Knowledge Sharing: A Key Success Factor for Organization's Performance

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Abstract

Organizational management is very important in running an efficient business and keeping up with the modern era. The purpose of this article is to present organizational problems, challenges, and key successes factor for an organization's performance. The first phase of the paper presents the problems seen in organizations, such as corporate culture, employees in understaffed, and inadequate support. In addition, it presents the seven steps of the organizational development process. Finally, this paper presents the key success factors for an organization's performance: the importance of change agent leadership; improved efficiency; a focus on customer value, managing an organization with expertise, and using smart management, technology. In addition, change management is a management method that leads to the reformation of organizational management strategies, including planning and various work systems of the organization that are linked to all changes; thus, every change has consequences. Therefore, change management is used to manage change in a positive way and minimize its impact.

Keywords: knowledge, organization, management, success factors, performance

1. Introduction

It has been demonstrated over the years that organizational management is an important problem that many businesses face; the biggest obstacles facing large companies include politics, turf wars, lack of alignment in an organization, lack of clear positioning, lack of budget, and lack of a strategy or vision (Kirsner, 2018). In addition, leadership management and work structure are the root cause of organizational problems (Boonleaing et al., 2013). Organizational development (OD) is the way to improve an organization so that it has more efficiency. In recent decades, organizational development has used tools for management and driven organizations to progress, keep pace with change, and strengthen systematically. Organizational development is a planned, organization-wide effort to increase an organization's effectiveness and viability, working by the application of knowledge on behavioral science to organizational improvement for readiness to face challenges in an organization and external environment (Schermerhorn, Hunt, & Osborn, 1991).

In recent years, organization management has had many issues for resolving problems and administration; organizational development is a necessary tool for management in an organization to keep pace with change in the business environment, including internal and external organizational challenges such as social, economic, and political factors, the rule of law, and international relations (Griffin, 1999, pp. 75–76). The value of organizational development lies in being a technique for organizational improvement, including by respecting people, trust and support, power equalization, confrontation, and participation. In addition, many organizations have believed that

an organizational development technique can improve their efficiency, making solutions to problems of an organization's capabilities and improving life at the organization (Rothwell & Sullivan, 2005, p. 18)

Organizational development means upgrading the organization creatively and to maximum effectiveness while still giving importance to personnel at all levels, and it is focused on developing organizational capability through alignment of strategy, structure, management processes, people, and rewards and metrics. In addition to developing an organization, administrators and management must set up tools and key performance indicators (KPIs) as guidelines for enhancing the organization and to improve efficiency and productivity in the workplace. Efficient work comes from an efficient staff (Zeynullagil, 2022). The acquisition of efficient staff to work in the organization requires choosing from excellent qualities that allow people to work excellently and happily. In addition, keeping staff happy is an important factor that will help encourage staff to develop their work further. This article provides an overview of organizational development, problems, benefits, and characteristics of organization success. What this paper presents can be used as guidelines for organizations seeking the way for survival amid the risk of a disruptive world.

2. Methods

In this study, we used secondary data related to organization development and success. We collected data from a variety of sources, such as published research reports, websites, and previously conducted surveys. The following are the criteria for selecting documents for use in research: select documents that are authentic, accurate, and reliable; and consider the information in the document related to the scope of the research. In addition, we followed the six research steps: determine the purpose/destination of the analysis; determine the scope of the analysis; collect documents related to the matter studied; select reliable documents that are relevant to the topic; conduct analysis according to principles, concepts, theories, and techniques of analysis; and summarize the study results using content and descriptive analysis to analyze the data. The limitation of this study is analysis of data from documents and research information that may not yet have coverage on every issue; however, the study's results can help the public and/or business sectors promote organization development in the future.

3. Results

3.1 Common Organizational Problems

The problems in organizations can occur in many ways, such as stress and pressure from work, political problems between departments, problems in organizational culture, lack of budget, lack of clear direction, and employee personal problems (Wongwatthanaphong, 2021). The five most common problems of organization are absence of clear direction, difficulty blending multiple personalities into a cohesive and unified team, failure to develop key competencies and behaviors, poor communication and feedback, and lack of awareness (Stowell, 2020). Board operations are also an obstacle to organization, such as low participation in meetings, conflict among Board members, and poor decision-making. Poor financial management is another issue of many organizations, manifesting in lack of understanding of the costs of various resources, problems reported by annual financial audits, shortage of resources for products and services, and unclear financial goals. The twelve common management challenges of organization presented by Birt (2020), as shown in Table 1, are an interesting topic.

