadırlar. Diğer bir ifadeyle, bu çalışmanın amacı Pakistan ve Türkiye'den süt endüstrisi kurumsal sektörü bağlamında bilgi yönetiminin örgütsel performans üzerindeki etkilerini analiz etmektir. Bu nedenle, çalışmanın örneklemi olarak Türkiye'den A ve B Şirketleri ile Pakistan'dan C ve D şirketleri seçilmiştir. Bu teorik çalışma dört değişkene dayanmaktadır: bilgi dönüşümü, bilgi edinimi, bilgi uygulaması ve bilgi muhafazası bağımsız değişkenler olarak alınırken örgütsel performans bağımlı değişken olarak alınmaktadır. Bu deneysel çalışmada kantitatif (nicel) yöntemler kullanılmaktadır. Ancak, iyi-yapılandırılmış anket yeniden ayarlanmıştır ve aynı sorular Türkiye ve Pakistan'dan çalışanlara sorulmuştur. Aynı zamanda doğrulanmış sonuçlar elde etmek için Türkiye'den A ve B şirketleri ile Pakistan'dan C ve D şirketleri ile mülakatlar yapılmıştır. Bu hipotezlerin amacı örgütsel performans üzerinde etkisi olan bilgi paylaşımı, bilgi edinimi, veri depolama, veri muhafazası gibi farklı etkenler ile alakalı, Bilgi Yönetiminin örgütsel performans üzerindeki etkisini analiz etmektir. Kurumsal sektörde Bilgi Yönetiminin örgütsel performans üzerindeki etkisi bağlamında beş adet hipotez test edilmiştir. Süt endüstrisi için kültürlerarası vaka çalışması (Pakistan & Türkiye). Araştırmanın hipotezini doğrulamak için, aynı zamanda soruların sıklık derecesini, Betimleyici istatistikleri, regresyon ve korelasyon testini de inceledik. Bu araştırmada bilgi yönetiminin, bilgi dönüşümünün, bilgi ediniminin, bilgi uygulamasının ve bilgi muhafazasının örgütsel performans üzerinde anlamlı düzeyde olumlu etkileri olduğu sonucuna vardık. Bu çalışma Bilgi yönetiminin Örgütsel performans üzerindeki olumlu etkilerini ve bazı uygulamalarını değerlendirmektedir. Çok sayıda araştırmalar Bilgi Yönetiminin işletme gelişiminde temel motivasyon olduğunu varsaymaktadır. Bu nedenle, BY varlıkları ile uygulamaları birbirleri ile bağlantılı olduğu için, kurumun gelişimini sağlamak için Bilgi Yönetimi varlıklarına kaynak ayırmak önemli bir fikirdir. Gelecekte, süt endüstrisinde bilgi dönüşümü, bilgi edinimi, bilgi uygulaması ve bilgi muhafazası dışında bilgi yönetimi üzerindeki etkiyi tetikleyen başka etkenler de olup olmadığını görerek ve her bir ülkenin kültürünü göz önünde bulundurarak farklı etkileri karşılaştırmak üzere gelişmiş ülkelerden örneklemler alarak çalışmalar yapılabilir.

Anahtar Kelimeler: Bilgi Yönetimi, Bilgi Dönüşümü, Bilgi Edinimi, Bilgi Uygulama, Bilgi Muhafazası, Örgütsel Performans.

TABLE OF CONTENTS

ABBREVIATIONS

HR	**:** Human Resource
KM	**:** KM
KC	: Knowledge Conversion
KA	: Knowledge Acquisition
KP	: Knowledge Protection
KAPP	: Knowledge Application
IS	: Information Systems
DIK	**:** Data Information Knowledge
IT	**:** Information Technology
ROI	**:** Return on Investments
EPS	: Earning per Shares
ROA	: Return on Asset
A&Q	: Answers and Questions
SPSS	: Statistical Package for Social Science.
MCQS	: Multiple Choice Questions

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I.   INTRODUCTION

This study analyses that KM has potential on organizational performance in corporate sector. It has been recognized that the knowledge is gradually increasing and using as the innovative tactical tool for organizational competitive advantage. The knowledge research, knowledge formation, knowledge distribution and knowledge utilization are included in the process of KM. It is very essential for the organizational sustainability that what organization know about the KM integrated system and how the knowledge can be stored and protected. All the organizations take actions to keep, approach, and provide the knowledge in integrational way. During this era when there is competing world and knowledge influence is much more considered for business sustainability and business advantage and it help organization to be the top on the business community. The organization can be on the sustainable business when there is an awareness of organizational aim and goals within the organizations and the competitive advantage can only be possible when the knowledge and KM is considered as main asset within the organization. Knowledge has not been considered as a number or data that stored in databases available in the organization and also Knowledge can be the obtained through education, training and skills.

Every business has its own dimension and has separately wide range characterization and that specifies its own dimension and has specific as well as precise business knowledge, and due to this it is very complex and difficult for the organization to manage and control as well as to keep in storage and information access when required. Thus, it is encouraged for implementation of KM in the organizations to achieve the goals for the organization that has to be set by the higher management. Reasonably, when the up stated facts were considered within the organizations, most of the points were related to organizational performance and development of new processes for making the already processes smooth to achieve the targets that were defined. Therefore, to make the organization sustainable and profitable in worldwide marketplaces, and it is potential for the organization to implement and improvise the system to increase knowledge capacity and capability that can take part to enhance the

management effectiveness and knowledge within the business that can play a major role for organizational performance.

In this research, our main focus will be on analyzing the KM affects on organization performance in corporate business/sector (Dairy Industries within Pakistan and Turkey) and order to reach valuable advantages.

A. Main Research Focus

The major focus of this research is to determine the KM impact on Organizational Performance in Corporate Sector: A Cross-Cultural case study for Dairy Industry (Pakistan & Turkey)

1. Research Purpose

- To study the existing state of KM by the dairy industries in Pakistan and Turkey

- To study the KM impact on dairy industries performance in Pakistan and Turkey

- To analyze whether KM is a necessary for dairy industries for improving their services and KP in Pakistan and Turkey.

2. Scope of Research

The scope of this study is to analyze the KM impact on organizational performance with respect to corporate sector. It will be highlighted some features from the literature review which determine the KM afffects on performance of organization. These features are KC, KA, KP, and KAPP and firm Performance. KM is necessary professional objects used all around the world to increase ability buildings, development services of business, emerging services, basic and enhance the worker's skill. Considerably modify the productivity of business organization performance whether they are effective in corporate sectors. The results achieved from the survey research, it will be understood whether these hypotheses will have that an impact of KM on organizational performance in the Corporate Sector. Considering the growing challenging environment and developing technology day by day, this study will benefit future research in terms of organizational performance.

In this thesis 5 chapters are included:

Chapter 1: Introduction

In which we discussed about the knowledge and different steps, the importance of knowledge formation and distribution, KM and its capabilities within the organization, organizational performance

Chapter 2: Integrated Data

In which we wrote detail discussion of Knowledge, its components, knowledge types, knowledge features, KM history, conception of KM, significance of KM, KM objectives, knowledge model, KM process, KA, KP and KAPP, organizational performance measurement

Chapter 3: Methodology

In this we represent research design, research strategies and research philosophy are offered. Further it includes reliability and validity of our research qualitative, quantitative and sample at the end questionnaire are represented.

Chapter 4: In this chapter we represent the Findings and results of planned questionnaire, including sections demographic and KM practices.

Chapter 5: Conclusion will be represented, research models as discussed. Furthermore, we will provide suggestion for the future research.

B. Knowledge and KM

There was no single specific definition for knowledge in the ancient Greek era. knowledge defined by Andriessen & Boom (2007) as it is just a rational concept that has no direct relationship in the everyday life. Data is described as precise details that extracted either in the form of qualitative or quantitative events, when the data is organized in a significant arrangement, it turn into information (Perez-Araos et al., 2007). Knowledge is distinguished from information and data. Ideally, a KM system gathers all information and organize and turn into knowledge and distribute the same knowledge in an effective manner and creation of new knowledge encourage organization (Rodrigues, 2005). Frappaolo (2006) stated that collected knowledge influences and encourages modernization and offer awareness to collect individuals' experiences and views as well for the other individuals.
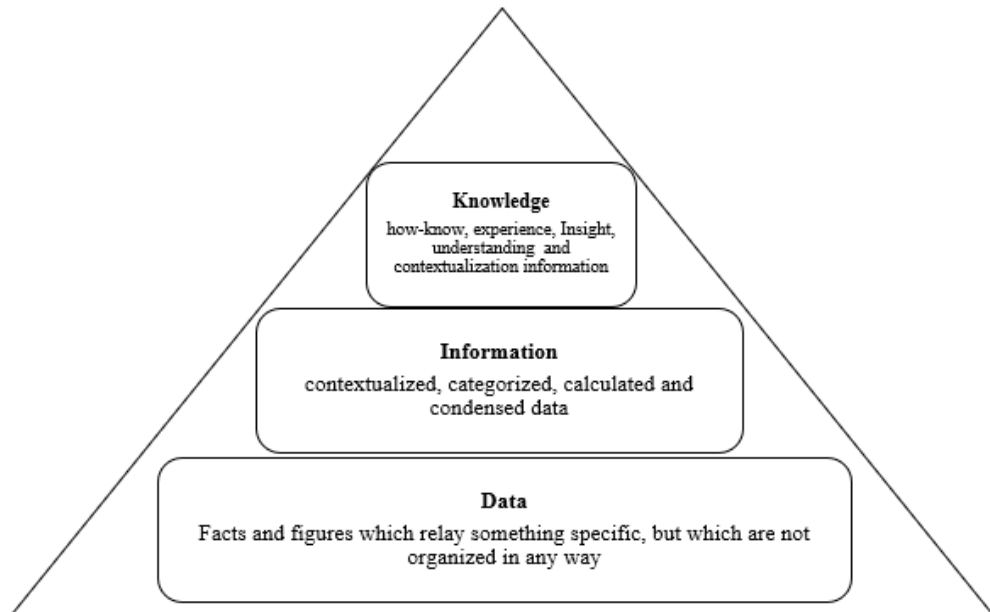
Figure 1: DIK

The first step to know that KM is to know about it that there is difference between information and data. The Knowledge itself is not just considered as data or information. As, without data and information that knowledge itself can't exist. By taking the existing beliefs of individuals, after gathering all the information and combining it on the base of data, new knowledge can be created. It is described that raw facts such as letters and numbers can be considered as data and which leads to generate the information. with an individual's existing theories, skills and perception and combining all of them to create a knowledge. Therefore, data, information and the knowledge are all discrete entities (Koskinen et al, 2008)

KM different definition exist in modern era, KM is stated by Seiner as "a concept in which individuals and groups' knowledge collects, organizes, shares and analyzes by an enterprise within the organization that directly effect organizational performance'' (Seiner, 2001). There is another explanation by Levinson about KM is the process in which intellectual and knowledge-based assets exist and through this process the organizations generate value'' (Levinson, 2007). Sveiby (1996) presented KM's another definition as "the identification and analysis of available and required knowledge resources and processes that KM contains to achieve organizational objectives''. Villegas stated KM as "The transferring of individual knowledge one

from another individual, the collection knowledge and wisdom of experience individual, members and group of and organization that enables the recipient to get benefit" (Villegas, 2000). Further KM is explained as "The organization have the ability to transform tacit and explicit learnings into better planning, good practices and execution and a system that enables to efficiently achieve organization objectives" (Estacio, 2006).

C. Importance of Knowledge

As the world is global village and all most common issue is that business environment is changing dynamically and it is requirement for all the organizations to deal with it. In Early stages, there were limited tools that were used by the organization to manage as static environment and the skill being used were problem-solving or information-processing within the organization. As environment is steadily changing and by using the same approach is not enough and not ensure that it is possible to cater complex needs and provide services by an organization. It is essential for organizations to innovate and transform to deal and solves the complex & rapid-changing circumstances of business (Edward, et al., 2003). It is further explained by Nonaka (1994) that "the innovation considered as process for better understanding within the organization in which problems creates and states by the organization and then new knowledge develop to solve organizational problems".

Current organizations have most concern about to have ability to innovate knowledge and distribute the same information as this can allow innovation for these organizations (Gold et al., 2001). As, Individuals can create the Knowledge and the knowledge combination and acquisition can play roll as organization's foundation, either the organization has its' own official KM system or not. There is possibility for the organization that it can store and manage only individuals' knowledge in an open form, eg: different instructions & manual, products description, systematic dimensions. It is beneficial for IS within organization. Organizational IS can readily spread the explicit expressed knowledge to other individuals and groups in the organization. The value of knowledge is being grown when it is shared.

It might have impact of an individual's knowledge on the organization, individuals and foster innovation can be accessible to other persons by sharing the knowledge in the organization (Nonaka & Takeuchi, 1995). Value to original

knowledge can be added by Questions, modifications and extensions (Bhirud, Rodrigues, & Desai, 2005). In other words, Milton (2007) expressed that there is rather goes right or wrong, instructions may be recognized and distribute, and if any thing learnt by the instructions that implemented to same circumstances in upcoming period, the organization can immensely take advantage.

Basically, behavior for the knowledge-sharing within the organization among individuals and group can smooth knowledge system and can provide solutions for the same problems that caters in the past by others, so by this system swiftly respond can be provided to its customers and a harsh environment, it can support the organization (Sher & Lee, 2004). Generally, the knowledge creation and sharing processes are not absolutely different; relatively, they occur simultaneously (Milton, 2007). If these processes occur bifurcate, benefits will be limited. If knowledge is created but it never shared with others, it benefits only for the individual who created it. Furthermore, if knowledge is shared but there is no value is added to it, the organization remains out-of-date. and limited, if any, competitive advantages.

Many institutions strive to manage the information stream, knowledge and internal information, and not conducting so that can direct to distorted distribution and inefficiency of information inside the institutions, duplication of efforts and uninformed decisions (Buchel & Probst, 2000). The study has shows that KM support to organizations in order to generate and distribute different knowledge prominently as rapidly and more significantly than its other rivals that don't balance knowledge appropriately (Frappaolo, 2006; Perez-Araos et al., 2007). KM allows in capturing organizations, organize & distribute their information to increase the efficiency & effectiveness of its process (Alavi & Leidner, 1999). Applying KM can advantage a corporate in the areas of refining rapid research and development cycle period; business process efficiency; overall cost reduction; greater consistency; increasing quality of service; and enhancing the relations of customer (Gorelick & Tantawy-Monsou, 2005; Perez-Araos et al., 2007). As, concepts and definitions of KM are still unspecified, and KM is often mixing the info skills (Khalifa & Liu, 2003). As per moment, it's appropriate to describe "knowledge" & "KM," and deliberate it how to apply the process to grow the organization effectiveness.
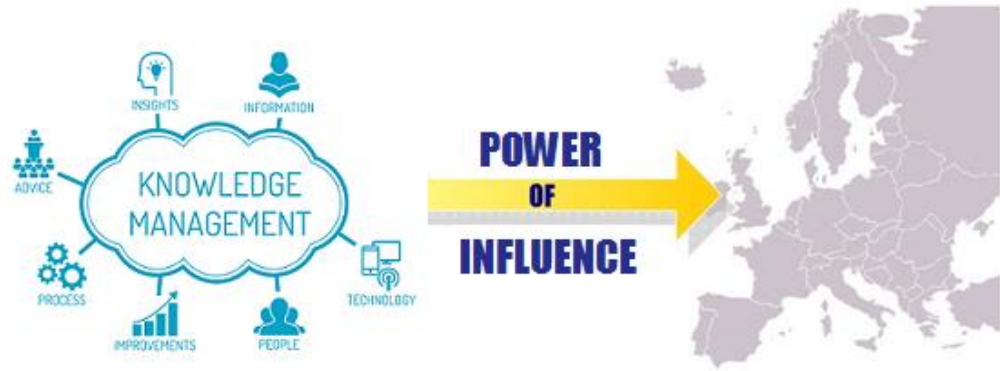
Figure 2: The KM: Power of Influence

Source: Kapferer, 2008.

D. KM Capabilities

Gold et al. (2001) stated that even though associations invested in emerging KM system, developments have persisted in scope of KM projects, which contributes to modification related to services & products. The effective KM creates, identifies, distributes, and transform knowledge. KM capabilites can be divided into two different types: capability of knowledge processing and knowledge infrastructure. Earlier it contains structures, culture & technology, while the later denotes to conversion, application, protection & sacquisition,
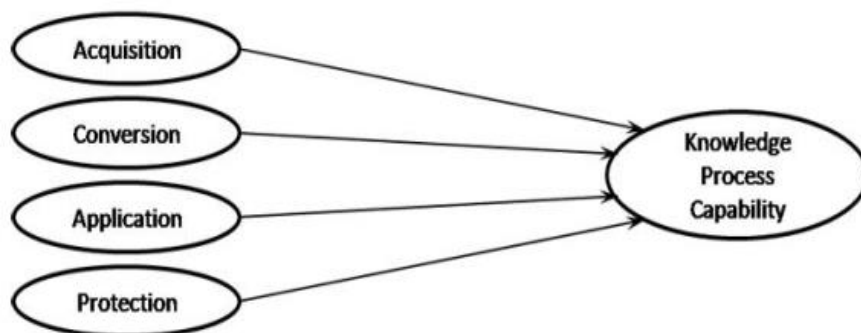
Figure 3: The Framework of KM Capabilities.

Source: Gold et al., 2001

E. Organization Performance

few business factors have concluded the business performance: group

correspondence, communication, corporate culture and work forms, approaches, picture, initiative, atmosphere for advancement and inventiveness, the financial and business condition, Ramayah et. al (2011). A firm should persistently attempt to improve execution. Further, firm performance was estimated by monetary information; as, budgetary estimations express the results of moves previously made and are commonly expressed toward the finish of projects, so there is no prompt input when an issue happens. In this specific circumstance, a solitary financial presentation estimation couldn't bolster the development of the organization and constant enhancement (Kaplan and Norton, 1992).

Broad research has thought about that customary monetary bookkeeping estimates, for example, ROI, EPS, or ROA constrained outcomes with respect to consistent advancement and improvement (Kaplan and Norton, 1992). Kaplan and Norton (1992) first expressed the Evaluation agenda; it has been a principle focal point of assessing the execution of firms in previous years. The Evaluation agenda is presently routed to be a whole estimation of firm performance than the conventional monetary estimation. It includes four viewpoints: inner business process, learning and development, the budgetary point of view and the customer point of view.

By joining financial and non-monetary estimations, firms may identify with short term and long-term vital destinations with short- and long-term moves, empowering manager to contemplate different interconnections and causal impacts (Kaplan and Norton, 1996). The most dependable instruments for estimating different component of organizational execution is Evaluation agenda.

Kaplan and Norton (1996) have suggested that the assessment agenda ought to be versatile and adaptable for every individual firm. It must be individualized to fit an organization's crucial, and culture, and anyway can't be utilized as a solitary format to actualize to organizations in business.

