Post Knowledge Economy Employees Efficacy in Public Sector Organization

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Abstract: This research paper intended to examine affirmative linkage between knowledge-based-economy IT Equipped Organization and IT Skilled Employee and Employee Efficacy (ability to produce targeted results) through research application on administrative employees of Shah Abdul Latif University Khairpur. Point behind idea is to uncover the traces of economic shift from industrial to knowledge based, its occurrence at especially far-reaching area and to explore its impact. Moreover, the underlying research is an attempt to investigate the impact of knowledge-economy in terms of information technology equipped organization (ITEO) and information technology skilled employees (ITSE) in public sector. The core center of attention is to trace affirmative linkage between Knowledge-Economy on Employee-Efficacy. However, fact showed that, various public sector organizations in Southern Sindh have adopted information technology and have switched to knowledge based systems. We have witnessed that, Information-Technology usage and adoptability is increasing with exceptional lick at SALU however, management efforts are slow paced and sensitized to implement IT system.

Key words: Knowledge Economy, Employee Efficacy, Shah Abdul Latif University (SALU), Economic Shift, Information Technology

INTRODUCTION

Keeping in view the deficiency of on hand research and public oblivion with respect to Knowledge-Based Economy its impact in general as well as on employee-efficacy especially for the less developed region of Southern Sindh in-depth study is considered necessary. The term “knowledge” creates the difference between competitiveness and passiveness and consequently it personified the disparity between players, competitors and participants under paradigm of knowledge based economy. Before 1966 economies go behind tools, machines, and technologies and at that time Peter Drucker laid the foundation of Knowledge Economy and made a division between manual worker and knowledge worker. According to him a knowledge worker not just engrosses his/her hands into tools and machines rather work with his/her head produce ideas, knowledge and information. However, the paradigm of knowledge economy has many dimensions to put into action. In the face of 21st century and under paradigm of knowledge based economy war between players, competitors and participants come to blow at different grounds. In the new economic reality, knowledge is mutually dependent as well as self sustainable. Knowledge workers contribute more to collective organizational success than even before (Edvinsson L. et al, 2005).

1.1 Literature Review & Background Study:
1.1.1 Paradigm of Knowledge:
In the era of globalization organizations has to face illusions as reality and reality as illusions in order to grow and survive. The paradigm shift of knowledge economy has voluntarily imposed organizations to rewrite their basic vision and mission, to rebuilt strategies, to restructure intentions, to rationalize resources and revise ways to take advantage of new opportunities. The emergence of the knowledge-economy can be characterized in terms of the increasing role of knowledge as a factor of production and its impact on skills, learning, organization and innovation (Jamil, et al 2003). With the emergence of the internet, database there is potential to completely alter the landscape for commerce, education and social-cultural interaction. Whereas IT merely enhanced productivity or the control over information, the internet is a fundamentally different technology that reshapes our social and economic relationship.

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1.1.2 Change Due to Knowledge Shift:
The economic shift from industrial to knowledge based has entirely changed the ground realities of the corporate world. Knowledge employee treated as the key economic resource and source of organizational competitive advantage. Globalization, information, knowledge, computer networking, cyber space connectivity and virtual presence have switched the intensity of competitiveness of doing business and create competitiveness. Firms that are able to use new technologies should find that they begin to experience a competitive advantage over rivals who have failed to take on board and exploit the new systems IT has made available (Smith C. 1999). Moreover, higher education commission chairman Dr. Atta ur Rahman argues that knowledge based technology can drive any economic system and public and private sector are enforced to adapt to technical change in order to survive in a competitive environment.

1.1.3 Technological Transformation:
Quick technological transformation and vision of globalization has emerged the thought of knowledgeable worker which creates value by processing existing information to produce new information which could be used to define and solve problem. Blanchard N. et al (2004) reported that, “… employers and employees are eager and unwavering to face the challenges of economic pressures and consumer demands for higher-quality products and services. These demand require more effective and efficient job and workflow designs, staffed with employees who are committed to quality, show good judgment, are knowledgeable, demonstrate multiple competencies…"

1.1.4 KE basis for Competitive Advantage:
Our ability to compete or survive in the globalization of economic systems depends on our commitment to developing our human capital and ensuring a continuous learning process within the government institutions and enterprises to create a culture of innovation. Innovation is concerned with enhancing national productivity and national competitive performance (Rahman). Vigorous and substantial research is being continuously conducted in developed countries to analyze different aspects of Knowledge-Based Economy (Kalim et al). Clarke T. (2001) emphasized that, “…it is out of the critical combination of the technological infrastructure and the consequent knowledge revolution that e-business is emerging…” However, vibrant economic systems and uncertain corporate abundance keep under control the strategic competitive resources of organizations worldwide and this behavior let the organizations gush into an inundation of knowledge-based-mechanism to remain alive and energetic. Understand that in the twenty-first century the world will not be run by those who possess information alone. The rising knowledge intensity of the world economy and our increasing ability to distribute that knowledge has increased its value to all participants in the economic system (Houghton, et al 2000).

