A Study on Knowledge Management and Knowledge Transfer

دراسة حول إدارة ونقل المعرفة

by

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ABSTRACT

This research is aimed to emphasize upon the Knowledge Management in organizations focusing on tangible concepts, methods and theories for knowledge transfer from experienced and expert employees to fresh UAE National graduates hired recently in private organizations in the UAE. The study identifies the gap in knowledge transfer techniques from already existing literature, providing relevant recommendations keeping in view the feasibility of their implementation in definite highlighting areas of concerns. Although a few researches have been made in this respect but still the detailed study is required in order to fulfill the research goal. This study reveals that the huge culture difference among the employees poses the cultural gap as the main challenge in the transfer of knowledge. Other important challenges and barriers emerged out of this study are: reluctance on part of experts to transfer their knowledge being protective of their knowledge and for the fear of job and position security, poor outdated traditional style of knowledge transfer without using the modern technology and restricting creativity and binding graduates to training rooms thus creating disinterest among them, discouraging innovative aptitude and easy going aptitude of graduates.

نبذة مختصرة

يهدف هذا البحث إلى التأكيد على إدارة المعرفة في المنظمات التي تركز على المفاهيم والأساليب والنظريات الملموسة لنقل المعرفة من الموظفين ذوي الخبرة والخبراء إلى خريجي الإمارات العربية المتحدة الجدد الذين تم توظيفهم مؤخرًا في منظمات خاصة في الإمارات العربية المتحدة. تحدد الدراسة الفجوة في تقنيات نقل المعرفة من الأدبيات الموجودة بالفعل، وتقدم التوصيات ذات الصلة مع مراعاة جدوى تنفيذها في المجالات المحددة التي تبرز المخاوف. على الرغم من إجراء عدد قليل من الأبحاث في هذا الصدد ولكن لا تزال هناك حاجة إلى دراسة مفصلة من أجل تحقيق هدف البحث. تكشف هذه الدراسة أن الاختلاف الثقافي الضخم بين الموظفين يشكل فجوة ثقافية باعتبارها التحدي الرئيسي في نقل المعرفة. هناك تحديات وعوائق مهمة أخرى نشأت عن هذه الدراسة هي: إحجام بعض الخبراء عن نقل معرفتهم كحماية لمعرفتهم والخوف من الأمن الوظيفي والمنصب، والأسلوب التقليدي السيئ لنقل المعرفة دون استخدام التكنولوجيا الحديثة وتقييد الخريجين ذو مهارات الابداع في غرف التدريب التقليدية، مما يؤدي الى الإهمال وعدم الاهتمام.

DEDICATION

This work is dedicated to my loving sons Mansoor, 4 years old and Essa 3 months old who inspire me every day and in every way… and will be inshalla the future UAE national graduates for them and fellow graduates to understand the experts point of brow and same for experts to understand the graduates.

ACKNOWLEDGEMENTS

The present presentation in the form of this dissertation, by the Grace of God, is the result of long research work involving long sittings searching and consulting the rich material on this subject available in different forms from different sources followed by the task of data collection by conducting personal face-to-face interviews with various experts and national graduates working in different organizations of the UAE.

Writing a dissertation of this nature has been a challenging assignment in order to deliver the maximum and best within various constraints which would have been more difficult without consulting the writings of learned authors, writers, articles, journals, documents on the World Wide Web etc. Names of all those have been mentioned in the References and I would like to place on records my sincere acknowledgements to writers of those titles. I also sincerely acknowledge my gratitude to the managements of the organizations, experts and national graduates who spared their precious time for the interviews and imparted the needed data and the information enabling me to complete this work.

Most importantly, my special sincere thanks to my supervisor Dr. Katariina Juusola for her dedication in checking up my work very minutely and then guiding and encouraging me with her valuable suggestions and inputs from time to time throughout this interesting journey in bringing out this dissertation up to her desired level in the present form.

Last but not the least, my thanks (words cannot express) to my family members who have been constant source of inspiration, suggestions, support in all rough and tough time, for their long patience, endurance and support throughout this creation.

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List of definitions and/or Abbreviations

DAFZA Dubai Airport Free Zone Authority

EFQM European Foundation for Quality Management

ENOC Emirates National Oil Company

EPPCO Emirates Petroleum Products Company

FtF Face – to - Face

KB Knowledge Barrier

KM Knowledge Management

KP Knowledge Provider

KS Knowledge Seeker

KT Knowledge Transfer

R & D Research & Development

UAE United Arab Emirates

KNOWLEDGE MANAGEMENT AND KNOWLEDGE TRANSFER

Chapter1. Introduction: Research

1.1 An Introduction

We know 'knowledge is power'. Knowledge is supposed to be the shortest way to succeed and win. The same should be acquired with sincere desire and high spirit regarding all work fields. Knowledge is the outcome of blending the information with personal experience and perceptions. Having rich and deep knowledge enables to accomplish relevant tasks competently, correctly and timely resulting in saving, cost and energy.

1.1.1 Knowledge Management (KM)

Barclay and Murray (1997) states that Knowledge management, as pointed out is a business activity focusing on two primary aspects of treating the knowledge component of business activities as an explicit concern of business at all levels of the organization and making a direct connection between an organization's intellectual assets and positive business results. Rowley (1999) while exploring the essential nature of Knowledge Management finds that core themes for knowledge management relate to the creation of knowledge repositories, the improvement of knowledge acquisition, the enhancement of knowledge environment and the management of knowledge as asset. In the same context, while Demarest (1998) defines the knowledge management as the systematic underpinning, conservatism, measurement and optimization of the company's knowledge economies and to an extent is an issue of perception, Dalkir and Beaulieu (2017) defines the Knowledge Management as the deliberate and systematic coordination of an organization's people, technology, processes and organizational structure in order to add value through reuse and innovation and is achieved through the promotion of creating, sharing and

applying the knowledge as well as through the feeding of valuable lessons learned and best practices in the corporate memory in order to foster continued organizational learning. Similarly, Firestone (2001) views knowledge sharing, knowledge production and knowledge transfer as knowledge management and on this view, knowledge management is a part of every business process.

Fortunately, knowledge management has been gaining prominence for past couple of years in the business world and academia. How and why an organization is considered to be successful? The expertise and skills can be two important factors. In this reference, we find a text quoting as "we make the claim that Japanese companies have been successful because of their skills and expertise at organization creation" (Nonaka and Takeuchi, 1995, p.3).

In the UAE, there is a dire need of people, organizations and all other concerned empowering themselves with the knowledge management for the welfare of themselves and the country as a whole. Organizations have now started realizing that their competitive edge lies mostly in the brainpower, the intellectual capital-of their employees and management. Unfortunately, still the literature does not find much empiric evidence on the subject.

1.1.2 Knowledge Transfer (KT)

Argote and Ingram (2000) state that knowledge transfer is the process through which one unit such as a group, department or a division is affected by the experience of other and that the transfer of organizational knowledge can be observed through changes in the knowledge or performance of the receiving units. In this context, Trautman (2011) defines knowledge transfer as the methodical replication of the expertise, wisdom and tacit knowledge of critical professionals into the heads and hands of their coworkers and further points out that knowledge transfer is the planned

movement of the right skills and the information at the right time to keep a workforce prepared, productive, innovative and competitive. Mirahmadi, Mirahmadi (2013) point out about the existence of low levels collaboration between universities and firms in UAE, and the factors responsible for preventing such relationship being lack of trust, organizational culture, time, intellectual property and confidentiality. Similarly, Nour, Knowl Econ (2013) in their study state that knowledge components indicate that the incidence and transfer of knowledge can be enhanced by institutional support in the form of subsidies and incentives to knowledge components like education, research and development, information communications and technology etc. and that the Arab countries have to stimulate local efforts and incentives in order to build and transfer knowledge besides paying due attention for enhancing and supporting institutions for creating and transferring knowledge and building the knowledge economy in the Arab countries.

Sharing or disseminating of knowledge is usually referred to as the knowledge transfer. Knowledge transfer provides inputs to problem solving. In respect of knowledge transfer, which in fact requires trust, organizational culture, time, confidentiality and intellectual property, institutional support play a vital role in UAE.