As, Ho, L. (2008) described that "this agility also generates an inconsistency that makes comparison over companies impossible". While the Evaluation agenda is dependent on the uniqueness of individual firms, it barely offered a coordinated, industry-wide view with clear proposals. Moreover, on the grounds that the Evaluation agenda is redone, it much concentrates just on what an organization is acceptable at, uncertainly what should be improved Henri Inkinen (2016). It is useless to contrast firms and their own assessment agenda. Rather, it is important to have a systemized

exhibition estimation instrument to do examination the impact of some business activities. The best assessment of organization from assortment of viewpoints, and the assessment agenda is a powerful estimation apparatus to complete key arranging and arrangement, by incorporating monetary and non-money related piece of organizational performance (Kaplan and Norton, 1996).

The main purpose of this research is the KM among organizations be compared and identified whether the investment that organization made in KM returns performance of organizations. This purpose needs standardized & unified organizational performance processes. Whereas, for the current research, the idea of the four perspectives of organizational performance were acquired, & an apply was made to grow a modernized general performance of organizational dimension methods. In order to recognize the KM effects abilities on performance of organizational, the methods of organizationals performances must be systemized with vital performance of organizational indicator.

The primary reason for this exploration is the KM among associations be thought about and distinguished whether the venture that association made in KM pays off in hierarchical execution. This objective requires institutionalized and brought together hierarchical execution measures. Though, for the ebb and flow look into, the possibility of the four points of view of hierarchical execution were obtained, and an endeavor was made to build up a modernized general authoritative execution estimation apparatus. To perceive the impacts of KM abilities on authoritative execution, the proportions of hierarchical execution ought to be systemized with basic authoritative execution markers

F. KM and Organization Performance

All private organizations believe an optimistic consequence from capital that they made within organization. The fundamental scope of investment in KM to enhance the performance of organizations, which candidly linked to productivity by enchancing the organizations inventions, communication & effectiveness (Bhirud, Rodrigues, & Desai, 2005). Linking KM to organizational profitability & performance powerfully support higher management to focus on KM, by showing beneficial impact it may be on the organization's outcome (Carrillo et al., 2003). It is stated that the modification in knowledges infra-structure competency may indicate to a positive &

strong development in capability of knowledge process (Vom Brocke, J. and Sinnl, T., 2011). This recommends that capitalizing in the knowledge infra-structure competency may enhance ability of knowledge process and indicate to enhanced effectiveness of organization. (Bhirud, Rodrigues & Desai, 2005; Gorelick & Tantawy-Monsou, 2005; Iftikhar, 2003).

G. Research Hypothesis

In this research we have dependent and independent variables that will be tested. The following Hypothesis will be considered.

Hypothesis A:

H_{A0}**:** The KM has not a positive significant impact on organizational performance

H_{A1}**:** The KM has a positive significant impact on organizational performance If the employees have the knowledge about the KM System, then they will easily compare it with other companies of similar functions. So here we will check, KM has a negative impact on organizational performance or a positive significant impact on organizational performance. So, in this hypothesis, the independent variable is the KM and the dependent variable is the organizational performance.

Hypothesis B:

H_{B0}: KC has not a positive significant impact on organizational performance.
H_{B1}**:** KC has a positive significant impact on organizational performance In this hypothesis we will check the correlation between the KC and organizational performance either the KC has negative significant effect on organizational performance or a positive significant effect on organizational performance. So here the independent variable is the KC and the dependent variable is the organizational performance.

Hypothesis C:

H_{C0}: KA has not a positive significant effect on organizational performance
H_{C1}: KA has a positive significant effect on organizational performance In this hypothesis we will check the correlation between the KA and organizational

performance either the KA has negative significant effect on organizational performance or a positive significant effect on organizational performance. So here the independent variable is the KA and the dependent variable is the organizational performance.

Hypothesis D:

H_{D0}: KAPP has not a significant effect on organizational performance
H_{D1}: KAPP has a significant effect on organizational performance

In this hypothesis we will check the correlation between the KAPP and organizational performance either the KAPP has a negative significant effect on organizational performance or a positive significant effect on organizational performance. So here the independent variable is the KAPP and the dependent variable is the organizational performance.

Hypothesis E:

H_{E0}: KP has not a significant effect on organizational performance
H_{E1}: KP has a significant effect on organizational performance

In this hypothesis we will check the correlation between the KAPP and organizational performance either the KAPP has negative significant effect on organizational performance or a positive significant effect on organizational performance. So here the independent variable is the KP and the dependent variable is the organizational performance.

H. Limitations

Because of limited time the data is collected from Pakistan and Turkey. They are specified with corporate sector as different dairy industries in Lahore & Istanbul.

II. INTEGRATED DATA

The integrated data chapter covers the topics such as Knowledge, KM, Knowledge Creation, KC, KA, KAPP, KP and Summary.

A. Definition of Knowledge

Knowledge is the main source to acquire and use of human beings that differentiate them from others. Philosophers have tried state knowledge since the early Greek age, and study had guided to philosophical discussions. In general, knowledge may described as the recognizable. As per Webster's dictionary, knowledge is stated diversely as "(i) familiar with facts; awareness, understanding or range of information (ii) the fact or act of knowing; a) familiarity & acquaintance, b) understanding, c) awareness, (iii) principles, the body of facts etc. gathered by individual and (iv) all that has been grasped or perceived by the mind; enlightenment; learning.

Others categorization of knowledge as "immeasurable, invisible, personal, fluid, elusive, ever evolving and intangible" and as "a multi-sided concept with multi-dimensional meaning" (Nonaka, 1994). Many authors defined knowledge from diversified opinion. Knowledge as an object, a state of mind, a capability, access of information, or a process and accentuated that it offers an opportunity to entities to strengthen the individual knowledge and concern to where, there is need. It can be classified into two dimensions: "the range or sum of what has been discovered, perceived, or learned" and "a state of understanding acquired through study or experience" (Alavi and Leidner, 2001).

As an ability of information is a continue opinion of knowledge, particularly if someone concentrates on the knowledge availability. Knowledge can be considered as an object, so it may have kept and handle. Knowledge as a handling means that deliberate and proceeding can come together at the same time, which could indicate to applying expertise. In last, knowledge is a capability. Duly, that have the ability to effect the future activities. Furthermore, it can be an ability of action in itself

knowledge and promote interpreting and utilizing data and information, thus simplifying in the process of decision making (Alavi and Leidner, 2001).

However, since knowledge is explained, it must be maintained to some extent by receivers to understand group and personal knowledge to be useful to others. Knowledge is the only explanation that is recognized by maximum people, but that it involves KNOW-WHAT, KNOW-WHY, KNOW-WHEN, KNOW-WHERE and KNOW-WHO (Collison and Parcell, 2004). KNOW-HOW: Includes policies, process and tools and techniques to achieve how. KNOW-WHAT: Understanding a certain information or fact is vital to completing a task or making the right decision. KNOW-WHY: is a skill that can capture a wider focus, including the framework of the characters and the strategic insight associated with the value of the action. KNOW-WHEN: is the best part of doing something, deciding or stopping something. KNOW-WHERE: is managing a condition & finding an appropriate info specifically a "human search engines". The purpose of the improvement of various Internet gateways like Yahoo & Google, so knowledge is now concentrated in modern companies, because to find the right knowledge is important without waste the period. In last, KNOW-WHO: the involvement with networks, social contacts, social relation, and who can help and get assistance from one another. The catogory of this knowledge is powerfully established over community affiliation between entities and associations (Nonaka, & Kono & Toyama, 2000).

B. Data, Information, and Knowledge

First time, Ancient Greek developed the difference between information and knowledge because they used these terms in other ways. Socrates and Plato expressed "written communication" & "actual communication" (Müller-Merbach, 2004). "Written communication" generally doesn't confirm the collaboration. It is frequently idle & suggested to an info. "However, real speech" is a conversation in which people ask questions, and respond to questions & persuade each other established on genuine passion, commitment, belief & consciousness that can described the knowledge. In the modern age, information is defined as useful or meaningful and categorized, contextualized, calculated, condensed or corrected data. Information refers to data within a meaningful framework because knowledge is validated information and is considered true (Vance, 1997). The differences between information and knowledge

is playing important role in understanding of knowledge creation and sharing, which are interdependent, interpretive, cultural and social activities rather than simple information acquisition and exchange. Knowledge becomes information once it is formally expressed as text, language, words, graphics, or other form of expression, and information becomes knowledge when the information is in the mind of the individual (Alavi & Leidner, 2001). From a traditional point of view, knowledge leads with data that includes specific numbers & facts. Even the data is organized under certain circumstances, it converts info, & when experiences and decisions stay mixed, it will eventually become knowledge (Ulewicz, 2018). The traditional notion of knowledge can have regarded as a categorized model, the knowledge is highest info is at center, & the data is at the lowest (Mason, Robert M., 2003).
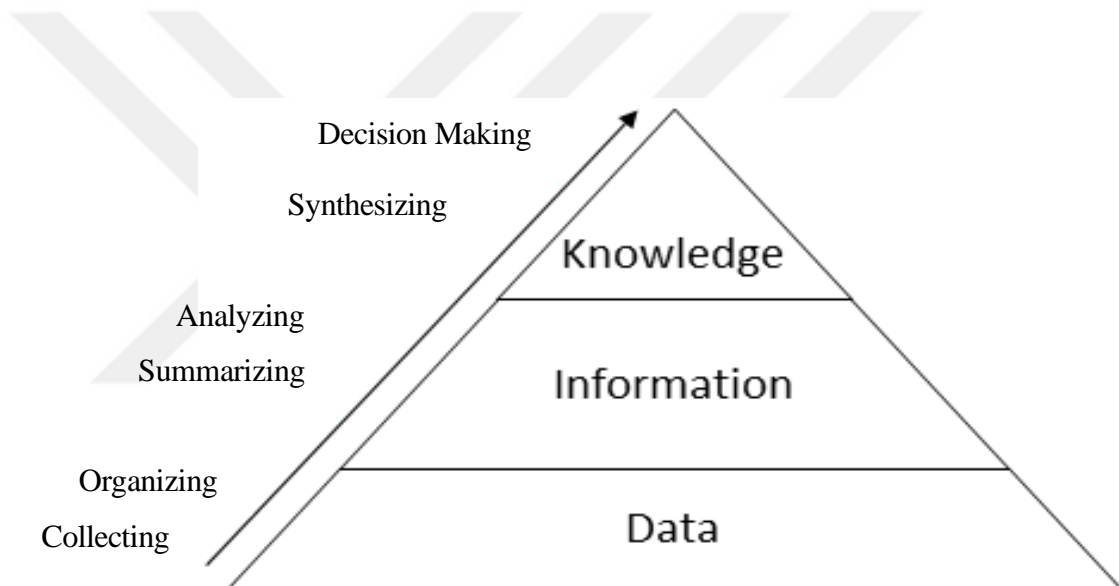
Figure 4: DIK Model

On the contrary, it is declared an opposite hierarchy for among knowledge, information, data and suggesting that it is not possible toward elucidate data & generate data exclusive of somewhat preceding knowledges (Webster, 2002). The Knowledge is repeatedly gained from side to side interpret definite event or facts on basis of the previous acquired knowledge in the past. Without previous knowledge, definite facts or events can often be discarded or ignored without any consideration. However, Mason (2003) took an integrated philosophy, stating a repetitive context of knowledge, info, & data, that consolidated mutually the reverse and conventional

categorized models.

"The utmost expressive intellectual context to consider affiliation between knowledge acquiring, data & info to create repetitive, hermeneutic procedure in which so everything enhanced and made significant in the eyes of other entities" (Mason, 2003). The Info usually consists of evidence, but knowledge remains very particular, concentrating on relationships. Overall, information becomes cognitive when information enters the mind (Alavi & Leidner, 2001). The Knowledge discusses as to the information that entities perceive, and linked with ideas, evidences, interpretations, thoughts, opinions, policies & conclusions. The Knowledge is differentiated as having particular biases and experiences when everyone makes a decision about its value, meaning and utility. However, not every bit of information becomes knowledge. When a person fails to distinguish from the context of the information, it is still informational information (Alavi & Leidner, 2001). In contrast, knowledge becomes info as it can be communicated in the shape of manuscript, words, visuals or another person.

Further, Chinai (2001) argues that info is a unique example, that knowledge is a consideration of the field, i.e. patterns, equations, formulas, diagrams, templates, recipes, insights, and other elements. For this attitude, the information that is appropriate to knowledge is used and inappropriate information is normally omitted. Knowledge may re-used as an important variety of info under different circumstances. As an example, if a particular mathematical equation is found for a particular problem, for similar problem someone can apply the detection process. However, the understandable to opinion that knowledge is disposable. However, there may be some value in the vast majority of information, which becomes beneficial when individuals are active in it through learning, enlightenment or reflection (Alavi & Leidner, 2001).

Data is a set of numbers, messages, facts or other symbols and point beliefs which is transformed. Data is based on information which had transformed for achieving a specific purpose that leads to decision making. While information is based on Knowledge that gathered adequately, therefore it's beneficially committed. Or it is a set of information and ideas and various intellectual outputs, thinking about patterns or relationships, but it is a public phenomenon simulated or referred to in the form of the behavior and actions of individuals, so that they apply to all the processes linked to the scientific goal or cognitive processes. Knowledge makes the highest stage of knowledge conscious. It is the ability to make right and correct decisions and

judgments. It is the improbable excellence that has grown through our experiences in life.

As per knowledge theory and information theory, there are five stages in the hierarchy. The levels are organized in cumulative order of understanding and abstraction.
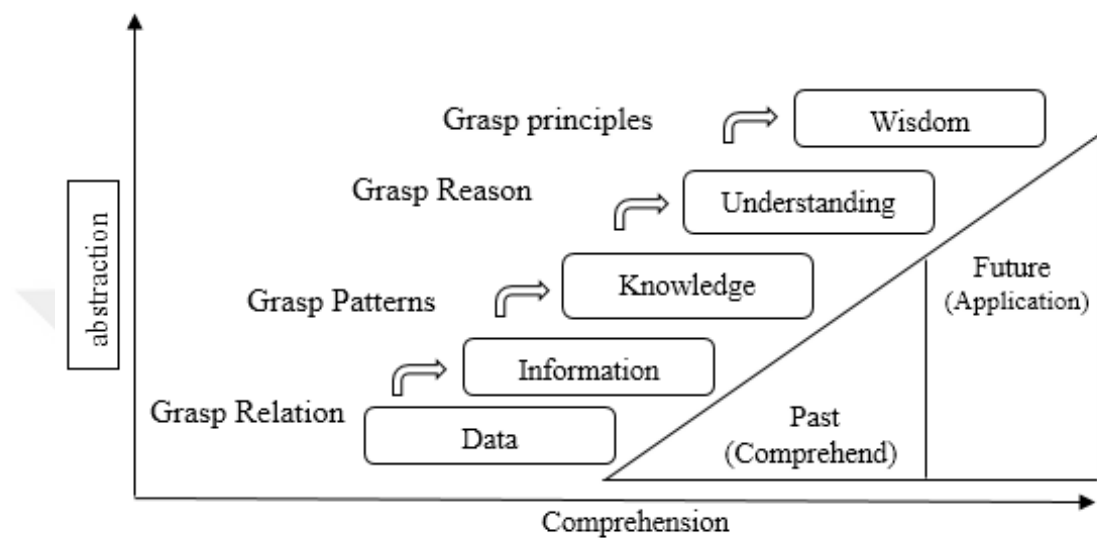
Figure 5: DIK Understanding-Wisdom Continuum

Source: Kaushik, 2015

C. Knowledge Types

Knowledge doesn't have a specific structure and can't all be fixed in one structure. Nonaka (1994) recommended that two kinds of organization knowledge. These kinds of knowledge are implicit information and unequivocal information (Nonaka, 1994).

1. Tacit knowledge

It is difficult to approve which is obtained through questions and discussions. It is fixed in the human personality and made out of subjective and specialized highlights (Nonaka, 1994). Subjective components allude to a person's psychological models, aptitudes and encounters and that are used to shape working models. The working models comprising of perspectives, schemata, worldview and convictions, are utilized to give help to people to see and characterize the world. On another note, the

specialized components incorporate solid abilities, know-how and specialties that apply to the specific conditions (Garstenauer, 2006).

2. Explicit Knowledge

Explicit Knowledge states to systematize information that can be conveyed and transmitted in efficient, formal language. They are commonly verified from legitimate available and recourses and very much recorded (Babita et al., 2001). The express information can be caught and recorded and later to be recovered by others. This sort can be traded between others by addresses, books, physically or Scientific-specialized equation.

Besides, the distinction among implicit and unequivocal information as, express information can be scrambled and afterward kept inside a recognition is designated "institutional memory", and later it ought to be accessible and reachable for laborers in the association and potentially to others that the association contracts with them also, while the inferred information is individual had a place by authorities and is generally hard to pass it to other people.

Explicit

Codified knowledge found
in documents, databases, etc.
It is essential for transfer and storage

Tacit

Intuitive knowledge & know-how which is;
Rooted in context, experience, practice, & values
Hard to communicate – resides in the mind of practitioner
The best source of long-term competitive advantage and innovation
Transferred through socialization, monitoring, etc. – IT mainly as support

Explicit and Tacit Knowledge Pyramid

Figure 6: Knowledge Pyramid

Source: Internet word press
http://www.knowledge-management-tools.net/different-types-of-knowledge.html

D. Features of Knowledge

Certain functions of knowledge were explained: Cumulative is defined as the understanding is modifiable, by way of add collectively new understanding to the

preceding expertise. Acquirable defined because the companies act a major role for reworking in felony phrases that possessed knowledge into alternate secrets and techniques or patent. The obtained knowledge might be beneficial best if it's far realistic.

Transferable is defined as it could flow from area to any other location; explicit information can definitely be shared through networks to many people. Rely on reminiscence, beyond experience, opportunities, information, and knowledge transfer methods.

Well-prepared knowledge is described because the generated understanding described in a way that permits the beneficiary to effortlessly get right of entry to and pick out the favored part of information system.

E.   KM

Knowledge is subsequently being recognized because the ultra-modern essential technique for corporate sectors, and the competence to control know-how is becoming in the end greater severe in today's records monetary machine. The creation and sharing of expertise have end up regularly giant elements in competitive market. Peter Drucker's well-known quote stated about the emergence of the KM (1993): "The simple financial useful resource is not capital, nor herbal sources, nor hard work. It is and can be knowledge" (Drucker, 1993)

Individuals manipulate its own time, finance, profession, lifestyles and courting ponder a managerial behavior. The exercising of management may be found to the 20th century, regardless of the reality that there may be importance of control in all corporate and humanitarian jogging, but there may be no clean concord amongst researchers and experts within the challenge of control on the definition.

Scientific management is described by the use of the Dr. Frederick Winslow Taylor as "Appropriate information is what you need that human beings to do and make sure that they do it in the most efficient and the cheapest way". This definition explicates two big elements. First, the works performed through others, 2d the effectiveness in the overall performance of those actions are essential. In this part of the take a look at, the researcher will have a look at the various definitions of the knowledge and KM in line with the notion of different researchers. In addition to,

concept of knowledge discrimination over than the definitions of facts, statistics and know-how. This thing also discusses the KM's functions, necessities, and the concepts to apply KM in the agencies.

