Knowledge Management Practices and Traits Emotional Intelligence on Organizational Learning for Organizational Diagnosis: A Conceptual Framework

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Abstract

Organization in the present market environment encountering challenges both by internal and external factors. Today organizations are growing both tall and wide to cater to the global competition in ways of structure, size, product and many other factors but the major concern which has made a thought in many researchers mind to analysis the present DNA of the organization by diagnosing for better understanding of learning, emotional and knowledge capability of the human resources. Based on various literatures reviews a conceptual framework has been drawn which has long way to go to prove. This conceptual paper encompasses three important factors that can help organization to diagnose by organization learning, trait emotional intelligence and knowledge management practices. Today the present world is talking about knowledge that is fetched in any organization which is core strength of any entity. Many studies have been carried out in the areas of

organizational learning, trait emotional intelligence and knowledge management, but a new initiative is taken to draw a line relating how these factors can help an organization to diagnose by using this model. The papers points out why this model is necessary and how it can help any organization. It also finds to say how it is necessary to include organizational learning, trait emotional intelligence and knowledge management practices into organizational diagnosis as a process. It could be said that Organizational Diagnosis is a specific form of Organizational Analysis- a form focused on the performing of Organizational Change for the purpose of improving Organizational Performance, but here this paper focuses a model for how Organizational Diagnosis can be done by understanding the learning, emotional and knowledge contribute towards organizational diagnosis.

Key Words:Knowledge Management,Organizational Learning, Traits Emotional Intelligence, Organizational Diagnosis.

Introduction

Organizational diagnosis has to be considered as the important part of any business. Each company in its own way is unique in the way of business process and its functions to have its value chain to make it competitive in the business market. Thus, the diagnosis of the company would further add an advantage to be more competitive and challenging in the market. Today in the present business scenario knowledge of human beings has become the competitive edge for any business. Based on the knowledge it is understood learning skill can be developed among the employees which can support in handling situation that arises then and there. Even trait emotional intelligence can be an assessment tool to diagnose the organization to enhance organization performance. The inclusion of Knowledge management, organizational learning and traits emotional intelligence into this model will result in organizational diagnosis. According to the conceptual model created, the parameters have been identified and has to be analysed which result in key performance of the company. The framework indicates the way in which the organization can be diagnosed and accordingly business is structured and implemented to be competitive in the market by usage of company resources. Knowledge management is "hot" hot as of today, but successful managers have always realized in value. Long before terms such as expert

systems, core competencies, best practices, learning organizations, and corporate memory were in vogue, successful business knew that their key assets were not its buildings, its market share or its products, but lay in the heads of its people (Drucker, P., 1999). The organizational learning which is derived from the minds of the individual and team of the employees thorough their knowledge of tacit or explicit. When knowledge is well structures ie., created, stored, transferred and applied at all levels in the organization then the organization becomes knowledge assets. But such a transition does not happen automatic. For this to be achievable organization employees should be emotional intelligence to handle the situation and take forward the knowledge – learning process to the next level. Organizational learning happens and occurs when learning at the individual or group level impacts on organizational level process and structures with employee emotional intelligence. This contributes to achieving a better adaptation of the process of the organization.

Literature Review

Organizational Diagnosis

Organizational Diagnosis is a very important and growing field which requires more focus and research work. When it comes to organizational diagnosis, studies in the area of Organizational Development and Change are preoccupied with three main issues: 1. Development of Organizational diagnostic models; 2. the choice of procedures and methods for date colleting in diagnosis; 3. Methods and techniques of date processing and making conclusions (Hayes, 2002). Organizational Diagnosis is a method used to identify the challenges and if necessary make changes to match the shortcomings and be competitive in the market. The effective organizational diagnostic model supports in identifying reliable information to help to have a better understanding about the organizations strengths, deficiencies, opportunities and scope for further improvement. Harrison and Shirom (1999), has stated that the Weisbord's six-box model contains six elements to focus the organizational diagnosis: the organization's strategy, structure, rewards, internal relationships, helpful mechanisms and leadership. Surrounding the six box model is the

environment, although it is not included in the model. For each dimension, the model includes specific questions. They state that the model centers the analysis on areas of dissatisfaction as the starting point, identifying organizational outputs with which both external customers and internal producers are dissatisfied. Then, participants find the causes of dissatisfaction in the six elements of the model. Internal producers are the key decision makers to solve those areas of dissatisfaction. They describes that the model center on the identification of gaps. For each boxes, consultants are encouraged to diagnose the following types of gaps: (a) gaps between what exists now and what ought to be: (b) gaps between what is actually done and what employees and managers say that they do (i.e. gaps between the official and emergent aspects of organizational behavior); (c) gaps among organizational units and layers- including gaps within and between boxes. They also emphasized the need to develop a reliable model for the analysis of gaps "These models summarize the factors that produce central organizational problems, such as the inability to provide services of products that satisfy customers, or the failure of the organization to obtain competitive advantage within its environment". The authors caution on the use of the existing models due the limitations they may bring to particular situations, instead, they provide useful guidelines to develop a customized model. To construct diagnostic models, consultants usually have to supplement their diagnostic data with available evidence and insights from the organizational and management literature and with their own experience and intuition. In addition to provide a valid explanation for the sources of organizational problems, diagnostic models need to identify feasible point ofintervention to alleviate problems. French and Bell (1999) propose action research as the primary model for OD intervention, action research involves three processes: data collection, feedback of the data to the client system members, and action planning based on the data.

