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**ROLE OF KNOWLEDGE INTEGRATIVE CAPACITY  
IN ORGANIZATIONAL PERFORMANCE: MAJOR CORPORATE  
SECTOR OF ISLAMABAD, PAKISTAN**

*Knowledge management has changed into a very essential idea in business. In learning, company management remains cautious to visualize problems and to present solutions to overcome them. This research is aimed at the results of learning culture and creation of knowledge in accommodation of new sides for business efficiency. This research analyzed the results on knowledge integration capacity in a company and how much the implementation of combinative features structure the knowledge creation. This research provides proofs on the powerful connection between the factors. Combinative functions have a significant role in creation of knowledge potential to boost progress. This research provides a model constituting of several functions and abilities which link knowledge management strategy directly to business suggestions to obtain the best possible level of efficiency at which a company gets the competitive advantage.*

*Keywords: knowledge management; knowledge integration; performance.*

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**РОЛЬ ЗДІБНОСТІ ДО ІНТЕГРАЦІЇ ЗНАНЬ  
В ЕФЕКТИВНОСТІ РОБОТИ ОРГАНІЗАЦІЇ:  
НА ПРИКЛАДІ НАЙБІЛЬШИХ КОРПОРАЦІЙ  
ІСЛАМАБАДУ (ПАКИСТАН)**

*У статті йде мова про те, що управління знаннями стало дуже важливою ідеєю у світі бізнесу. У процесі навчання керівництво компанії обережно ставиться до візуалізації проблем і надання рішень з їх подолання. Стаття орієнтована на результати культури навчання і створення знань у пристосуванні нових підходів до бізнес-ефективності. Досліджено результати здібності до інтеграції знань в компанії і те, наскільки введення об'єднаних рис пов'язано із створенням знання. Представлено складні залежності між цими чинниками. Комбінаторні функції мають важливе значення у створенні потенціалу знань із метою підвищення рівня роботи компанії. Розроблено модель із декількох функцій та властивостей, які безпосередньо прив'язують стратегію управління знаннями до бізнес-пропозицій, що дозволить вивести компанію на найвищий рівень конкурентоспроможності.*

*Ключові слова: управління знаннями; інтеграція знань; ефективність роботи.*

**Мухаммад Ариф, Мухаммад Аслам Хан**

**РОЛЬ СПОСОБНОСТИ К ИНТЕГРАЦИИ ЗНАНИЙ  
В ЭФФЕКТИВНОСТИ РАБОТЫ ОРГАНИЗАЦИИ:  
НА ПРИМЕРЕ НАИБОЛЬШИХ КОРПОРАЦИЙ  
ИСЛАМАБАДА (ПАКИСТАН)**

*В статье говорится о том, что управление знаниями стало очень важной идеей в мире бизнеса. В процессе обучения руководство компании осторожно относится к визуализации проблем и предоставлению решений по их преодолению. Статья ориентирована на результаты культуры обучения и создания знаний в приспособлении*

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*новых подходов к бизнес-эффективности. Исследованы результаты способности к интеграции знаний в компании и то, насколько введение объединенных черт связано с созданием знания. Представлены сложные зависимости между этими факторами. Комбинаторные функции имеют важное значение в создании потенциала знаний с целью повышения уровня работы компании. Разработана модель из нескольких функций и свойств, которые непосредственно привязывают стратегию управления знаниями к бизнес-предложениям, что позволит вывести компанию на наивысший уровень конкурентоспособности.*

*Ключевые слова:* управление знаниями; интеграция знаний; эффективность работы.

**1. Introduction.** In many companies, investment in knowledge management has changed into the top priority. It was acknowledged that knowledge management is highly related with educational investment of a company, which in turn impacts the financial efficiency and functionality (Wong, 2005). First of all, distinctiveness expertise from several opinions was categorized. However, no constant set of information was acknowledged. For example, Polanyi (1962) categorized knowledge into two classes: acted and accuated. Precise knowledge specified and gathered in the shape of strong results, handbooks, structured activities, or common principles, while deduced knowledge was the result of human exercise and was merely revealed throughout its application.

