Organizational Structure and Knowledge Management

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ABSTRACT

Startups can make the most of their limited human and financial resources to succeed despite the barriers to knowledge management (KM) adoption. In this essay, a thorough literature evaluation of knowledge management in startups and small and medium businesses is conducted (SMEs). The essential success factors and barriers affecting the use of KM in startups and SMEs, the many KM tools, methods, and systems adopted for use by startups and SMEs, and how the performance of startups and SMEs is affected by the use of KM are all addressed in this systematic review. The 28 research papers (out of 2123) that have been published in respected journals and conference proceedings during the course of the last ten years, from 2010 to 2020, will be thoroughly analyzed in this study. All of the studies that have been gathered have shown how the use of KM affects the performance of startups and SMEs in a variety of areas, including the market, organizational, economic, technological, financial, and human performance. The evaluation analyzes the various KM methods and tools discovered in the studied literature and suggests the best KM remedies. The study also emphasizes how the application of KM techniques helps startups and SMEs grow more generally while also improving their productivity, performance, and scalability.

Keywords: Knowledge management, Organizational effectiveness, Universities, SMEs, evaluation analyzes

INTRODUCTION

Despite the obstacles to knowledge management (KM) adoption, startups can flourish by making the most of their limited human and financial resources. This essay does a thorough review of the literature on knowledge management in small and medium-sized organizations and startups (SMEs). This systematic review discusses the key success factors and obstacles affecting the use of KM in startups and SMEs, the numerous KM tools, methods, and systems adopted for use by startups and SMEs, and how the use of KM affects the performance of startups and SMEs. This study will conduct a thorough analysis of the 28 research papers (out of 2123) that have been published in reputable journals and conference proceedings over the past ten years, from 2010 to 2020. All of the studies gathered together have demonstrated how the application of KM impacts the performance of startups and SMEs in a number of areas, including the market, organizational, economic, technological, financial, and human performance. The review examines the various KM tools and techniques found in the research literature and recommends the most effective KM solutions. The study also highlights how the use of KM strategies enhances startups' and SMEs' overall growth while also enhancing their performance, productivity, and scalability.

To identify key organizational drivers of knowledge management and barriers to it at each stage of the entire process, including knowledge identification, creation, collection, updating, and sharing. The author makes the claim that a more organic structure inside an organization result in a more advanced knowledge management system, or a higher usage of a variety of more complex tools. The article is based on both literary studies and the findings of empirical study carried out in 131 businesses from the Lower Silesia and Greater India regions in 2005.

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2. The Learning Organization and Knowledge Management

Learning organizations, in Senge's words, are places where people "constantly expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together" [Senge 1990]. The mastery of a few fundamental disciplines is what sets learning apart from typical organizations. According to Senge, these five are combining to create innovative learning organizations. They are: team learning, developing shared vision, developing mental models, systems thinking, and personal mastery. Senge contributes to the understanding that individuals have agency and may affect the systems and structures of which they are a part. As stated by Senge (1990), all disciplines are "involved with a shift of mind from seeing parts to seeing whole, from viewing people as helpless reactors to seeing them as active players in molding their environment, from reacting to the present to creating the future." Knowledge is the fundamental and most significant resource for learning organizations. To date, there isn't a single definition of knowledge that everyone agrees upon. This essay adopts Plato's second definition of knowing as "justified genuine belief" in accordance with conventional epistemology.

According to the Oxford English Dictionary, knowledge is defined as expertise, skills, and understanding of a subject gained through education or experience; what is known in a particular field or generally; facts and information; or awareness or familiarity gained through experience of a fact or situation. Despite the fact that the words "knowledge" and "information" are frequently used interchangeably, they have different meanings. The following definitions from Dreese are offered: "information is that commodity capable of yielding knowledge, and what information a signal carries is what we can learn from it" and "knowledge is identified with information-produced (or sustained) belief, but the information a person receives is relative to what he or she already knows about the possibilities at the source" [Dretske 1981]. Information is not merely a collection of facts, and neither is knowledge just a collection of data. According to Evans [Evans 2005], there are four basic categories of organizational knowledge:

Knowing How. Additionally, there is operational information that is stored in people's minds and connected to their experience. used mostly in decision-making and problem-solving processes. Its dissemination, storage, and codification may all face certain challenges.

Know your why. The mission statement, vision, strategy, and core values of the organization should be known by all management and staff members. This information clarifies the functions of the organization and aids in the formulation of decisions that are consistent with its goals.