There are many organizations striving or thriving to move towards improvement towards organizations effectiveness (Beer & Spector,1993; Cummings & Worley, 1993; Rothwell & Sredl, 1992). Researches are been conducted at various levels to for a assessing an organizations current functioning towards to design an appropriate change interventions.

One of such strategies, organizational diagnosis is used as a tool for organization development. Organizational diagnostician uses specialized procedures to collect vital information about the organization, to analyse this information, and to design appropriate organizational interventions (Tichy, Hornstein, & Nisberg, 1997). It is like a patient when approached a doctor, the physician undergoes a diagnosis and collects required information as data, and thenthe physician prescribes a treatment to overcome the problem encountered by the patient. This process of diagnostic is done with the support of the patient, and the patient also learns about the problem that accepts towards treatment process. Likewise in organization also when organization members understand and learn about the process they participate in the process of diagnosis for change. Within an organization does indeed have problems or needs that should be addressed, which facilitates top management to administer the situation (Argyris, 1970; Harrison, 1987; Mansini, 1988).

Knowledge Management

In the post-industrial society, knowledge is an economical and strategic resource which provides a background for knowledge-based organization. Companies and academicians have highlighted the importance of knowledge as the basis of competitive advantage. Nowadays, accessible knowledge at organization accounts for their main assets. The value of these assets in a competitive situation is considered as the mental asset of this organization. The competitive advantage of the organization cannot be regarded as their belongings, since their main assets can be knowledge, which belongs to organizations that in a best way utilize organizational knowledge to materialize organizational goals (Abbasi, 2008). It is understood that scientific and technological knowledge of human beings has improved considerably through learning from the past experiences and adding insights to them. At many situations human beings in organization use their tacit knowledge which is stored in their minds of their experience and learning which supports to solve situational problems or during any assignments or projects, which vanishes after the goal is achieved but still left in the minds of the same people who have been involved. If this is registered, documented and shared as a knowledge force in the organization it would help in future

which situation arises. This tacit knowledge when stored and when retrieved for implementation it can increase the quality, reduce time and cost thereby even prevent occurrences of similar problems in the future. It is very important for any organization to capture tacit knowledge which can be regarded as a vital well-being of the organizations (Schindler and Eppler, 2003). Nilson, 2006, creating competitive advantage is based on the abilities that are formed basis for the continuous development of products and services offered by the organization. In order to stay in the scene of competition not only me should have an effective use of organizations resources and assets but also organization profit the knowledge management in order to exploit the knowledge accumulated (Wheeler,2002).

Organization Learning

The scientific conception of knowledge in organizations is still in an early stage of development, although a large and growing body of literature on organizational knowledge, organizational learning, knowledge creation and knowledge management is emerging. In these domains there is also a diversity of concepts, theoretical frameworks, terminologies, hypothesis and evidence (Nonaka and Nishiguchi, 2001, Griffith et al., 2003). The domain of strategic management has developed a fertile field of investigation that allows researchers to search for the best perspectives in analyzing key aspects that influence organizational success. One of the possible perspectives is organizational learning as some authors have identified (Mintzberg et al.,1998, Crossan and Hulland,2002).   The concept of learning and capability development only recently have been considered in the context of the firm's strategic development, exploring the differences in organizational resources and assets (Lei et al.,1996), as described by Prahalad, Hamel (1990) and Collis (1991). Knowledge Management literature associates superior knowledge bases, resulting from organizational learning, to superior firm performances (Senge, 1990, Garvin, 1998) as well as it presents difference in knowledge inventories as the basis of competitive advantage (Miller, 2002).Organizational learning focus on the process and KM to focus on the content of the knowledge that an organization acquires processes and eventually uses. Another way to conceptualize the relationship between the two areas is to view OL as the goal of KM

