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Role of Knowledge Management Process in Community Empowerment as a Social Innovation

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ABSTRACT

Knowledge is a wide-ranging concept having distinct epistemological argument in Western viewpoint meanwhile, the conventional Greek epoch. Referring to previous era, though, there has been an intense curiosity in considering 'Knowledge' as a substantial organizational capability. The keen notice in firm's knowledge and its knowledge management shoots from the evolution into the economy of knowledge, the vital basis of value conception and a sustainable competitive lead. Dependable on the mounting attention on firm's knowledge and knowledge management (KM), lately several researchers have been endorsing knowledge management processes. The purpose of KM process is to support in creating, distributing and using the knowledge in any organization. Effective knowledge management processes entail social innovation. Thus, active expansion and application of knowledge in social innovation requires an underpinning in numerous amusing literatures. XYZ foundation of Pakistan has deep down role in community empowerment (social innovation) by adopting a complete system of KM processes from the tacit knowledge of the founder till the application of knowledge as the system of XYZ foundation.

Introduction

The firm's knowledge-based viewpoint has newly developed in the field of management sciences (Wernerfelt, 1984; Barney 1991). Knowledge based viewpoint stands on and encompasses the

firm's philosophy based on resources originally endorsed by 'Penrose' (1959) and long-drawn-out by many researchers as well. Bestowing to Penrose, competitive advantage is not only achieved by deliberate use of tangible assets but also from the services rendered by these assets or resources tangible. Furthermore, the resource-based opinion upholds that alterations in exterior determinants, like industry settings, can't elucidate long-standing changes in productivity (Peteraf, 1993).

According to Barney (1991), to subsidize for maintainable competitive lead, resources should have VRIN characteristics (valuable, rare, and imperfectly imitable and non-substitutability). In-imitability shoots from numerous probable features of an asset together with social intricacy (like culture of an organization), uncertainty, and historical circumstances (Barney, 1991). Many of the researchers, considered resources as based on knowledge or having material existence. Legitimately owned by a definite firm, material resources can offer competitive advantage till the market fluctuates after that the asset fails to be VRIN. Knowledge resources are thereby, safe from mocking not lawfully, but for the reason that they are often elusive or hard to comprehend or duplicate by external viewers (Miller, 1996).

The viewpoint based on knowledge assumes that the services provided by physical properties rest, in what manner they are shared and used, which is in crack a role of an organization's knowledge. This know-how is entrenched in and passed through numerous beings together with the culture, values systems, distinctiveness, procedures, strategies, schemes, and papers, as well as specific personnel (Nelson, 1982; Grant, 1996; Spender, 1996). Since, knowledge possessions are typically hard to duplicate and communally intricate, the knowledge-enabled enhancement of the firm's resource-enabled standpoint postulates that the knowledge resources can harvest longstanding competitive edge. Though, this is not as much of the knowledge prevailing at any agreed upon time, but the firm's capability to efficiently spread over (i.e., deploy, accumulate, and disseminate) the present knowledge and generate new know-how, that formulates the roots for sustaining the competitive advantage as of knowledge resources.

Therefore, XYZ Foundation realizes a better-quality, more receptive power as a predominant objective for the knowledge management processes and social innovation in numerous conducts, that eventually donates to females' and youth's societal and monetary empowerment. By focussing on the increasing urban aspect, XYZ Foundation intends for working in urban settings and producing combined models in designated regions. This stratagem has stressed upon structuring elasticity across the agendas. There are substantial opinions for inserting work on environment change underneath the Social Defence and Economic Progress supports – a gratitude that works for responding to charitable catastrophes and in the long course serving people evade losing hard won advantages due to exterior tremors (whether happening slowly or swiftly). Among community empowerment they worked on governance, gender equity and building resilience amongst the society.

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specifically needed. This has motivated researchers to study the community empowerment with the help of KM process

Research objectives:

The main objective of this exploration is to explore the KM processes for social innovation and exploring the KM process used for community empowerment considering the Case of a company XYZ foundation.

Following research questions will be answered in this exploration

- How the KM process helps to bring about social innovation?
- How the XYZ foundation used KM process for community empowerment?

Next sections include methodology and the background studies regarding knowledge, its processes and social innovation as community empowerment and last section includes the conclusion.

Methodology

In this study being interpretivists standing on epistemological stance, in this article we used an exploratory research to high spot the journey from knowledge creation towards application related to the social innovation, with the aid of theoretical and conceptual methodology. The determination behind this methodology is to figure out an indication of the subject being studied thereby, presenting the basis for future revisions that hunt for improvements amongst the available thoughts (Forza, 2002).