F. KM History

KM is a longstanding and new idea at the imply tine. The researchers have begun to assume and write on this subject matter for millennia in the past, but the use of the know-how time period at agencies is tremendously new. In the 12 months 1998, it turned into the preliminary time to originate the term of private KM; it states to KM on the character scale (Frand (1998). In the corporate, preliminary collections of case research affirmed the significance of KM dimensions of method, measurement, and manner Reinhardt (2002). Thereafter, KM included with other advancement consisting of the evolution of the Internet and e-exchange, the concept of engagement to control people, and the creative technique in the services industry. The progress of KM can endure the form of next process, there are three steps of the improvement of KM:

1. IT, First Step of KM

KM first step is driven mostly by IT. become pushed typically via Information Technology (IT). This idea supplied the context and the rationale, the accessibility of the internet supported the device. As described above, the network of consulting grabbed at the new abilities carried by the Internet. In the first location, they're making use of it for themselves, stating that in the event that they successfully shared information via their own companies, then they may save you fiddle around, underbid their rival, and get greater blessings. The primary use of the term KM emerges to be at McKinsey (Omotayo, 2015). They directly found that they had a gripping new product.

2. HR and Corporate Culture, Second Step of KM

The 2nd step of KM emerged while it became obtrusive that actually presenting new era changed into now not sufficient to make sure information sharing and facts effectively. Human and Cultural scope required to be considered. It became obvious that the execution of KM would incorporate modifications within the corporate lifestyle, in several instances fantastically enormous modification (Omotayo, 2015).

KM turned into an awesome indication of the shifting from the first to the second one step of KM as mentioned at convention board in 1998, there has been for the primary time a visible hazard of contributors from the human resource department (Omotayo, 2015).

3. Management, Third Step of KM:

Management is the 3rd Step of KM: This step hooked up from the better know-how of the content material importance, and especially better know-how of the content material importance irretrievability, and therefore of the importance of the structure, description and process of that content. The first use of the Content Management seemed at McKinsey a international control consulting company (Omotayo, 2015).

G. KM Concept

The clarification of KM concept differs according to the various of the entrances of the idea, as well as the backgrounds of researchers, the changes of the disciplines and writers on this discipline. This difference is likewise due to the scope of KM concept or the fast versions of the idea. The most essential factors of KM on this way: It is a technological know-how that enhance an included method to, identifying, evaluating, shooting, restoring and sharing all of a quarter's statistics resources. These assets may additionally encompass techniques, documents, policies, databases, processes, and previous studies (Omotayo, 2015).

A collection of organizational structures and organizational design technology, approaches, operational ideas and programs that help the people in know-how extensively impact and skills and creativity, energy the capability that they've to make sure a worth for their business (Desouza, 2006). It is a procedure in which organizations speak ways to file and distinguish its personal know-how within the agency that is developed from the staffs of different departments or schools and every so often, despite the fact that other agencies that make contributions the equal location of pastimes or attention (Firestone, 2008). It is a system that streamlines knowledge sharing and commences getting to know as a constant procedure at the corporation. Therefore, KM and mastering drive collectively in agencies (Hislop, 2018).

A talented control shape which acquires from the tacit know-how, making it handy for a specific goal to enhance the organizational overall performance (Chuang,

2004). The researcher defines KM in term of system as the improvement of capabilities and expertise to help the technology and information sharing within the organization the various individuals of the corporation through cluster operating and pursuing for the vital statistics to perform the objectives of the employer.

H. The Significance of KM:

Most of the managers comprehend that KM is the only organizational aid to them and complies the demanding situations confronting the control of groups that looking to generate a cost addition from the knowledge on hand to them (Schreyögg, 2007). The importance of KM is it converted from records management to KM. Information control deliberate technological systems is the most widespread functions of the manufacturing inside the groups, whereas KM deliberates human assets the most giant functions that cope with information and facts technology and narrate it with their production talents.

We ought to factor out the importance of KM as: it supports the company to bolster employee's competencies and overall performance, which induces to effectiveness and efficiency in undertaking desires. Boost the competitiveness of the company and undergo an asset to face competitors. It supports the agency to enhance the level of business development. Knowledge is not much less than an asset or wealth for the business enterprise. Whereas, its assistance to make a few crucial alternatives in an less difficult way, in rapid manner.

Therefore, we are able to measure the tremendous motives of the significance of KM for the corporation's average as: Large numbers of associate participants with their requirements for instant influences. The interdependence and diversity of company's events. The interdependence and diversity of entities contain correct and speedy subsequent; which include the employees, departments, and the communications device. Standardization of organizational work style inside the agency.

I. KM Objectives

The practices regarding KM contain a wide variety of efforts and activities that intention to finish more than one objectives, and with a view to perform the set

organizational desires, it have to put in force an integrated KM device, and according to tips to equip the company with ok know-how to build a concrete foundation to fulfill the organization targets.

The understanding to provide an important and good enough knowledge to finish powerful management. The understanding to provide the business enterprise with a essential expertise and ok for the development and improvement processes. Able of reworking the know-how processes to help successfully in growing in addition to improving and turning in new services and products. The knowledge to alter the nature and sort of the wanted know-how and highbrow capital to finish the organization's undertaking and goals, and then concluding a competitive gain that competence to function correctly in the aggressive state of affairs.

As said by researchers related to KM that we will determine what KM intention to acquire: accumulate know-how origins, moreover shop the expertise and formulate it to use the knowledge once more. Gather the top intellective property to generate answers for the problems that make the corporation all of above amongst competitors (Wiig, 1997). Establish a surroundings that motivates the enterprise's personnel to proportion knowledge and to hoist the level of understanding of other personnel. Considering the critical know-how and a way to get, share save and shield it. Create an exceptional price for organization's works through strategy, making plans, workforce development, manufacturing, first-class control, patron control and assessment of key performance indicators within organization.

J. KM Principles:

It is studied that the elements of KM, certify a set of ideas for KM (López, 2011). The most essential principles which includes as: Learning could be said because the degree to which its miles convince in organizations. Collaboration might be described as the degree to which entities in a collection enthusiastically and efficiently help each other colleague in their paintings. Trust is defined as its far keeping mutual religion and confidence in every other in expressions of aim and behaviors throughout their work. Centralization implies to the choice authority and locus of control within an organization. Formalization implies the diploma to which working dealings and decisions are overseen through formal suggestions, methods and organizational fashionable guidelines. IT assist implies the degree to which KM is maintained the

gadget to apply by using people in the employer with the assist of IT support. Organizational creativity is described as the potential to generate merchandise or ideas, useful and treasured facilities, methods and systems by people running collectively in a prepared machine.

K. Knowledge Model:

The diagram under demonstrates that for one to appear with the accurate information and to successfully prepared, and that is understanding associated with that precise information. The advent, acquiring, organizing, assessing, sharing of records in addition to utilizing records requires understanding in statistics control.
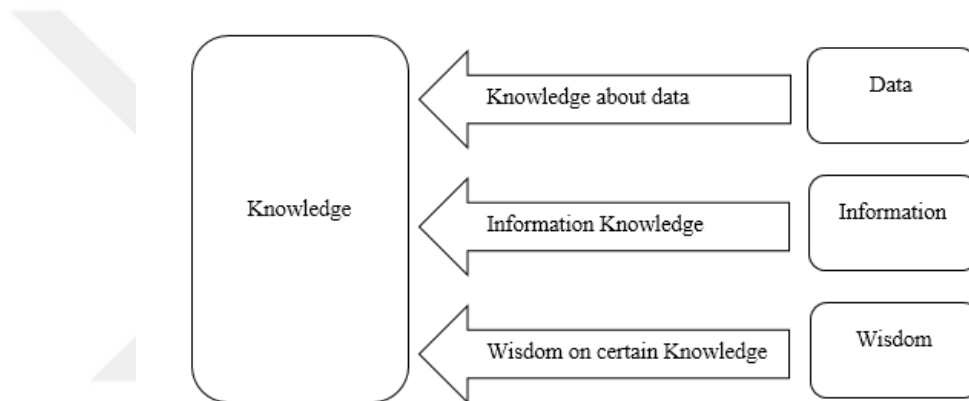
Figure 7: Knowledge Model

Source: Dr. Chipo Mutongi, 2016

L. KM Process:

The KM procedure works complementary and regularly with each other. In this element, a consistent context of KM might be discussed to higher recognize the KM structures. In this context, KM systems are segregated into 4 categories of understanding tactics:

1. KA

The acquisition characteristic of KM narrates to acquiring understanding. It is found that the procedure of acquiring understanding consists of: looking for, growing, producing, shooting, and taking part on information Gold (2001). Though, the

important thing determination is to acquire understanding.

KA can be narrating to as the knowledge base introduction, which involves obtaining information from professionals' mind (Milton, 2007). On the understanding base may expressed in the several approaches, which includes a information repository, an ontology, or data generation and knowledge save. Milton (2007) said KA as "the exercising of obtaining abilities from humans (and other bases of expertise) and generating a excessive-tech store of this information to be utilized to assist an business enterprise in some specific methods". The employer reveals out while data is received external barriers of the agency and when people reworking tacit into explicit know-how that need to be percentage, and then consolidates that into the prevailing expertise foundation (Büchel & Probst, 2000; Nonaka et al., 2006). The enterprise may achieve understanding internally or externally. Internal KA could propose to discovery secreted expertise that is already inside the agency, by acquiring and transferring it to different organizational fellows. KM should be deliberate to motivate employees to contribute within the KA tactics, establishing an opportunity for competitive advantages and destiny enterprise. External understanding can obtain from connections with merchants, clients, companions & competition. Employer may purchase outside know-how by using a merger and acquisition, or thru recruiting specialists (Büchel & Probst, 2000). Simultaneously, individuals can also collect information via perceiving, imitating, practicing, experiencing and interacting with others.

2. KC

Gold et al. (2001) claimed the KC technique as "permits current expertise beneficial". One of the full-size objectives of KM is to make use of the understanding necessary in the agency efficiently (Iftikhar, 2003). The system must rework, keep, and shipping statistics within the enterprise, to allow the corporation to collect, proportion, and switch expertise in a powerful manner (Gold et al., 2001; Iftikhar, 2003). Substantially beneficial knowledge is not disclosed, and if it isn't exploit, it is going to be squander. The conversions or transformation among facts, statistics, and expertise are transitory and cyclical (Bhatt, 2001). KM need to suggest the transformation of records to information, further records to knowledge (Perez-Araos et al., 2007). Segments of information and records have confined value if they are not interpreted, meditated and erudite by using people on the basis in their related

situations (Alavi & Leidner, 2001). Moreover, an business enterprise need to no longer extraordinarily emphasize on the conversion or remodeling procedure from statistics and statistics to knowledge and ignore the technique of conversion or transformation from know-how to statistics and information to statistics. When information is no longer proper within the available context, the organization must do considered necessary arrangements for conversion it into records and facts to maintain in its KM gadget, or actually abandon it.

Further, most know-how in an agency stays in a character's memory within the tacit form as know-how. Designate valuable, the situation has to be transformed into express know-how, on hand to share with others, folks who want it. Nonaka (1994) highlighted the KC process between express and tacit know-how, importantly it is able to be used and shared to create new information. When people combine, percentage, articulate, and undertake specific and tacit know-how with other entities, the new understanding stands hooked up, and individuals observe. Nonaka (1994) recognized four KC tactics: mixture, socialization, internalization and externalization.

Combination system incorporates explicit to specific know-how, "the restructuring of gift facts through the including, decontextualizing, categorizing and sorting of specific knowledge" (Nonaka, 1994). An organization attempts to combine and sharing express expertise thru the methods of trade, which includes crew meetings, talk, conversation thru facts generation and cellphone conversation (Nonaka, 1994). During the socialization system, tacit expertise retained via one individual is entrust, and will become the tacit understanding of any other Nonaka et al. (2006). The key function of this technique is experience as it is not feasible to deal an individual's reasoning method without the tool of shared enjoy (Nonaka, 1994). Applying internalization, especially, the transformation technique from specific to tacit knowledge. Utilizing internalization procedures, an man or woman engages know-how that others grip, and transforms it into movements and exercise which might be extremely much like tacit know-how (Sabherwal et al, 2007).

Some quantity, the internalization technique is equal to the conventional concept of getting to know (Nonaka, 1994). The closing system is externalization, absolutely everyone whose part of business enterprise that transforms some phase of his/her tacit knowledge into explicit information via articulating and conceptualizing Nonaka et al. (2006). The evolution of facts technology has expedited KC tactics,

specific to tacit and tacit to express. Individuals realize and hold explicit understanding to shape their own tacit understanding, which shapes explicit understanding handy by means of the expertise holder. Generally, understanding about a selected situation may also expand all through the enterprise, so "integrating or combining this know-how reduces recurrence, improves constant representation, and expands efficiency by putting off more volume (Gold et al., 2001).

3. KAPP

In the best time period, KAPP indicates the actual usage of know-how in the company. It incorporates developing knowledge greater lively and sizeable to generate extra price (Bhatt, 2001). Knowledge will become precious to an employer best while it is applied within an business enterprise's system, and on contrary it will likely be wasted (Perez-Araos et al., 2007). KM duly makes sure that information is used and applied in powerful ways to enhance value. Perez-Araos et al. (2007) defined, "The primary objectives of KM exercise isn't just creating new expertise but also maintaining that new and present know-how is actually implemented in all techniques in which the know-how may be applied within the organization". When understanding is successfully implemented, an employer may progress its competence and cutback concerns (Davenport & Klahr, 1998). Further, If employer flops toward decision to proper expertise to be practiccal inside the precise circumstances, competitive power can be misplaced.

Most big activities linked with the KAPP are creation of understanding, getting to know, imitation, identity, retrieval, dissemination, utility, sharing, contribution and storage (McElroy, 2000; Gold et al 2001; Bhatt, 2001; Iftikhar, 2003; Nonaka, 1994). The primary goal of KM is not simplest to assist the origination of latest know-how however additionally to help the employer to enforce it correctly for its advantage (Büchel & Probst, 2000).

4. KP

The Organizations burn up excessive expanses of capitals to protect slight bodily assets like chairs, cabins, telephones, and workplace goods, while the ignoring their esteemed belongings: information resources. The US Chamber of Commerce get evaluated as US groups misplace at least 25 billion USD of highbrow assets in keeping with 12 months because of corporate inspections (Desouza, 2007). The Knowledge

belongings should have shielded from rivalry in order for an company to bear aggressive (Ahmad, 2014). KP interpretation that it's miles security-orientated KM manner "Intended to guard the know-how inside an corporation from beside the point use or unlawful hobby or robbery" (Gold et al., 2001). In the modern-day business environment, employees use diverse applications to talk and share expertise, along with e-mail, telephones, immediate messengers and computers. In this medium, where personnel practice various devices over various environments, it's miles mainly hard to secure expertise (Ahmad, 2014).

Furthermore, for the reason that financial system has grown to be complicated and globalized, it is crucial to support with several industrial accomplice to fulfil complex patron needs. Companies need to no longer only guard their very own information sources, but also insure that their commercial companions have appropriate security tactics in area (Ahmad, 2014). To avoid the understanding leakage, corporations must have understanding approximately their expertise that how it's miles going to use and saved by means of their commercial associates and be knowledgeable that have approach to understanding machine.

M. Knowledge Process Capability

The Knowledge process capability ought to be synchronized with understanding infrastructure capability for improving KM consequences. Knowledge method capability comprehends the main pre-requisite of KM systems, which include acquisition; conversion; utility & security of expertise. The capabilities of expertise process functionality associated as skills to produce, arrange, combine, accumulate, convert, coordinate, hold, follow, and guard knowledge (Gold, 2001).

N. Measuring the Organizational Performance

Chin (2003) defined that Effective control depend upon the powerful dimension of performance and outcomes. The performance of organization is the outcome of some enterprise elements, inclusive of polices; management; crew communication and interplay; company culture and picture and work tactics; and an environment that encourages creativity, innovation and loyalty (Ramayah et. Al, 2011). Performance dimension is explained as "a procedure of evaluating development

in the direction of accomplishing predefined dreams, containing statistics at the productivity with assets are modulated into goods and offerings (effects), the first-class of those effects (how properly they are expressed to customers and the level to which clients are satisfied), output (the out turn of a software proceeding examine to its goal proposed), and the effectiveness of government strategies in family members of their unique endowment to program targets" (US, Department of Energy, 2005). There are economic and nonfinancial features to the volume of organizational performance. The financial functions of organizational performance, as an instance internet advantages and ROI (return of investment) are related to following quick-time period solutions over long term strategic goals, at the same time as the nonfinancial features are related to work strategies, product first-rate and satisfaction of clients.

Nonfinancial features are frequently vulnerable and subjective, so it's far difficult to control and manage (Rogers, 1998). Because the nonfinancial characteristic of organizational performance is tough to address, many businesses have abandoned them and targeted at the financial functions of organizational overall performance. Despite that, focusing handiest on the monetary functions might obstruct innovation and non-stop development and because they alone cannot offer a colorful performance target or deal with the essential components of the enterprise (Kaplan & Norton, 1992, 1996). Furthermore, Balanced Scorecard is the leading measuring contraptions for organizational performance, which incorporates both a financial size which can expose the consequences of actions already engaged, and nonfinancial measurements to extend the economic measurements, that may steer destiny monetary overall performance (Kaplan & Norton, 1992).

III.   RESEARCH METHODOLOGY

A. Research Objective:

The first purpose of this study is to determine the influence of organizational, strategy, structure and culture on knowledge management effectiveness. The objective of this survey is to measure the organizational performance of corporate sector in dairy industry. So, for that we focused to conduct our survey on these dairy industries from Pakistan & Turkey.

- A
- B
- C
- D

B. Research Plan and Methodology

Research plan is the outline for this study which direct to gather the types of information and data to conduct the research. It plans the method that is follow in the study, which affirms that the study is carried out through an authentic information and proper channel is going to support which are related to the problem led in this study and will use the efficient process. It is a general strategy of research which demonstrates that how will you answers the questions of the research (Sloan, D. & Coates, N., 2008). The selection of the most appropriate plan relay on the research objectives and problem (Probst, 2000).

This study categorizes into descriptive, exploratory and explanatory. In this study we concerned a descriptive model. In the descriptive research we review the notable entity. This study is based on a tentative analysis, which demonstrates creating views to well understandable the phenomenon of the research which allows to build adequate theories or explanations (Dulock, 1993). González (2006) discussed that the most appropriate model of research is a descriptive research as the intend of this study

is to comprehend behaviors and acquire some conclusions from the research. It is the form of descriptive research, problem and the data required in the research are evidently defined and the research is appropriately preplanning and structured (Probst, 2000). In this study to get the information about the characteristics of the individuals or parameters, the observed research proposes the gathering of data in explanation form. Probst (2000) precisely stated the population as "collection of all the aspects that evaluate some mutual characteristics set and that contain the world for the determinations of the study hitches". Information about population delibration may be grown by using subclass of the population as a sample, specified in the research involvement. This research simulates the descriptive research as its endeavor to describe a correct situations person, or events profile (Saunders et al, 2000).

The research objective and questions, the existing resources and the amount of time along with the reasonable fundamentals are led the research strategy choice. The Strategy practiced in this research is the survey strategy.

The research methodology practiced in this study is quantitative and qualitative research in order to collect relevant adequate data. In quantitative research data is statistically examined. It A & Q of how many how often and how much Pirhonen (2014). Statistics, Charts, and graphs are the most frequently practice in the quantitative data analysis and they support when examining, exploring and presenting trends in our data. Saunder et al (2000) describes that we can easily attain the research A &Q and meet the research objectives from quantitative data. Quantitative research shows an overall picture of differential variables and relations (Pirhonen, 2014).