Table 1. common management challenges of organization

Common management challenges	Issue
Decreased performance levels	• Managers can deal with inefficiency in the workplace; the conflicting demands between empathy and job outcomes can be resolved by engaging senior leaders in empathetic leadership; promote empowerment, connection, and motivation among employees; and relieving performance pressure from senior executives.
Corporate culture	• Creating a new culture in an organization is not easy, and nobody wants leaders to do that. There is also a risk of affecting other people's feelings.
Employees in understaffed	• There are not enough employees to do the job. Management is the distribution of work among the remaining employees. Another issue is hiring new employees into the team to perform duties when there is a shortage of workers.
Lack of communication	• Communication problems in the organization are not actually communication problems. They reflect non-creative communication behavior, incomplete communication, lack of clarity, one-way communication, lack of participation, selection of incorrect channels, and problems with communication methods.
Poor teamwork	• Ineffective teams have five common characteristics: lack of trust, fear of conflict, lack of mutual agreement, avoiding duties and responsibilities, and not paying attention to the results.
Pressure to perform	• Work pressure is difficult to avoid. Many times, it comes from coworkers, and some people have problems adapting to their coworkers. Therefore, organizations should have their staff practice working under pressure to make the staff work as efficiently as possible.
Absence of structure	• In organizations, some problems arise from internal management structures and systems. Therefore, work processes must be designed to promote appropriate relationships between each relevant role. Relationships should be clear and connected throughout the organization, and the main factor to consider is the absence of gaps and duplication between tasks.
Time management	• Time management is one problem for employees. Time management means knowing how to plan and allocate time to work, work correctly and appropriately, and control work operations to achieve results on time.
Inadequate support	• Some of the organization's problems arise from a lack of support from management, such as not allocating adequate resources to operations. In addition, employees may frequently express fatigue, lack of motivation, or lack of energy to do their jobs. Work efficiency decreases, and employees may submit work later than scheduled, make more mistakes, and become disillusioned with and lack enthusiasm for their work. Therefore, dealing with burnout in organizations requires cooperation from employees and the organization so organizations can create a balanced work culture.
Skepticism	• Teams often question the transparency of management when they feel distanced from their supervisors, especially if certain employees feel as if they are doing more work than others. When people feel they are not part of the plan, their level of trust becomes compromised. Clear communication and honest interactions help resolve skepticism in most instances because it builds trust between an employee and a manager. When you delegate tasks, explain why you assigned them and how they contribute to the overall goal.
Difficult employees	• Difficult employees are a group of employees that are (more than usual) difficult to manage. If we have these employees in our team, coaching and consulting closely to gain more understanding in terms of creativity, talking, sharing problems, and brainstorming will help everyone come up with new ideas.
Transition from coworker to manager	• One of the most difficult transitions in the workplace is going from coworker to supervisor or manager because employees must learn new skills and the transition requires increased management responsibility in the face of increasingly complex relationships with coworkers. Therefore, the organization must provide training as well as management knowledge and skills to new executives.
Weak workplace culture	• A poor organizational culture is a condition in which the environment in an organization becomes demoralizing, hinders the self-development of personnel, causes poor relations among people, causes the organization to not grow, and prevents the organization competing with competitors and retaining talented personnel. One way to promote a strong work culture is planning lunch outings and rewarding employees who exceed expectations.

Source: Birt , 2020.

Organizational problems also arise when the management team is not efficient, employees do not have opportunities to grow in their careers, employees do not have the opportunity to train and develop themselves, the commander or supervisor is ineffective, executives have used their power incorrectly, and when a patronage system is present.

3.2 Process of Organizational Development

For an organization to survive, it must compete and adapt to the inevitable changes. Many organizations are facing challenges and seeking management methods and ways to best improve practices. The process of organizational development comprises seven significant steps: initial diagnosis, data collection, data feedback, planning strategy