Second, several researchers indicated that knowledge management was a business progression containing several associated improvements such as business discovering, knowledge incorporation, distribution of knowledge etc. (Gold et al., 2001; Wilkens et al., 2004). For example, business discovering and knowledge management incorporation would affect knowledge management potential. However, the connection between these factors was ignored in previous studies and thus needed additional research.

Third, researchers considered that knowledge management was stringently attached to knowledge management techniques and goals (Hutchins, 1995). For example, Zack (1999a) suggested that companies used inside knowledge strategies, knowledge-oriented traditions, and things like knowledge research and progression, regardless business restrictions, and the most antagonistic technique is knowledge. Thus, further research on the connections between these features is compulsory.

Fourth, the concept based on knowledge with regards to knowledge incorporation and knowledge features are widely used by organizations (Huang and Newell, 2003; Wang et al., 2004). Through the knowledge incorporation progression in an organization, it could employ individuals with particular knowledge which freely or circuitously are related to organization's knowledge (Huang & Newell, 2003). Similarly, knowledge management had a popular role in analyzing the relation between knowledge incorporation and knowledge management functionality and it still got little attention.

**2. Problem statement.** In a learning company, management remains cautious to visualize problems and to present solutions to overcome them. Organization develops strategies to strengthen necessary skills, essential for the growth. Similarly, difference in group feature impact on desired results for advancement and business efficiency. It is, therefore imperative to ascertain the effect of group features on the knowledge

management system, advancement and company efficiency. This research finds out how knowledge management show positive impact on organizational performance. This research also kits out as to how knowledge capabilities would be incorporated to strengthen company efficiency.

**3. Research questions.** This research moves around the following imperatives:

- How discovering culture does allow boosting knowledge integrative capacity?
- What is the impact of trust on knowledge integrated capacity?
- What is the impact of combinative features on knowledge incorporated capacity?
- What is the impact of knowledge integrated potential on business performance?

**4. Objectives of study.** The objectives of the study are:

- To explore the effects of learning culture and integration of knowledge in lodging new arenas for organizational performance.
- To what extent trust effects on knowledge integration capacity internally in organization.
- To see how much the deployment of combinative capabilities is organized with knowledge integration.
- To check how knowledge integration capacity up-scales organizational performance.

**5. Significance of study.** This study should be useful in the work of alignment of a company towards performance where knowledge workers have critical roles; henceforth, it would be enhance the stock of knowledge. Creating the environment of knowledge giving is an important component of socioeconomic factors, emotional aspect and human management (Brown, 2001). Companies request to believe, for example, to persistently bring up to date knowledge resources through the design of conditions to support knowledge management, enhance beneficial techniques towards knowledge giving and design of a worldwide social company.

**6. Literature review.** The study of knowledge management (KM) has become a unique feature to support the presence in the ever-changing conditions of business (Grant, 1996). The capability of companies to include their perceptive resources into their primary skills was the key to maintain very competitive benefits available. There was a need of greater attention to knowledge management companies to look at various knowledge management technological advancements. Wong (2005) showed knowledge as reality and belief, opinion and thoughts, results and opportunities, methods and experience. Davenport and Prusak (1998) stated that knowledge is a mix of arranged experience, concepts, history.

*Learning.* Business discovering is challenging, particularly due to the change in knowledge. The key rudiments that assisted in discovering were the indicates of interaction that promote people to make use of "investigation" rather than dependency on remote tacit knowledge (Anderson & Boocock, 2002; ; Nonaka et al., 2000; Marquardt, 1996). Some features of knowledge perform a main part in developing the knowledge progression (Spender, 1996; Nonaka & Takeuchi, 1995). Thus, with the reduced difficulty of knowledge or with the explicitness and quality, more organizations would strengthen their knowledge management. The development of environment of education and participation: Mullen and Lyles (1993) recommend that

lasting business discovering will advance the experience and performance of a company's (Pounder, 2001).