In the qualitative research interview is conducted with dairy industries from Pakistan and Turkey; the questions cover in the interview are as follows:

- What do you know about KM?

- How KM can be implemented?

- Why the KM is essential for organization?

- What can be the effect of KM on organizational performance?

- Which KM strategy you are using?

with the help of these question able to get the information why the corporate sectors are more concern to implement knowledge management system, corporate

sectors are allowing employees to access the knowledge resources and employees are aware of KM and they are able to answer when we ask about KM. (see appendix 1 for the questions conversed in the interview).

In the technique of quantitative research, a well-planned questionnaire is designed which are allocated to the employees of dairy industries (A, B, C, D) to answers the questions with respect to the KM, the questions permit them to share their belief about the KM they are using which have the direct impact on organizational performance.

Survey consist of 21 questions and divided into two portions, first is the demographical questions to obtain some respondent information then the questions are asked to get know about the impact of KM on organizational performance within the dairy industry. The point of this question is to get acknowledged that KM consistently comes in the employees set of consideration, with respect to this few more questions were asked first related to the KM process in which is asked to get information that employees have knowledge about KM. Second related to the Knowledge conversion which includes obtaining knowledge, exchange knowledge questions are asked. Third question related to the knowledge acquisition which included getting knowledge, new skills developing through knowledge and knowledge research. Fourth related to the knowledge application includes the organization IT infrastructure, embedding knowledge services and data storing implementation questions are asked. Fifth related to the knowledge protection questions are asked to get information about the IT tools for establishing and maintaining the competitive advantage as to enable effective work and prevention of losing knowledge within the organization. Sixth related to collaboration within the organization, enhance productivity and organizational performance of the dairy industry and also to check the hypothesis.

C. Target Population

- In this research the target population is carefully chosen from 82,594,61 population of Turkey and 203,264,659 population of Pakistan especially those adults more than 20 years old and experienced in dairy sector.

The target sampling area measured the smallest reference numbers in order to attain all the tests and to authenticate the hypothesis statistical techniques is vital, the

Law of big numbers in which the condition to measure the normal allocation for that the minimum 30 individuals had to take into consideration, to check the data is normally circulated or not. The empirical rule also takes into account (Dulock, 1993). The objective of this regulation is to be proximating the sample of minimum size, so statistical analysis technique can be applying on study. 200 individuals are targeted for the preliminary size of the sample, though, it allows to measure observations of the respondents and plot the valid assumptions in order to confront the research objectives and accomplish about the consent of hypothesis, so that the research objectives can be answer.

D. Data Collection

The qualitative data is gathered from dairy industry's' employees of Pakistan and Turkey same questions were asked from both of the countries dairy industry's employees.

Moreover, quantitative data is gathered through structured questionnaire. Same phrased questions are distributed to all the respondents in order to check that all the respondents are answering the same questions and obtained the comparable answers. In this study the questionnaire used is arranged in order to take the study's objective information. Additionally, the questionnaire is planned, formed, modified and organized which are based on KM and how the KM impact organizational performance.

We arranged the self-managing type of questionnaire which is managed by electronic means through internet or intranet and the respondents carried out it by themselves. This type of questionnaire is planned in this manner that everyone can conveniently answer by using all the resources I organized questionnaire by utilizing the goggle form online program. In such a manner that only questionnaire alliance needs to share with the respondents later they answered the questions the process automatically gathered all the data and develop the statistics, perceptual maps, charts and elementary tables. List of questions, rating questions and multiple choices are passed to the respondents rating questions have a scale from 1 to 5 in which 1 implied strongly disagree and 5 implied strongly agree in order to obtain individual data (Appendix 1).

E. Data Analysis Procedures

As the data was spontaneously submitted by the respondents, so it was directly shifted to SPSS and analyzed, the advantage of this process is that minimize the risk of errors. After conclusion all the responses were reviewed and checked. The analysis of the data was compiled on the hypothesis establish at the planned framework. In some such ways, correlations between the variables was also examined and verified in connection to this instant are also analyzed. With the aim to validate the research hypotheses several tests were performed such as descriptive statistics, inductive statistics, frequencies.

In the variables of scale, the reliability test is also carried out for the purpose to vindicate uniformity between the variables where it was required. Normal dissemination was also verified. Central Limit Theorem was practiced so as to ponder the disseminations as normal for all the situations. The Central Limit Theorem believes normal dissemination valuation where n> 30 to the dissemination of a variable's metrics, so the action of parametric test on these variables are well-matched.

F. Summary

In this research we concern the impact of KM which contributes to organizational performance. In this research we intend on KM to get know from the employees' mindset that what they know about it and to measure their knowledge, behavior and to check either they have awareness within the organization and how KM can impact on organizational performance.

Research is carried out through the proper channel in particular plain outlines are composed so as to design the process and to collect data for the research which explains that the reliable information is submitted. At this point, we are exercising descriptive design in which we are developing observation and obtain results. Quantitative and qualitative methods are exercised; well-structured questionnaire is planned and distributed to the employees in order to obtain their opinion and awareness concerning the KM. There are 21 questions are included the questionnaire, the first is about the demographic questions in which we got some respondent information then asked a question about KM that if they know about it. Some questions were asked related to knowledge conversion, knowledge conversion, knowledge application,

knowledge protection and organizational performance so as to verify the hypothesis.

In the qualitative research, interview was conducted with A, B, C, D in order to know how KM playing its role for organizational performance, its implementation, and KM protection ensured (See appendix 1). We targeted the employees in Pakistan and Turkey especially those who have experience in dairy industries. 30 individuals are considered to scale the normal dissemination and 200 individuals are approached for the statistical analysis intending to verify the hypothesis of the research objective.

Same questions are forwarded to the respondents through email, internet or intranet which was convenient for the respondents to replies all the questions. Questions are also established through google form so just the links are forwarded to the respondent's concluding the program collects all the data automatically and develop charts, statistic, maps and tables. The questions are in the form of MCQS and scaling question in which 1 designated strongly disagree whereas 5 indicated strongly agree. We exercised SPSS technique so as to minimize the errors. Parametric and non-parametric test was also exercised, we also verified the correlations between the variable and the method was also compared descriptive statistics, t-test, frequencies, was also used in order to validate the research hypothesis.

IV. FINDINGS AND RESULTS

A. Demographic Data Description

The male response more than a female as shown in the Figure. The percentage of male is 72%, while the percentage of male is 28%.
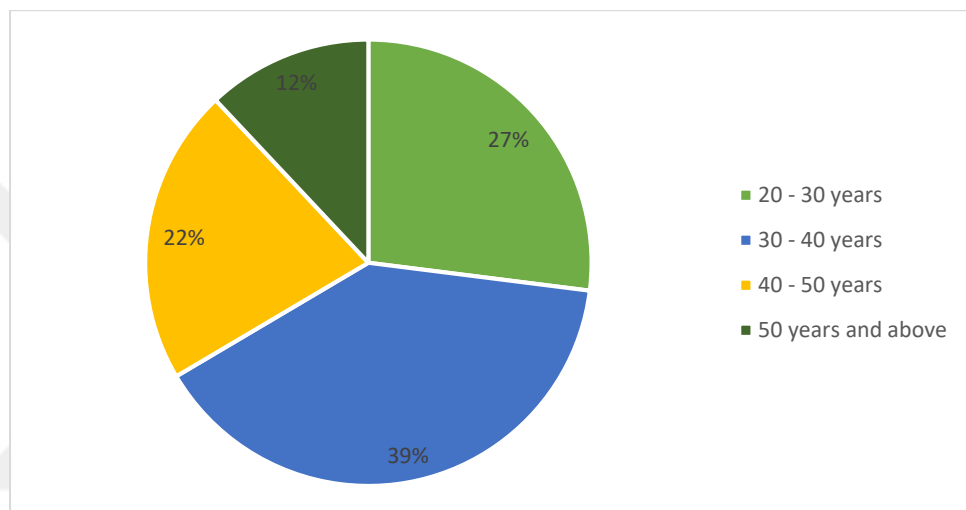
Figure 8: Respondents Age

As shown in Figure 8: results 27% respondents are between 20-30 years of age. 39% are between 30-40 years of age. 22% are between 40-50 years of age and 12% respondents are between 50 and above. As one of the targets was to considered respondents over 20 years old is achieved because in this research, we are considering adults.
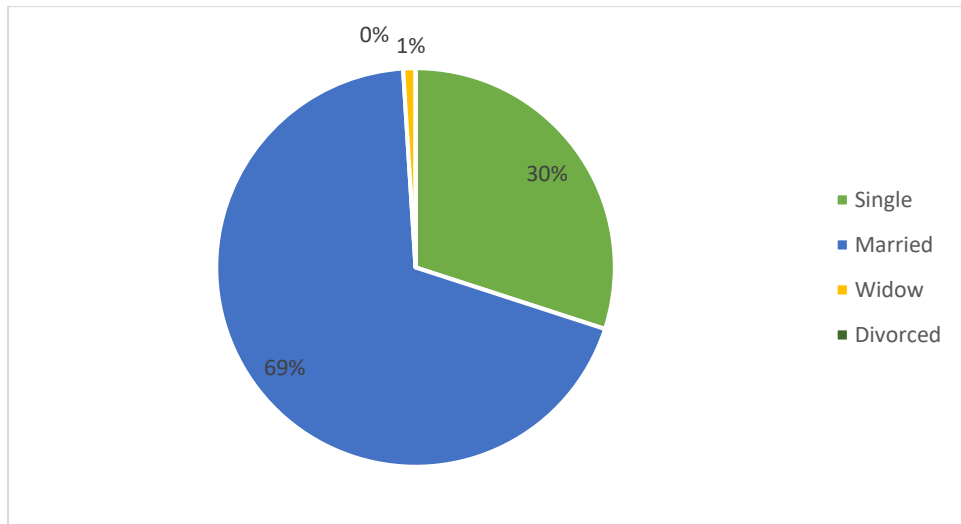
Figure **9:** Respondents Marital Status

As shown in Figure 9: 30% respondents are single, 69% are married 1% is widow. As one of the targets was to considered respondent's family life status.
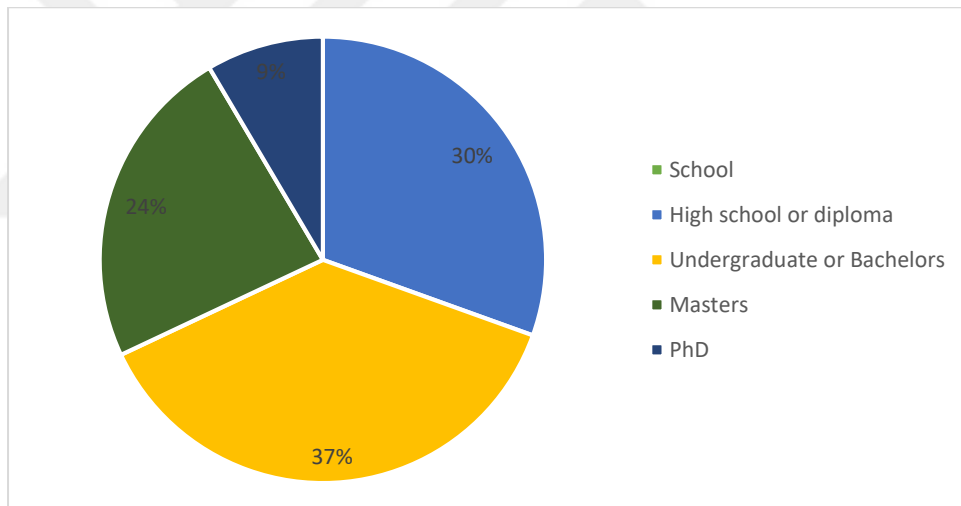
Figure 10: Respondents Qualification

According to Figure 10: results 24% are master's degree holders, 9% are PHD degree holders, 37% are bachelor's degree holders and 30% are high school diploma or equivalent degree holders which indicated that most of the respondents are well educated.
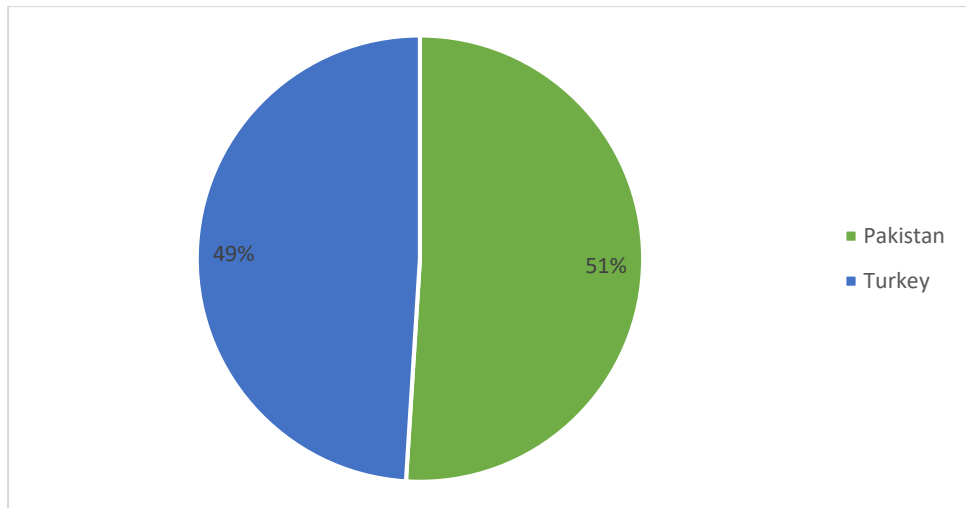
Figure 11: Respondents Country

According to the Figure 11: 57% respondents from Pakistan and 43% are from Turkey.
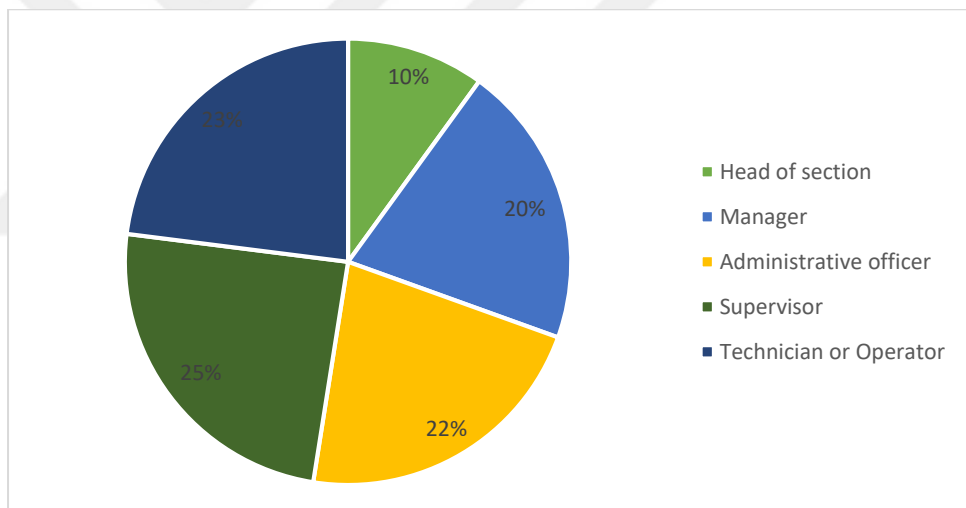
Figure 12: Respondents Job Title

According to the Figure 12: results 10% are Head of Section, 20% are Managers, 27% are administrative officer and 25% are supervisors and 23% are technicians or supervisor that indicates questionnaire was distributed from Top management to lower staff.
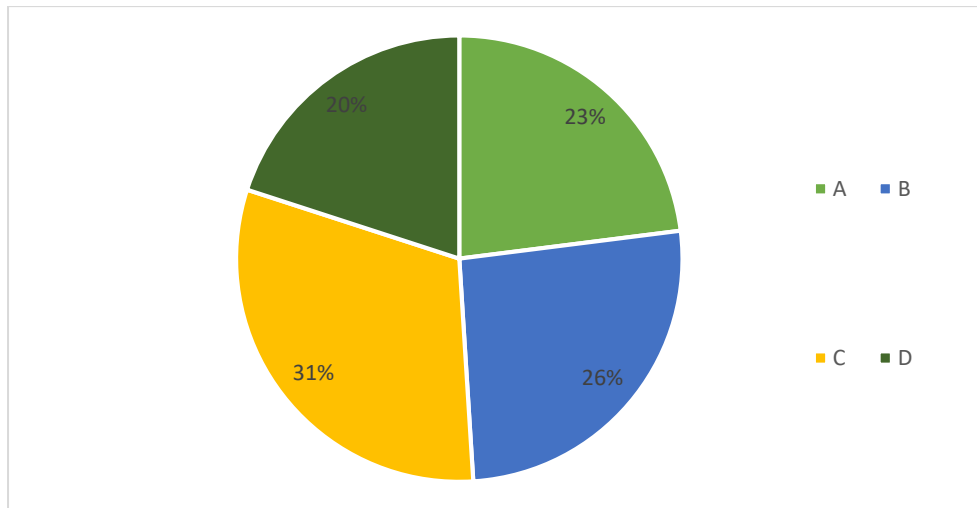
Figure 13: Respondents Organization Name

According to the Figure 13: results 23% are from A, 26% are from B, 31% are from C and 20% are from D.
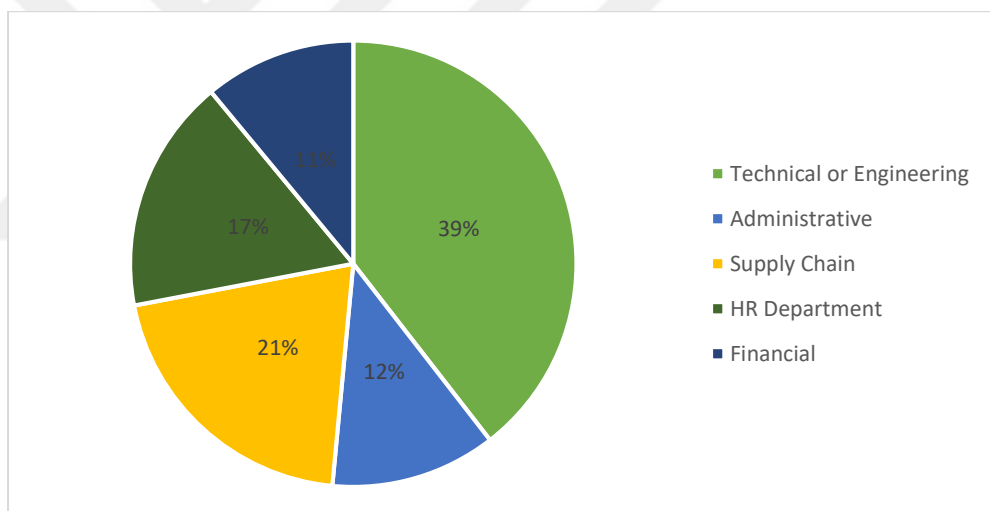
Figure 14: Respondents Department