(action plan), team building (team formation), intergroup development, and evaluation (appraisal and follow-up), as shown in Figure 1.
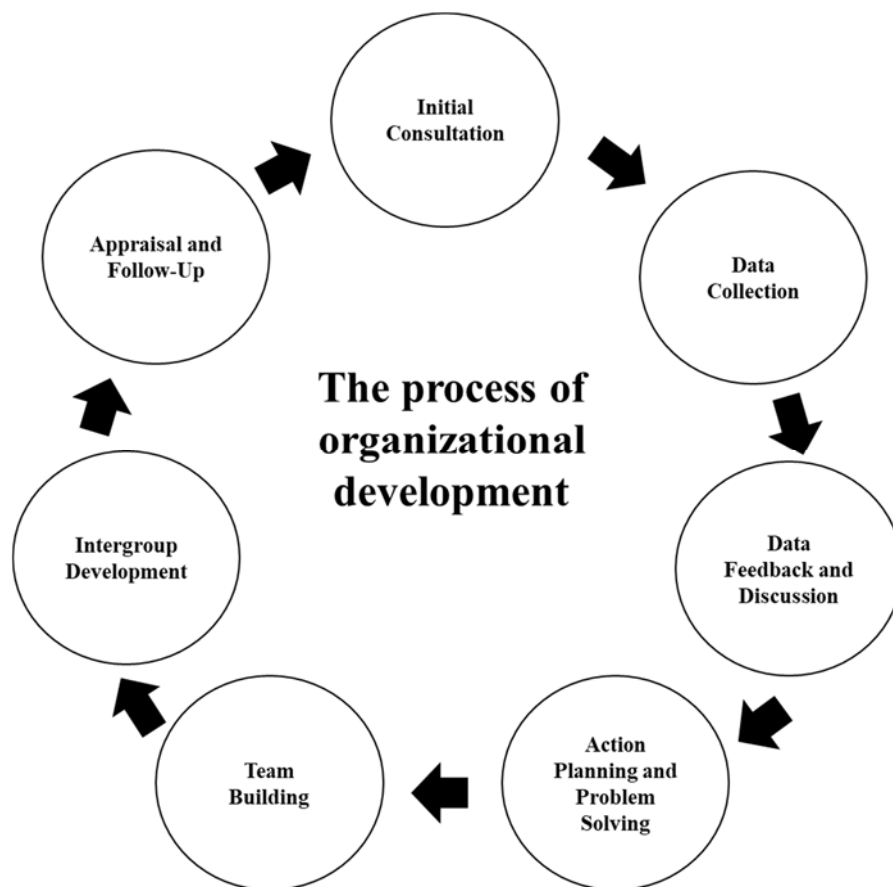

Figure 1. The process of organizational development

Source: https://pingboard.com/blog/organizational-development-process-guide-to-help-template/

An organizational development process can help create positive changes in an organization (Tungklang et al., 2022). An explanation of the seven steps of an effective organizational development process are shown in Table 2.

Table 2. Seven steps of the organizational development process

Step	Explanation
Initial Consultation	• Mentoring is a method for developing human resources to solve problems that occur with workers by analyzing problems that arise from work and using set guidelines to solve relevant problems. In addition, workers will have a guideline for better solving problems that they face in the future.
Data Collection	• Collecting information about the organization to be analyzed is important for the organization's development and improvement. Data collection is the systematic process of gathering observations or measurements in research. The organizational development consultant will use surveys, interviews, and other feedback collection techniques to collect data about the problem.
Data Feedback and Discussion	• In this process, the information collected is ready for use by the groups involved in the organizational development process, and these groups have time to review the data and provide any feedback. Therefore, bringing data together to analyze to find problems, obstacles, and solutions will help create processes, tools, and activities for organizational development.
Action Planning and Problem Solving	• The groups involved use the data and feedback to create an action plan. In addition, this step of the process entails identifying a problem, understanding the root causes and coming to an agreement on steps for a solution
Team Building	• Regular communication with team members and team building activities throughout the entire organizational development process help foster a healthy company culture.
Intergroup Development	• Intergroup development involves a cross-functional group of people with diverse skills and experiences all working toward a common goal. This is a great way to increase communication and collaboration throughout an organization.
Appraisal and Follow-Up	• Performance evaluation is considered an important organizational tool that helps measure success. The organizational development consultant reviews the process and determines whether follow-up is needed. In addition, project monitoring and evaluation is the process of comparing actual and expected project results.

Source: Revised from https://pingboard.com/blog/organizational-development-process-guide-to-help-template/

3.3 The Benefits of Organizational Development

An organization with potential is one that continues to grow and develop. Organizations that can survive in the real world are those that adapt and develop to keep up with the changing world in each era. Therefore, one goal of every organization is to focus on organizational development to continuously change for the better. Developing an organization to move forward requires executives' vision and staff from all departments developing their potential even further. Inamdar (2019) explained the benefits of organizational development as 1) optimization of operations, a process that helps the decision makers come up with a management plan; 2) improved efficiency by helping make strategic choices in all activities that the organization engages in; 3) improved effectiveness; 4) positioning for future expansion of an entity, which requires its leaders to have a vision of the nature of future operations; 5) exploration of market opportunities; 6) capacity building, as one of the goals of organizational development is to balance an entity's strengths and weaknesses; 7) improved operational quality; 8) increased value for stakeholders; 9) cost reduction; 10) increased competitiveness; 11) improved process integration; 12) ease of embracing changes, for organizational development stands as a proactive approach that helps an entity embrace change, which can be internal or external, and leverage it for renewal; 13) enhanced process sustainability; 14) enhanced business continuity; and 15) creation of business relationships as shown in Figure 2.