Knowledge Transfer	
Codification	Personalization
	Knowledge sharing
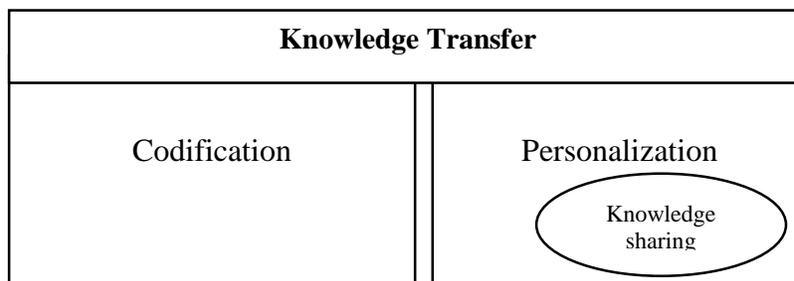
Figure 1: Relationship between knowledge transfer and knowledge sharing

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Tangaraja et al. (2016) in a more logical approach conclude that knowledge sharing is a subset of knowledge transfer because knowledge sharing is one of the key processes involved in using the personalization strategy of knowledge transfer.

1.1.3 Knowledge Barriers (KBs)

Knowledge barriers are usually considered as the 'lack of knowledge' about a new technology and that should be used in organizations. Paulin and Suneson (2012) argue that in literature, knowledge barriers are supposed to have been applied from different views like- lack of knowledge about something depending upon the barriers for knowledge sharing or transfer, not enough knowledge depending upon the education level on the specific topic or area and the perceptual system in a specific person or group of persons does not contain enough contact points or does not fit incoming information for its utilization and conversion to knowledge.

Accordingly, this study aims and focuses on finding the current scenario in the UAE about the knowledge the country possesses, its resources, transfer flow of knowledge from sources to fresh graduates hired recently in private organizations in UAE and gap pertaining to this transfer flow of knowledge. The study considers concepts, theories etc. tangible to measure the success of knowledge transfer from experienced employees to UAE National graduates in private organizations. At times, it has been a common observation that knowledge remains concentrated to subject experts, experienced professionals, academicians etc. This may be for numerous reasons like obliviousness of knowledge management, its advantages, importance and role, lack of innovative aptitude, disinterest among the young fresh graduates employed recently in organizations to acquire rich and deep knowledge in their respective fields, hesitancy on the part of knowledgeable people to distribute or share their knowledge and non- availability of knowledge

resources. These factors are responsible in creating a huge gap or many times voids between knowledge holders and knowledge seekers hampering the smooth flow of knowledge.

This study has the focus on finding the challenges coming across for the required transfer, ways to meet and overcome them and measure their success in the mission. The research work examines the influence of perceived cost of transferring and sharing knowledge and affective trust in colleagues on the relationship between affective commitment and knowledge sharing. The study further tries to develop and empirically examines the concept of knowledge sharing hostility, analyses reasons for withholding knowledge, reasons for rejecting external knowledge and attitudes towards mistakes and influence of these factors on actual knowledge sharing behavior. Investigating the role of certain factors like interpersonal trust, information systems, and communication between staff, rewards and organization structure in organizational culture in the success of knowledge sharing is another work of immense importance done by this study.

Thus, this research carries lot of the significance for organizations, companies etc. in private sector as the study finds the important gap in the current scenario and finds the ways to enlighten the path of progress for them meeting barriers and challenges to the knowledge transfer on the way successfully.

1.2 Research Aim

The research is aimed to emphasize upon the Knowledge Management in organizations focusing on knowledge transfer from experienced employees or employees having expertise or experts to fresh UAE National graduates hired recently in private entities in the UAE. The study focuses on tangible concepts, methods and theories for measuring the knowledge transfer.

1.3 Research Objectives

The research study is to know about the knowledge management and ways involved in knowledge transfer from experienced and experts' ones to new graduates employed in organizations in private sector in UAE and ultimately, the study identifies the gap in knowledge transfer techniques from already existing literature, providing relevant recommendations keeping in view the feasibility of their implementation in definite highlighting areas of concerns.

The objectives are summarized below.

a. To explore the current scenario of Knowledge Management in organizations in the UAE and then narrowing down the spectrum focussing on the activity of Knowledge Transfer.

b. To find about the barriers and challenges in the knowledge transfer in UAE organizations.

c. To find the gap between the prevailing system and the required one concerning to transfer of knowledge from experienced persons to National graduates employed recently in private organizations in UAE.

Although a few researches have been made in this respect but still the detailed study in order to fulfill the research goal is necessary and find the real gap which is the major cause being observed as the great hindrance in the knowledge transfer.

1.3.1 Problem Identification/Statement

It is always a wise act to share and spread knowledge among people for the proper development of a country rather than knowledge remaining concentrated with few people only. The problem is to implement knowledge transfer in the UAE from experienced ones and experts in their fields to

freshly employed UAE graduates in organizations in the private sector. KM and KT have been studied in the UAE context earlier and the findings of these works are revealed in the table given below.

Study reference	Findings of the study
Biygautane and Al-Yahya (2011)	Knowledge Management is introduced in Middle East only recently, needs more time for growing and becoming clear to all, organizations are required to invest more in organizing different training workshops, sessions etc.
Dhaheri (2013)	Knowledge management is part of adopting best practices and achieving organizational excellence.
Arab Knowledge Report 2010-2011	There is a vast gap between current skills level and required skills level for knowledge society and there is a shift from "silos mode" of governance to "competitive mode" to compete for excellence but there is decreased knowledge sharing requiring culture change.

Dhaheri (2013)	There is a wide knowledge gap between the UAE and the developed world in the West and in Asia and the only choice is to bridge this gap as quickly as possible
Ahmad and Daghfous (2010)	The concept of KM is yet not well received in UAE and that the most of the companies are much concerned about the confidentiality of their knowledge.
Biygutane and Al-Yahya (2011)	There exists the vagueness and un-clarity about the KM concept to the most of the employees.
Ewers (2011)	Gulf succeeds in attracting global knowledge flows, but not in knowledge assimilation; Gulf institutional context constrain local learning; foreign knowledge circulates; knowledge transfer is inhibited by lack of foreign – local interactions.
Ahmad and Doghfous (2009)	The competitive approach in the UAE companies reduced the level of trust among

	competing individuals and institutions. The time, cultural differences, satisfaction with current financial success result in unwillingness to search for new innovative factors for improving the current position.
Al-Alawi, Al-Marzooqi and Mohammed (2007)	Trust, communication, information systems, rewards and organization structure are positively related to knowledge sharing in organizations.
Leven and Cross (2004)	Relationships are critical to knowledge creation and transfer.
Skok and Tahir (2010)	The western based knowledge management practices should be applied cautiously in a non-western setting.
Ryan (2014)	The UAE private sector employment market is exclusively focused on economic development and profit with no place for worker forms or representation.

Table 1: Findings of earlier works on knowledge management and knowledge transfer

Thus, different studies made on the subject in the UAE discussed above, have arrived on the conclusions that there is a crucial need of implementing knowledge management in UAE

organizations, and have mentioned about different gaps. However, after scrutinizing the same, it is observed that the cultural gap needs more substantial study. The UAE market is unique as the number of foreign employees which include knowledge providers as well, is high. This brings cultural complexities in the way organization function. Common nationalities present in the UAE organizations are other Arabs, Americans, British, Europeans and all types of Asians.

