

# THE ROLE OF KNOWLEDGE MANAGEMENT IN IMPROVING THE PERFORMANCE OF MEDIA INSTITUTIONS: A CASE STUDY OF ABU DHABI TV

Tahseen Mansour(a)  
Al-Ain University  
Faculty of Communication and Media  
Tahseen.mansour@aau.ac.ae

Ibrahim Ahmad Abuarqoub (b)  
Al-Ain University  
Faculty of Communication and Media  
Ibrahim.abuarqoub@aau.ac.ae

## ABSTRACT

The purpose of this quantitative study is to recognize the relationships between Knowledge management and its processes such as creativity, innovation, and media content and process development. A questionnaire was distributed to all the employees (N.55) working in Abu Dhabi TV.

The findings of the study showed that the employees of Abu Dhabi TV are aware of knowledge management and its components at a high level ranging between 6.84%, 6.79% and the simple regression analysis showed that there is a relationship between KM, creativity, innovation, media content and process development.

Key Words: Knowledge Management, Media, Abu Dhabi TV, UAE.

## INTRODUCTION

In globalization age and global market modern organizations and companies tend to use Knowledge management as data, information and knowledge. KM is one of most valuable asset of any organization or company "knowledge is power", which can be used for creating value for customers, respond to change in the environment, achieve corporate excellence, save time, increase productivity, improve business capacity for innovation and enable managements to solve the problems of the employees and customers. The idea behind KM is to establish an environment in which strategic managers and employees are encouraged to create, store, learn, share, and use explicit and tacit knowledge collectively for the benefit of their organizations or companies.

What is Knowledge management?

KM is the process of generating, accumulating, sharing and using knowledge for improving organizational performance. It is creation of new skills, capabilities, competencies and sharing the use of this knowledge by organizational members. In other words, it is a process of creating an interactive learning environment where people transfer and share what they know, internalize it and apply it to create new knowledge(<http://www.economicsdiscussion.net/knowledge-management/knowledge-management/31917>).

**Knowledge Management Approaches:** Halse, Steve, (2001). Introduced the concept of knowledge management in relation to the concepts of data, information and knowledge.

What is the distinction between data, information and knowledge?

**Figure 1.**  
(Authors)

### Knowledge Formation Model

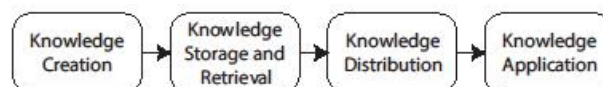


A. Data – raw facts; numbers.

B. Information – data in context; readily captured in documents and databases.

C. Knowledge – information plus experience to act upon.

KM is a process of creating an interactive learning environment where people create, store, transfer and share what they know, internalize it and apply it to create new knowledge.



**Figure 2.** Steps of Knowledge Process ( Alavi , 200:7)

An analysis of various knowledge management approaches reveals common steps in the KM process. These steps are knowledge creation, knowledge storage and retrieval, knowledge distribution and knowledge application (Davenport and Prusak, 1998; Angus and Patel, 1998; Alavi,2000; Martensson, 2000).

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1- Knowledge creation: starts with collecting facts and data obtained from internal and external sources, researches, primary and secondary sources and networks.

2-Knowledge storage and retrieval: involves organizing and filtering general information to meet the requirements of a specific community of users and thus, producing contextual information (Martensson, 2000: 208). In this stage, information is entered into a storage system and organized logically (Martensson, 2000:209). Unless created knowledge is stored, it can be lost and cannot be retrieved when needed. In the Knowledge Distribution stage, individuals assimilate the contextual information and transform it into knowledge with their experiences, attitudes, and the context in which they work (Martensson, 2000: 208). Technology plays a significant role, in reference to the use of intelligent agencies to customize information delivery, email, data mining, Intranets and Web portals. (Liebowitz, 2000).

3-Knowledge Application and Use: is the stage when knowledge becomes behavior or action. Unless knowledge is utilized, it has no value. This process begins with people sharing knowledge by talking and socializing with one another or by exchanging information in digital or analogue form (Martensson, 2000: 209).