Knowing Who. Knowing who is who and what expertise they possess is crucial, both internally within the firm and outside in the environment. It helps create a network of connections within and outside the organization.

Organizational knowledge is categorized into four categories: tacit, explicit, personalized, and codified knowledge.

• Tacit information. The ability to accomplish something without being able to explain how, such as "I know that I can ride a bicycle, but the explanation that I offer of how to do so is not scientific," is known as a personal ability. It is highly improbable that having codified scientific knowledge is necessary to maintain balance while riding a bicycle. Bicycling can be elevated to an art form thanks to a certain set of personal skills [Polanyi 1958,].

• Explicit understanding. is the body of knowledge that can be expressed, codified, and saved in written or other forms of media. It can be conveyed to other organizational members without much difficulty because it is reasonably simple to capture and code.

• Personalized Information that employees of a company memorize. It is dynamic knowledge because it is developed and stored in their thoughts. The main disadvantage of it is that it can only be spread and shared with others through direct face-to-face contact. When the employees who possess the expertise leave their employment, the organization loses that knowledge.

• Codified information. It is information that is stored in a variety of media, including physical documents and online databases. It has been codified, and as a result, a large audience can access it. Anyone who reads, watches, or listens to the media can learn things without speaking to other people.

The above-mentioned types of organizational knowledge and relationships between them are presented in Figure 1.

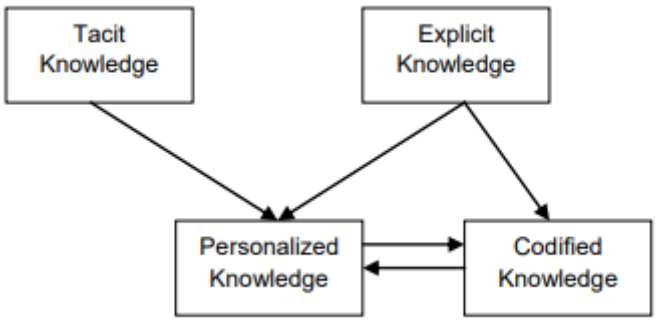


Figure 1. Major Types of Organizational Knowledge

Because there is no method for translating tacit information into a language of signs or letters that is understandable to others, it can only be changed into individualized knowledge. Additionally, individuals have the ability to memorize explicit information and transmit it verbally. In addition, it is possible to codify it and create knowledge that is codified. Most experts emphasize the importance of sensible, comprehensive knowledge management inside a business. The task of managing the processes of knowledge generation, storage, and sharing,

as well as the associated tasks, is known as knowledge management (KM). Kucha (2001, p. 58). All organizational members must be able to use knowledge, which is the main goal of knowledge management. An assortment of sequentially arranged and connected sub-processes make up the knowledge management process as a whole:

The need for knowledge has been identified. Identifying the types of knowledge and information needed in certain departments and organizational units is the first step in the knowledge management process. In the entire process of knowledge management, it is one of the most difficult phases. How to recognize knowledge needs, particularly tacit ones, is a key concern. Knowledge identification protocol (KIP), a tool that enables the creation of an organization's knowledge map, is advised by some experts.

knowledge production When new knowledge is developed or imported, one of the most crucial steps is creation (e.g. benchmarking). There are several tools available at this point, including experiments, learning-by-doing, types of group collaboration (brainstorming), etc. According to the dynamic theory of knowledge formation, organizational knowledge is created through an ongoing conversation between tacit and explicit knowledge using the four interaction patterns of socialization, combination, internalization, and externalization [Nonaka 1994].

Gathering and storing of knowledge. At this point, the knowledge that has been developed or amassed previously is being collected from the employees' heads and from various sorts of media, including paper papers, electronic databases, etc. The benefits of electronic databases, in the eyes of the majority of authors, lie in their capacity to adapt and advance knowledge. They also give many users simultaneous access to all data. Because they make for prime targets for hackers, electronic bases have one major drawback.

Knowledge transfer. Only if information is available and everyone in the company knows where to look for it can it be beneficial. Building communication channels, known as a knowledge exchange network (KEN), and disseminating information and knowledge to the employees who require it at the time constitute the knowledge distribution stage. One of the most significant barriers to information sharing is one that is motivated-related. A large number of hurdles can prevent or slow down knowledge sharing. That's how most authors argue that people ought to be compensated for the knowledge they have and share with others.