2. Knowledge Economy & Employee Efficacy in General:

2.1 Knowledge Sharing Main Source behind Efficacy:
Research question under study divulges the fact that knowledge economy is directly proportional to increase in employee efficacy. Our suggested ITEO & ITSE organizations could exploit the opportunity despite of fewer resources. Employee efficacy in terms of employee overall productivity is nurtured with execution of IT and allied technology. However, literature review has supported the central presumption and Bandura defined self-efficacy as the judgments of individuals regarding their capabilities to organize and execute courses of action required to achieve specific levels of performance (Bandura, 1986). Self-efficacy can help motivate employees to share knowledge with colleagues (Wasko, et al, 2005). However, Darroch et al, (2002), Parboteeah et al, (2003), Luthans, (2003) and Hsiu-Fen Lin, (2007), emphasized that, knowledge sharing is the post knowledge-economy approach and it solemnly promotes intellectual resources and employee work styles. It promotes shared understanding, providing employees access to relevant information and motivates cultural innovations. According to description of self efficacy (Bandura, 1986; Bandura, 1994) a specific dimension of self-esteem that relates with a person’s belief about the chances of success in the accomplishment of a task is termed as self-efficacy. “…Self efficacy arises from the gradual acquisition of complex cognitive, social, linguistic or physical skill through experience…” (Hsiu-Fen Lin (2007), further stipulates that, “…Employees who believe that they can contribute organizational performance by sharing knowledge will develop greater positive willingness to both contribute and receive knowledge…”

2.2 Information Technology & Efficacy Correlation:
Profound researchers Sandy Staples et al, (2000), Wayne (2001) & Van Vuuren et al, (2008) reported that, remote employees have the benefit of significant work autonomy and empowerment and the potential impact in terms of their self-efficacy judgments as compared to employees whose behaviors are under tighter supervision moreover we argue that, employees' self-efficacy judgment is much more higher in virtual
organizations. Furthermore, Sandy Staples, et al (2000) stated that, employee’s workplace performance is directly proportional with employees' self-efficacy judgments and their abilities to complete relevant remote work tasks. Significant researchers worked out and found that, self-efficacy theory appears to be particularly well suited to the virtual organization context.

1.2 Problem Statement:
ITEO and ITSE organization is one of the foremost applications of knowledge economy. Information technology has changed the backdrop of organizational infrastructure and their criterion for employee selection. For the most part organizations (Public / Private) located in Southern Sindh region have changed and adopted information technology tools and applications into their infrastructure and recruiting IT skilled employees. This research is designed particularly to find affirmative impact of knowledge economy in form of (ITEO & ITSE) on Employee Efficacy of Shah Abdul Latif University Khairpur.

This research will intend to address the answers of following research questions:
• Is there any impact of Knowledge Economy in general?
• Is there any impact of Knowledge Economy on Employee Efficacy?
• Is there any impact of Knowledge Economy on Employee Efficacy of Shah Abdul Latif University Khairpur?

1.3 Research Objectives:
• To determine the impact of Knowledge Economy in general.
• To determine the impact of Knowledge Economy on Employee Efficacy.
• To determine the impact of Knowledge Economy on Employee Efficacy of Shah Abdul Latif University Khairpur.

1.4 Research Methodology:
1.4.1 Research Design:
The survey is conducted by questionnaire which is randomly circulated. The target population was 111 permanent administrative employees consists pay scale 10-16. However, we have typically focused on those employees who are using computers, internet and IT equipments for performing job related assignments. As shown in figure sample size were 111 comprised 38 computer operators, 44 assistants and 22 office superintendents. We have adopted random sampling method. Total 150 questionnaires were distributed between employees. Out of total population of 111 employees only 53 have responded (48%). Data were collected (10 days later) by means of questionnaires that were circulated to employees. For the employee survey, employees were asked to fill out the questionnaire.

1.4.2 Measurement Scale:
The measurement scale used in this study comprises 35 items. The measurement scale for this study was taken from two previously published measurement instruments contained multiple items relating to each of the constructs in the research model. In order to measure the impact of KE on EE seven factors have been observed. First factor of information Technology Experience and Training contains (3 items), Computer Anxiety (4 items), Items used to create the remote / distant work self efficacy measure (8 items), and Overall Productivity (6 items) were taken from the model used by Sandy Staples, et al. Whereas, another three variables i-c; Knowledge self-efficacy (4 items), Top management support (4 items) and ICT use (5 items) were taken from published work of Hsiu-Fen Lin, (2007). First three factors and twelve items are related with ITEO & ITSE next two factors and twelve items belongs to employee efficacy measure and last two factors and ten items showing management support and employee efficacy in terms workplace performance and overall productivity. However, both models used in the research are partially re-phrased and few typical terminologies and words are replaced with easy terms and language although main theme of the variables, questions remained same.