KM is a process of creating an interactive, collective, learning environment where employees create, store, transfer or transmit and share what they know, internalize it and apply it to create new knowledge which helps organizations or companies to achieve their goals.

**Types of knowledge:** there are two types of knowledge. (Nonaka I, Toyama R, Byosi re, P, 2001).

A. Explicit knowledge: what is recorded, easily identified, articulated, shared in the form data, scientific formula, manuals and employed.

B. Tacit or implicit knowledge: personal; wisdom and experience; that is in people's heads, context-specific; more difficult to extract and codify. Communicated using informal methods such as group discussions, meetings, conferences etc.

**Discipline of Knowledge Management:** it has four major components. WHO ,2013).

A. People: who create, share, and use knowledge and who collectively comprise the organizational culture that nurtures and stimulates knowledge sharing.

B. Processes: the methods to acquire, create, organize, share and transfer knowledge.

C. Technology: the mechanisms that store and provide access to data, information, and

Knowledge created by people in various locations.

D. Content: best practices, internal and external intelligence.

KM refers to all management activities necessary for effective creation, storing, transmitting, sharing, and managing knowledge.

### **PROBLEM OF THE STUDY**

One of the main benefits of introducing knowledge management practices in organizations is their positive impact on organizational performance. Some research studies indicate that KM positively affects organizational results for innovation, product improvement, employee improvement, and organizational performance (Fugate et al. 2009). In general, good knowledge management is still relatively rare in media organizations or companies in the UAE. In issues such as quality of knowledge, creativity, content, and processes, this is reflected in performance naturally, and despite this they have made some progress, but they are still in the early days. So the problem of study is determined in the following question: What is the role of KM in improving Abu Dhabi TV performance from the viewpoint of its employees?

### **PURPOSE OF THE STUDY:**

- 1- to explore the status of KM in Abu Dhabi TV in order to improve its quality.
- 2 –to define the extent of the awareness of employees of Abu Dhabi About knowledge management and its processes correlated to its performance.
- 3-to recognize the relationships between Knowledge management and its processes such as creativity, innovation, media content and the development of its processes management.

### **LITERATURE REVIEW: RELATED STUDIES**

(Valmohammadi , Changiz , and Ahmadi , Mohsen , 2014). The purpose of this paper was to show that through creating, accumulating, organizing and utilizing knowledge, organizations can enhance organizational performance. The findings of this study showed that KM practices positively and meaningfully (though weak) impact overall organizational performance. This impact is significant only regarding growth and learning dimension and on the other dimensions is insignificant. Also, as customer and financial constructs were loaded on one factor based on the entity of their indicators, the authors considered these two constructs as stakeholders' construct. In addition, motivation and rewarding system obtained the lowest rank among the survey organizations.

(Shirazi ,2016). The purpose of this quantitative correlational study was to examine the management of media organizations (radio and TV) with special emphasis on KM. The findings of this study showed that the use of KM, knowledge preservation, knowledge transfer, knowledge creation, knowledge application have positive and significant impact on the management of media organizations.

(Ra ula et al, 2015). The purpose of this quantitative study was to show that through creating, accumulating, organizing and utilizing knowledge, organizations can enhance organizational

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performance. The findings of this showed that KM constructs (i.e. information technology, organization and knowledge) positively affect organizational performance.

(Misci and Uzunoglu, 2008). The purpose of this qualitative study was to provide understanding about how agencies use KM in order to be successful, competitive, efficient, effective and creative. The finding of this study showed that KM is away to improve performance, productivity and competitiveness in agencies. Sharing and use of information within agencies, finding creative, innovative, and efficient ideas and solutions and capturing best practices can be accomplished through the KM process. It is observed that agencies which can put knowledge into application can gain a competitive advantage.