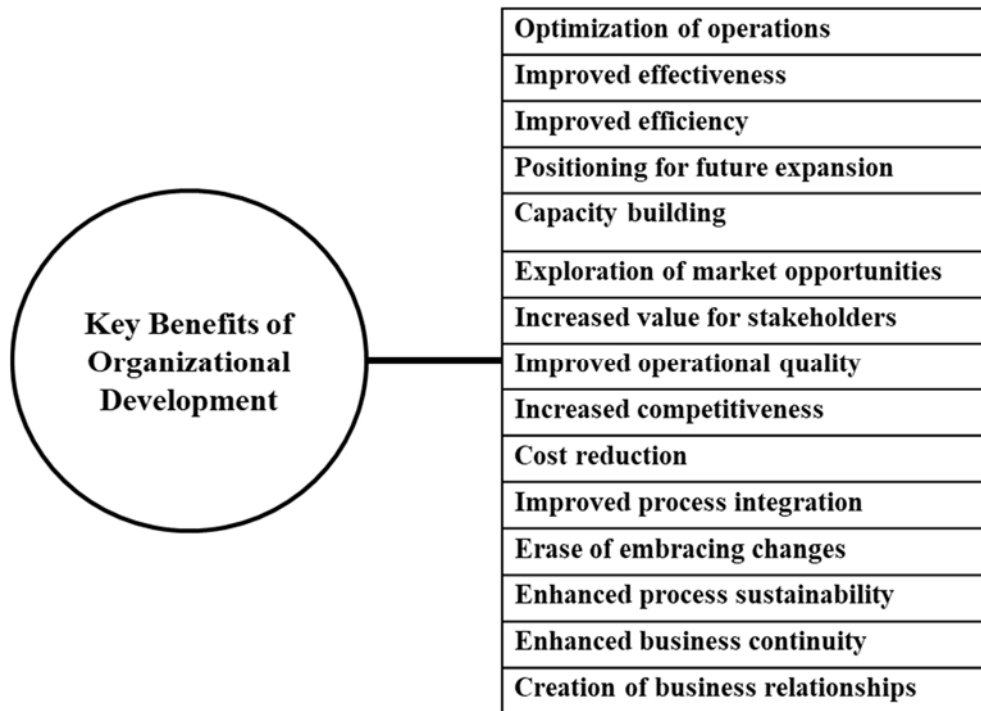| Optimization of operations |
| --- |
| Improved effectiveness |
| Improved efficiency |
| Positioning for future expansion |
| Capacity building |
| Exploration of market opportunities |
| Increased value for stakeholders |
| Improved operational quality |
| Increased competitiveness |
| Cost reduction |
| Improved process integration |
| Erase of embracing changes |
| Enhanced process sustainability |
| Enhanced business continuity |
| Creation of business relationships |

Key Benefits of Organizational Development

Figure 2. Key benefits of organizational development

Source: Revised from Inamdar, 2019.

As mentioned above, many important factors promote organization development. However, four main factors have the greatest effect on an organization's development, and those responsible for managing the organization should pay attention to these aspects for maximum efficiency: 1) The basic structure of an organization includes everything from necessary equipment to technology and information, which must be ready and help promote efficient work. 2) Human resources are considered the most important factor in every organization. So, an organization employs personnel with work potential (i.e., employees committed to self-development and the organization and have a good attitude toward the organization) and a passion for working. 3) An organization must have clear goals and a broad vision. Then, business and organizational policies should be established as a guideline for efficient operation. 4) Standardization within an organization is an approved way of carrying out tasks and activities, ensuring the same level of quality in products and services (Kongphapa et al., 2009; Piyanonthasin, 2017; Chulert, 2021).

