A Knowledge-Based View Of People And Technology: Directions For A Value Co-Creation-Based Learning Organisation

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Abstract

Co-creation based learning in knowledge management can be regarded as the next big opportunity for the business industry in terms of sharing the same view as people as well as creating value for customers. The present study has outlined that with stages like creation, share, utilize and creation, organizations can manage their knowledge properly within organizations. Further, on average 50% of the survey respondents have agreed that co-creation based learning stands out as a potential option for organizations in terms of sharing and managing knowledge effectively. Despite some of the disagreements from the survey respondents it can be extracted from the study that co-creation based learning helps in connecting people and technology effectively within organizational settings.

Keywords: Knowledge management, Co-creation based learning, Organizational learning

1. Introduction

In the current scenario of education, collecting methods that can be used to share, manage and use knowledge effectively for educational purposes has become a common practice in terms of managing knowledge. Knowledge management has become the enabler of organizational learning that can constitute a common link between technology and people. Knowledge-based learning can refer to a multidisciplinary approach in order to achieve an organizational approach effectively. The present study has outlined knowledge-based learning along with the processes of co-creation based learning in educational organizations. Further, the study collected responses regarding the value of knowledge-based learning in the current scenario of organizational learning.

2. Literature Review

2.1 The concept of knowledge management
The process of managing knowledge can be defined as an interdisciplinary process that helps in creating, sharing, using and maintaining knowledge and information within an organizational setup. Currently, many organizations are using the process and strategies of knowledge management in order to organize themselves according to a knowledge-based view [1]. Further, it can allow organizations to extract value from their knowledge-based and intellectual assets.

![Knowledge management cycle](image)

**Fig 2.1: The cycle of knowledge management**

With the help of these four cycles mentioned in figure 2.1, organizations often manage their assets for future use with the process of knowledge management. The process also involves acquiring, consolidating and creating knowledge by the organizational associates.

### 2.2 Knowledge management in organizational learning

Organizational learning and management of knowledge can be conceptualized with a common relationship between them in terms of organizational improvements. Especially in terms of organizational learning, knowledge management stands out as an effective practice that allows organizational associates to achieve success within the competitive market [5].
Knowledge management also allows organizations to manage their human resource effectively along with a consolidating pace even within the competitive market [2]. Additionally, knowledge management applies intelligent techniques in order to influence organizational learning which eventually enables the organizations to influence knowledge and intellect within organizations.

2.3 Value co-creation in knowledge-based learning

Knowledge-based value is the strategy of setting prices according to the customer’s knowledge especially in terms of serving knowledgeable customers in their buying process. In knowledge-based learning, organizations often focus on customer expectations rather than company pricing [6]. It enables the organizations to create and add value in their way of business. Most importantly, knowledge-based learning fosters value creation for organizations which eventually guides the organizations towards a path for betterment [3]. Similarly, value co-creation enables organizations to measure and assure the amount of customer belief gained through the process of adding knowledge-based learning in the organizational process.

2.4 Role of co-creation based learning in enhancing explorative learning

Co-creation based learning influences explorative learning within an organizational environment which eventually enables organizational associates to become explorative and exploitative while working on projects. Further, co-creation based learning enables organizations to play a crucial role in revealing the explorative processes of learning. The processes are “radical development” and “adaptation” [4]. Similarly, co-creation based learning also outlines three different types of exploitative learning that are

- Knowledge sharing
- Incremental development
- Innovative diffusion
Further, co-creation based learning enhances internal developments effectively which eventually helps in the innovation and diffusion of effective findings within a project [7]. Hence, co-creation based learning enhances explorative learning for the betterment of the organizational environment.

3. Proposed Work

3.1 Aim

The proposed work preliminarily aims to outline the view of knowledge-based learning along with co-creation based learning in terms of value creation in organizations.

3.2 Objectives

The objectives of the study are -

- To understand the concept of knowledge-based learning.
- To outline the relationship between knowledge-based and co-creation based learning.
- To analyse the role of co-creation based learning in enhancing explorative learning.
- To discuss the way of value creation within the organization using knowledge-based learning.

3.3 Problem statement

The key issue of the current research is the process of knowledge-based learning within the organizational learning processes. In this aspect, the present research has attempted to describe the value creation process with the help of “co-creation based learning” along with “knowledge-based learning” [8]. Further, the present study has clearly discussed the issues of organizational knowledge sharing while doing organizational business, specifically in the times of doing customer-centric business.

4. Research Methodology

The present research has followed a set of processes and principles in order to collect, analyse and present data regarding the value of knowledge-based learning on the organizational learning process. Here, the researchers followed the Positivism philosophy for attaining factual knowledge regarding the research subject [9]. Further, the Primary data collection method was chosen where the researchers surveyed 10 participants with 3 open-ended questions. The process of data analysis was the primary quantitative analysis method in this research. Further, the researchers sampled the respondents according to their knowledge of the research subject. Lastly, all the methodological approaches of the present project were attained with proper considerations of the research ethics.
5. Results and Analysis

Does knowledge management in an organizational setting help in proper value creation in the market?

![Knowledge Management in organizational setting](image)

Fig 5.1: Knowledge management in organizational setting

According to the above graph, the present study has collected responses from 10 participants regarding the worth of knowledge management in organizational settings. In response to the question, 40% of the respondents have agreed on the fact that KM helps in the betterment of the organizational setting. Whereas, 30% of respondents are neutral as they are unsure about its contribution to the organizational setting. Despite the fact that 10% have strongly disagreed, it can be analysed that knowledge management does have a stronghold over organizational value creation.

Does co-creation based learning help in maintaining organizational learning effectively?
Fig 5.2: Co-creation based learning in maintaining organizational learning

After evaluating the responses of the 2nd question of the present survey, it can be assessed that the majority of the respondents are on the positive side of the current question. Here, approximately 30% of the respondents have agreed that co-creation based learning helps in organizational learning effectively. Further, 20% of respondents have also disagreed which constitutes the fact that some aspects of co-creation based learning is still under development.

Do you think co-creation is an effective way to influence value-creation within organizations?
The evaluation of the 3rd survey question shows that approximately 50% of the respondents have agreed on the fact that co-creation helps organizations in terms of value creation. Further, 20% of the respondents have also disagreed with this fact. This constitutes the fact that co-creation has a major impact on organizational value creation.

6. Threats to validity

Most information collected during the research process is classified and confidential; hence the authenticity of data can be compromised to some extent [10]. Apart from that, there can be some sampling error in the research as choosing the respondents was tough for the researchers to some extent [11].

7. Conclusion

Knowledge management is the next big step for organizations in terms of creating values for the organization as well as managing customer expectations properly. Here, the present study has concluded on the fact that specifically, co-creation based learning helps wholly in terms of managing intellectuality, knowledge and information effectively within organizations. Lastly, co-creation based learning helps in managing the organizational learning process seamlessly.

References