According to the Figure 14: results 39% are from Technical or Engineering, 12% are from Administrative, 21% are from Supply Chain, 17% are from HR Department and 11% are from Finance that indicates questionnaire was distributed in all departments. Employees from every department participated in it.
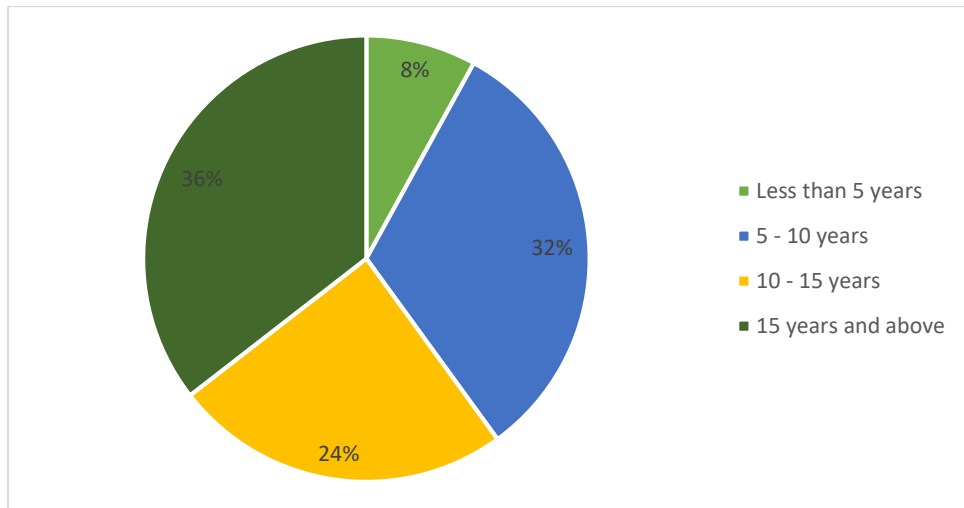
Figure 15: Respondents Total Expereince

According to the Figure 15: results 8% employees have less than 5 year of experience, 32% have 5 – 10 years' experience, 24% have 10 – 15 years' experience, 36% have 15 years and above and it indicate that the total experience of employees.
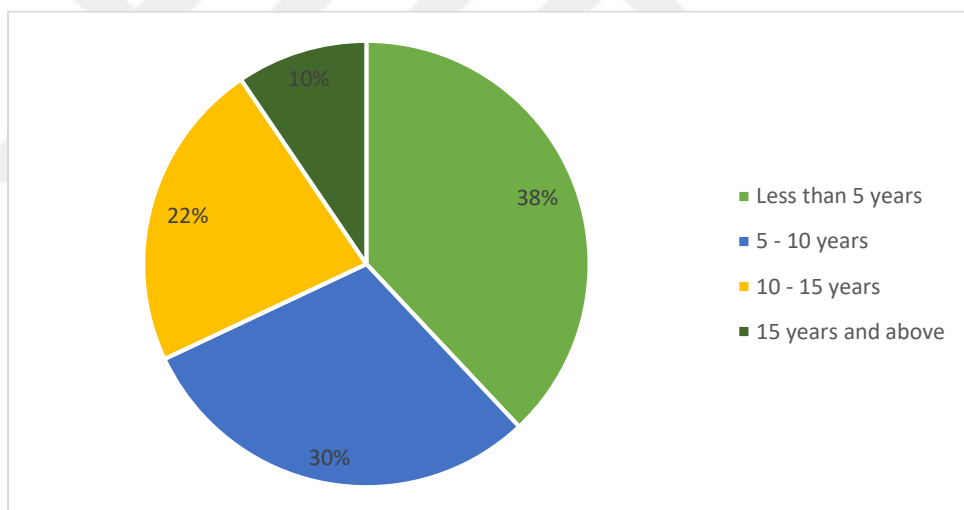
Figure 16: Respondents Expereince at this Company

According to the Figure 16: results 38% employees have less than 5 year of experience, 30% have 5 – 10 years' experience, 22% have 10 – 15 years' experience, 10% have 15 years and above and it indicate that the experience of employees within current organization.

B. Normal Dissemination
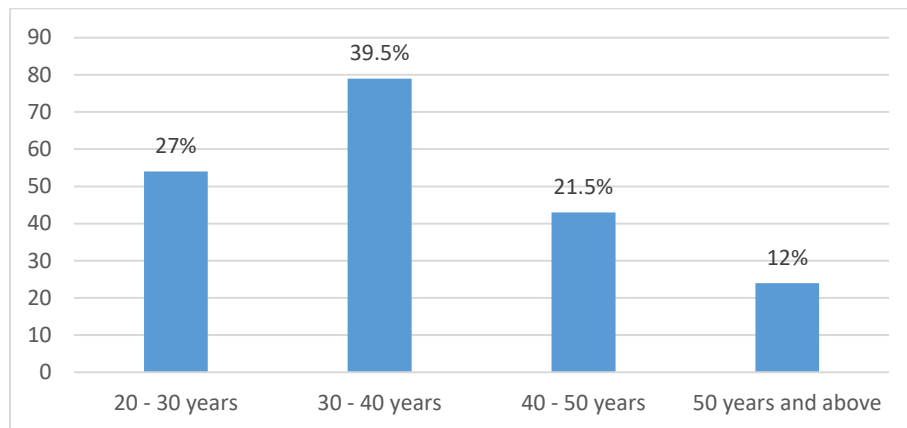
Figure 17: Normal Dissemination

To check either the data is normally distributed or not we considered the data of males and females ages in order to check the frequency. As shown in the graph of normal dissemination 27% respondents are falls in between 20-30 years of age, 39.5% respondents are falls in between 30-40 years of age, 21.5% respondents are falls in between 40-50 years of age, 21% respondents are falls in 50 years and above of age. Firstly, the percentage are increasing then after 39.5% the percentage are decreasing. Thus, the bell-shaped graph is obtained which indicated that the data are normally distributed.

C. Employees' Percentage Understand The KM Process In Company
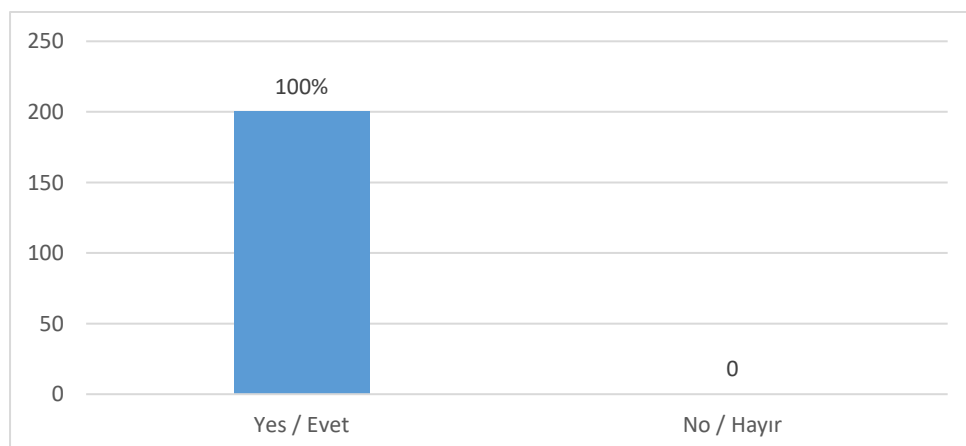
Figure 18: KM Understanding

The question was asked from the employees in Turkey and Pakistan that what is their understanding about the KM Process and in response all the employees' said yes that they have understanding about the KM Process within the organization. Why we asked this question becuase to get information that either the employees' have understanding about it or not.

D. New Knowledge From External Sources
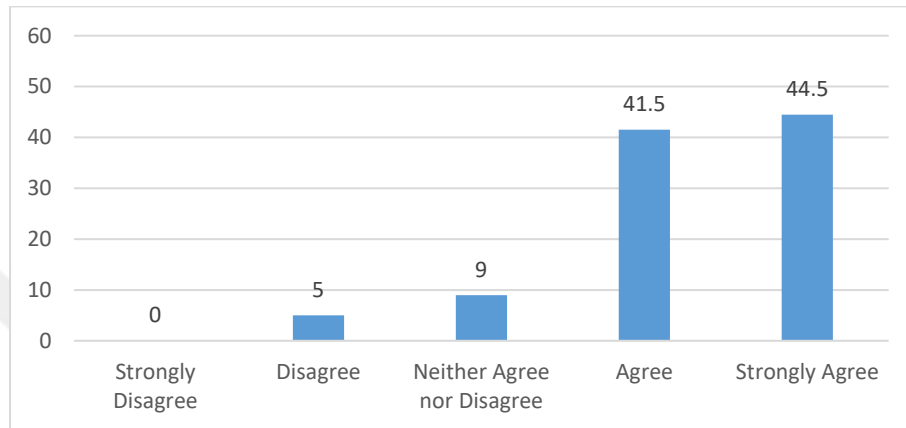
Figure 19: New Knowledge from External Sources

The question was asked from the employees in Turkey and Pakistan that they obtain a good extent of new knowledge from external sources (e.g. through seminars, conferences, educational courses, subscription journals, expert networks) because new knowledge brings the advancement for employees which have direct impact on organizational performance. In the response of that question 44.5% respondents said strongly agree, 41.5% respondents said to agree, 9% respondents said neither agree nor disagree, 5% respondents said disagree. This indicates that new knowledge obtained from the external source is the most widely used use in the organization and how knowledge is acquired.

E. Knowledge Exchange
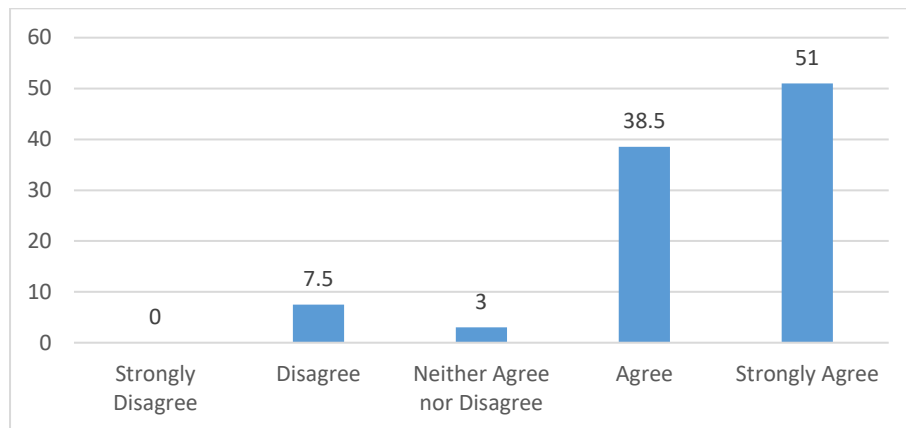
Figure: 20: Knowledge Exchange

The question was asked from the employees in Turkey and Pakistan that employees' exchange of knowledge with their co-workers in the response of that question 51% respondents said strongly agree, 38.5% respondents said to agree, 3% respondents said neither agree nor disagree, 7.5% respondents said disagree. This indicates that knowledge sharing is the most widely used use in the organization.

F. Experience, Skills And Knowledge
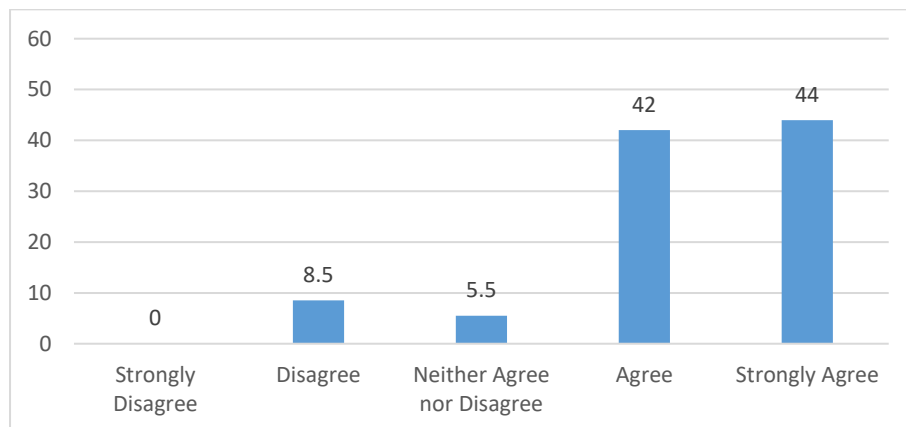
Figure 21: Experience, Skills and Knowledge

The question was asked from the employees in Turkey and Pakistan that employees' employees rely on experience, skills, and knowledge and in the response of that question 44% respondents said strongly agree, 42% respondents said to agree, 5.5% respondents said neither agree nor disagree, 8.5% respondents said disagree. This indicates that employees rely on experience, skills, and knowledge within the

organization.

G. Written Sources
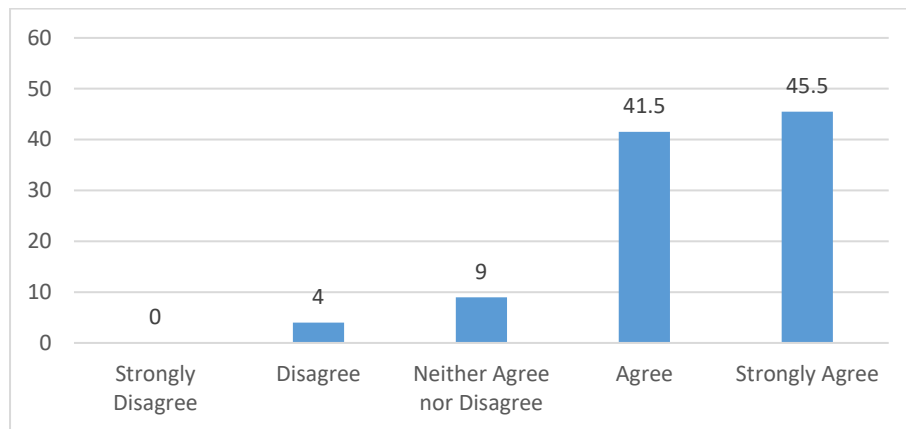
Figure 22: Written Sources

The question was asked from the employees in Turkey and Pakistan that employees rely on written sources (e.g. previously implemented project documentation, organizational procedures, instructions, and other documented sources) and in the response of that question 45.5% respondents said strongly agree, 41.5% respondents said to agree, 9% respondents said neither agree nor disagree, 4% respondents said disagree.

H. Knowledge Acquisition Sources
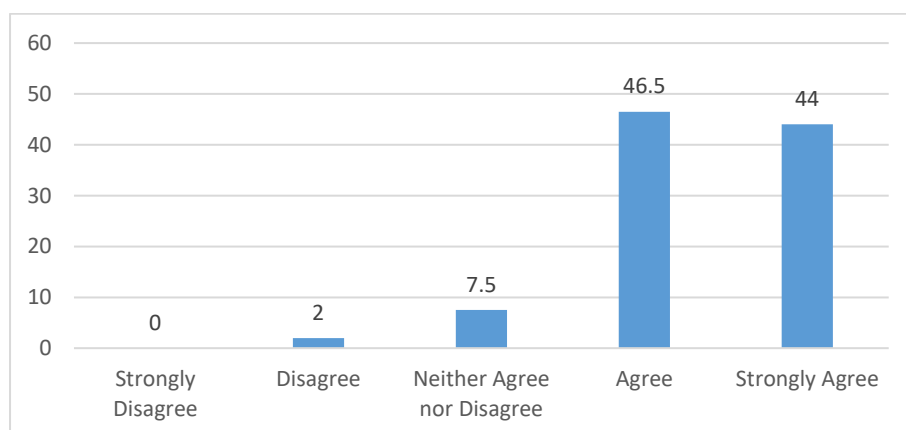
Figure 23: Knowledge Acquisition Sources

The question was asked from the employees in Turkey and Pakistan that in the organization knowledge is acquired through on-job training, mentoring, seminars and

conferences as in the response of that question 44% respondents said strongly agree, 46.5% respondents said to agree, 7.5% respondents said neither agree nor disagree, 2% respondents said disagree.

I. Training
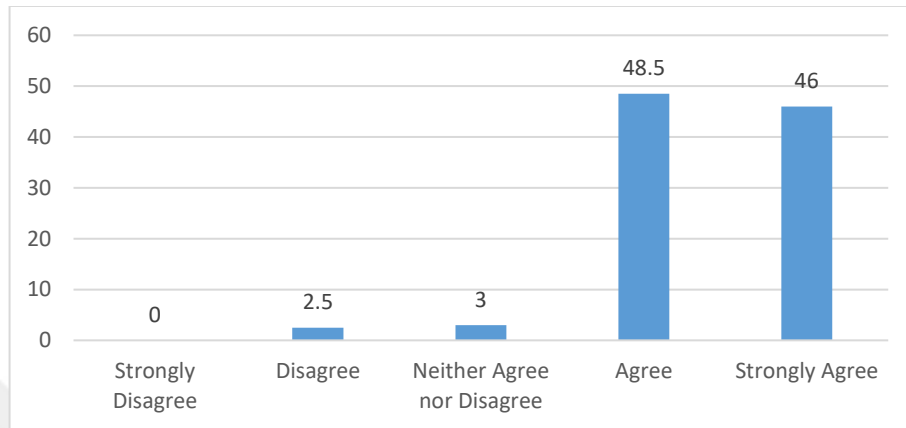
Figure: 24: Training

The question was asked from the employees in Turkey and Pakistan that through training there is increased capabilities in using and developing knowledge of employees as in the response of that question 46% respondents said strongly agree, 48.5% respondents said to agree, 3% respondents said neither agree nor disagree, 2.5% respondents said disagree.

J. Research On New Service
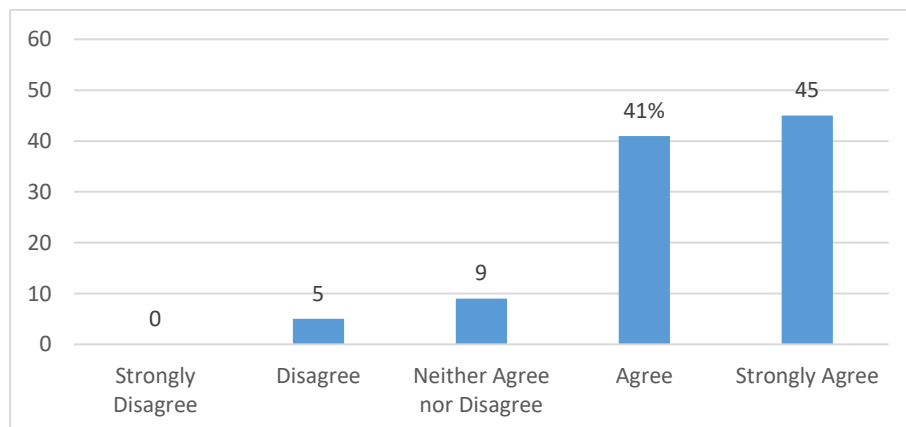
Figure 25: Research on New Service

The question was asked from the employees in Turkey and Pakistan that

Organization conduct research on new service, which helps employees to upskill results in knowledge acquisition as in the response of that question 45% respondents said strongly agree, 41% respondents said to agree, 9% respondents said neither agree nor disagree, 9% respondents said disagree.