Bestowing to Miguel (2007), the main resolution of a theoretical-conceptual inspection involves executing theoretical modelling to permit identifying, understanding, and monitoring of the progress of a specific arena of knowledge, hovering forecasts. This exploration conducts a comprehensive theoretic survey to explicate the journey that establish the KM process towards community empowerment and, subsequently, an analysis of the main objectives is carried out. This survey was steered through literature review, together with articles that deal with the context of KM process and social innovation.

Literature Review

Knowledge in an Organization

As of the knowledge-based viewpoint of any organization, the organization can be realized as a knowledge scheme involved in the formation, storing, transmission, and application of the knowledge. This viewpoint is in accordance with the meaning of a firm’s cognition as the capability to obtain, accumulate, alter, and apply knowledge. While in this description, cognition is preoccupied with the corporal and biological scheme in which these capabilities are hypothetically entrenched (Schneider, 1993). Thus, cognitive abilities and information can be interpreted and investigated at the distinct and collection as well as at the structural side. The knowledge-enabled viewpoint together with resource-based view primes to the significant query: what is knowledge and how knowledge management process helps in revolutionizing the social innovation for any organization?

Definition of Knowledge

Inquiring the knowledge has employed the thoughts of theorists since the conventional Greek epoch and directing towards numerous epistemological deliberations.

"Knowledge resides in the users and not in the collection (information)" (Churchman, 1971).

Thereby, knowledge cannot occur without a beholder: it is moulded by one's requirements and preliminary standard of knowledge. Thus, it is the product of intellectual dispensation activated by the influx of new provocations. Depending on this point, we theorise that knowledge is fundamentally not a diverse thought after information as it is transformed into knowledge when it cognizance of people and, knowledge again converts to information when expressed and exists in the text, visuals, arguments, or additional symbolic systems (Fahey, 1998).

"Knowledge is a justified belief that increases an entity's capacity for taking effective action" (Nonaka, 1994). Word 'entity; in this description denotes the distinct or the collective (organization). And the word action refers to corporal skills (like, playing football, or woodworking), intellectual/logical competence (problem resolving), or equally (surgical procedure which includes both labour-intensive skills as well intellectual capability in relation to knowledge of human treatment).

Classifications of Knowledge

Drawing onto the application of many researchers such as Polanyi and Nonaka has recognised dual scopes of knowledge such as tacit and the explicit. The tacit knowledge is engrained in act, practice, and engrossment in any definite situation. The tacit knowledge encompasses equally the intellectual and practical rudiments (Nonaka, 1994). The intellectual part denotes a person's mental representations entailing the mental models, views, architypes and paradigms. The practical element contains material know-how, skills and crafts that smear to a specific situation. Regardless of the tacit-explicit discrepancy of knowledge, viewing a separate side (from ontological stance) Nonaka (1994) has recognized dualistic kinds of knowledge: such as individual and social know-how. Individual know-how is shaped by an realities existing in z distinct person, and communal knowledge is shaped and is integral to the shared activities and connections of people stand-in as a group.

The conversion conducts as tacit and explicit knowledge and then the knowledge spiral formation in which specific knowledge is augmented by curving from a person to the group of people, and to the firm settings (Nonaka and Takeuchi, 1995).

Knowledge management processes

Knowledge processes and dynamics of KM processes represent one of the primary themes in management discipline (Butt & Yazdnai, 2023). There is deliberation as to whether knowledge is a process, an entity, an intellectual capability. Knowledge management is typically well-thought-out as a procedure. Incongruities in the previous studies seem in the delimitation of the knowledge management procedures. Existing four key procedures: discovering current knowledge, generating innovative knowledge, packing knowledge shaped, outwardly using current knowledge. The four key procedures comprise of the 1) knowledge acquisition (together with knowledge conception and fetch in the know), the knowledge storage, the knowledge distribution (allotment) the use or the application of the knowledge (Nonaka, 1994; Davenport,1996; Gonzalez, 2017)

Community Empowerment as Social innovation

In present era, organizations focus on developing innovation to progress in the market. An organizational innovative capability is recognized as its worth to produce new products and innovative knowledge (Butt & Yazdani, 2023a). Social innovation denotes to innovative actions and amenities that are driven by the goal of accomplishing a social need and that are principally diffused over organizations having principal resolutions as being socially involved as shown in figure number 1.