(Easter- Smith and Lyles (2003). From this perspective, organizational learning is one of the important ways in which the organizations can sustainably improve its utilization of knowledge.
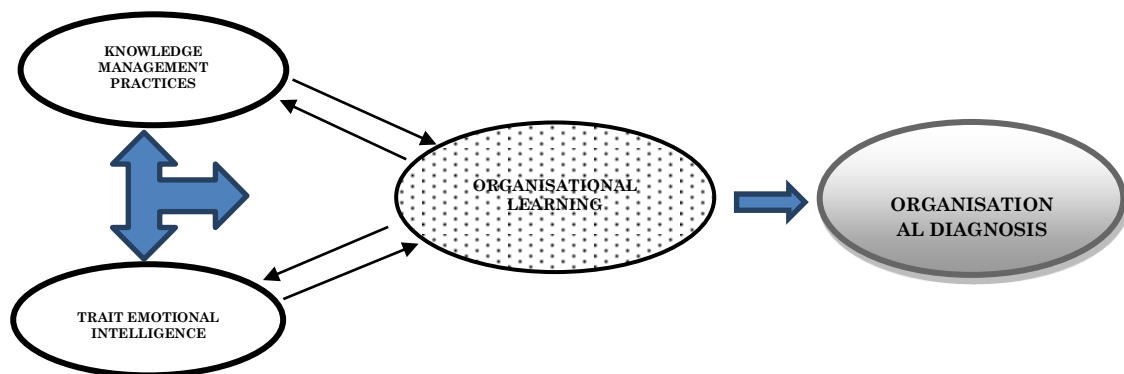
Emotional Intelligence

Peter Solovey and John Mayer raised the concept of emotional intelligence for the first time in 1990where they expressed emotional intelligence as a kind of emotional information processing, which includes proper evaluation of emotions and adaptive regulation of emotions (Nasrollahpour, 2007).Emotional intelligence is defined as an individual's ability to accurately perceive reality so as to understand and regulate their own emotional responses as well as adapt and respond to others (Mayer and Salovey, 1997; Pellitteri, 2002). Leaving aside general intelligence, the other components relate to the individual's ability to manage their emotional response (Goleman, 1998; Mayer and Salovey, 1997). Emotional intelligence helps one's own perception towards others to respond congruently as their loo forward a response from others. Emotional of an individual is a self-regulatory and to be monitored by one-self to respond to others emotions and to moderate negative emotional reactions and be positive (Pelliteri, 2002). Regulation of self-emotional allows individuals to use their emotional learned knowledge to promote, create positive environment, flexibility, social relations and maintain motivated. Generally, people who are intelligence in terms of emotional characteristics areo ptimistic and have a trait, which enables them to focus on solutions instead of cause (of who is toblame). Since, work in any organization has its own problems and may lead to feelings of disillusionment and failure; people with high emotional intelligence know that organization is notresponsible for all their unpleasant feelings (Rezayian&Keshthgar, 2008).According to Karkoulian et al. (2010) employees with high emotional intelligence show more willingness to share knowledge. The study of Gurbuz and Araci (2012) has found that self-motivation, empathy, self-awareness are those emotional intelligence traits that facilitate knowledge sharing. Furthermore, the research concluded that individuals' uncertainty of environment also influence.

Conceptual Framework

This conceptual framework attempts to demonstrate that the dimensions of knowledge management practices, organizational learning and traits emotional intelligence can be operationalized more effectively to diagnose organization to develop the organization performance. Factors like globalization, size reduction of the employees, competitiveness, technology, structure of the organization, business process etc., requires special attention towards diagnosing ones organization to be able to manage their asset of knowledge management, learning and emotional intelligence of the employees. The knowledge which is of both tacit and explicit has to be generated, shared, stored, transferred and retrieved by human beings by making the employees using their emotional intelligence thereby used as a learning perspective at the individual, group and even at the organizational level to support in diagnosing the organization to be competitive in the market and making their business process more effective. Many studies have been conducted on the areas of Knowledge management & Organization learning, Knowledge management & Emotional Intelligence and Organizational learning & Emotional. Here in this paper an attempt is done with drawing a new dimension how these three dimensions can be a contributor factor to diagnose an organization. Organizational diagnosis will be a factor of understanding to make an organization competitive challengeable in the process of the business. Other studies have identified organization for organization development, organization change, analyzing organization, organization performance, organization effectiveness etc., but this conceptual framework has worked to understand employee as the resource of any organization to be competitive.

Figure 1

Knowledge Management Practices and Traits Emotional Intelligence on Organizational

Learning for Organizational Diagnosis - A Conceptual Framework

Conclusion

The primary goal of any organization to achieve the highest possible level of productivity or efficiency is to optimize processes (Jahanian, 2010). Several factors affect performance of individuals in the organization and organizational diagnosis is one of the significant one which can support the organization to change and develop the business. It is suggested that organization which is focusing on to be competitive in business can attempt to recognize the importance of organizational diagnosis by knowledge management, traits emotional intelligence and organizational learning of employees. Organization has to continuously diagnose in investing human resources to provide need base to be challengeable and potential in the market. Most of the diagnostic and intervention effort was to understand the organization thorough the Knowledge management practices, Traits Emotional Intelligence and organizational learning of employees. In Knowledge management practiced and learning organization with traits emotional intelligence of the employee's milieus can be seen as moved towards challenging organization. The formal organizational change is indeed needed as environment changes and decision has to be taken given priority to organizational diagnosis.

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