Ethnic group	% share
Emirate	11.60%
Indian	38.20%
Bangladeshi	9.50%
Pakistani	9.40%
Other Asians	2.30%
Egyptian	10.20%
Philippine	6.10%
Other	12.80%

Table 2: Percentage share of different Ethnic groups in UAE in year 2015

Source: CIA Fact files
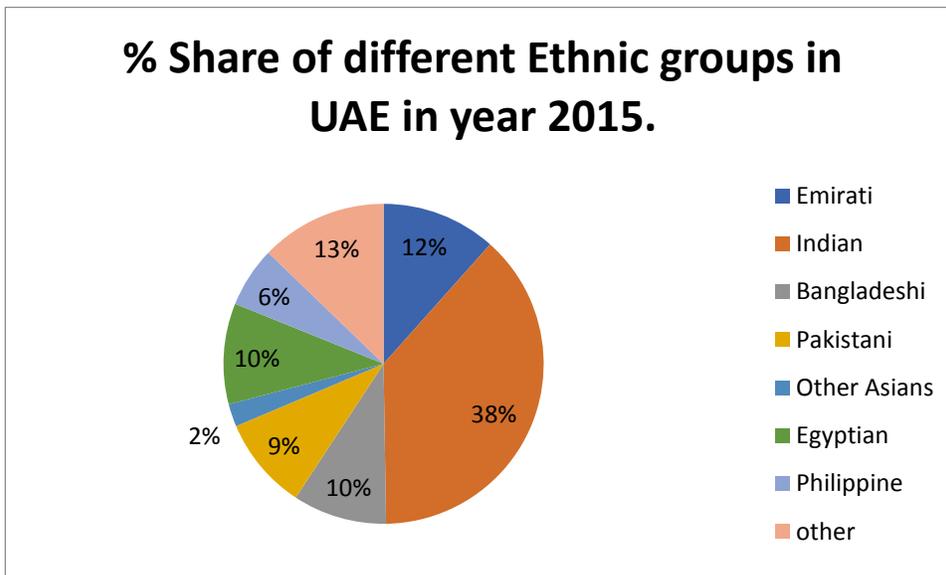
Figure 2: Percentage share of different Ethnic groups in UAE in the year 2015

Source: CIA Fact files

Hence, it can be safely inferred that in UAE, the workforce in organizations is culturally diverse. The organizations in the UAE have less number of Emirates employees and there is dearth of Emirates knowledgeable employees in the organizations. This results in a huge culture difference among the employees. The cultural gap produces a great challenge to the knowledge management and knowledge transfer. The crucial factors in reaching competitive advantage by an enterprise are good knowledge transfer and culture promoting knowledge sharing among employees and co-operators. Some studies did refer about this gap but have not elaborated the same.

1.3.2 Research Problem

There is a crucial need of implementing KM in UAE organizations. The huge culture difference among the employees poses the cultural gap as the main challenge in the transfer of knowledge. The research problem is to explore more about this gap in the literature and in actual practice by

identifying the barriers and challenges faced in knowledge transfer from the experts and experienced person in private organizations in UAE, to UAE National graduates employed recently in more details.

1.4 Research Methodology

Kothari (2004) states that there are two basic approaches to research - quantitative and qualitative and further argues about the difference between two being that while quantitative research is based on the measurement of quantity or amount, the qualitative approach is concerned with qualitative phenomenon relating to or involving quality or kind. Creswell (2013)states that a qualitative research begins with assumptions and the use of interpretive and/or theoretical frameworks informing the study of research problem and use an emerging qualitative approach and he further outlines popular and helpful categorization separating qualitative methods in five groups: ethnography, narrative, phenomenological, grounded theory and case study.

Sauro (2015) in an article discusses the five types of these methods. The table below depicts the differences between five qualitative methods.

Qualitative method	Study focus	Sample size suggested	Method of data collection
Ethnography	Context and culture	-	Interviews and observations
Narrative	Experience of individual and sequence	1 – 2	Stories from individuals and documents

Phenomenological	By experiencing a phenomenon by the concerned people	5– 25	Interviews
Grounded theory	By developing theory grounded in data	20 – 60	Interviews
Case study	Entity, individual, organization or event	-	Observations, reports, documents, interviews

Table 3: Differences between five qualitative research methods

1.5 Research Methodology outline

Kumar et al suggest that the first step in developing a body of knowledge and research work begins with searching previous research for understanding how far the people concerned in the field have gone through the issue. Kumar, Sameer, Phrommathed, Promma (2005).

This dissertation study is based on the data that are statistics, newspaper articles, journals and information from websites, internet journals, information from books, Government rules and regulations etc. besides data collected from business organizations itself personally through interviews. This research involves Qualitative Narrative Research Method. The research study and analysis will undergo various activities as mentioned below:

a. Literature Review involving the study about the knowledge management with focus of knowledge transfer from experts to fresh UAE National Graduates in the UAE private

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sector, the review of existing literature, impact of Government policies on knowledge management and knowledge transfer in the UAE, challenges or barriers.

b. Secondary Research involving Knowledge Transfer concept in general and in the UAE and is based on the data that are statistics, newspaper articles, journals and information from websites, internet journals, information from books, Government rules and regulations etc.

c. Primary Research that involves collecting the data personally. Data collection involves Qualitative Research Narrative Method conducting interviewing key sources of knowledge like experts and experienced persons in the organizations and new graduates in employment to find out barriers and challenges being faced in the knowledge transfer process.

d. Analysis of data in the light of research problem.

e. Conclusion and suggestions with reference to the research problem and aim.

Chapter 2: Literature Review

2.1 Introduction: Knowledge Management

There is large ocean of knowledge in every field. The knowledge available is in different forms and there are several resources as well. The need is to tap the right knowledge for the right use at the right time. The problem is how this knowledge should be managed for its use widely for the welfare of all and in every field. Many times, we find that knowledge is concentrated to only few resources or few experts or some experienced persons and so on and we have not been concentrating to develop systems and to innovate processes for proper management of this valuable knowledge for its right application, distribution, transfer and sharing etc.

Although history tells us that we had always been managing our knowledge in the best possible ways we could in different times. However, the introduction of some new methods, tools, processes and strategies prompted us to think very differently about the knowledge and make substantial improvements in the techniques and methods being used by individuals, teams and organizations. Things started with thinking more about processes of identifying, creating, storing, sharing and applying of knowledge in early 1990's. The question arises as what is knowledge management?

2.1.1 What is Knowledge Management?

Knowledge management (KM) can be defined as discipline enabling individuals, teams, organizations and communities, to capture, store, share and apply their knowledge more collectively and more systematically for achieving set objectives. As stated by Young R, effective knowledge management is a timeless and changeless principle. 'Knowledge Management' is in fact, is the process of capturing, distributing and effectively using knowledge'. Koenig (2012) argues that it is a discipline promoting an integrated approach for identifying, capturing, the knowledge evaluating, retrieving and sharing all of an enterprise's information assets databases, documents, policies, procedures and un-captured expertise and expertise in individual workers. Frost (2010) suggests that KM consists of initiatives, processes, strategies and systems that sustain and enhance the storage, assessment, sharing, refinement and creation of knowledge. Dalkir and Beaulieu (2017) point out some typical knowledge management objectives such as to facilitate the smooth transition from those retiring to their successors replacing them, minimize loss of corporate memory due to attrition and retirement, and identify critical resources and areas of knowledge. Darroch (2005) in his findings states that an organization with a knowledge management capability uses resources more efficiently and thus is more innovative and performs better.

Knowledge Management is thus the systematic management of knowledge assets at the entity for creating added value, and meeting the strategic needs. KM includes all acquisition, classification, initiatives, storage dissemination and use or re-use. An entity is added value by using the elements related to knowledge like organization capital that comprises of corporate culture, teamwork, leadership and commitment for achieving strategic objectives, human capital that includes staff skills, talents and knowledge and information capital that consists of databases, information systems IT infrastructure. Further, knowledge management suggests a strong tie to goals and strategies of an organization and supports to have understanding of concepts like where does the knowledge exist, in what form the knowledge exist, how can an organization promote its culture conductive to learning, sharing and knowledge creating, how can the organization make available right knowledge to right people at the right time, how best can organization generate or acquire the new relevant knowledge, how all the factors can/should be managed for enhancing the performance in the light of organization's strategic goals, short term opportunities and threats and so on.

Knowledge Management is thus ought to create or provide right tools, people, knowledge, structures for example teams, culture etc. for enhancing of learning.