K.   Employees Competency
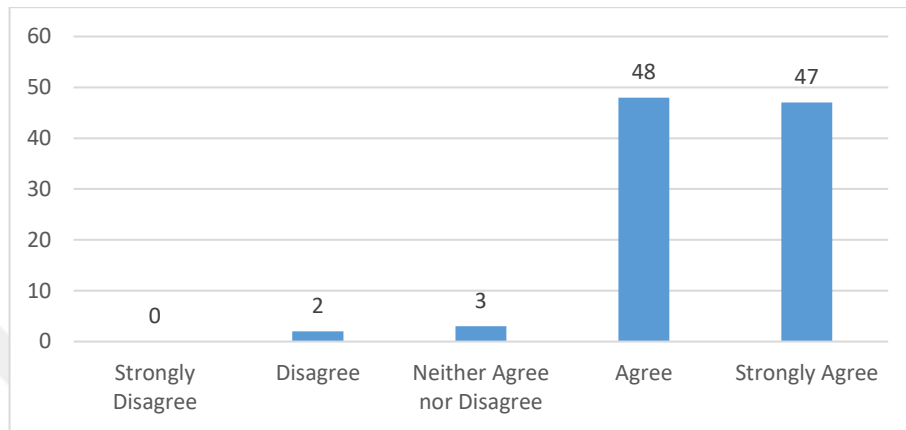
Figure 26: Employees Competency

The question was asked from the employees in Turkey and Pakistan that in organization knowledge acquisition through research helps employees to be more competent as in the response of that question 47% respondents said strongly agree, 48% respondents said to agree, 3% respondents said neither agree nor disagree, 2% respondents said disagree.

L.   Resources Utilization
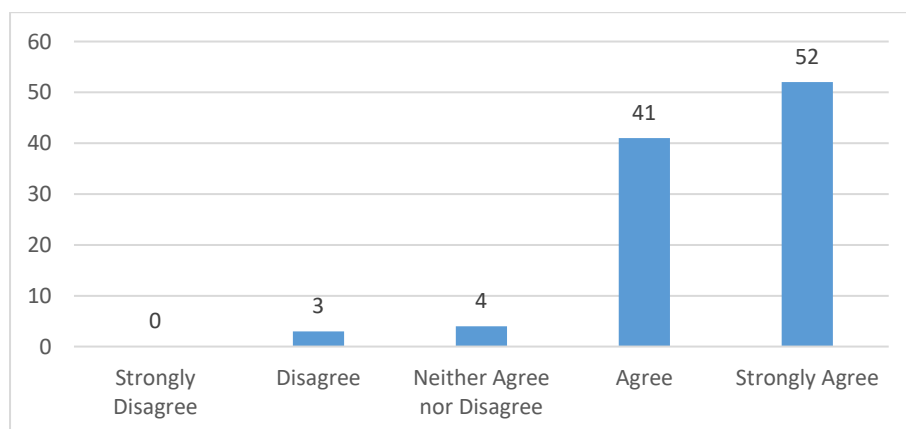
Figure 27: Resources Utilization

The question was asked from the employees in Turkey and Pakistan that in organization knowledge acquisition through research helps improve how resources are utilized as in the response of that question 52% respondents said strongly agree, 41% respondents said to agree, 4% respondents said neither agree nor disagree, 3% respondents said disagree.

M. Effective Application Of Knowledge
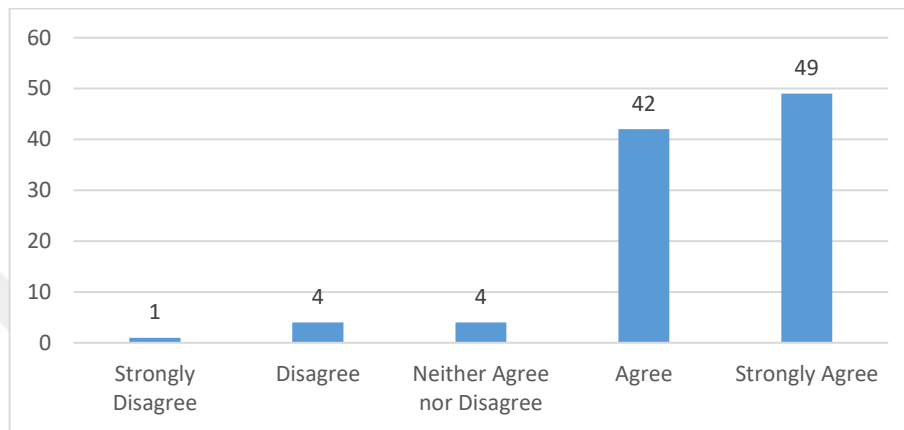
Figure 28: Effective Application of Knowledge

The question was asked from the employees in Turkey and Pakistan that in organization have IT infrastructure and it is fully implemented within the organization for effective application of knowledge also employees have understanding about the IT system that how to use to get the accurate data or information. as in the response of that question 49% respondents said strongly agree, 42% respondents said to agree, 4% respondents said neither agree nor disagree, 4% respondents said disagree. This indicates that through IT infrastructure, effective application of knowledge is applied in the organization.

N. Organizational Knowledge
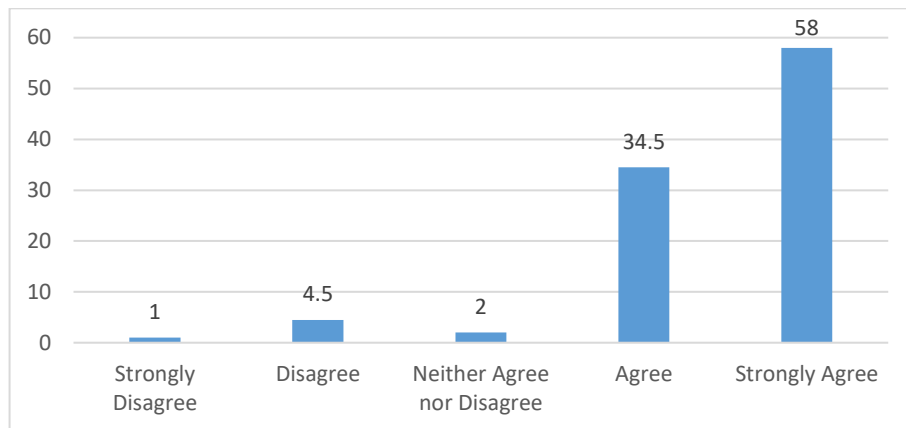
Figure 29: Organizational Knowledge

The question was asked from the employees in Turkey and Pakistan that conversion of personal knowledge into organizational knowledge within organization if employees switch the company or current role so the descendent can able to get the previous knowledge and utilize it without wasting time by this, it will impact on organizational performance. As in the response of that question 58% respondents said strongly agree, 34.5% respondents said to agree, 2% respondents said neither agree nor disagree, 4.5% respondents said disagree. This indicates that employees think that personal knowledge into organizational knowledge conversion is processing within the organization.

O. Embedded Knowledge Services And Processes
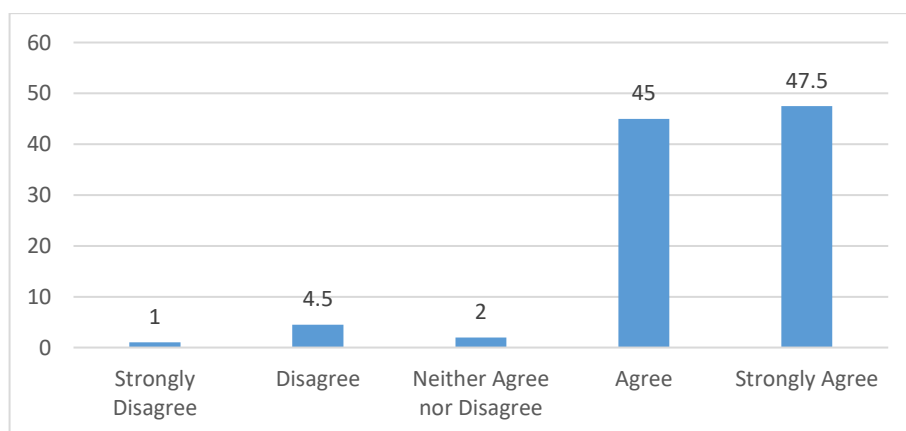
Figure 30: Embedded Knowledge Services and Processes

The question was asked from the employees in Turkey and Pakistan that

embedding knowledge services and processes with IT applications within the organization that results in better performance as in the response of that question 47.5% respondents said strongly agree, 45% respondents said to agree, 2% respondents said neither agree nor disagree, 4.5% respondents said disagree.

P. Data Storage
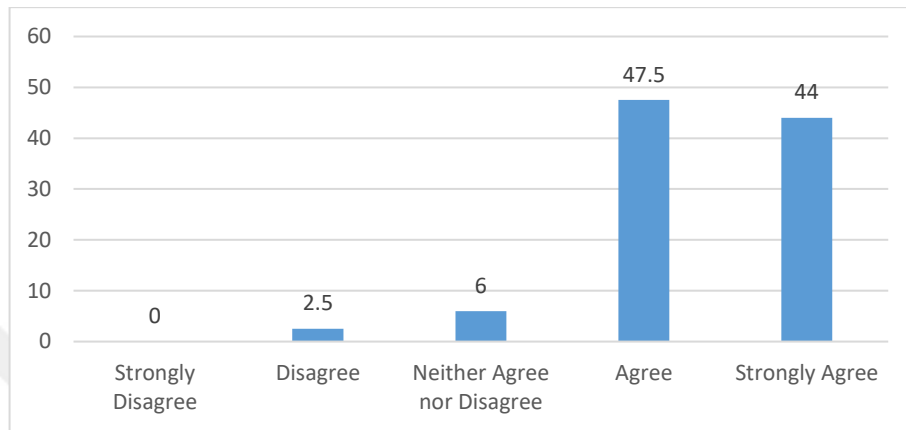
Figure 31: Data Storage

The question was asked from the employees in Turkey and Pakistan that IT tools are used to store data on implemented projects, tasks, and activities within organization as in the response of that question 44% respondents said strongly agree, 47.5% respondents said to agree, 6% respondents said neither agree nor disagree, 2.5% respondents said disagree.

Q. Storage Information
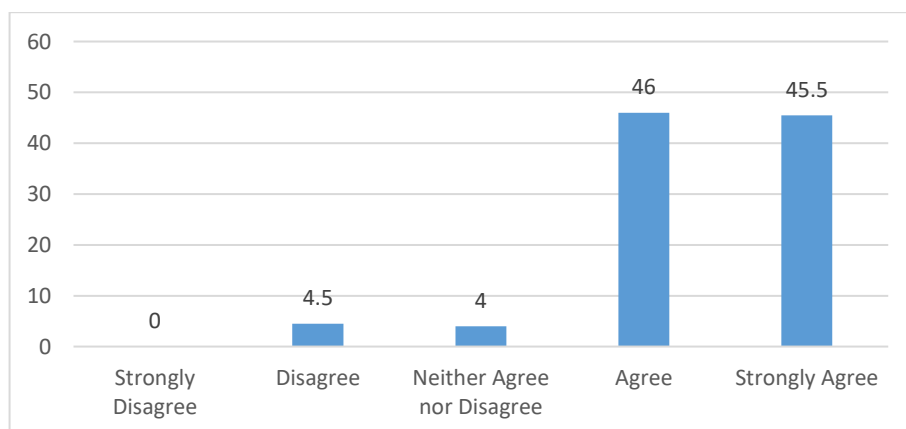
Figure 32: Storage Information

The question was asked from the employees in Turkey and Pakistan that IT tools are used to store information on suppliers and customers within the organization in the response of that question 45.5% respondents said strongly agree, 46% respondents said to agree, 4% respondents said neither agree nor disagree, 4.5% respondents said disagree.

R. Influence Of Knowledge Protection
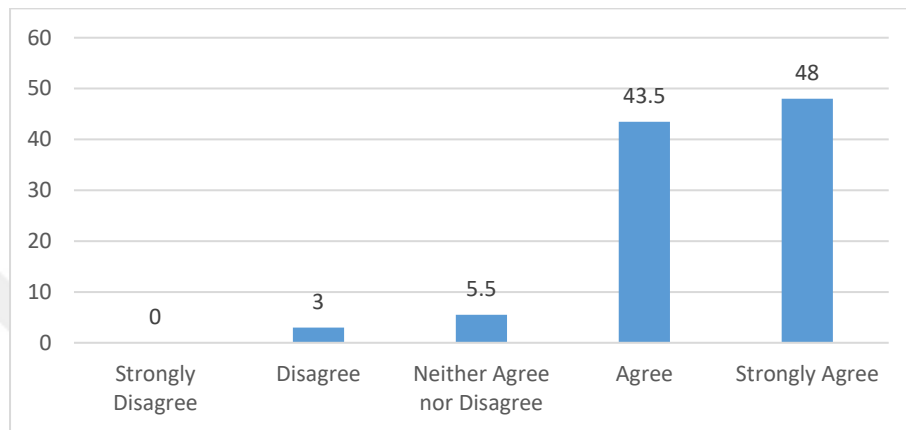
Figure 33: Influence of Knowledge Protection

The question was asked from the employees in Turkey and Pakistan that Protection of Knowledge can influence to avoid illegal and inappropriate use within the organization and to establish and maintain a competitive advantage in the response of that question 48% respondents said strongly agree, 43.5% respondents said to agree, 5.5% respondents said neither agree nor disagree, 3% respondents said disagree.

S. IT Tools
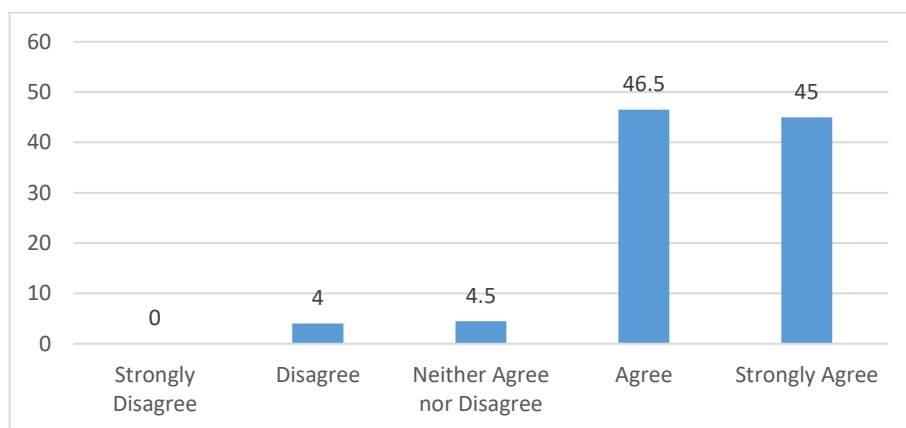
Figure 34: IT Tools

The question was asked from the employees in Turkey and Pakistan that IT tools enable effective work within organization as in the response of that question 45% respondents said strongly agree, 46.5% respondents said to agree, 4.5% respondents said neither agree nor disagree, 4% respondents said disagree.

T. Advantage of IT Tools
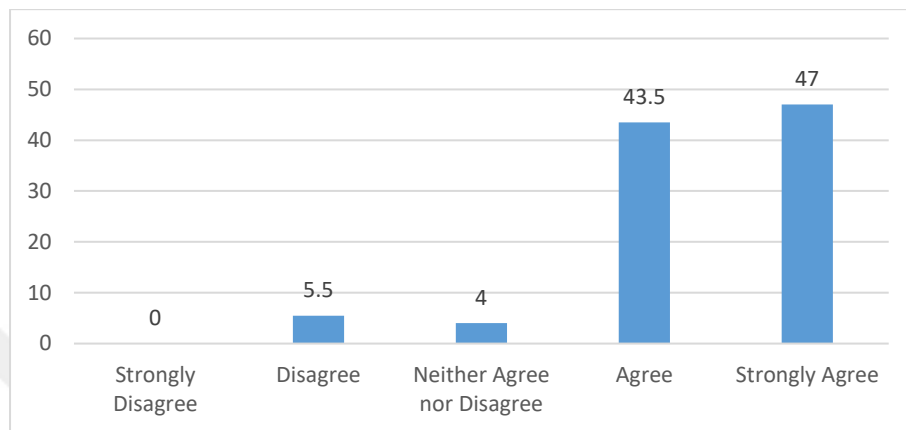
Figure 35: Advantage of IT Tools

The question was asked from the employees in Turkey and Pakistan that the advantage of using IT tools in the fact that it prevents the loss of knowledge within organization so the previous knowledge can be stored and utilize at any time. As in the response of that question 47% respondents said strongly agree, 43.5% respondents said to agree, 4% respondents said neither agree nor disagree, 5.5% respondents said disagree. This indicates that the advantage of using IT tools in the fact that it prevents the loss of knowledge for organization.

U. Decision Making
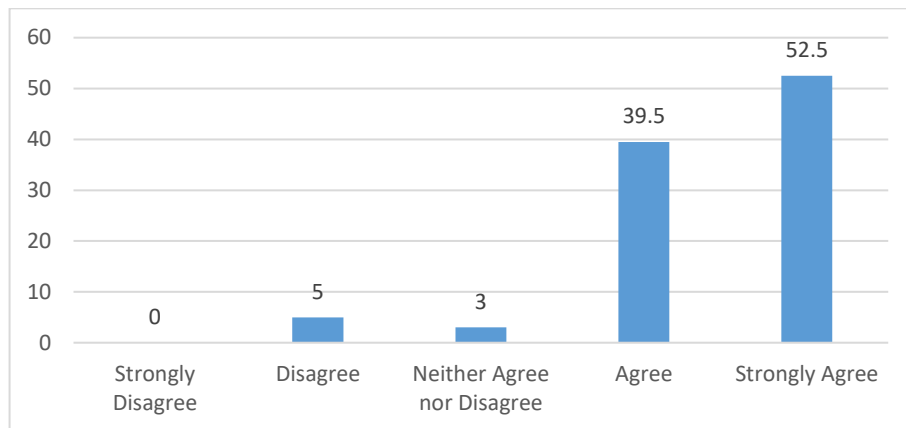
Figure 36: Decision Making

The question was asked from the employees in Turkey and Pakistan that the KM system helps in fast and better decision making within organization as in the response of that question 52.5% respondents said strongly agree, 39.5% respondents said to agree, 3% respondents said neither agree nor disagree, 5% respondents said disagree.

V. Enhanced Productivity Or Service Quality
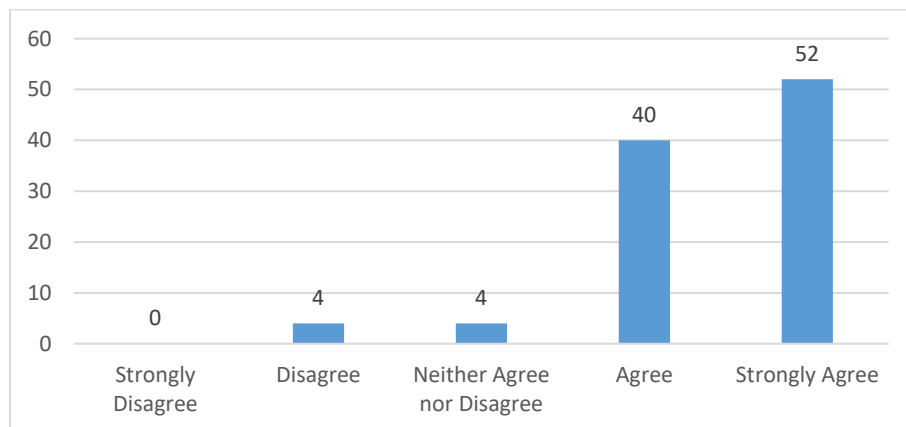
Figure 37: Enhanced Productivity or Service Quality

The question was asked from the employees in Turkey and Pakistan that KM helps in enhanced productivity or service quality within organization as different factors are involved such as knowledge acquiring, knowledge sharing, knowledge conversion and protection so by utilizing these factors it can enhanced the productivity or service quality. As in the response of that question 52% respondents said strongly agree, 40%

respondents said to agree, 4% respondents said neither agree nor disagree, 4% respondents said disagree. This indicates that KM helps in enhanced productivity or service quality within organization.