Update your knowledge. Even highly established knowledge inside of an organization may be meaningless if it is out-of-date. Because of this, when faced with erratic circumstances and shifting knowledge requirements, organizational knowledge should be updated. The continual and never-ending process of knowledge improvement should involve everyone in an organization.

An enlarged model of knowledge management process is shown in Figure 2.

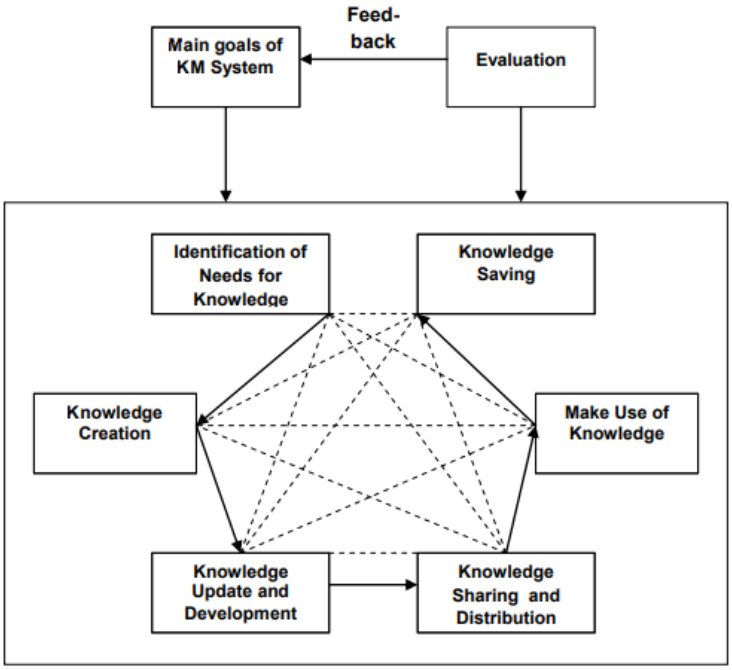


Figure 2. The Process of Knowledge Management

Modern firms use various more or less cutting-edge instruments, despite the lack of standardized knowledge management methodologies and techniques. The most often mentioned and used tools in management theory are listed below:

Training Sessions. Essential tool for information gathering and knowledge improvement, especially for businesses attempting to manage personalized knowledge. Companies who care about the advancement of their employees view training as an investment in their human capital. They routinely schedule training sessions and have huge expenditures for a variety of them. Most firms that function in a setting with rapid technology advancement, erratic external legislation, globalized markets, etc., require frequent training sessions.

Knowledge bases and databases. Every piece of knowledge that has been codified needs to be stored somewhere secure but easily accessible. Databases and knowledge bases are crucial, especially in businesses that deal with a lot of data, many clients, and fluctuating and uncertain business environments. Principles of KM System Assessment Identification of Knowledge Gaps Information Production Knowledge Reduction Utilize your knowledge Development and Update Feedback on Knowledge Sharing and Distribution 5 markets, including banks, law firms, and business consulting firms. Most knowledge libraries are a part of intelligent information systems that are supported by IT (intelligent information system has an ability to learn – search for new information, select and collect it, as well as to relate to other data and information).

Information-sharing gatherings. They are viewed as a simple and user-friendly tacit knowledge management solution. For the learning organization, knowledge sharing is crucial, and regular informal encounters are still necessary even when effective formal communication channels exist. The integration of activities, sharing of information, and development of "spirit de corps" are facilitated through presentations of plans and the outcomes of specific units and departments, general debates, etc.

Consultation decision-making meetings. Making choices as a group can help businesses find solutions to more complicated issues. In these circumstances, methods like brainstorming or discussion panels are used, and temporary problem-solving teams are formed. Meetings should be well-prepared (e.g., members should be informed of the meeting a few days in advance and given the necessary information before), and they should be presided over by an experienced individual, in order to be successful. Otherwise, they might become ineffective and cause conflicts inside the company.

Modern Communication Routes. Traditional communication, both informal and formal, seems inadequate in highly dynamic situations. Internet, intranet, and other modern media are examples of advanced communication channels that can be useful as a solution. Creative Thinking Growing. People-focused organizations work to increase their innovativeness and creativity. Openness and resourcefulness in employees can be fostered not only through specialized training programs but also through a motivational system, which appears to be a key catalyst for the generation of new information.