2.1.2 Importance and Usefulness of Knowledge Management

Knowledge Management is very useful as it focuses on knowledge as an actual asset rather than as something intangible and thus allowing the organization to better shield and exploit its knowledge and to improve and focus its development efforts to match the needs of the organization. The question to ponder over is how can better objectives be achieved with effective knowledge management? To start with, the first expectation is that the effective knowledge

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management should reduce costs dramatically. Today, most individuals, teams and organizations are engaged in 'reinventing the wheel' just because of the fact that they simply do not know that what they are trying to do has already been done elsewhere. Reinventing the wheel is a costly affair. On the other hand, a systematic reuse of knowledge shows substantial cost benefits.

Mason (2017) claims that knowledge management requires a system allowing the creation of new knowledge, a dissemination system that may reach every employee, with the ability to package knowledge as value added in products, services and systems.

Fortunately, a trend is observed to have started about more enlightened companies and organizations developing and applying the knowledge, they posse about their industry, partners, customers and stakeholders as their main strategy asset and at the highest point in the value chain. Knowledge is accordingly considered as the key strategic asset for the 21st century as well as for every organization that values knowledge.

Frost (2011) suggests that Knowledge Management is responsible for understanding of the various factors in the organization like the knowledge the company possesses, need to access organization's actual know how vs. organization's needs methodically, location of the knowledge, how best is the way, means or process for transforming this knowledge to concerned and relevant people for its proper usage and that it is not lost. Chase (1997) concludes in his study that whilst organizations recognize the importance of creating, managing and transferring knowledge, but so far they have been unable to translate this competitive need into organizational strategies. Further, the successful knowledge management implementation is mainly linked to soft issues like organizational culture and people. Mason (2017) finds that the best reason for an organization to develop a knowledge

management system is to gain competitive advantage in the market place by turning intellectual asset into value through innovation. Dalkir and Beaulieu (2017) suggest that knowledge management provides benefits to individual employees, groups and the organization itself.

Thus, the KM is advantageous in respects like it helps organization to learn from past mistakes, failures and successes, enhances the organization's capability to innovate, encourages creativity through team work, boosts up the potential to grow and expand, promotes a long-term focus on developing the right skills, competencies and removing outdated knowledge, improves and quickens the decision making due to availability of most appropriate practices, enhances the organization's ability to protect its key knowledge and competencies from being lost or copied, avoiding repentance of past mistakes, by focusing on new employees, accelerates the knowledge transfer by conducting various programs for them like 'orientation programs' at the time of their joining the organization.

2.1.3 Ways to be implemented to exploit and take advantage of Knowledge Management

Farashahian and Abbasi (2011) in their case study suggest that the KM employs a framework of an integration of organizational elements in organizational culture, information technology infrastructure and its store of individual and collective experiences, learning, insights and values etc. In this respect Farashahian and Abbasi (2011) in their study on the "Design and implementation of knowledge management system" suggested some of the factors, that are to be taken care of to avoid failure of KM projects as: hasty planning and to extract the knowledge of experts, lack of primary study and evaluation of knowledge requirements, lack of proficiency and familiarity of advisors, lack of care on behalf of employer and advisor to the necessity of making

culture and planning in order to making physical and spiritual incentives for experts, designating a very little time in order to extract knowledge from skillful and experienced experts etc.

Different ways required to be implemented to exploit and take advantage of knowledge management are: using knowledge from one department to improve or create a product in other department, developing a new solution or methodology or process by modifying knowledge from a past process suggested by Frost (2011), by paying due attention and consideration of knowledge enablers like teach culture leadership which is absolutely critical to liberate creativity of teams without having any chaos; access to knowledge and making sure that it is available and provides value suggested by Mason (2017), developing technological infrastructure in order to link people enterprise-wide, support collaboration, and allow people in the organization to have access to all global resources and promoting specific in-house knowledge creation suggested by Frost (2011).

2.1.4 Knowledge Management Models

Deribe (2015) argues that while a model represents a system that allows for the investigation of the properties of the system and prediction of future outcomes in some cases, KM model is the representation of knowledge management for the investigation of its properties for better understanding and systemizing knowledge about knowledge management. Different knowledge management models are enumerated below:

1. The SECI model
2. The Wig Model for Building and Using knowledge
3. The Nonaka and Takeuchi Knowledge Spiral Model
4. The von Krogh and Roos Model of Organizational Epistemology
5. The Choo sense making Knowledge Management Model

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6. Complex Adaptive System Models of Knowledge management.

7. Boisot KM Model

8. The European Foundation for Quality Management (EFQM) Knowledge management model.

The SECI Model

The SECI (knowledge spiral model) was the first commonly adopted knowledge management model that described how tacit and explicit knowledge can be transformed in an organization. It is a well-known conceptual model and was first proposed by Nonaka in 1991 and later was expanded by Nonaka and Takeuchi, two leading Japanese business experts, in 1995. Virkus (2014) states that at the core of this model, is making knowledge available to others in the organization.

The Nonaka and Takeuchi Knowledge Spiral Model

Nonaka and Takeuchi introduced this model in 1996 and the model has become cornerstone of knowledge creation and transfer theory. Nonaka and Takeuchi proposed four ways for combining and converting knowledge types and showed as how to create and share the knowledge in the organization. Nonaka and Takeuchi (1995) state that organization knowledge creation means the capability of an organization as a whole to create new knowledge, disseminate it throughout the organization and embody it in products, services and systems. This model is based on two types of knowledge, tacit and explicit.

Modes of Knowledge Conversion

Frost (2012) discusses four modes of knowledge conversion in the Nonaka and Takeuchi model of knowledge conversion as socialization (tacit to tacit), externalization (tacit to explicit), combination (explicit to explicit) and internalization (explicit to tacit).
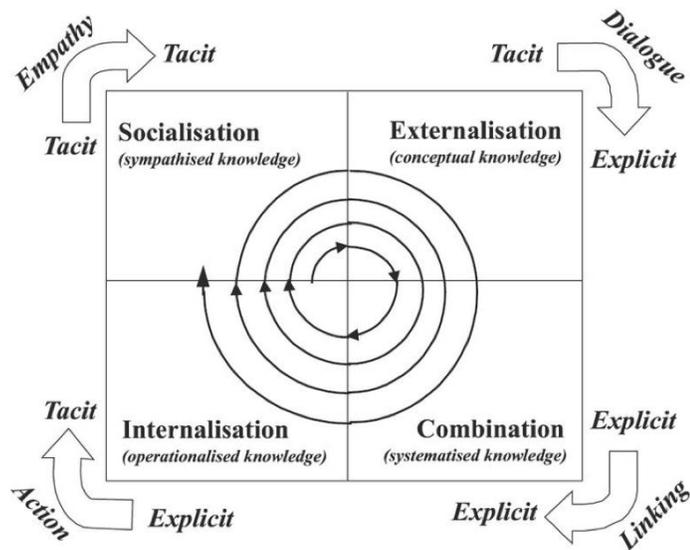
Figure 3: The Nonaka and Takeuchi Knowledge Spiral Model

The application of this model, in recent years, has been kinked greatly to culture, both organizational and national.

2.2 What is Knowledge Transfer?

Mason (2017) argues that Knowledge is intangible, dynamic and difficult to measure. However, without knowledge no organization can survive. Flows of knowledge are an organization's capacity to learn. Jasimuddin (2007) points out that the Knowledge transfer constitutes a strategic area of knowledge management research. Minshall (2009) claims that KT is a contact sport and it works best when people meet to exchange ideas, sometimes serendipitously, and spot new opportunities.

From various definitions of Knowledge Management, we understand that Knowledge Transfer is one of the different activities under KM. In general, sharing or disseminating of knowledge is referred to as knowledge transfer. It is the process that enables experts and experienced employees share or distribute their knowledge, experience, skills and behaviors to others or employees

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replacing them. Knowledge transfer can be defined as the process by which knowledge, ideas and experience move from the knowledge source to knowledge receivers. Knowledge transfer, like knowledge management, involves organizing, creating, capturing or distributing knowledge and ensuring its availability for future use.

2.2.1 Importance of Knowledge Transfer

Getting the right knowledge to the right people at the right time is an important component to business's long term success. Basis for competitive advantage in firms are the establishment and transfer of knowledge. An organization's worth consists of the knowledge and information it possesses. It is very much important to know who knows what, who needs to know what and how to transfer that knowledge.