*Trust.* Multidisciplinary research highlighted that business assurance had established the perspective, variety, decision-making procedures, character types and HRM methods of top management (Costigan et al., 1998). Atkinson & Butchers (2003) stated that believe inbetween management and employees is not public in character, but came from obligations, regulations, and arranged interaction in a company. Atkinson and Butchers (2003) suggested that business is based on obligations and systems of a company, especially on the views of the other persons and the liability of processes.

*Combinative capabilities.* Combinative capability is the resource to get very competitive benefit and is significant to modern knowledge ingestion. Newest studies highlighted on the procedures fundamental for schematization of assimilative potential, such as collaborative features. According to Kogut and Zander (1992), a company's collaborative features included the functionality and program of current and obtained knowledge. Different studies highlighted the techniques, like the assimilative potential (Jansen et al., 2005). According to Kogut and Zander (1992), these combinative features had proven empirically to have a powerful effect on assimilative functionality and are the main to knowledge of a company. Van den Bosch et al. (1999) declared that a company used 3 types of combinative capabilities: system features, synchronization features, and socializing features. Jansen et al. (2005) mentioned that techniques features provide a type of business storage for managing schedule circumstances. Van den Bosch et al. (1999) declared that various factors of building inner work and indicated the level to which regulations, guidelines, techniques, marketing and sales communications were installed down in published records or official techniques. 3 features of synchronization are organization's cross-function, decision-making engagement, and job revolving. Joglar and Chaparro (2007) wrote that companies make many inner initiatives to strengthen knowledge diffusion through the progression of a common knowledge connected with its socializing features.

*Knowledge integration capacity and its subconstructs.* Business design needs to transfer knowledge among members of a company (Grant, 1996b). Knowledge incorporation helps firms to incorporate internal and exterior knowledge through interaction and systems incorporation. Wong (2005) took knowledge as incorporated within a company to produce KM capability. He studied that included knowledge was the key to create knowledge management capability. He presented that the majority of managing skills require creation of knowledge from different individuals. According to Szulanski (1996), incorporation of different kinds of knowledge could be achieved by interaction, participation, and engagement. Therefore, different kinds and components of knowledge impact the use of combinative features to satisfy the needed incorporation.

*Knowledge integration capacity and organizational performance.* Lin et al. (2008) stated the degree to which business goals are met is calculated by business efficiency. Matin et al. (2009) suggested that business efficiency can be calculated by worker efficiency and value addition and it can improved by specifying the business culture and procedures to serve clients. Knowledge had to be used to support organization's pro-

cedures and business efficiency. According to Seleim and Khalil (2007) and Zahra and Henry (2002), the skills obtained by a company could be utilized to modify prospective functionality into a realized and energetic functionality that improves business efficiency.

*Conceptual Framework.* On the basis of the literature review some of the variables are depicted on the schematic diagram.

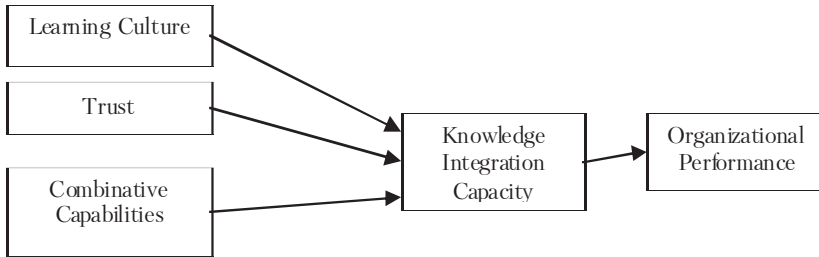


Figure 1. **Conceptual Framework**

**7. Hypotheses.** According to the schematic diagram some hypotheses have been made:

H1: Learning Culture has significant effect on Knowledge Integration Capacity;

H2: Trust has significant effect on Knowledge Integration Capacity;

H3: Combinative Capabilities have significant effect on Knowledge Integration Capacity;

H4: Knowledge Integration Capacity has significant effect on Organizational Performance.