Ideal Techniques. In some firms, management and staff members share knowledge, expertise, and experience regarding the best and most productive ways to do tasks. The term "best practices" refers to a highly straightforward and time-saving means of exchanging knowledge and expertise. The effectiveness of the knowledge management system in modern organizations—both as a comprehensive system and in terms of specific tools and methods—depends on a wide range of different variables. One of them is organizational structure, which should be flexible enough to adapt to changing circumstances and promote quick and effective information flow [Morawski 2006].

THE NATURE OF ORGANIZATIONAL STRUCTURE

Defining Organizational Structure

According to Stoner and Wankel (Stoner, Wankel 1986, p. 234), organizational structure is "the order and interplay of the component pieces and positions of a corporation." The arrangement of organizational components and their connections with one another are the writers' main areas of concentration. The phrase is described as "the established pattern of relationships between the component sections of an organization, describing both communication, control, and authority patterns" in more comprehensive definitions. According to Wilson et al. (1990, p. 215), "Structure separates the constituent pieces of an organization and defines the relationships between them. Thus, communication and control are emphasized. For decades, the nature and fundamental purposes of organizational structure have evolved. Traditional structures share characteristics with both the mechanical model proposed by Burns and Stalker and Weber's ideal bureaucracy. The main traits of this form are: rigid and strict task description, a large number of organizational levels, vertical communication, centralized authority, formal influence, standardized activities, and a high degree of formalization. Numerous findings, such as those from studies by Lawrence and Lorsch or Burns and Stalker, demonstrate that this model works well under straightforward and stable conditions. The organic model, which has flexible job division, little standardization, a flat organizational structure, hierarchy, and low formality of rules, is logically the opposite. Numerous analysts contend that knowledge-based firms operating in dynamic environments require this type of organizational architecture. The organic structure has faster information and knowledge flows, which further encourages the sharing of experience and people's limitless creativity. The merits and disadvantages of the

knowledge management process in the four most popular organizational designs—functional, divisional, matrix, and project—are examined and presented in the following four sections.

Functional Structure and Knowledge Management

The most fundamental design is the utilitarian one. Employees that execute comparable duties and activities in one department of an organization are to be grouped together. At the highest organizational level, the functional structure has a tendency to concentrate decision-making and coordination. How does the functional design handle knowledge management? Due to the similarity of the responsibilities and activities within a department, there is a good flow of knowledge and information, it should be noted at the outset. Because experts in the same field are gathered in one department, such situations also promote knowledge generation.

Their similar educational backgrounds and same interests make it easier to organize training sessions inside the department. Another benefit is that databases can be organized well under these circumstances. The gathered data can be housed in a single central library, managed by knowledgeable employees, and organized logically so that each department has access to the most crucial data pertaining to its area of responsibility. A poor exchange of information and expertise between departments is the main drawback. Due to rigid functional segregation, members are frequently alienated from one another or even resentful toward them. Additionally, the lack of coordination between the roles leads in low levels of innovation, as the necessity to coordinate or garner support across departments frequently prevents the implementation of new ideas for products and techniques.

Divisional Structure and Knowledge Management

The divisional structure, in Chandler's idea, emerges as a result of organizational expansion and product (or market, or customer) diversity. All processes required to create a good or service are gathered into one independent unit under the divisional design. It has a tendency to decentralize decision-making by transferring power and accountability to the lower level. The type of knowledge management used in the divisional structure is very different from the one covered previously. Within the established divisions, information and experience generally flow well. Flows between specific divisions (SBU) are, however, constrained and subpar. Low functional specialization does not promote the processes of learning and specializing. Employees are required to manage all business unit-related tasks, including supply, logistics, and production as well as sales, marketing, and finance. People therefore have favorable circumstances for producing and growing more general than specialized knowledge. The divisional organization inhibits horizontal knowledge and information flows. In actuality, their utility is debatable. The one comprehensive knowledge management in an organizational structure is not required when divisions operate in distinct sectors, such as entirely different goods or marketplaces. Numerous issues with database or knowledgebase location within an organization arise as a result of the growth and diversity of companies. How do you handle it? Who should be in charge of sharing and storing data? Can it be decentralized or should it be centralized? When we organize knowledge identification, gathering, and distribution in a large firm, we encounter these and numerous more questions. There is no single, correct answer. The best model should therefore be developed by carefully examining each instance on its own.