In the existing scenario, knowledge transfer programs are accelerating in businesses for several reasons. As Patton (2006) suggests in her article Knowledge Management (KM) - How to Beat the Baby Boomer Retirement Blues that there is an emergence of convenient digital technologies being used for collecting, storing and delivering important information and this helps in capturing the knowledge of baby boom generation employees before their retirement in an organization.

2.2.2 Factors affecting/influencing Knowledge Transfer success

Minshall (2009) suggests that for remaining competitive in the marketplace, organizations are required to abandon their ideas of information hoarding and embrace knowledge sharing. Buckman and Burrows (2003) argues that the faster one innovates as an organization, the faster the one can re-define his organization to meet the changing needs of the customers. Cummings and Teng (2003) concludes that knowledge transfer is associated with several key factors and mainly upon

(a) R & Ds' (Research and Development) units to understand about their residence within the source (b) the extent of sharing similar knowledge bases by the parties and the extent of interaction between the source and the recipient (c) transfer the knowledge and (d) participation in the articulation process for making the source's knowledge accessible to the recipient.

Thus, there are many factors that affect the success of knowledge transfer from the knowledge source to the knowledge receivers. Knowledge transfer is a complex process that is affected by many factors. One can increase the speed of innovation achieved in the company by sharing knowledge and growing the knowledge base of the organization.

2.2.3 Knowledge Transfer Components

Levine and Gilbert (1998) suggests that knowledge transfer can be broken down into distinct stages namely idea creation, sharing, evaluation, dissemination and adoption. Trautman (2011) points out that the knowledge transfer includes the measurable transfer on-the-job of both explicit skills as well as implicit or tacit knowledge with key issue being that knowledge transfer professionals work to solve is: what can be done by them to make the critical, high priority of knowledge transfer happen faster, with less stress and with greater predictability and consistency and develop the 'culture of knowledge transfer' where experts teach and coworkers learn.

In the article (2018) 'Top 10 must haves for Your Knowledge in Motion Program, made available by All Roads Inc. online, the author suggests that the right 'knowledge transfer tools' are those that empowers to deliver the right information to the right people in order to achieve business critical goals. The article further suggests the various knowledge transfer components for effective transfer of knowledge such as a strategic plan, a curriculum, bite sized content (Chunked Learning), engaging content, an engaging experience, outbound communication, a dashboard, an

operations plan, a measurement plan for 0ptimization and a forward looking mentality. Cancialosi (2014) in his article suggests steps for implementing a system for knowledge transfer in the organization like make it formal, create duplication, train, train, train, use systems, create opportunities and be smart when using consultants

Thus, organization management can promote knowledge transfer within the organization by training, incentives, organizational structures, and technology. The key to promotion of creativity and innovation is to capture the existing knowledge within and from outside the organization and adopt the relevant ideas and having a definite plan.

2.2.4 Barriers and challenges in Knowledge Transfer

Levine and Gilbert (1998) claims that knowledge transfer has always proven to be a great challenge for the organizations. However, in recent decades, its importance has grown for the various reasons mainly because of the increasing proportion of knowledge of total assets of the organization, shift on behalf of organizations from hierarchical methods of control towards more decentralized organizational structures and increased involvement of employees. Accordingly, various barriers and challenges in knowledge transfer are resource limitations, employees' cooperation and their involvement, absence of formalized knowledge and E-transfer plan. Hauke (2006) argues that barriers for knowledge transfer may be subjective or objective. Objective barriers relate to fear of change, lack of trust, protection of own status and position, fear of giving knowledge without receiving from others and fear of losing employment. Whereas subjective barriers relate to lack of financial incentives associated with knowledge sharing and enhancement, unfavorable organizational culture with respect to knowledge management, different technological

backgrounds, lack of communication within the organization and lack of commitment and motivation on behalf of seniors in knowledge sharing process.

Thus, we find limitations of resources, employees' cooperation and their involvement, people not eager to share their knowledge with others, fear of change, lack of trust, protection of own status and position are the major barriers and challenges in knowledge transfer.

2.3 Scenario of Knowledge Management and Knowledge Transfer in the UAE

The UAE is a fast-growing economy in the Gulf region and it is the right time to access Knowledge Management, Knowledge Transfer initiatives of UAE companies and organizations and the barriers and challenges being faced by them in adaptation and implementation of Knowledge Management.

2.3.1 Knowledge Management in the UAE

Knowledge is recognized as an important weapon for sustaining competitive advantage and many organizations and companies have begun to manage organizational knowledge. Organizations find it a great challenge to adopt an effective knowledge management process. In their efforts to enhance performance and efficient resources, organizations' managements have a serious concern to maintain organization knowledge within the organization boundaries and make the same available across the organization. As per research by Wong (2005), it has been observed and felt that in an organization the knowledge management system is unlikely to succeed without the cooperation, contribution and commitment of senior employees within the organization.

As per Arab Knowledge Report 2010-2011, there is a vast gap between current skills level and required skills level for knowledge society. Federal KM initiatives have been recently started with

government organizations starting to address KM strategies and processes as part of excellence program. Dhaheri (2013) argues that there is a shift from "silos mode" of governance to "competitive mode" to compete for excellence but there is decreased knowledge sharing among competing individuals and institutions requiring culture change to move from competing mode to collaborative mode. There is the requirement of networks of experts through social media for sharing knowledge and experience. The change is towards competitive attitude for the excellence. Dhaheri (2013) further states that there is a wide knowledge gap between the UAE and the developed world in the West and in Asia and the only choice is to bridge this gap as quickly as possible because the current age is defined by knowledge. By knowledge gap here it means the difference in the levels of knowledge possessed by UAE and the developed world in the West and in Asia.

2.3.2 Barriers and Challenges to Knowledge Management in the UAE

Ahmad and Daghfous (2010) in their paper state about findings that the concept of KM is yet not well received in the UAE and that the most of the companies are much concerned about the confidentiality of their knowledge and the presence of competent and trustworthy partners in such Knowledge Management structures. Biygutane and Al-Yahya (2011) in their paper on about knowledge management in the UAE concludes that the Knowledge management in UAE is introduced only recently and still requires more time to mature and for becoming clear to everyone and that there exists the vagueness and un-clarity about the KM concept to the most of the employees. Frost (2014) in his study that resulted in his article on 'Knowledge Management Failure Factors' in general argues various crucial factors as barriers and challenges to KM implementation in organizations and states that the first important issue in this direction is

the ambiguity surrounding the entire discipline as what exactly the knowledge management is.

Certain studies and their findings in this respect are tabulated below. Levin, Cross, Abrams and

Lesser(2002) highlight in their study result that magic ingredient linking strong ties and

knowledge sharing is trust and that trust can develop even when there was only infrequent

interaction between individuals, that is, weak ties. Al-Alawi, Al-Marzooqi and Mohammed

(2007) in their study findings state that trust, communication, information system, rewards and

organization structure are positively related to knowledge sharing. Amayah, (2013) in his study

findings highlights two barriers – degree of courage and the degree of empathy that measure

organizational climate were found to have significant main effect of knowledge sharing.

Dalkir and Beaulieu (2017) point out some critical knowledge management challenges as: to

manage contents effectively, help knowledge workers connect and find experts and to help the

organization to have smooth knowledge transfer within the organization and so on.

Study	Finding
Biygutane and Al-Yahya (2011)	There exists the vagueness and un-clarity about the KM concept
Frost (2014)	The ambiguity surrounding the entire discipline as what exactly the knowledge management is
Ahmad and Daghfous (2010)	Most of the companies are much concerned about the confidentiality of their knowledge

Levin, Cross, Abrams and Lesser (2002)	Magic ingredient linking strong ties and knowledge sharing is trust
Al-Alawi, Al-Marzooqi and Mohammed (2007)	Trust, communication, information system, rewards and organization structure are positively related to knowledge sharing
Amayah (2013)	degree of courage and the degree of empathy – two barriers

Table 4: Findings of earlier studies on knowledge barriers in UAE

Based on these works the barriers and challenges can be enumerated as: cultural differences concerning trust (people like to participate in knowledge sharing with individuals with whom they have built up a firm relationship on the basis of confidence and trust), degree of courage and degree of empathy which measured organizational culture, differences in cultures between Arab nations, western nations and Asian nations, un-clarity about the knowledge management concept among members in organizations, improper organizational structure, low literacy rate, lack of investment in R&D. (Research and Development), skills shortage, capturing tacit knowledge, political factors, lack of knowledge management process and none or poor availability and reliability of technology and communication networks.