Business innovation is commonly inspired by profit expansion and subtle over organizations that are mainly interested in profit intensification. On the other hand, many firms have social embodiments in helping the society without any material benefits. Therefore, in this study we are focused on social innovations as involving the KM processes.

Empowerment is a concept that associates the specific strengths and capabilities, natural serving schemes, and positive behaviors to communal policy and social modifications (Rappaport, 1981, 1984). The theory of empowerment, investigation, and involvement link distinct welfare with the superior social and dogmatic milieu. Supposedly, the construct joins mental well-being to communal help and the struggle to create a receptive community.

It induces us to contemplate in terms of wellness against illness, competence against deficits, and strength against weaknesses. Likewise, empowerment investigation emphases on recognising capabilities as a substitute of classifying risk issues and exploring ecological inspirations of social difficulties instead of accrediting victims. Communal Empowerment-oriented interferences improve wellness while they also purpose to amend difficulties, provide occasions for contributors to advance knowledge and abilities, and absorb authorities as agents instead of commanding specialists.

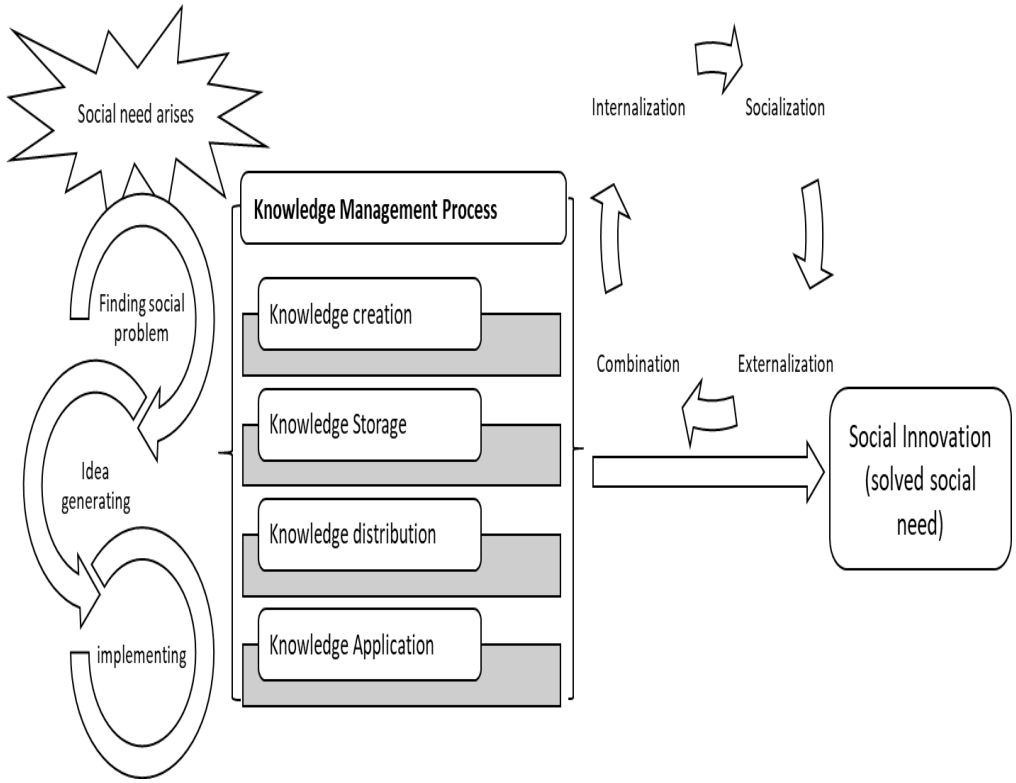
Philosophies of empowerment embrace both procedures and consequences, signifying that actions, doings, or structures might be authorizing, and that the consequence of such procedures outcome in a level of being authorized (Swift, 1987). Together empowerment procedures and consequences vary in their external form because no solitary standard can completely apprehension its denotation in all circumstances or populaces (Rappaport, 1984; Zimmerman,1993).

Role of XYZ Foundation In community empowerment

The XYZ group has a reputable bequest of philanthropy dating to the preceding many generations. Expounding the ritual, the family formed the Foundation in year 1988. Afterward two additional charities were inaugurated. They also started ‘Umeed-e-Noor’ in 1994 offering all-inclusive education, rehabilitation and lodging services to the children having distinct wants. They also built Hope in year 1999, for the ‘Oppressed and Powerless’ to offer communal well-being, occupational and lenient services expansion and schooling. They primarily maintained reintegration for Afghan immigrants, and far ahead prolonged to work with the broader societies in Pakistan.