Matrix Structure and Knowledge Management

The matrix design emerged as the organizational environment became more complicated and flexible. It is a long-lasting, stable type of organization that relies on both horizontal and vertical links. Each unit simultaneously reports to two directors as a result of the combination of functions with products, projects, or markets. In this situation, information and knowledge flow in multiple directions, and most experts see information sharing as the matrix form's key strength. Additionally, knowledge development can be improved if different professionals work together and actively participate in problem-solving, knowledge generation, and update processes. In conclusion, the matrix organization is a useful design for knowledge management despite its flaws that are demonstrated in practice.

Project Structure and Knowledge Management

The most adaptable and appropriate organizational structures for the knowledge management process appear to be project structures and task forces, which are built on ad hoc teams. This type of structure is frequently discussed by authors largely in terms of its benefits. Is it actually the ideal method for knowledge management? Members of specific teams, specialists and experts working on projects place a greater emphasis on goals, deadlines, and budgets than they do on generating knowledge or exchanging experience. Such an exchange cannot happen since there is no space, no means, and no desire. When people get together to complete certain duties or solve problems, they each go their separate ways with the information and expertise they have gained. In a typical company, all specialists in the same subject share rooms, report to the same supervisor, attend the same meetings and courses, etc. even though they do distinct duties and work on different projects.

The main drawback of the organic form may be considered as the fact that they do not have the possibility to create new organizational knowledge and share their expertise in the pure project structure. Is it possible to get around the aforementioned problem by utilizing the adaptability of the organic structure? Nonaka created the "hypertext organization," which combines the benefits of task force flexibility and dynamism with bureaucratic efficiency and standardization. The "business system layer," the "project team layer," and a value-added component of the hypertext organization termed the "knowledge base layer" are combined in the hypertext organization. The routine of the business system layer is where daily operations are performed. It functions in a manner similar to the bureaucratic model. The vast majority of the organization's tacit knowledge is located here, where goods and services are also provided. The organization's layer dealing directly with customers and the external environment is known as the business system layer. The project team layer is where several project teams participate in knowledge-creating tasks like developing new products or strategies. This layer functions in a manner similar to the task force model, where people are pulled from their regular duties to join a project team with a clear goal and deadline for completion.

Here is where knowledge conversion happens; people from the business system layer are tapped for their tacit knowledge, which is then used to create new concepts, ideas, and products. Individuals return to their regular positions and responsibilities within the business system layer after the project is over. To ensure that all knowledge created in the previous two layers is accessible throughout the business, it is codified and stored in the knowledge base layer. The most useful organizational knowledge base is organized in accordance with organizational intent, including the vision, long-term goals, and performance standards. The ability of

personnel to transition between these three levels and to distinguish between their attitude and business practices is crucial.

LITERATURE REVIEW

Mihai Vărzaru (2013) The new society, known as the "society of knowledge," is built on an economy of connections, relationships, networks, and collective intelligence. This economy serves as the basis for long-term growth, and knowledge management is the primary tool at our disposal for bringing about change in this society. An organization can access the expression of collective intelligence through knowledge management. Knowledge management affects the process of structural organization through its informal expressions. To facilitate the establishment of organizational intelligence, the structure must, in turn, support the emergence and growth of knowledge management. In order to highlight the challenges that management faces today when estimating the number of employees and suggest solutions, this paper will first examine the consequences of knowledge management implementation on the process of organizational structure. Our intervention examines and highlights the effects that various structure types have on the implementation and maintenance of knowledge management projects in businesses. The two groups' mutual influences are described together with their effects, which helps with the above-mentioned knowledge management projects' approach and the organization's personnel's proper sizing.

Syeda Rizwana Hussain Tirmizi, (2022) The study's goal was to examine how knowledge management affects organizational effectiveness in Pakistan's public universities. A quantitative and correlational investigation was conducted. In order to do this, the current study was created, in which the main elements influencing the effectiveness of Pakistan's public universities through the use of knowledge management have been investigated. All heads of academic and administrative departments at public universities in Khyber Pakhtunkhwa made up the study's sample. 150 respondents were chosen as a sample for the study using the stratified sampling technique. Knowledge management and organizational culture have a productive interaction. It has been determined that knowledge management is crucial to universities functioning well. It was shown that incorporating knowledge management into numerous elements can help public colleges overcome a variety of obstacles. It is a universal truth that companies in the public sector with strong structures, cultures, and marketing plans draw clients who are eager to participate actively in meeting the problems of the new era.