2.3.3 Knowledge Transfer in the UAE

Ewers (2011) claims that Gulf strategies to attract international investment, trade and migration has succeeded but were not accompanied by social integration mechanisms for the assimilation of external knowledge. The highlights of the findings of the study say as Gulf succeeds in attracting

global knowledge flows, but not in knowledge assimilation; Gulf institutional context constrain local learning; foreign knowledge circulates within expatriate social spaces; knowledge transfer is inhibited by lack of foreign – local interactions.

Organizations have started realizing that to remain competitive, the need is to create new knowledge and apply for developing new technology and improving processes.

Ahmad and Doghfous (2009) suggest that the competitive approach in the UAE companies reduced the level of trust among competing individuals and institutions with the result they are not willing to share information, ideas and knowledge. Their findings further points out the time, cultural differences, satisfaction with current financial success resulting in unwillingness to search for new innovative factors for improving the current position, low level of openness and willingness to disclose information and knowledge as other barriers in this respect.

Al-Alawi, Al-Marzooqi and Mohammed (2007) in their findings indicate that trust, communication, information systems, rewards and organization structure are positively related to knowledge sharing in organizations.

2.4 Past Literature Review about Knowledge Management and Knowledge Transfer in the UAE and findings

Multiple researchers have worked in the field of Knowledge Management in general and with focus on regions including the UAE. This section highlights the past research work and provides insights derived from that. The purpose is to understand the existing literature work in this field and take help from this in finding what gaps, if any, exist today that needs further work to help businesses manage their knowledge in a more appropriate manner.

2.4.1 Social Capital, Organizational Structure and their impact on KM and KT

To start with, the key concepts and traits of an organization in terms of its structure and setup are responsible for many aspects of its working. We understand that from some research done in the past, which highlights the importance of "relationships" in creation, dissemination and maintenance of knowledge and if same is critical or not. Leven and Cross (2004) in their research revealed mixed results and impact of organizational structure and relational aspects on transfer of knowledge. On similar lines, Hoelscher and Sheriff (2005) highlighted through their research that social capital has high impact on knowledge capital of an organization. Their research derives a direct relationship between social capital of an organization and knowledge management and highlights that these two aspects help organizations achieve a sustained superior performance within the market. Yet another research on similar lines by Chen and Huang (2007) also derives a positive relationship between human resources practices and their relation with knowledge management capacity of an organization. Another important factor highlighted in a research is that culture has a very significant impact on different domains from anthropology and sociology to management. Cultural differences play a great role in achieving success in business relationship. Hauke (2006) concludes that by facilitating the communication between management and the employees or the business partners, the impact may be positive but may also inhibit knowledge transfer which may deter the competitive position of the organization. Research done by Al-Alawi, Al-Marzooqi and Mohammed (2007),states that the trust, communication, information systems, rewards and organization structures are positively related to knowledge sharing in organizations.

Researches highlight that the internal organization structure is also about the social structure of the organization. Social structure is not only based on the hierarchy or reporting but about the cultural

aspects of that region where the business operates in and culture of the people who work in that organization. As highlighted by Skok and Tahir (2010) that the western based knowledge management practices should be applied cautiously in a non-western setting. The most appropriate overall knowledge strategy to adopt is a Hybrid strategy of 'intellectual asset management'. This is interesting to note since it points to a cultural impacts on knowledge management and is applicable in a market where there could be employees in an organization from different cultures.

2.4.2 Research on Importance of KM and KT

As the research by Siddique (2012) highlights that importance of knowledge management practices is gradually being recognized in the UAE and several organizations have initiated a number of knowledge management related programs. Most knowledge management initiatives are focused on explicit knowledge and companies are investing significant resources in building their ICT infrastructure. Hussain, Ajmal, Khan and Saber (2015) highlight in their research that large manufacturing companies are putting more emphasis on 'know – why' knowledge attribute in all four competitive priorities for achieving customer focus. While, small size manufacturing companies put higher weight on 'know – what' knowledge attribute by focusing on two competitive priorities flexibility and quality.

Today, organizations consider knowledge management a competitive tool instead of a tactical task. In most industries, there is a need of consultants and SME (Subject Matter Experts) and it comes expensive. They are needed for their knowledge of a product, process or a system which they have gathered from their academic study and past work experience. As Landroguez and Carrion (2016) highlight in their research that knowledge has become the main competitive tool for firms. They suggest four key dimensions stand out as affecting KM processes: knowledge creation, knowledge

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transfer, and knowledge storage/retrieval and knowledge application. The result supports a positive relationship between KM and value creation and value capture. Inkinen (2016) highlights in his research study that the utilization of KM practices is significant driver for innovation.

Based on the past research, we can understand that knowledge management has evolved to a more strategic factor for an organization's growth whereas it was more a tactical resource in the past. As knowledge that an organization possesses becomes more important for it, managing that knowledge has also became an important factor for organizations.

2.4.3 Key Summary of the Findings

Considering the findings mentioned in some of earlier studies made in the context of KM And KT in UAE direction, the same can be summarized to make them helpful in developing a guide line for carrying out further to make this study a useful asset.

Year	Work	Findings
2004	Leven and Cross (2004): The Strength of Weak Ties You Can Trust: The Mediating Role of Trust in Effective Knowledge Transfer	Relationships are critical to knowledge creation and transfer. Thus, smooth knowledge transfer requires healthy relations among employees at different levels.
2005	Hoelscher and Sheriff (2005): Social Capital, knowledge	Both Social Capital and knowledge management help organizations achieve a sustained superior

	management and sustained superior performance.	performance. Organizations with high levels of social capital have more knowledge management capabilities than organizations with low levels of social capital.
2007	• Chen and Huang (2007): Strategic human resource practices and innovation performance: The mediating role of knowledge management capacity. • Al-Alawi, Al-Marzooqi and Mohammed (2007): Organizational culture and knowledge sharing: critical success factors.	• Strategic human resource practices are positively related to knowledge management capacity, which, in turn, has a positive effect on innovation performance. • The trust, communication, information systems, rewards and organization structure are positively related to knowledge sharing in organizations and hence should be taken care of.
2010	Skok and Tahir (2010):Developing a knowledge management strategy for the Arab world	The most appropriate overall knowledge strategy to adopt is a Hybrid strategy of 'intellectual asset management', where existing company assets are more fully exploited and personal knowledge assert

		responsibility. It points to a cultural impacts on knowledge management
2012	• Siddique (2012): Knowledge management initiatives in the United Arab Emirates: a baseline study • Pacharapha and Ractham (2012): Knowledge acquisition: the roles of perceived value of knowledge content and source • Casimir, Lee and Loon (2012): Knowledge sharing: influences of trust, commitment and cost • Michailova and Pedersen (2012): Knowledge-sharing hostility and	• Importance of KM practices recognized in UAE and several organizations have initiated a number of knowledge management related programs and are investing significant resources in building their ICT infrastructure. • Individual knowledge acquisition is influenced by the recipient's perceived value of knowledge content and the knowledge source. This influence differs between experts and novices in the acquired knowledge domain. • Affective trust in colleagues moderates the relationship between affective commitment and knowledge sharing and the relationship between the cost of knowledge and knowledge sharing." • The use of transaction-based mechanisms promotes knowledge sharing hostility

	governance mechanisms: an empirical test	
2015	Hussain, Ajmal, Khan and Saber (2015): Knowledge Management Enablers, Processes, and Organizational Performance: An Integrative View and Empirical Examination.	Large manufacturing companies put more emphasis on 'know – why' knowledge attribute. While, small size manufacturing companies put higher weight on 'know- what' knowledge attribute.
2016	• Landroguez and Carrion (2016): How knowledge management processes can create and capture value for firm? • Inkinen (2016): Review of empirical research on knowledge management	• Knowledge has become the main competitive tool for firms. Knowledge management (KM) is considered to be critical to a firm's success. Four key dimensions stand out as affecting KM processes: knowledge creation, knowledge transfer, storage / retrieval and knowledge application. The result supports a positive relationship between KM and value creation and value capture. • Utilization of KM practices is significant driver for innovation. Specific leadership characteristics

		and organizational arrangements do support firm's performance through more efficient and effective management of knowledge resources.
	practices and firm performance	
2017	Knag and Kim (2017): Motivation, Opportunity and ability in knowledge transfer: a social network approach	Opportunity and motivation were the first- and second- most influential factors for the knowledge transfer, respectively. The creation of a working environment favourable to KT and motivating competing employees to transfer their knowledge, are critical to successful knowledge transfer.