The major three bodies amalgamated in year early 2000s, a combined XYZ Foundation. The merged foundation with a solitary vision, united assembly, and with common know-how and possessions will permit peers of the household to increase the possibility and influence of generous and philanthropic efforts. XYZ family have faith in as they stand well internationally to link expansion wants with marketplace explanations and shape on influences and systems for societies to help more.

Figure 1: KM Process and Social Innovation



Thoughtful for the side-lined fellow humanoid lives has elongated share of household / Corporate's morals and ethical system. Nearly, seven generations before the launch they adopted the notion of communal accountability, extended before the modern philosophies of CSR. Though booming onward this viewpoint, the present family & Group Head, dignified and established this belief by launching the XYZ Foundation in late 1900s. In their opinion, it was astute to syndicate communal investment with the up-to-date knowledge and know-how to produce quantifiable results and influences. Therefore, he formed a modern, responsible and impact-oriented organization, which is accomplished by a specialized team, and ruled by self-governing representatives.

Viewing from the lens of XYZ Foundation's core capabilities, the expansion requirements of the country remained refined into following three thematic program supports shown in table 1.

Table 1. Key Projects by XYZ Foundation

Economic Empowerment	**Social Development**	**Environment and Climate Change**
Honey Bee Farming (women empowerment)	**Skill Development** (Vocational Training)	**DRR & Emergency Relief Initiatives** (helping people in hardship either natural or accidental)
Dairy Development (Animal protection)	**Youth Development Centres** (Services for youth studying out of station)	
Agri Business (farmers help)	**Early Childhood Development Program** (enhancing teacher-student learning experience)	

Marble Shine Associates (skills and services development)	**Hospitality Management Training Program** (hospitality training for male and female)

Knowledge Management Process for Community Empowerment

In this study we proposed a systematic context that is used for incorporating KM processes with community empowerment as case of XYZ foundation of Pakistan to analyse and converse firm's knowledge management procedures and social innovation. This outline is stranded in the sociology of knowledge (Schutz, 1962; Berger, 1967; Gurvitch, 1971; Holzner, 1979) and is grounded on the view of firm as social cooperatives and "knowledge systems".

Rendering to this context, firms as knowledge organizations contain of four sets of communally endorsed "knowledge processes": (1) Acquisition, (2) storage, (3) distribution, and (4) Application (Gonzales, 2017). View of the firm as knowledge organizations signifies equally the intellectual and communal kind of firm's knowledge and its personification in the persons' reasoning and exercise with addition to the co-operative policies and values.

Many authors emphasize the communal sort of knowledge by affirming that distinct knowledge occurs because of social smears in which individuals engross and are dualistic (separate and collective knowledge) are jointly distinct and extremely symbiotic (Tsoukas, 1996; Whetherel, 1996).

As the community enablement logic signifies organizational and persons' knowledge and the exploitation of the knowledge and communal innovation and affected by social procedures. As community enablement is not a spectacle appeared by just explicit knowledge it necessitates tacit knowledge as well to achieve what doesn't appear may happen. The constitutive procedures of firm's knowledge management are each defined underneath.

Knowledge Creation

Firm's knowledge creation includes adding innovative components or substituting current components in the interior of the tacit and explicit knowledge epitomes (Pentland, 1995). Nonaka's archetypal (1994) clearly discourses the societal nature of knowledge formation as well as its tacit and explicit extents. Therefore, we espoused this model in our debate of firm's knowledge creation in community empowerment. Rendering to this model, over societal and co-operative procedures as well as persons' cognitive procedures (reflection), knowledge is shaped, shared, augmented, enflamed, and defensible in organizational sceneries.

This model views knowledge creation as connecting a frequent interaction amongst tacit and explicit extents of knowledge and a mounting spiral movement of knowledge through distinct, group and structural sides. Having absorbed on the foundation and state of knowledge, we then move to reflect the circumstances and settings that enable novel knowledge creation. An essential query of knowledge creation is starting firm's "ba" (distinct as a common dwelling or space for producing knowledge) (Nonaka, 1998).

Thus, XYZ foundation's knowledge of community empowerment was created by its founder who was actively involved in community development and welfare. He started philanthropist activities very long ago by giving charity and increasing economic benefits for others so that they can work on their own. So, he created his knowledge for social innovation as empowering community.