Mohammadbagher Forghani Ozrudi (2014) This study sought to determine how organizational structure and knowledge management among Mazandaran Province University's PE Managers interacted. This study used correlational, descriptive, and survey methods. Two questionnaires were used to collect the first data using the field approach from the staff managers of the physical education organization. Officers from the management faculty at the University of Tehran verified the questionnaires' content validity, and Cronbach's alpha was used to determine their reliability (KM=0.89 and organizational structure=0.86). Finally, 92 completed surveys were received and examined (n=120). Results were presented using descriptive (internal tendency, variability) and inferential (Spearman and Pearson correlation) statistics on two different levels by SPSS 22. The findings revealed a strong correlation between formalization and knowledge generation and transfer (p=0.011; p=0.006; and high formalization with low levels of knowledge creation and transfer (r= -0.381; r= -0.241).

Mehdi Tajpour (2022) Sustainable development is a cornerstone of human resource management everywhere. This study sought to investigate the impact of knowledge management elements on the long-term viability of social media-mediated technology-driven firms in emerging markets. In April 2022, this descriptive-correlational analysis was carried out. 537 firms made up the statistical population, and 224 research and development employees were the projected sample size (determined using Cochran's formula). Data were gathered using a 25-item survey with a 5-point Likert scale, and Smarts 3 was used to analyze them. The results demonstrated that knowledge management components needed to be implemented across the board for technology-driven organizations to exist in a sustainable environment. In a dynamic context, the implementation of knowledge management generates value and a long-lasting competitive advantage. Furthermore, knowledge management can be activated and value created through effective engagement in the organizational social network. Therefore, learning and ideation are optimized through the use of social media, and for technology-driven businesses with limited resources, this acquisition facilitates growth and sustainability in a changing environment.

Gustavo Dalmarco (2017) Startup businesses should use the available knowledge to implement their development strategies efficiently if they want to compete in the modern knowledge economy. As a result, it's crucial to determine which knowledge management (KM) strategies beginning businesses employ. This study tries to pinpoint the KM techniques employed in Brazil to get over obstacles to startup growth. The relationship between the important elements of startup development and the employed KM methods will be addressed. In the southern part of Brazil, interviews were held with startups that had been created in business incubators. Results showed that Opportunity Recognition, Entrepreneurial Commitment, Credibility, and Sustainability are the primary KM practices related to the company's internal knowledge used to overcome critical startup development issues. Internal knowledge, which encompasses not only R&D efforts but also its practices and procedures, is a firm asset. The point that startups have set routines and norms in line with contemporary KM ideas was made, despite the fact that startups are unaware of KM practices.

METHODOLOGY

In 2005, 131 businesses, many of which are located in the Lower Silesia and Greater India regions, participated in the survey. The fundamental approach depended on the evaluation of survey results. A unique questionnaire form was created and tested at a few local businesses to help reach the predetermined targets. Then the questionnaire was sent out to master's, MBA, and postgraduate study students. Over 200 completed forms were gathered, and a selection of them were added to an unique database. The information was analyzed (many different criteria were taken into consideration, such as the size of the company, the profile of the activity, the industry, the advancement of project teams, etc.) and the proper interpretation was determined in the final step.

A final report was created as a result of the study. If we wish to look for some more general findings, a brief explanation of the businesses that were the subject of the aforementioned study seems to be required. Results may be impacted by such fundamental factors as size, activity profile, or industry. Over 200 businesses in all were looked into during the study. However, the author ultimately qualified 131 firms for further study after removing the surveys that were improperly completed. Large organizations (those that employ 250 people or more) made up 31% of the sample of the researched companies, followed by medium-sized businesses (those

with 51–250 employees) at 23%, small businesses at 31%, and micro-sized businesses (those with less than 10 employees) at 15%. Look at Figure 3.