Table 5: Findings of previous studies on the subject of knowledge management and knowledge

transfer in the UAE

2.5 Contextualizing knowledge management and knowledge transfer and their challenges and current state in the UAE

In the UAE, as per Federal Law No. 2 of 2015 on commercial companies, any company established in the State has one or more UAE partners holding more than 51% of the share capital of the company. As per research study conducted by an online recruiting organization (GulfTalent.com) in association with ten leading universities in the UAE in 2013, it states that UAE graduates prefer to work for government organizations instead of UAE private sector organizations because of attractions like higher salaries, greater job security, better working conditions and opportunity to work with other Emirates in government jobs. The study entitles as 'Recruiting Emirati Graduates' further revealed that 86% male graduates and 66% female graduates prefer to work in government jobs after graduation. While multinationals are the second choice, the last choice being UAE

private sector firms with only 4% of males and 10% of females opting for them. Although, many graduates were open to work with other cultures and nationalities, as per finding of the study, many felt more comfortable working in a predominantly Emirati workplace. Many females were found to be keen working in organizations with separate section for women.

Different studies made on the subject in the UAE so far as discussed above, have arrived on the conclusions that there is a crucial need of implementing KM in UAE organizations, and have mentioned about different gaps. However, after scrutinizing the same, it is observed that the cultural gap needs more substantial study. Some studies did refer about this gap but have not elaborated the same. The organizations in private sector in the UAE have less number of Emirates employees and there is dearth of Emirates knowledgeable employees in the organizations. There is lack of local knowledge resources. The companies have no alternative except to employ experts and experienced persons of different culture and nationalities and depend upon their expertise. This results in a huge culture difference among the employees. The top management comprises of Emirates and Emirates experts and experienced people and experts from outside UAE who may hesitate to share their knowledge. The cultural gap produces a great challenge to the knowledge management and knowledge transfer. The crucial factors in reaching competitive advantage by an enterprise are good knowledge transfer and culture promoting knowledge sharing among employees and co-operators. The vital ways of learning by organizations are through their own experiences by interpretation of past results or through the experience of others by transfer of procedures, technologies, routines etc. Social networks do play a very important role in knowledge sharing among people.

The most difficult between the two types of knowledge –tacit and explicit knowledge, is to share the tacit knowledge, which is much individualized and sometimes impossible to transmit to others. The study studies the transfer of both and the questionnaire is framed accordingly for the personal interview. This study penetrates deep into this cultural gap and unfolds related problems and analyses the same and yields positive results beneficial for the organizations in the UAE.

2.6 Framework for knowledge transfer in UAE

Cultural differences among employees in organizations in UAE play a crucial and vital role in the business success of the organizations. These cultural differences matter for all outcomes of the organizations including knowledge management and specifically to transfer of knowledge from experts and experienced persons in the organizations. There is dearth of Emirates knowledgeable employees in the organizations besides there is lack of local knowledge resources. The companies have no alternative except to employ experts and experienced persons of different culture and nationalities and depend upon their expertise. This results in a huge culture difference among the employees. The cultural gap produces a great challenge to the knowledge management and knowledge transfer. Thus, on the basis of secondary research done, the following figure depicts the framework for knowledge transfer in UAE.
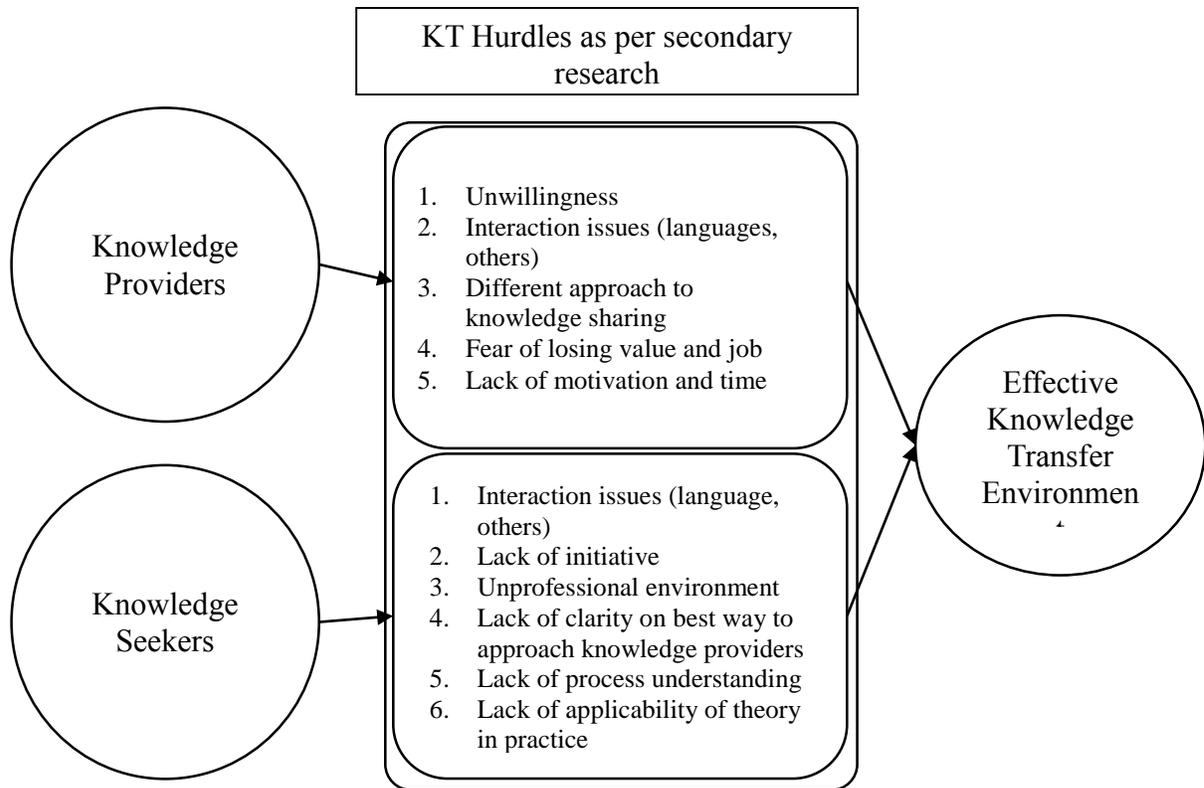
Figure 4: Conceptual Framework for the knowledge transfer in UAE

Various elements of the framework leading to the issue of existing cultural gap are discussed below.

Hurdles from knowledge providers

Unwillingness:

Levin, Cross, Abrams and Lesser (2002) highlight in their study result that magic ingredient linking strong ties and knowledge sharing is trust and that trust can develop even when there was only infrequent interaction between individuals, that is, weak ties. Ahmad and Doghfous (2009) suggest that the competitive approach in the UAE companies reduced the level of trust among

competing individuals and institutions with the result they are not willing to share information, ideas and knowledge.

Interaction issues

Al-Alawi, Al-Marzooqi and Mohammed (2007) in their study findings state that trust, and communication are positively related to knowledge sharing. Hansen, Nohria and Tierney (1999) point out that personalization strategy focuses on dialogues between individuals.