### METHODOLOGY:

This study employed a descriptive-analytical approach to test the hypotheses. The population of the study is composed of all employees (No.55) working at Abu Dhabi TV station. A questionnaire was designed and distributed to all of them to collect the data. It consisted of (32) questions that measured the role of KM in improving performance of Abu Dhabi TV. The answers of the questions followed the three-point Likert Scale (3 for agree, 2 for neutral and 1 for disagree).

The reliability of the paragraphs of the questionnaire is tested using the Cronbach alpha statistic, for each field separately and for all domains combined and its value was 95.7%, which is a high value and indicates the reliability of the findings. For testing normality, the Kolmogorov-Smirnov test is applied. To test the study hypotheses, a simple linear model is used. Theoretically, the model can be represented in the following equations:

$$1- C_t = \alpha_1 + \beta_1 K_t + \varepsilon_{1t}$$

$$2- M_t = \alpha_2 + \beta_2 K_t + \varepsilon_{2t}$$

$$3- P_t = \alpha_3 + \beta_3 K_t + \varepsilon_{3t}$$

Where  $\alpha$ 's and  $\beta$ 's are coefficients to be estimated and  $\varepsilon$ 's are error terms.

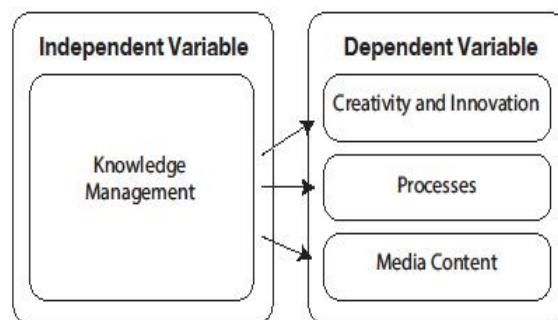
Variables of the Study:

This study includes four variables: one independent variable, which is knowledge management and three dependent variables (creativity and innovation, media content, and processes development).

### VARIABLES OF THE STUDY:

Variables	Mean	Std. Div.	Degree of Adoption
Knowledge Management	2.54	0.404	High
Creativity and Innovation	2.49	0.489	High
Media Content	2.50	0.568	High
Processes Development	2.39	0.624	High

This study includes four variables: one independent variable, which is knowledge management and three dependent variables (creativity and innovation, media content, and processes development).



**Figure 3.** Model of the study (Authors).

The variables can be denoted as follows:

$K$  = knowledge management;

$C$  = creativity and innovation;

$M$  = media content;

$P$  = processes development.

Based on the problem of the study, previous studies, and the relationships that link the variables in the study model, Figure No. (3) the study hypotheses were formulated as follows:

- 1- Abu Dhabi TV employees are highly aware of knowledge management and its components.
- 2- There is a statistically significant relationship, at the level of significance (0.05), between knowledge management and creativity & innovation;
- 3- There is a statistically significant relationship, at the level of significance (0.05), between KM and media content;
- 4- There is a statistically significant relationship, at the level of significance (0.05), between knowledge management and process development.

### Findings:

**First: The role of knowledge management in improving the performance of Abu Dhabi TV is high.** As can be seen from Table (1), the means of the respondents' answers for the four variables is high (more than 2). In addition, all standard deviations are less than one implying fewer variations in the answers. The degree of adoption for all variables is also high.

**Table 1: Descriptive Statistics of the Variables of the Study**

Note: 3=agree, 2=neutral and 1=disagree.

More specifically, the results of the table showed that the mean for knowledge management reached 2.54, which is a high average and showed that Abu Dhabi TV applies KM in its field of work at a rate of 84.6%.

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As for performance improvement variables, the media content came in the first place with an average score of 2.50 or 83.3%, followed by creativity and innovation with an average score of 2.49% or 83%, then development of operations (or processes) with an average score of 2.39 or 79.7%. These averages are high and indicate the management of Abu Dhabi TV is working to improve its performance through KM.