Knowledge Storage

Unique feature of KM process is the organization of the memory than leaving the reuse of memory to the casual of whom one member ensues to distinguish or come in interaction with others. Experimental studies have exposed that while firms produce knowledge and absorb, they also disremember (Beckman,1990; Darr, 1993). Therefore, storage and remembrance of knowledge also denoted to as organizational memory (Walsh, 1991).

Knowledge storage can take many forms together with written documents, organized evidences stored in electric catalogues, collated humanoid knowledge stowed in proficient systems, standard measures and methods and tacit knowledge attained by persons and nets of persons (Beckman, 1990). Considerable amount of a firm's explicit knowledge exists in in amorphous papers in the form of memorandums, strategy plans, records, conference proceedings (Dworman, 1998).

People in organizations obtain, keep in mind and recall knowledge chiefly through their intellects and cognitive competences. Specific memory is founded on an individual's observations, skills and activities. Some scholars have claimed that memory can exist in supra-individual co-operatives (Stein, 1995).

Shared or structural memory is well-defined as "the means by which knowledge from the past, experience, and events influence present organizational activities" (Argyris, 1978; Nystrom, 1984). Consequently, while specific memory is mainly personified in organizational associates and mirrors their history and specific discrete skills, shared memory contains specific memory as well as collective knowledge and explanations subsequent to social connections in any firm.

Regardless of the apprehensions about the probable compelling part of firm's memory, here is an optimistic standpoint on the inspiration of CSR empowered firm's memory on behaviour and routine of persons and organizations such as XYZ foundation stored knowledge of their forerunner and retrieved it by the network development amongst many trustees and board members. Combined social investment with the modern knowledge and expertise to produce measurable results and impacts.

Knowledge Distribution

Since the dispersed quality of organizational thought, a significant procedure of knowledge in organizational situations is the transmission of knowledge to positions where it is wanted and can be utilized. The knowledge distribution process is under-studied (Huber, 1991). Communiqué procedures and info streams primarily initiate knowledge dispersal in firms. Learning complications include receivers clarifying the knowledge, exchanging, and understanding the knowledge from their own locus of control, erudition from only a selected group of knowledge containers. These procedures of difficult knowledge handover are knotted to inadequate contact to knowledge processes (Huysam, 1998). Official transfer apparatuses, like training, apprenticeships, transfers etc. (Fahey, 1998).

XYZ foundation has roots in family and generational transfer of knowledge and shared expertise and resources allowing coming generations of the family to increase the scope and impact of their philanthropy activities around the globe for communal empowerment.

Use of the Knowledge

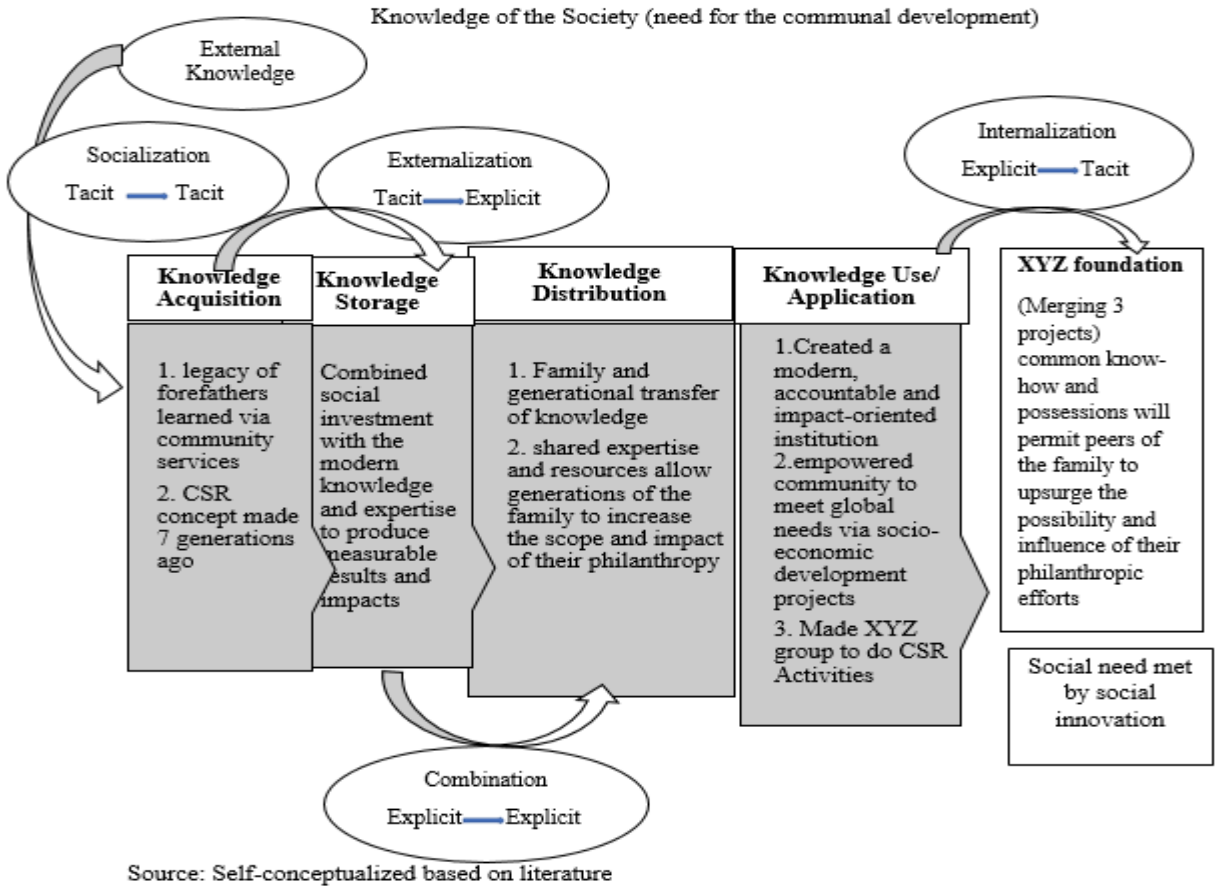
A significant facet of the knowledge-enabled philosophy of the organization is that the foundation of competitive lead be inherent in the usage of the knowledge relatively in the knowledge being held.