W. Enhanced Collaboration
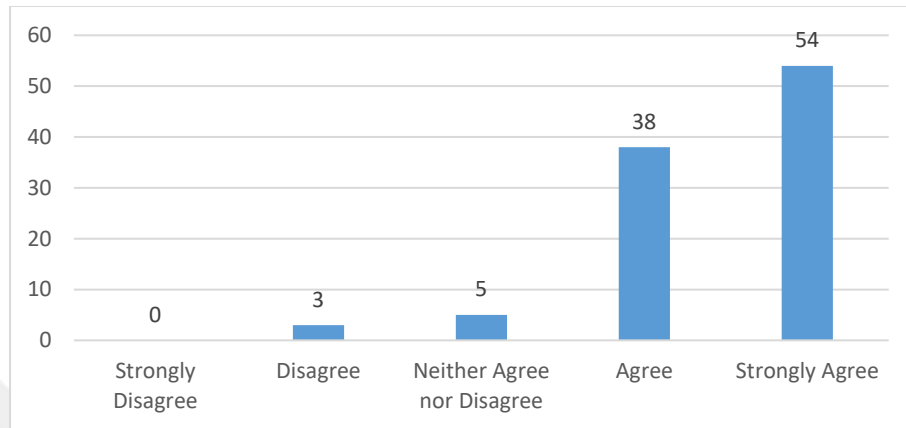
Figure 38: Enhanced Collaboration

The question was asked from the employees in Turkey and Pakistan that KM results in enhanced collaboration within the organization within organization as in the response of that question 54% respondents said strongly agree, 38% respondents said to agree, 5% respondents said neither agree nor disagree, 3% respondents said disagree.

X. Transformation Of Learning
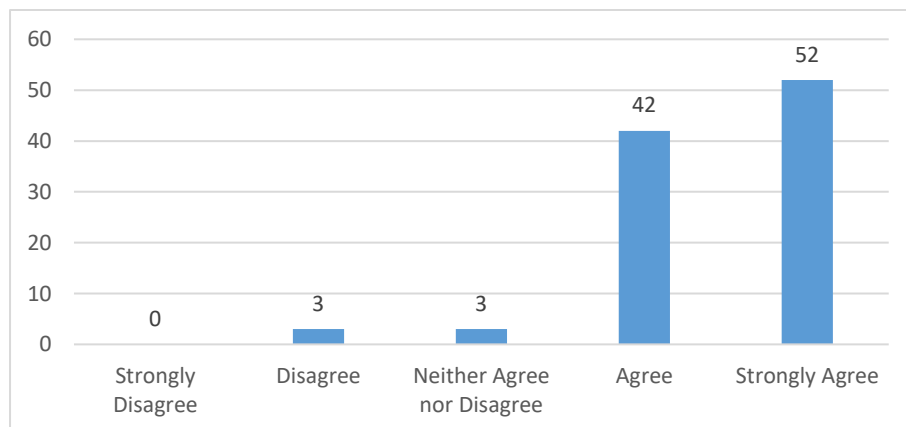
Figure 39: Transformation of Learning

The question was asked from the employees in Turkey and Pakistan that KM helps in constant and continuous transformation of individual learning to organizational Learning within organization because individual learning has impact on organizational performance. As in the response of that question 47.5% respondents said strongly agree, 45% respondents said to agree, 2% respondents said neither agree nor disagree, 4.5% respondents said disagree. This indicates that KM helps in constant and continuous transformation of individual learning to organizational Learning and due to this process, it impacts on organizational performance.

Descriptive statistics are used to define the different features of the data. They are used to give information about the distribution of variables. Descriptive statistics are used to examining and exploring the data prior to performing the statistical tools for data analysis and interpretation. Mean and standard deviation are used to check the average value and spread of data across the mean value.

Table 1: Descriptive Analysis of KC

	Min	Max	Sum	Mean	Std. Deviation
Knowledge Conversion	2.00	5.00	851.00	4.2550	.82057
Knowledge Exchange	2.00	5.00	866.00	4.3300	.85719
Experience, Skills and Knowledge	2.00	5.00	843.00	4.2150	.89036
Written Sources	2.00	5.00	857.00	4.2850	.79178

In the above table it is shown that standard deviation is very less which indicates that values are not much dispersed around the mean. Greater dispersion shows more variation in data and presence of outliers is also identified from the dispersion of data. But in above case, dispersion is very less and all the values reside near the

mean value and the gathered data is very significant and there are very small chances of error.

Table 2: Descriptive Analysis of KA

	Min	Max	Sum	Mean	Std. Deviation
Knowledge Acquisition	2.00	5.00	865.00	4.3250	.70131
Capabilities Increase and Developing Knowledge	2.00	5.00	876.00	4.3800	.66921
Research on new Service	2.00	5.00	852.00	4.2600	.82206
Employees Competency	2.00	5.00	880.00	4.4000	.64970
Resources utilization	2.00	5.00	884.00	4.4200	.71143

In the above table it is shown that standard deviation is very less which indicates that values are not much dispersed around the mean. in above case, dispersion is very less and all the values reside near the mean value and the gathered data is very significant and there are very small chances of error.

Table 3: Descriptive Analysis of KAPP

	Minimum	Maximum	Sum	Mean	Std. Deviation
Knowledge Application	1.00	5.00	868.00	4.3400	.81715
Organizational Knowledge	1.00	5.00	888.00	4.4400	.82450
Embedded knowledge services and processes	1.00	5.00	867.00	4.3350	.80997
Data Storage	2.00	5.00	866.00	4.3300	.70254
Valid N (listwise)					

In the above table it is shown that standard deviation is very less which indicates that values are not much dispersed around the mean. in above case, dispersion is very less and all the values reside near the mean value and the gathered data is very significant and there are very small chances of error.

Table 4: Descriptive Analysis of KP

	Minimum	Maximum	Sum	Mean	Std. Deviation
Storage information	2.00	5.00	865.00	4.3250	.75646
Knowledge Protection.	2.00	5.00	873.00	4.3650	.72415
IT Tools	2.00	5.00	865.00	4.3250	.74306
Advantage of IT Tools	2.00	5.00	864.00	4.3200	.79420
Valid N (listwise)					

In the above table it is shown that standard deviation is very less which indicates that values are not much dispersed around the mean. in above case, dispersion is very less and all the values reside near the mean value and the gathered data is very significant and there are very small chances of error.

Table 5: Descriptive Analysis of Organizational Performance

	Minimum	Maximum	Sum	Mean	Std. Deviation
Decision Making	2.00	5.00	879.00	4.3950	.77588
Organizational Performance	2.00	5.00	880.00	4.4000	.75021
Enhanced Collaboration	2.00	5.00	886.00	4.4300	.72646
Knowledge Management	2.00	5.00	886.00	4.4300	.69824
Valid N (listwise)					

In the above table it is shown that standard deviation is very less which indicates that values are not much dispersed around the mean. in above case, dispersion is very less and all the values reside near the mean value and the gathered data is very significant and there are very small chances of error.

Y. Hypothesis Testing

In order to analyze the impact of KM on organizational performance it is mandatory that the hypothesis should be tested.

Hypothesis A:

H_{A0}**:** The KM has not a positive significant impact on organizational performance

H_{A1}**:** The KM has a positive significant impact on organizational performance

In this hypothesis we have one dependent variable that is KM and one dependent variable that is organizational performance. To check either there is a negative or positive significant impact of KM on organizational performance. According to the

quantitative analysis H$_1$ hypothesis is accepted as the it shown in the results. While to show the data in numerical form and to make the hypothesis testing more accurate statistical analysis has been used by using SPSS which shows that the R square value is 0.409 and the significance vales $p < .001$, which indicates that the results are statistically significant. Hence we accepted the hypothesis that KM has a positive significant impact on organizational performance and the null hypothesis is rejected.

In order to test the relationship between the KA, KC, KAPP, KP and Organizational Performance the following hypothesis must be test.

Table 6: Regression Analysis

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Knowledge Protection, Knowledge Conversion, Knowledge acquisition, Knowledge Application		Enter

a. Dependent Variable: Organizational Performance

b. All requested variables entered.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640[a]	.409	.397	.58242

a. Predictors: (Constant), Knowledge Protection, Knowledge Conversion, Knowledge acquisition, Knowledge Application

Model summary part of output is very important in describing the standard error of estimate and goodness of fit (R square). This summery tells us that how strongly the

multiple independent variables are related to dependent variable. The table shown above gives us the representation of variation among dependant and independent variables.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.853	4	11.463	33.794	.000[b]
	Residual	66.147	195	.339		
	Total	112.000	199			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Knowledge Protection, Knowledge Conversion, Knowledge acquisition, Knowledge Application

ANOVA, the analysis of variance, is used for making simultaneous comparisons between two or more means. It also yields the values that can be tested to determine whether a significant relation exist between the variables or not.

ANOVA test is used to measure the significance level of study. In the above table sum of square of regression represents the overall experimental effect (the effect of service quality dimensions on customer satisfaction) whereas the mean square of the model represents the average experimental effect. Of all the information given in ANOVA table the major concern of the researcher is to focus on the value of "Sig." column. This column indicates that how likely it is that F-value of that size would have occurred by chance; in this case the probability is 0.000 which shows that the chances occurrence are less than 0.1%. If the P-value given in this column is less than the critical value i.e. 0.01, set by researcher, than the effect is said to be more significant and the greater the value of P from critical value will give insignificant results. Above table has shown that our P-value is much less than 0.01, meaning that there is a significant impact between the variables.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.143	.327		3.500	.001
	Knowledge Conversion	.286	.059	.313	4.843	.000
	Knowledge acquisition	-.078	.068	-.073	-1.146	.253
	Knowledge Application	.100	.064	.109	1.564	.119
	Knowledge Protection	.446	.067	.430	6.689	.000

a. Dependent Variable: Organizational Performance

Table 9 explains the ANOVA table, showing that our data is significant or not. Results have shown that significant value for the ANOVA results are much less than the p-value set by the researcher. It also shows the direct relationship between the variables.

Table 10: Correlations

		Knowledge Management	Organizational Performance
Knowledge Management	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Performance	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

To check the relationship between the KC and OP the following hypothesis must be test.

Hypothesis B:

H_{B0}: KC has not a positive significant impact on organizational performance.

H_{B1}: KC has a positive significant impact on organizational performance

To test this hypothesis correlation analysis has been used by using SPSS to make the accurate values. The results show that r value is (.454) which are less than 1 and significance value ($p < .001$) which indicates that there is a positive correlation between the KC and organizational performance. We accepted the hypothesis that KC has a positive significant impact on organizational performance and rejected the null hypothesis.

Table 11: Correlations of KC and Organizational Performance.

		Knowledge Conversion	Organizational Performance
Knowledge Conversion	Pearson Correlation	1	.454[**]
	Sig. (2-tailed)		.000
	N	200	200
Organizational Performance	Pearson Correlation	.454[**]	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

In order to test the relationship between the KA and Organizational Performance the following hypothesis must be test.

Hypothesis C:

H_{C0}:   KA has not a positive significant effect on organizational performance

H_{C1}:   KA has a positive significant effect on organizational performance

This hypothesis is tested by using correlation analysis through spss in order to give the accurate value. The results show that r value is (.239) which is less than 1 and the significance values ($p < .001$). This result indicates that there is the positive correlation between KA and organizational performance. We accepted the hypothesis that KA has a positive significant impact on organizational performance and rejected the null hypothesis.

Table 12: Correlations of KA and Organizational Performance

		Knowledge Acquisition	Organizational Performance
Knowledge acquisition	Pearson Correlation	1	.239[**]
	Sig. (2-tailed)		.001
	N	200	200
Organizational Performance	Pearson Correlation	.239[**]	1
	Sig. (2-tailed)	.001	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

In order to test the relationship between the KA and Organizational Performance the following hypothesis must be test.

Hypothesis D:

H_{D0}: KAPP has not a significant effect on organizational performance
H_{D1}: KAPP has a significant effect on organizational performance

This hypothesis is tested by using correlation analysis through spss in order to give the accurate value. The results show that r value is (.433) which is less than 1 and the significance values ($p < .001$). This result indicates that there is the positive correlation between KAPP and organizational performance. We accepted the hypothesis that KAPP has a positive significant impact on organizational performance and rejected the null hypothesis.

Table 13: Correlations of KAPP and Organizational Performance

		Knowledge Application	Organizational Performance
Knowledge Application	Pearson Correlation	1	.433**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Performance	Pearson Correlation	.433**	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

In order to test the relationship between the KP and Organizational Performance the following hypothesis must be test.

Hypothesis E:

H_{E0}: KP has not a significant effect on organizational performance

H_{E1}: KP has a significant effect on organizational performance

This hypothesis is tested by using correlation analysis through spss in order to give the accurate value. The results show that r value is (.553) which is less than 1 and the significance values ($p < .001$). This result indicates that there is the positive correlation between KA and organizational performance. We accepted the hypothesis that KP has a positive significant impact on organizational performance and rejected the null hypothesis.

Table 14: Correlations of KP and Organizational Performance

		Knowledge Protection	Organizational Performance
Knowledge Protection	Pearson Correlation	1	.553**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Performance	Pearson Correlation	.553**	1
	Sig. (2-tailed)	.000	
	N	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

Table 14 has shown the results of correlation which shows that there is strongly positive correlation between all the independent variables and the dependent variable.

Table 15: Case Processing Summary

This summarizes the analysis dataset in terms of non missing case as

		N	%
Cases	Valid	200	100.0
	Excluded[a]	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Table 16: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.868	6

We performed Cronbach's alpha to measure the internal consistency "reliability" as there are multiple Likert questions in a survey/questionnaire to determine if the scale is reliable. Cronbach's alpha is 0.867, which indicates a high level of internal consistency for our scale with this specific sample.

Table 17: Item Statistics

	Mean	Std. Deviation	N
Knowledge Acquisition	4.2550	.82057	200
Knowledge Application.	4.3400	.81715	200
Knowledge Conversion	4.4400	.82450	200
Knowledge Protection	4.3200	.79420	200
Organizational Performance	4.4000	.75021	200
Knowledge Management	4.4300	.69824	200

We used this technique to evaluates the effectiveness of items

Table 18: Inter-Item Correlation Matrix

	Knowledge Acquisition	Knowledge Application	Knowledge Conversion	Knowledge Protection	Organizational Performance	Knowledge Management
Knowledge Acquisition	1.000	.440	.420	.283	.454	.413
Knowledge Application	.440	1.000	.851	.552	.433	.429
Knowledge Conversion	.420	.851	1.000	.651	.502	.543

Knowledge Protection	.283	.552	.651	1.000	.568	.503
Organizational Performance	.454	.433	.502	.568	1.000	.812
Knowledge Management	.413	.429	.543	.503	.812	1.000

We performed to analyzing the internal consistency "reliability" and to examine the extent of consistency between multiple items measuring the same construct.

Z. Hypothesis Summary

Table 19: Hypothesis Results

Hypothesis	Results
H_{A0} KM has not a positive significant impact on organizational performance	Rejected
H_{A1} KM has a positive significant impact on organizational performance	Accepted
H_{B0} KC has not a positive significant impact on organizational performance.	Rejected
H_{B1} KC has a positive significant impact on organizational performance	Accepted
H_{C0} KA has not a positive significant effect on organizational performance	Rejected
H_{C1} KA has a positive significant effect on organizational performance	Accepted
H_{D0} KAPP has not a significant effect on organizational performance	Rejected
H_{D1} KAPP has a significant effect on organizational performance	Accepted
H_{E0} KP has not a significant effect on organizational performance	Rejected
H_{E1} KP has a significant effect on organizational performance	Accepted

V. CONCLUSIONS AND DISCUSSION

In this final chapter we will give the overview of the research, the method used in study and the major section will cover the discussion and conclusion.

The thesis starts first by give the general information to the reader which makes them clear about the topic. I discussed about the impact of KM on the organizational performance. In this study we have concluded that that KM has potential on organizational performance in corporate sector. It has been recognized that the knowledge is gradually increasing and using as the innovative tactical tool for organizational competitive advantage. Organization should know about the integrated system of KM for the organizational sustainability that what organization should use the integrated form of KM and how to improve the performance of organization. The research focus is to determine that "The Impact of KM on Organizational Performance in Corporate Sector: A Cross-Cultural case study for Dairy Industry (Pakistan & Turkey). The purpose of study to analyze whether KM is a necessary for industries to improving their services and KP in Pakistan and Turkey. In this research we have dependent and independent variables have tested.

H_{A1}: The KM has a positive significant impact on organizational performance. From the previous literature it has concluded that the fundamental investment in KM with in organization that ultimately increase the performance of the organization (Bhirud, Rodrigues, & Desai, 2005).

The second hypothesis have generated in this study is H_{B1}: KC has a positive significant impact on organizational performance. It is also confirmed from previous literature the Current organizations are most concerning to have capability to generate knowledge to improve the performance of organization (Gold et al., 2001).

The third hypothesis is H_{C1}: KA has a positive significant effect on organizational performance. It is supported from previous literature and from our results that knowledge ability has the positive and significant effect on the organizational performance, however the Evaluation is based on the uniqueness of

individual organization, HenriInkinen (2016).

The fourth hypothesis is H_{D1}:KAPP has a significant effect on organizational performance. this hypothesis have confirmed from previous results that shows the KAPP has positive impact on organizational performance.

The fifth hypothesis which is generated in our study is KP has a significant effect on organizational performance. This recommends that investing in knowledge protection could enhance knowledge process capability and lead to enhanced organizational effectiveness. (Bhirud, Rodrigues & Desai, 2005; Gorelick & Tantawy-Monsou, 2005; Iftikhar, 2003).

We have collected the data from A, B, C, D. This study categorizes into descriptive, exploratory and explanatory. In this study we concerned a descriptive model. The research methodology practiced in this study is quantitative and qualitative research in order to collect relevant adequate data. In quantitative research data is statistically examined. In the qualitative research interview is conducted with dairy industries from Pakistan and Turkey. Survey consist of 21 questions and divided into two portions, first is the demographical questions to obtain some respondent information then the questions are asked to get know about the impact of KM on organizational performance within the dairy industry. The point of this question is to get acknowledged that KM consistently comes in the employees set of consideration. As the data was spontaneously submitted by the respondents, so it was directly shifted to SPSS and analyzed, the advantage of this process is that minimize the risk of errors. After conclusion all the responses were reviewed and checked. The analysis of the data was compiled on the hypothesis establish at the planned framework. So, the hypothesis about the KM has positive impact on organizational performance in dairy industry of Pakistan and Turkey is accepted. In the start of study, it was determined due to past experience that KM is implemented in the organizations and employees have good knowledge about KM and gradually added new elements regarding KM in the organization for improvement.