**Second: There is a statistically significant relationship, at the level of significance (0.05), between knowledge management and creativity and innovation.**

The estimates of the simple regression model showed the presence strong relationship between knowledge management and creativity and innovation, where the value of  $R$  reached 0.676, which is a positive and relatively strong correlation. In addition, the value of Student's  $t$ -statistic was statistically significant at the level of 5% while the coefficient of determination,  $R^2$ , indicates that knowledge management explained nearly 45% of the changes in creativity and innovation. The results of  $F$ -statistic reached nearly (44.6), which confirms the explanatory power of the linear regression model from a statistical point of view.

**Table 2: Results of Regression**

Dependent Variable	$\beta$	$R^2$	Adj. $R^2$	$t$ -Value	Sig. $t$	$F$ -Value	Sig. $F$
Creativity and Innovation	0.676	0.457	0.447	6.678	0.000	44.589	0.000
Media Content	0.612	0.375	0.363	5.640	0.000	31.812	0.000
Processes Development	0.595	0.354	0.342	5.389	0.000	29.040	0.000

**Third: There is a statistically significant relationship, at the level of significance (0.05), between knowledge management and media content.**

The findings of the simple regression model showed a strong relationship between KM and media content, where the value of  $R$  (0.612) is positive and relatively high. The  $t$ -statistic (5.64) confirms a statistically significant relationship while the adjusted coefficient of determination  $R^2$  is not high (0.363) but is acceptable.

The findings showed that the value of " $F$ " amounted to (31.812), which is significant at the 5% level. This confirms the explanatory power of the linear regression model from a statistical point of view.

**Fourth: There is a statistically significant relationship, at the level of significance (0.05),**

**between knowledge management and process development.**

The findings of the simple regression model showed that a strong relationship between knowledge management and process development where the value of  $R$  (0.595) is positive and relatively high. The  $t$ -statistic (5.389) is statistically significant at the level of 5%. The adjusted coefficient of determination  $R^2$  is explained nearly 53% of the changes in achieving the media content.

The  $F$ -statistic reached (29.040), which confirms the explanatory power of the linear regression model from a statistical point of view, and suggest a strong relationship between knowledge management and process development.

In sum, all estimated findings, using a simple linear model, are encouraging and confirming a strong impact of KM on all variables in this study.

### **DISCUSSION:**

The findings of this study showed that the employees of Abu Dhabi TV are aware of KM and its elements in their field of work by 84.6%, and this awareness represented the availability of an effective information technology system, allocating a budget for KM, making knowledge available to all employees, and applying it in the field... etc. This finding can be explained by the interest of senior management in the concept of KM in Abu Dhabi TV, which was reflected in the independent variables.

Considering that innovation and creativity is the process of converting new knowledge into new media content and making it a source of creation, value and achieving competitive advantage, it can be said that knowledge management is the main source for creating creativity in the media organization. The foundation can achieve increased dependence on shared knowledge through the contribution of employees in producing innovative solutions to problems, in addition to developing innovation processes in the institution, and I have found knowledge as an aid in stimulating brainstorming activities and thus support the innovation process, and these results are consistent with the study of Rezapasand et al, 2016). Who indicated that knowledge creation, implementation, storage and sharing have a significant impact on creativity of the employees employees.

KM processes assist media organizations in providing media content as well as improving content based on achieving high added value compared to previous content. These improvements are represented in the changes that occur in the technical standards which apply to the content or its technical and qualitative specifications and other indicators, and in light of these directives resort managers seek out the best applications using the databases and the required knowledge resources, and sometimes resort to innovations within the organization in order to achieve these indicators.

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## **CONCLUSION:**

In globalization, knowledge is considered as an essential asset in any organization. Thus, many organizations are trying to apply Knowledge management in order to improve their performance. In this study, the role of knowledge management in improving the performance of the media institution has been identified with the application on Abu Dhabi TV. The findings showed that the employees of Abu Dhabi's TV are aware of knowledge management and its components at a high level, ranging between 6.84%, 6.79%. The findings of the simple regression analysis also showed that there is a relationship between knowledge management, creativity and innovation, media content and the development of knowledge management process.

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