## 8. Methodology.

*Population & Sampling.* Population of this research was the workers of corporate industry, public and private colleges, NGO's with its offices in Islamabad and Rawalpindi areas in Pakistan. The sample included the upper and middle management. The list includes 500 workers of the aforesaid agencies of various management levels.

*Sample & Respondents.* Random sampling methods were used for the survey. The survey was spread among the workers. Exactly five hundred (500) surveys were spread among the workers within the business industry including universities, government, NGOs etc. The focused population for this research were experts (managers, instructors and managing personnel) who had been in business for more than 3 years.

*Instrument & Measure.* The statistic range used by Pounder (2001) was implemented to evaluate the discovering culture in a company. The discovering culture range involved 3 products as implemented from the research of Cummins (2004). The range for believe is implemented from the research of Wong (2005). Believe in a company would be calculated on 3 products range. Likewise, the range of very competitive features is implemented from the research of Haas (2006). Competitive features were calculated through 6 products statistic range. Different types of questions were asked about combinative features.

3 products statistic range was used for the statistics of business efficiency. Credibility & stability of the range would be examined in order to harmonize it with the matter under research. The study consists of the elements to cover information of workers in the given industry. Each item would be calculated on the 5-point Likert range from highly disagree (1) to highly agree (5).

**9. Results & data analyses.**

**Table 1. Regression Weights**

	Paths		Estimate	S.E.	C.R.	P-Value	Label
Combinative Capabilities	<---	KI_C	1.00			.000	
Trust	<---	KI_C	.606	.335	4.758	***	
Learning Culture	<---	KI_C	.720	.873	3.114	.002	

*Results & Interpretation.* The results in Table 1 indicate that knowledge integration capabilities have significant impact on combinative capabilities of organization and account 100% amplification in the combinative capabilities of organization. The critical ration exhibits that knowledge integration capability is an important determinant of combinative capabilities of organization.

The results of the tabl further reveal that knowledge integration capabilities have positive impact on trust in organization. Knowledge integration capabilities report 60% intensification in trust in organization. The high critical ratio of knowledge management practices divulges that it is an important factor of innovation in organization. The table further shows that knowledge integration capabilities have positive impact on learning culture in organization. Knowledge integration capability reports 72% intensification in learning culture. The high critical ratio of knowledge integration capability divulges that it is an important factor of learning culture developed in organization.

**Table 2. Regression Weights KIC**

			Estimate	S.E.	C.R.	P	Label
Organizational Performance	<---	KIC	.279	.037	7.608	***	

The results further reveal that knowledge integration capabilities have positive impact on organizational performance in organization. Knowledge integration capabilities report 27% intensification in organizational performance. The high critical ratio of knowledge integration capabilities divulges that it is an important factor of organizational performance in organization.

**Table 3. Model Fit Summary**

			Estimate	S.E.	C.R.	P	Label
Organizational Performance	<---	KI_C	0.300	0.039	7.721	***	

The results further present that knowledge integration capabilities have positive impact on organizational performance in organization. Knowledge integration capabilities report 30% escalation in organizational performance. The high critical ratio of knowledge integration capabilities reveals that it is an important factor of organizational performance in organization.