It is seen that knowledge management initiatives within organizations can provide real life experience; knowledge business goals with well established solutions that can be escalated to similar situations. KM initiatives would also certify that organizational retention is always up to date. As restructured knowledge is normally provided by the

senior staff, this method, the senior staff would always feel highly esteemed by organizations thus remain to contribute while the knowledge curve of newly inducted staff would be compact. KM offer the necessary proficiencies to process information kept in the organizational storage and to commence knowledge-sharing activities for professional and managerial staff. They would help the other staff and screen the information while detecting improper and outdated knowledge. Consequently, organizations would become more effective and well-organized by reducing their operational expense and profitability growth, personnel, experience and enhanced steadiness in decision making.

The benefits of accurately implemented KM initiatives within organizations significantly previal possible problems and thus, we can carefully debate that KM does positively impact organizational performance on corporate sector. But as stated previously, it must be implemented appropriately. It requires appropriate level of awareness of the concept by the all senior managers so as to the suitable support would be provided, precise amount of time would be permitted for its implementation and projected result sequence would be made available for its good supportive incentive, schemes and technologies would be set up to strengthen knowledge sharing. There is no doubt that concept of KM is a natural fit for any organization implementing knowledge-intensive activities. Since it is established that knowledge- intensive actions are the way advancing in today's knowledge-based economy, it means that the KM concept is a certain component of any organization operating in this knowledge-based economy. Therefore, to successfully operate, achieve and sustain a competitive advantage within such economy, it is crucial to manage the organization's knowledge assets or resources effectively and efficiently and so is to integrate the knowledge management practices within organizations.

This study has some limitations as the data was collected from one city of Turkey and Pakistan and there was a certain age limit too. The weakness of this study that should be taking into an account that during the data gathering we faced problem due to language barrier we don't have the specific tools while gathering data from different industries .Furthermore, future research can be conducted by seeing either there are any other factors that can affect the impact on knowledge management on organization performance other than Knowledge conversion, Knowledge acquisition, Knowledge protection and Knowledge application in dairy industries and also by taking the sample

of developed countries to check the different effect by considering the culture of each country.

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APPENDIX

Appendix 1

1. What do you know about KM?

2. How KM can be implemented

3. Why the KM is essential for organization?

4. What can be the effect of KM on organizational performance?

5. How KM protection ensured in organization?

Appendix 2

A. 2.1 Questionnaire

This questionnaire is a research tool designed to complete the requirements of MBA degree, a thesis which its title is: "**The impact of KM on organizational performance in Corporate Sector for dairy industry (Pakistan and Turkey)** 'A Case Study'". I hope that I will get the required data for my study after filling out the questionnaire by putting (✔) in the answer area that you will choose. Above that, all the collected data will be only used for research purposes and the information will be kept confidential and used only in this study.

Section A:

    (i)   **Gender**

        Female ☐

        Male ☐

    ii)   **Age**

        20-less than 30 years ☐

        30- less than 40 years ☐

        40-less than 50 years ☐

        50 years and above ☐

    iii)   **Material Status**

        Single ☐

        Married ☐

        Widow ☐

        Divorced ☐

    iv)   **Education Level**

        School ☐

        High school or diploma ☐

        Undergraduate / Bachelors ☐

        Masters ☐

        PhD ☐

    v)   **Country**

        Pakistan ☐

        Turkey ☐

vi)	**Job Title**	
	Head of section	☐
	Manager	☐
	Administrative officer	☐
	Supervisor	☐
	Technician/ Operator	☐
vii)	**Organization Name**	
	A	☐
	B	☐
	C	☐
	D	☐
viii)	**Department**	
	HR Department	☐
	Administrative	☐
	Technical / Engineering	☐
	Financial	☐
	Supply Chain	☐
ix)	**Total Experience**	
	Less than 5 years	☐
	5- Less than 10 years	☐
	10-Less than 15 years	☐
	15 years and above	☐
x)	**Experience at this Company**	
	Less than 5 years	☐
	5- Less than 10 years	☐
	10-Less than 15 years	☐
	15 years and above	☐

– –

Section B: Questionnaire for KM Practices

Please answer each question according to your knowledge and experience by putting (✔) according to your own perception about the implementation of each variable at your company. The following questions relate to your organization. If you **strongly agree** that the KM strategy has that feature, choose the number **5.** If you **strongly disagree** that the KM strategy has that feature, choose the number 1. Choose the number between 1 and 5 that shows how strong your belief is.

Dear Employees:

1   Do you understand the KM process in your company?
        a. Yes   ☐

b. No   ☐

1.1   Our employees obtain a good extent of new knowledge from
       external sources (e.g. through seminars, conferences,
       educational courses, subscription journals, expert networks)

       a. Strongly Disagree

       b. Disagree

       c. Neither Agree nor Disagree

       d. Agree

       e. Strongly Agree

1.2   Our employees exchange knowledge with their co-workers.

       a. Strongly Disagree

       b. Disagree

       c. Neither Agree nor Disagree

       d. Agree

       e. Strongly Agree

1.3   Our employees rely on experience, skills and knowledge
       a. Strongly Disagree
       b. Disagree
       c. Neither Agree nor Disagree
       d. Agree
       e. Strongly Agree

1.4   In their work, our employees rely on written sources (e.g.
    previously
       implemented projects documentation, organizational
    procedures,
       instructions and other documented sources).
       a. Strongly Disagree

       b. Disagree

       c. Neither Agree nor Disagree
       d. Agree
       e. Strongly Agree

1.5   In our organization knowledge is acquired through on-job
    training,
       mentoring, seminars and conferences
       a. Strongly Disagree
       b. Disagree
       c. Neither Agree nor Disagree
       d. Agree

e. Strongly Agree

1.6   Through training there is increased capabilities in using and developing
knowledge in the sector
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.7   We conduct research on new service, which help employees to upskill
results in KA
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.8   In our organization KA through research helps
employees to be more competent
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.9   In our organization KA through research helps improve
how resources are utilized
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.10   In our organization we have IT infrastructure for effective
application of knowledge
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.11   In our organization we convert personal knowledge into
organizational knowledge
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree

d. Agree

e. Strongly Agree

1.12 In our organization embedding knowledge services and processes with IT

applications result in better performance

a. Strongly Disagree

b. Disagree

c. Neither Agree nor Disagree

d. Agree

e. Strongly Agree

1.13 In our organization, IT tools are used to store data on implemented

projects, tasks and activities

a. Strongly Disagree

b. Disagree

c. Neither Agree nor Disagree

d. Agree

e. Strongly Agree

1.14 In our organization, IT tools are used to store information on suppliers and

customers

a. Strongly Disagree

b. Disagree

c. Neither Agree nor Disagree

d. Agree

e. Strongly Agree

1.15 Protection of Knowledge can influence to avoid illegal and inappropriate use within the organization and to establish and maintain a competitive advantage.

a. Strongly Disagree

b. Disagree

c. Neither Agree nor Disagree

d. Agree

e. Strongly Agree

1.16 IT tools in our organization enable effective work

a. Strongly Disagree

b. Disagree

c. Neither Agree nor Disagree

d. Agree

e. Strongly Agree

1.17 In our organization we see the advantage of using IT tools in the fact that it prevents the loss of knowledge

a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.18 The KM system helps in fast and better decision making
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.19 KM helps in enhanced productivity or service quality
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.20 KM results in enhanced collaboration within the organization
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

1.21 KM helps in constant and continuous transformation of
individual learning to organizational Learning and vice versa
a. Strongly Disagree
b. Disagree
c. Neither Agree nor Disagree
d. Agree
e. Strongly Agree

Bu anket İstanbul Aydın Universitesi İşletme Yönetimi yüksek lisans öğrencisi Muhammad Saad Azhar'ın tez çalışması için yapılmaktadır. Lütfen soruları tam olarak okuduktan sonra, seçeceğiniz cevap alanına (✔) koyarak çalışma için gereken verileri elde etmeme yardımcı olursunuz. Araştırma bilimsel bir nitelik taşıdığından bilgiler gizli tutularak sadece bu çalışmada kullanılacaktır.

Bölüm A:

i   Cinsiyet
Kadın ☐
Erkek ☐

ii   Yaş
30 – 20 yaş arası ☐
30 – 40 yaş arası ☐
50 – 40 yaş arası ☐
50 yaş ve üstü ☐

iii Medeni durumu
Tek ☐
Evli ☐
Dul ☐
Boşanmış ☐

iv   Eğitim Seviyesi
İlkokul ☐

Lise veya diploma ☐

Lisans / Ön Lisans ☐

Yüksek Lisans ☐

Doktora ☐

v   Ülke
Pakistan ☐
Türkiye ☐

vi   İş Ünvanı
Bölüm başı ☐
yönetici ☐
İdari Memur ☐
Gözetmen ☐

Teknisyen / Operatör ☐

vii Kuruluş Adı
A ☐
B ☐
C ☐
D ☐

viii Bölüm

İnsan Kaynakları ☐

Yönetim ☐

Teknik Mühendislik ☐

Maliye ☐

Tedarik zinciri ☐

ix Toplam Tecrübniz

5 yıldan az ☐

5-10 yıldan az ☐

10-15 yıldan az ☐

15 yıl ve üstü ☐

x Bu Şirketteki Tecrübe
5 yıldan az ☐
5-10 yıldan az ☐
10 yıldan 15 yıldan az ☐
15 yaş ve üstü ☐

Bölüm B:

İkinci kısım

Lütfen her bir soruyu şirketinizde her bir değişkenin uygulanması hakkındaki kendi algınıza göre (✔) koyarak bilginize ve deneyiminize göre cevaplayın. Aşağıdaki sorular kuruluşunuzla ilgilidir. Bilgi yönetimi stratejisinin bu özelliğe sahip olduğunu kesinlikle kabul ediyorsanız, 5 sayısını seçin. Bilgi yönetimi stratejisinin bu özelliğe sahip olduğuna kesinlikle katılmıyorsanız, 1 sayısını seçin. İnancınızın ne kadar güçlü olduğunu gösteren 1 ile 5 arasında bir sayı seçin.

1   Şirketinizdeki bilgi yönetimi sürecini anlıyor musunuz?
a. Evet   ☐
b. Hayır   ☐

1.1   Çalışanlarımız dış kaynaklardan (ör. Seminerler, konferanslar, eğitim kursları, abonelik dergileri, uzman ağları aracılığıyla) yeni bilgiler edinmektedirler.

a. Kesinlikle katılmıyorum

b. Katılmıyorum

c. Ne Katılıyorum ne Katılmıyorum

d. Katılıyorum

e. Kesinlikle Katılıyorum

1.2   Çalışanlarımız iş arkadaşlarıyla bilgi alışverişinde bulunurlar.

a. Kesinlikle katılmıyorum

b. Katılmıyorum

c. Ne Katılıyorum ne Katılmıyorum

d. Katılıyorum

e. Kesinlikle Katılıyorum

1.3   Çalışanlarımız tecrübe, beceri ve bilgiye güvenir
a. Kesinlikle katılmıyorum

b. Katılmıyorum

c. Ne Katılıyorum ne Katılmıyorum

d. Katılıyorum

e. Kesinlikle Katılıyorum

1.4   Çalışanlarımız çalışmalarında yazılı kaynaklara (örneğin daha önce uygulanmış proje dokümantasyonuna, örgütsel prosedürlere, talimatlara ve diğer belgelenmiş kaynaklara) güvenmektedir.

a. Kesinlikle katılmıyorum

b. Katılmıyorum

c. Ne Katılıyorum ne Katılmıyorum

d. Katılıyorum

e. Kesinlikle Katılıyorum

1.5   Organizasyonumuzda bilgi iş başında eğitim, mentorluk, seminer ve konferanslar aracılığıyla edinilmektedir.

a. Kesinlikle katılmıyorum

b. Katılmıyorum

c. Ne Katılıyorum ne Katılmıyorum

d. Katılıyorum

e. Kesinlikle Katılıyorum

1.6   Eğitim sayesinde sektörde bilginin kullanımı ve geliştirilmesinde yetenekler artmıştır.

    a. Kesinlikle katılmıyorum
    b. Katılmıyorum
    c. Ne Katılıyorum ne Katılmıyorum
    d. Katılıyorum
    e. Kesinlikle Katılıyorum

1.7   Çalışanların bilgi edinme sonuçlarına ulaşmalarına yardımcı olan yeni hizmet araştırmaları yapıyoruz.

    a. Kesinlikle katılmıyorum
    b. Katılmıyorum
    c. Ne Katılıyorum ne Katılmıyorum
    d. Katılıyorum
    e. Kesinlikle Katılıyorum

1.8   Kuruluşumuzda araştırma yoluyla bilgi edinimi çalışanların daha yetkin olmalarına yardımcı oluyor

    a. Kesinlikle katılmıyorum
    b. Katılmıyorum
    c. Ne Katılıyorum ne Katılmıyorum
    d. Katılıyorum
    e. Kesinlikle Katılıyorum

1.9   Kuruluşumuzda araştırma yoluyla bilgi edinme, kaynakların nasıl kullanıldığını geliştirmeye iyileştirmeye yardımcı olur.

    a. Kesinlikle katılmıyorum
    b. Katılmıyorum
    c. Ne Katılıyorum ne Katılmıyorum
    d. Katılıyorum
    e. Kesinlikle Katılıyorum

1.10   Kuruluşumuzda, bilginin etkin kullanımı için Bilgi Teknolojileri altyapısına sahibiz.
    a. Kesinlikle katılmıyorum
    b. Katılmıyorum
    c. Ne Katılıyorum ne Katılmıyorum
    d. Katılıyorum
    e. Kesinlikle Katılıyorum

1.11   Kuruluşumuzda kişisel bilgiyi organizasyon bilgisine dönüştürüyoruz.
    a. Kesinlikle katılmıyorum
    b. Katılmıyorum
    c. Ne Katılıyorum ne Katılmıyorum

d. Katılıyorum
e. Kesinlikle Katılıyorum

1.12 Kuruluşumuzda Bilgi Teknolojileri uygulamalarıyla bilgi hizmet ve süreçlerini yerleştirmek daha iyi performans ile sonuçlanır
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.13 Kuruluşumuzda, Bilgi teknolojisi araçları, uygulanan projeler, görevler ve faaliyetler hakkında veri depolamak için kullanılmaktadır.
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.14 Kuruluşumuzda, bilgi teknolojisi araçları tedarikçiler ve müşteriler hakkında bilgi depolamak için kullanılmaktadır.
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.15 Bilginin Korunması, kurum içinde yasadışı ve uygunsuz kullanımdan kaçınmayı ve rekabet avantajı sağlamayı ve sürdürmeyi etkileyebilir.
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.16 Kuruluşumuzdaki Bilgi Teknolojileri araçları etkin çalışmayı sağlar
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.17 Kuruluşumuzda, Bilgi Teknolojisi araçlarını, bilgi kaybını önlediği için kullanmanın avantajını görüyoruz.
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.18 KM sistemi hızlı ve daha iyi karar vermede yardımcı olur
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.19 KM, arttırılmış üretkenlik veya hizmet kalitesinde yardımcı olur
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.20 KM, kurum içinde daha iyi işbirliğine neden olur
a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

1.21 KM, bireysel öğrenmenin örgütsel Öğrenmeye sürekli ve sürekli dönüşümünde yardımcı olur.

a. Kesinlikle katılmıyorum
b. Katılmıyorum
c. Ne Katılıyorum ne Katılmıyorum
d. Katılıyorum
e. Kesinlikle Katılıyorum

Questionnaire Design:

Hypothsis	Questions
H_{A1}	1.18, 1.19, 1.20, 1.21
H_{A0}	
H_{B1}	1.1, 1.2, 1.3, 1.4
H_{B0}	
H_{C1}	1.5, 1.6, 1.7, 1.8, 1.9
H_{C0}	
H_{D1}	1.10, 1.11, 1.12, 1.13
H_{D0}	
H_{E1}	1.14, 1.15, 1.16, 1.17
H_{E0}	

RESUME

Muhammad Saad Azhar

Regıstered Engıneer Pakıstan Engıneerıng Councıl (Electrıcal/37373)
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Academic Qualification	Master of Business Administration **İstanbul Aydin Üniversitesi, İstanbul**	Feb 2018 - Continue
	BE- Electrical (Specialization in Electronics) **Hajvery University, Lahore** CGPA: 3.26	Dec 2008 - Nov 2012
	Erasmus Mundus Exchange Program **Sabanci Üniversitesi, İstanbul**	Aug 2010 - Jan 2011
Professional Experience	**Muratex Textile Machinery Co.**	Feb 2019 - Continue

Planning & Trade Manager
To carry out all the planning & sales activities.
To carry out all the export operations for the accounts globally, cooperating with planning and logistics departments to manage the products to be delivered on time.
Contacting potential customers, building and maintaining relationships with new/existing customers.
Preparing monthly activity and sales reports for upper management.
Managing all the activities related to participation in Exhibitions globally.

Haleeb Foods Limited, Pakistan **Assistant Manager Tetrapak**	Sep 2013 - Jan 2018

Planning and managing timely effective machine installation commissioning,troubleshooting and maintenance (TBA3/speed, TBA 19)
To establish and maintain a continuous positive correspondence as well as follow up with team on daily operation matters related to machine breakdown and remedies.
Preparation progress reports for projects and daily operations to share with management.
Diagnosing machines faults and exercising remedial measures to reduce costly downtimes and improve MME.
Responsible to manage and maintain KPIs specified by Top

Management.
Maintain and administrate files and reporting responsibilities for technical service activities
Planning and   execution of improvement projects
Execution of CAPEX and OPEX for projects work and daily operations.
Cost controlled inventory management at technical store.
To take safety precaution before commencement of the job
Implemented ISO 14001:2015
Implementation of HS&E policies and compliance.

Sapphire Textile Mills, Pakistan   Mar 2013- Aug 2013
Trainee Engineer
O&M of Gas Generator 3.1 MW and 2 MW Caterpillar Diesel Generators.
Prepared daily operation progress report to share with management
Monitoring compliance of commissioning works with project schedule
Prepared project progress reports to share with management

Industrial Projects	Planning and execution Installation of TBA A3/Speed machines within the timeline given by the management at Haleeb Foods Limited (4 Machines Installation Projects were done 2013 - 2017) Worked as team member for installation of caterpillar diesel generator 1 MW at Sapphire Textile Mills.
Industrial Training	A3/Speed Maintenance Training (Tetrapak)
& Courses	Automation Rockwell (Allen Bradley) Training (Tetrapak) Package Integrity Training (Tetrapak) Managing Safely IOSH (Institution of Occupational Safety & Health) ISO 14001:2015 Lead Auditor Course (TUV Austria) Six Sigma application & Implementation of process improvement Advance Excel P&G Marketing Live Class (Sabanci University)
Social Skills	Good Listening skills Can maintain good relationships with others Openness to criticism Respect for others
Organizational Skills	Delegates effectively Motivates others to deliver their best Enjoys teamwork Willingness to try new things
Achievement	Certificate of appreciation for remarkable efforts as lead auditor in transition and implementation of ISO 14001:2015 Environmental Management System at Haleeb Foods Limited. Erasmus Mundus Scholarship 2010 (Sabanci University, Istanbul Turkey) Roll of Honor 2012

Participation Award ICT R&D Fund for final year
Project MASS (Mobile Automation Surveillance
System), 2012

Interests   Football, video games, music

Reference   available on demand