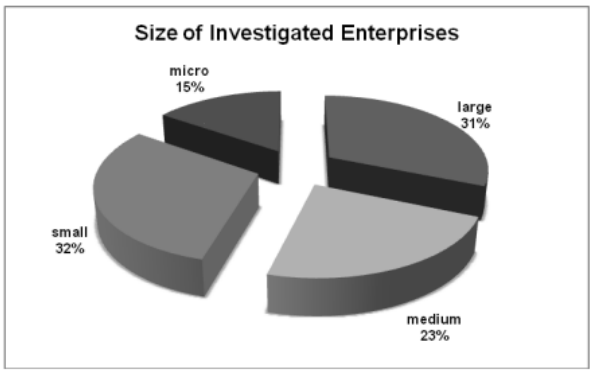


Figure 3. Size of Companies in the Sample

Source: Author's own

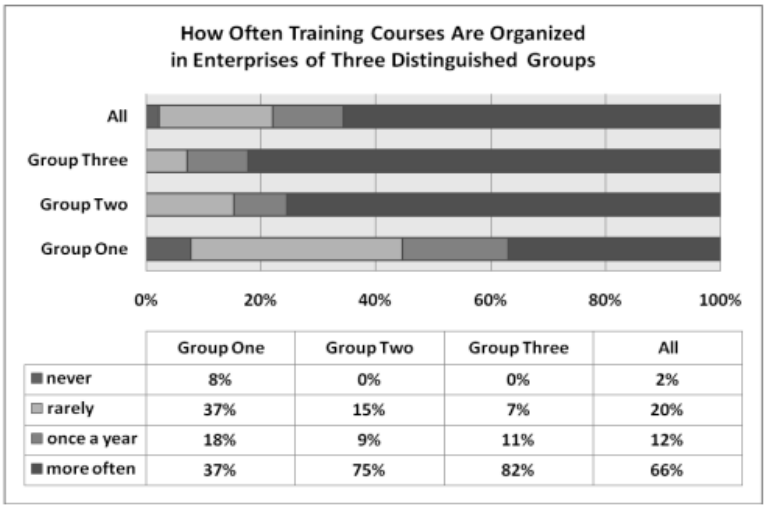
What matters is that the sample's structure differs from the population's overall structure. The majority of businesses identified services as the dominant profile of their operation (36%), followed by a mixed profile (production-services-trade) (20%), production (20%), and trade (20%). Companies from a variety of industries, including building, energy, mining, machinery, IT, food, medical, etc., were included in the sample, although it was unable to study them in-depth from this viewpoint. In this scenario, some sort of grouping was essential. Thus, rising industries, traditional industries, and declining industries were used to categorize all industries. 15% of all businesses were in the group of developing industries, which included computer sciences, telecommunications, pharmacy, banking, and consulting. The largest group (76%), which included businesses in the conventional areas of food, transportation, and auto manufacture. The remaining portion of the enterprises under investigation comes from deteriorating industries like mining, shipbuilding, or heavy equipment. 73% of all businesses claimed to be financed by domestic capital, and 27% claimed to have some foreign money as well.

Results of Empirical Findings

Depending on the development of project teams and task forces, all of the businesses examined in the study were split into three groups. The responses to six questions were used to determine which project teams had advanced. The first group of organizations was made up of businesses where temporary teams either didn't exist or only occasionally showed up to complete some menial tasks. These companies' organizational structures are built on reliable configurations. Of all the businesses that were examined, 38 were assigned to this group.

Temporary task forces and project teams are more common and are intended to accomplish more significant goals in the second group of organizations, but the stable hierarchical core is still more significant. This group, which consisted of 65 organizations, was the largest. The third category consists of businesses that rely on transient teams, so stability of organization is less crucial in this situation. These companies have the most organic organizational structures; temporary teams carry out the most crucial tasks and have a significant impact on organizational effectiveness. Only 28 out of 131 businesses were eligible for this group. The

three distinct groups of companies' most popular knowledge-based organization components were identified in order to confirm the hypothesis put forth in the introduction to this text. The analysis of the responses within those groups reveals a relationship between the type of organizational structure (i.e., how organic the structure is) and the development of knowledge management systems. Training programs for the organization's members are its fundamental elements. How frequently did training sessions take place in the respondents' businesses? Here are their responses: (Figure 4).