1.4.3 Plan of Analysis:
Qualitative analysis has been used for analysis and each key variable and individual item is being interpreted by percentage of graph method.

3.1 Analysis and Results:
3.1.1 Information Technology Experience and Training:
From the survey we found that 61% administrative employees at SALU in between pay scale (10-16) are
experienced at using organizations e-mail system whereas 26% deny this fact. However, only 21% employees have the same opinion upon fact that they had received adequate training to use e-mail system.

This result supports our proposition about SALU as ITEO & ITSE public sector organization located in southern Sindh except this piece of information that organization is not paying attention on providing any sufficient training in order to improve IT skills of employees.

3.1.2 Information & Communication Technology (ICT) Use:
It is found that 51% employees face un-approachability or in-accessibility when they want to access computers. On the other side if severe case considered the maximum number of employees per PC was 16 reported in the administrative block. However 45% population refutes the hitch of computer anxiety and fear of making mistakes or losing information by hitting the wrong key.

3.1.3 Extensive Use of Information-Technology:
Employees are extensively using Information & Communication Technology (ICT) while performing their job assignments. 57% employees accept this reality in contrast of 29% negative respondents similarly 45% employees extensively use computers, internet and other IT tools only for data storage purpose whereas 29% go against this question.

3.1.4 Information / Knowledge Sharing Inside and Outside Organization:
Another indicator to acknowledge weather SALU is knowledge organization and it uses technology that allows employees to share knowledge with other persons inside and outside the organization 41% population has shown positive response whereas, 35% conflict with the issue regarding inside information sharing similarly 47% people are of the opinion that they can easily communicate and share information outside of the organization.
3.1.5 Items Used to Create the Remote / Distant Work Self Efficacy Measure:
Survey depicts that 64% employees has shown consent upon the fact that use of computers, internet, and other IT tools placed positive impact on their daily priority tasks completion and 67% properly utilize time while performing daily assignments and responsibilities. Similarly 71% people timely completed work assignments as against of 22% and 57% complete it in minimum required time period.

3.1.6 Overall Productivity:
As for as impact of knowledge organization on overall employee efficacy in terms of productivity and performance is concerned 69% employees confess affirmative linkage between knowledge economy and employee efficacy. In support to this result we found that uncomplicated information accessibility within organization empower employee to perform efficiently. In fact, 63% population has the same opinion as compared to 27% counter opinions.
3.1.7 Knowledge Self-efficacy:
We believe that ITEO and ITSE organization is the main source of increase in knowledge self efficacy and valuable knowledge production which is considered necessary within organization. However, survey confirmed the correlation between knowledge employee and employee knowledge production and sharing. Despite of 33% conflicting views 43% employees thought that they have more expertise required to provide valuable knowledge for my company and 44% people hold the point that they have enough capacity to provide knowledge than others in company which seem precious.

3.1.7 Top Management Support:
We have witnessed pessimistic observation regarding top management support, necessary help and resources required for knowledge organization. 59% people showed that top management is not supportive and 52% are of the point that their attitude is not encouraging. Result shows off-putting and traditional approach of management in order to exploit full gain of information technology tools and application. However no any second order change has been observed in technology transformation process it exposed the conservative management actions.

4. Conclusion & Recommendation:
Organizational destiny is simply the intention of its vision. In dynamic business environment no one can predict the exactness of goal alignment. The fundamental criterion required for workplace success and adequate employee job performance is changing at unprecedented acceleration. Organizations have to synchronize employee efficacy and forces behind efficacy.
The case study under observation have uncovered the traces of economic shift from industrial to knowledge based, its occurrence at especially far-reaching area and to explore its impact on employee efficacy, knowledge sharing, overall productivity and management mind-set in transformational progression.
However, the statistics shows that employees are keenly using computers, internet, and other IT related tools and applications for routine job associated activities. We have found that employee performance will enhanced with IT equipped workplace as against manually operated workplace settings and their efficacy in terms of task completion in minimum time, valuable knowledge production, time utilization and task priority, information accessibility to perform efficiently, and daily priority task completion demonstrated desired performance results.

Another judgment signifies to conclude that management of SALU is not taking full advantage of employee eagerness to use knowledge system and its affirmative impact on employee performance and we argue that mistreatment with an opportunity could escort towards immense dilemma.

Based on findings and results we are in position to recommend following points for management policy consideration;

- We are suggesting second order system change.
- Manual operations and job assignments should be transfer to computer based system and procedures.
- Long term policy need to devise for system innovation and employee development.
- To allocate handsome amount for technological modernization.
- To restructure the organizational hierarchy.
- Qualified ITSE’s should be given performance based rewards, promotions, and pay-scales.
- To Induct qualified and experienced ITSE’s
- Existing employees should be given the opportunity of on the job training and their promotions, rewards and pay scales should be fixed on the job performance after training.
- To obtain the help from outsourcing whenever and wherever mandatory.
- Seminar’s and Workshops should be arranged for employee awareness and knowledge

REFERENCES