Some researchers argue that it is problematic to style an ascription of knowledge or capability to any firm that ensures no knowledgeable or capable performance. Thus, knowledge, predominantly tacit knowledge, stands on and is held inside the persons.

The most important task in knowledge application is the absenteeism of a shared cognizance and a central recollection. Due to intellectual confines, no single person can be conscious of entirely that is acknowledged to the firm as a full or can stipulate proactively what knowledge drive be desirable, at what time and where. Firms are dispersed knowledge schemes and knowledge is uninterruptedly evolving from the its associates' activities and communications.

Subsequently, knowledge is dispersed amongst multiple representatives and is isolated, so its amalgamation is a substantial side of knowledge usage in organizational situations. Therefore, XYZ foundation was hailed as a modern, accountable and impact-oriented institution empowered community to meet global needs via socio-economic development projects such as Umeed-e-Noor, and HOAP in combination as an application to knowledge of the founder.

Figure 2: KM process and Community Empowerment by XYZ Foundation



Source: Self-conceptualized based on literature

Discussions and Conclusion

Inquiring the knowledge has employed the thoughts of theorists since the conventional Greek epoch and directing towards numerous epistemological deliberations. Social innovation denotes to innovative actions and amenities that are driven by the goal of accomplishing a social need and that are principally diffused over organizations having principal resolutions as being socially involved. Business innovation is commonly inspired by profit expansion and subtle over organizations that are mainly interested in profit intensification. On the other hand, many firms

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The XYZ foundation with a solitary vision, united assembly, and with common know-how and possessions will permit peers of the household to increase the possibility and influence of generous and philanthropic efforts. XYZ family have faith in as they stand well internationally to link expansion wants with marketplace explanations and shape on influences and systems for societies to help more. Nearly, seven generations before, the launch they adopted the notion of communal accountability, extended before the modern philosophies of CSR. Therefore, they formed a modern, responsible and impact-oriented organization, which is accomplished by a specialized team, and ruled by self-governing representatives for community empowerment.

Limitations and Future directions

This study is based on a single company and uses a qualitative case study approach. Therefore, future research should expand the scope by including multiple organizations across different sectors and industries to provide broader insights into knowledge management (KM) practices. In addition, conducting quantitative studies using primary data would enable researchers to empirically test the relationships among KM dimensions identified in this study.

Moreover, future studies could develop and validate conceptual models or frameworks that explain how KM processes contribute to social innovation, empowerment, and organizational performance. Comparative studies across public and private sectors, or across countries with different cultural and economic contexts, could also enhance understanding of how contextual factors influence KM effectiveness. In addition, incorporating longitudinal designs would help capture how KM evolves over time and its long-term impact on organizational learning and social innovation.

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