	Group One	Group Two	Group Three	All
never	8%	0%	0%	2%
rarely	37%	15%	7%	20%
once a year	18%	9%	11%	12%
more often	37%	75%	82%	66%

Figure 4. The Frequency of Organizing Training Courses in Three Groups of Investigated Companies Source: Author's Own

The three groups have varying frequencies for holding training sessions. They were organized relatively infrequently in the first group of the investigated companies, but more frequently in the second and, in particular, the third group of the sample companies. Additionally, the goal of the training was more frequently to develop managerial skills, ICT (information and communication technologies), and economic and financial awareness in the group with the most advanced temporary teams than in the first and second groups, where these issues only occasionally arise. Obligatory Safety and Hygiene of the Workplace, changes in law and tax regulations, effective sales, and marketing were the most well-liked topics in these groups. Therefore, it follows that training sessions for organizational members will be wider in scope and more frequent the more organic the structure. As said before, another indicator of the learning organization is individuals' openness and creativity. It is crucial to the process of knowledge creation. Additionally, it significantly affects how effective the knowledge management system is. That is why modern organizations take interest in providing favorable conditions for developing creativity, as well as stimulating unconventional thinking and problem solving in their employees. Figure 5 illustrates it.

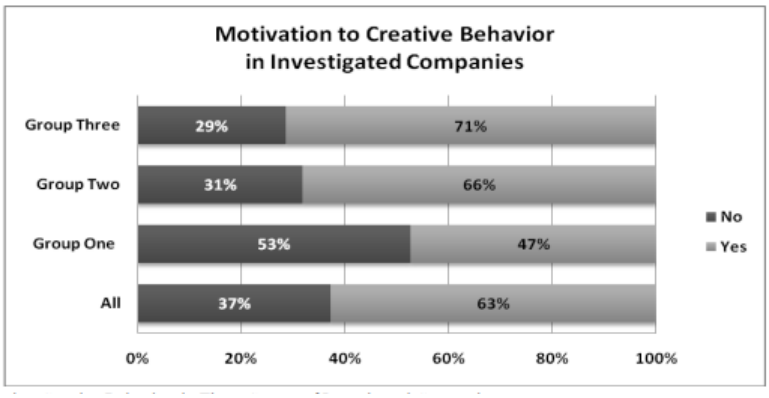


Figure 5. Encouraging Creative Behavior in Three Groups of Investigated Companies Source: Author's Own

Organizations with more conventional structures (group one) encouraged their staff to be open-minded and innovative by 47 percent. Among the second group, 66% and in the third group, 71% of the responses were favorable. Thus, the relationship between organizational structure and support of creativity is clearly obvious. Companies' usage of new and creative methods of communication was also investigated in this research. The association was also discovered in this example. Group three companies utilize intranets, e-mails, and internet communicators rather regularly to share information amongst their workers. More frequently than not, they admitted to utilizing sophisticated software (e.g. Lotus). When asked whether their organizations utilized databases and knowledge bases, the respondents all said yes. Shown in Figure 6 is how the experiment went.

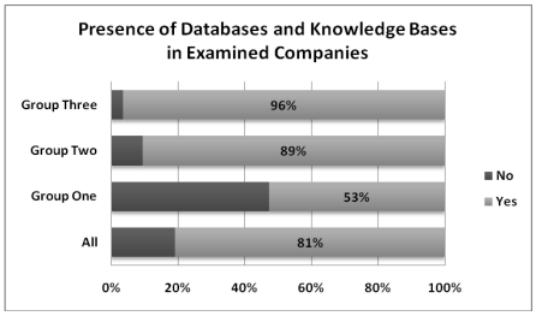


Figure 6. The Presence of Databases and Knowledge Bases in Three Groups of Investigated Companies Source: Author's Own

Databases and knowledge bases were utilized by 96% and 89% of the firms in the third and second groups, respectively, whereas just 53% of the enterprises in the first group admitted to utilizing them. Knowledge management system progress seems to be linked to the structure of the company, as shown by the data given. For the most part, firms with highly organic structures had the most advanced systems for managing knowledge. A more thorough investigation reveals that this association is greater in big organizations than in medium or small ones, and that it is also stronger in companies that operate in emerging fields like IT, pharmaceutical, finance, or consulting.

Conclusions

This research found that HRM sustainability at HEIs is a novel phenomenon. Environmental, socio-cultural and human resource practices should be examined alongside other useful and practical components of environmental, socio-cultural and human resource practices and organizational aspects at various levels (i.e., individual, organizational, society). It's also important to emphasize dynamics in terms of time (both short-term and long-term), since achieving the objectives necessitates interactions and linkages between various levels. In order to avoid putting the future of society at risk and to keep negative feedback under control, goals should be realized by using a variety of organizational resources. Human resource management techniques that include sustainability principles benefit the social, economic, and physical well-being of employees over the long term. The growth of universities has led to long-term objectives being realized both within and outside of universities by fostering a work-life balance.

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