3.4 The Characteristics of Successful Organization

A change agent/leader is important for an organization because it awakens new ideas, new values, and new consciousness for motivating people in an organization toward development and improvement (Hiller et al., 2006; Boonleaing et al., 2010; Chaiyapong et al., 2023). In addition to possessing the characteristics of successful organization—such as 1) a greater focus on more than paperwork, 2) giving importance to customer value and satisfaction, 3) management with team building skills and readiness to change, 4) an emphasis on human resource management and managing with participation, 5) obvious organizational values and the use of such values to drive the organization, 6) managing an organization with expertise, 7) a good organizational structure that is suitable for work and administration, and 8) flexibility in management (Draft, 1994, pp. 65–67). Companies should outsource noncore business because it is a waste of time and money and outsource it to external organizations (Promsaka Na Sakolnakorn, 2011; Promsaka Na Sakolnakorn et al., 2010). An organization should develop employees' skills by setting up training courses with topics appropriate for each employee and the business environment (Promsaka Na Sakolnakorn et al., 2020) using smart management, technology, and smart systems for management (Ruenpakpoj et. al, 2020) and apply information technology into all management functions (Munlae & Promsaka Na Sakolnakorn, 2020).

As mentioned above, many organizations have long used a process of organizational development to adapt to changes, increasing their effectiveness and making the most of their resources for quickly responding to

environmental challenges, whether from competing companies or economic disruptions, as world business is changing constantly. Thus, the characteristics of successful organization are shown in Table 3.

Table 3. Key success factors of successful organization

	Characteristics of Organization
Key Success Factors of Successful Organization	Change agent leadership
	a more serious emphasis on working operations than on working papers
	Concern for customer satisfaction
	Management with team building and readiness to change
	Emphasis on human capital and management with participation
	Obvious organization values and use of such values to drive the organization
	Operation of the organization with a kind of expertise
	Good organization structure
	Flexibilities
	Outsourcing for noncore business
	Establish more training programs appropriate to the current business environment
	Use of smart technology and communication
	Apply information technology into all management functions

Source: Authors.

In addition, one factor that makes an organization successful is the commitment of its executives; in fact, management's commitment is the most important factor, and customer satisfaction is not just the duty of employees at the practical level but that of everyone in the organization. In particular, top executives must be good role models and continually encourage all employees through various methods: 1) It is important to broadcast strategies and plans throughout the organization, whether it be the vision or mission, in order to emphasize the importance of customers, and managers should regularly find opportunities to get acquainted with customers and employees. In addition, every employee must be able to explain how their work contributes to customer satisfaction. 2) Executives are good role models and should focus on ensuring customer satisfaction; that is, they should be role models for employees at all levels and an example for subordinates. 3) Finally, it is important to select appropriate employees with knowledge and expertise in positions that have contact with customers, and it is necessary to provide training and ensure continuous skill development.

4. Conclusion

Organizational development involves change to progress and, to make the organization efficient and effective, creating various factors to support development in accordance with the organization's goals and objectives. This paper presented the problem as things that can endanger an organization's goal, such as conflict among Board members and poor decision-making, poor teamwork, and lack of strategic or financial management. In addition, it presented the benefits of organizational development, such as optimization of operations, cost reduction, improved efficiency, improved effectiveness, positioning for future expansion, exploration of market opportunities, improved operational quality, enhanced business continuity, and creation of business relationships. The characteristics of successful organization include change agent leadership, a more serious emphasis on working operations than on working papers, concern for customer satisfaction, management with team building and readiness to change, an emphasis on human capital and management with participation, obvious organization values and use of such values to drive the organization, operation of the organization with a kind of expertise, good organization structure, flexibilities of management, an outsourcing strategy for noncore business, and use of smart technology and communication.

To create an organization that is successful in operating from the use of knowledge management There will be a direction of development from the information level to the intelligence level, knowledge management is the process of transferring knowledge appropriately and systematically so that it can be developed into various knowledge sources. in the organization and create an innovative organization (Khunla & Suttapong, 2015). Organizational development is the process of changes in an organization's culture through the utilization of behavioral science technology, research, and theory. Burke emphasized culture in an organization to develop the process of change within it (Sashkin & Burke, 1987). World challenges also impact organization, and new organizational development approaches are emerging, such as moving away from change management, top-down processes toward employee engagement initiatives where change may be instigated sideways and making bottom-up opportunities for improvement (Antell, 2016). In addition, with the current economic situation and competition

in the labor market, the organization must aim to improve its processes to encourage and help members work together to increase efficiency at work, so employee skills must be developed, such as leadership, decision-making skills, working efficiently, communication and presentation skills, creativity, trustworthiness, self-development, human relations, problem-solving skills, discipline and responsibility, working under pressure, morality, service mind, and ethics (Jaroensombut et al., 2023). In addition, happiness in an organization involves developing people in the organization with goals. Aligning strategy with the organization's vision makes the organization ready for change and leads the organization to sustainable growth.

Authors' Contributions

All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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Transparency

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Competing Interests

The authors declare that they have no competing interests.

Data sharing statement

No additional data are available.

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