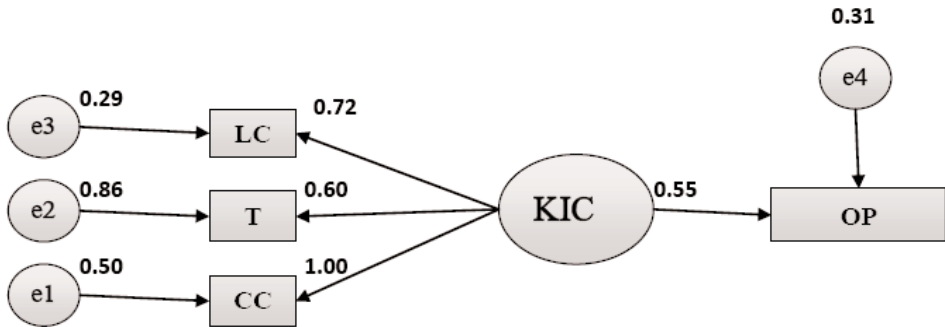


Figure 2. Graphic presentation of the analysis results

**10. Discussion.** This set up powerful connection between personnel features and business vision and global contemporariness where workers are trusted to exercise their abilities in the ongoing discovering culture important with knowledge, skills and abilities to affiliate the features for innovativeness. The outcomes of the analysis not only confirm efficiently the considerable connection between knowledge developing potential and innovativeness, but also bring light on the detailed connection between incorporated knowledge potential of a company and upload knowledge as per the requirement of innovativeness.

From the viewpoint of discovering culture in a company the outcomes of current study elucidates that management levels dealing in a knowledge focused culture have considerable effect on potential of incorporated knowledge which increases the innovativeness and effects the overall efficiency of a company. Learning culture has 72% influence to become the knowledge potential incorporated in a company which further modulated advancement with efficiently important effect on business efficiency. Many social experts confirm that discovering culture has critical and active role in enhancement of incorporated capabilities of knowledge at the firm level (Maxwel, 1997; York, 1991; Lew, 2006; Wayne & Bal, 2003). Hence, it is demonstrated that discovering culture upholds the assimilations, distribution, obtaining and transfer of knowledge to enhance the incorporation of knowledge potential.

Combinative features perform considerable part in the incorporation with knowledge potential to boost advancement pattern in a company. Synchronization and socializing features are included with the experienced options of a company for further advance. Kogut and Zander (1992) showed that combinative functionality as a skill facilitate the business knowledge integration. Halfat and Peteraf (2003) connect the gap in the research regarding regular supply of right knowledge to exercise company's very own competitive advantage.

**11. Conclusion & implications.** This study provides a model with multiple features and skills which link knowledge management strategy directly to business guidelines to obtain the best possible level of performance where a company has the competitive advantage. We stress the knowledge management with knowledge integrative capabilities A company works more efficiently when it has mutually beneficial relationship, built on believe in providing knowledge and its creation. Firm performance is maximised when it is based on the management and providing of knowledge within the culture of continuous discovering, progression and advance.

The full potential of an organization is best released through the concepts, which encourage the involvement of everyone. Companies execute more efficiently when all inter-related activities are understood and continually managed. Modern improvements are made using immediate solutions that include the stakeholders opinions. Top excellence is determined by fulfilling the needs of all the stakeholders (people employed, customers, services and groups in common as well as those with financial interests in an organization).

**12. Recommendations.** These days, "learning culture" is more suitable in companies for many reasons. A company which specializes in discovering can provide a system that is being improved; enhance client service, enhancing advancement and innovative very competitive advantage. If workers in a company are discovering all the time, faster than competition, and are implementing appropriate techniques at the proper time, a company will be more efficient. It is not only companies that need to study, but also individual workers.

In an interesting discovering culture, in which individuals are accountable for their own exercising and support to understand from each other, well-planned and well-supplied technological advancement improves the staff experience. But in the companies where individuals fight for knowledge and new thoughts, technological advancement only improves costs and reduces options.

**13. Limitations and future directions of study.** Even though the model in the study is tested and the empirical results of the study are largely supportive since the respondents of the study provided the empirical data, possibly there would be differences or preferences may subsist due to different personal experiences, family and educational as well as occupational backgrounds. Hence, the present results do not embody the general case. However, it may provide a reference for the firms located in other areas or countries whose environments are similar to those in Pakistan.

This study guides towards the future line in research on the same variables within the consultancy industry and integrating the model with their mechanisms and operations. Even though the model in the research is examined and test outcomes of the research are mostly helpful, possibly there would be variations or choices due to different personal encounters, family and work-related experience. This research was performed in business and NGOs due to time and cost difficulties, it would be further improved in different provincial places. Hence, the outcomes should be overlooked to incorporate the common features. However, it may provide essential referrals for the companies placed in other places or nations around the world whose conditions are just like those in Pakistan.

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Стаття надійшла до редакції 07.06.2012.