Different approach to knowledge sharing

Hauke (2006) highlights subjective barriers relate to lack of financial incentives associated with knowledge sharing and enhancement, unfavorable organizational culture with respect to knowledge management. It is also quite possible that knowledge providers may be adopting an approach quite different to the expectation of knowledge seekers.

Fear of losing value and job

Hake (2006) highlights objective barriers relate to fear of change, lack of trust, protection of own status and position, fear of giving knowledge without receiving from others and fear of losing employment.

Lack of motivation and time

Hauke (2006) highlights that subjective barriers relate to unfavorable organizational culture with respect to knowledge management, different technological backgrounds, lack of communication within the organization.

Hurdles from knowledge seekers

Interaction issues

Minshall (2009) claims that KT is a contact sport and it works best when people meet to exchange ideas, sometimes serendipitously, and spot new opportunities.

Lack of initiative

Hauke (2006) highlights lack of commitment and motivation on behalf of seniors in knowledge sharing process. This attitude on behalf of knowledge providers may result in lack of initiative on behalf of knowledge seekers. Although it may be possible on the part of knowledge seekers as well that they may be lacking interest and initiative for various reasons like disinterest in the current work.

Unprofessional environment

Trautman (2011) points out that the knowledge transfer can be done by developing the 'culture of knowledge transfer' where experts teach and coworkers learn. The cordial and professional behavior may boost up the morale of new employees.

Lack of clarity on best way to approach knowledge providers

New fresh National Graduates employed recently may not be aware of the proper approach or way to approach knowledge providers as they are novice in work fields and feel hitch to approach seniors.

Lack of process understanding

Similarly, practical process techniques may not be covered during academic sessions and as such newly employed graduates may feel it great problem to grasp the working in reality.

Lack of applicability of theory in practice

How theoretical knowledge has to be applied to practice is yet another big task that they may find resulting in far less than the optimum outcome of their great efforts.

The above mentioned hurdles arising because of cultural gap have been found on the basis of literature review and the secondary research. The aim of the primary research will accordingly be to go in details on these lines and find out exactly the vital factors concerning to knowledge transfer in organization in UAE privates sector.

Chapter 3 – Research Methodology

3.1 Research Philosophy

Research is one of several ways of 'knowing'. Thakurta (2015) highlights that an important part of research methodology is research philosophy that relates to the development of knowledge and the nature of that knowledge. Saunders, Lewis and Thornhill (2009) point out that the term research philosophy refers to a system of beliefs and assumptions about the development of knowledge. Dudovskiy (2018) highlights that research philosophy deals with the source, nature and development of knowledge.

There is a fundamentally important assumption about research philosophy that philosophical tradition changes slowly in comparison with technological advancement. Different ways of viewing the research philosophy are ontology, epistemology and axiology.

Saunders, Lewis and Thornhill (2009) argue that ontology refers to assumptions about the nature of reality. Ontology is the science or study of being and deals with the nature of reality. It is a system of belief reflecting an interpretation of individual about a fact. Two important aspects of ontology are objectivism (positivism) and subjectivism (constructivism).

Thakurta (2015) points out that Epistemology is about the acceptable knowledge about of a particular area of study. Epistemology deals with general question like 'How do we know whatever we know?' and sources of knowledge. It is the study of knowledge acquisition and is a way of thinking opposite to ontology. It focuses on what is known to be true. The sources of knowledge can be intuitive, authoritarian, logical and empirical knowledge. Intuitive knowledge is based on feelings rather than hard cold facts and takes the form such as belief, faith, intuition etc.

Authoritarian knowledge is based on information received from people, books etc. and its strength depends upon the strength of these sources. Logical knowledge is arrived by reasoning starting from the generally accepted knowledge to new knowledge. Empirical knowledge is based on objective demonstrable facts that are determined through observations or experimentation or both. The research philosophies differ on the goals of the research and the way to achieve them. Epistemology is further classified as positivism, realism and interpretivism. Positivism entails working with an observable social reality and the end product can be generalization of law. Realism has the essence that what the senses show us is the reality and truth. Interpretivism advocates understanding the differences between humans in our roles as social actors.

Axiology is a branch of philosophy that is concerned about judgments, aesthetics and ethics.

Dudovskiy (2018) describes deduction and induction as two main research choices. In case of deduction, hypothesis or hypotheses are developed and a research strategy is designed to test the same. In case of induction, data are collected and a theory is developed as a result of data analysis.

Accordingly, in view of above discussions, it is found that interpretivist perspective (epistemology) is highly appropriate in the case of business and management research particularly in fields like organizational behavior, marketing, human resource management etc. and for this research as well with further choice for induction. Interpretivism involves researchers to interpret elements of study and thus integrates human interest into the study. It is associated with high level of validity because data collected tend to be trustworthy and honest. Inductive approach aims to generate meaning from the data set collected in order to identify patterns and relationships to build a theory. This research also follows interpretivist perspective.

3.2 Research Methodology: An Introduction

Taylor, Bogdan and DeVault (2015) states that the term methodology refers to the way problems are approached and answers are sought. Kothari (2004) highlights two basic approaches to research as quantitative and qualitative. Yin (2015) states that doing qualitative research means understanding that quality research is a craft marked by the challenge of doing original research and pursuance of three important objectives: transparency, methodic-ness and adherence to evidence and that the qualitative research enables to understand how people cope in their real-world settings. Corbin and Strauss (2015) point out that the qualitative form of research in which the researcher collects and interprets data making the researcher as much part of the research process as much as the participants and that this method utilizes an open and flexible design. Creswell (2013) describe that a qualitative research begins with assumptions and the use of interpretive and/or theoretical frameworks informing the study of research problem and use an emerging qualitative approach.

Thus, the qualitative approach has an open and flexible design, provides the opportunity of doing original research with objectives of transparency, adherence to evidence and understand the real world settings. Moreover, the research topic is a better fit for qualitative approach and as such the qualitative research method is chosen in comparison to quantitative research method for this research.

In the following section, categorization of various qualitative methods are studied to narrow down further selection of the specific method of qualitative research approach.

3.3 Qualitative methods/approaches categorization, and reasons for choosing the one

Creswell (2013) outlines popular and helpful categorization separating qualitative methods in five groups: ethnography, phenomenological, grounded theory, case study and narrative.

Fetterman (2010) states that ethnography is about telling a credible, rigorous and authentic story and gives voice to people in their own local context. It is carried out in natural settings, time consuming and expensive. Walters (2017) argues that the goal of phenomenological research is to describe a 'lived experience' of a phenomenon. Phenology refers to the way in which we as humans make sense of the world around us. The drawback with this is that it does not produce data for generalization and it is a very specific method. Moustakas (1994) argues that grounded theory approach initially focuses on unraveling the elements of experience. The disadvantage with the grounded theory method is that the subjectivity of data leads to difficulties in establishing reliability and validity of approaches and information. Case Study is especially useful for trying to test theoretical models by using them in real world situations. Case study has the inability to replicate and have low ecological validity. Further, they are subject to selection bias.

During last three decades or so, narrative has acquired an increasingly high profile in social research. Clandinin (2016) argues that narrative inquiry is a way of understanding and inquiring into experience and that narrative inquires study the individual's experience that is storied both in living and telling and can be studied by listening, observing, living alongside another, writing and interpreting texts. Narrative method focuses on individual's experiences.

Accordingly, this study is done using **narrative method** and as such it is further discussed below.

Narrative method and its advantages

Having studied the different approaches of qualitative research method and keeping in view the advantages and disadvantages of the same, the narrative qualitative research approach is chosen for use in this research for in-depth understanding and collecting rich data from experiences of individuals while conducting the interviews.

Narrative approach weaves together a sequence of events to form a cohesive story. Narrative inquiry is set in human stories and investigates the ways humans experience the world. Narrative data are susceptible to endless interpretations and are deeply meaningful. The method provides flexibility and dynamism, one of the advantages of this mode is that one can intimately connect the specific viewpoint to advance with a story experienced personally.

The narrative approach is the base and taken care of during personal interviews conducted for data collection.

3.4 Interview Methods for data collection

Kothari (2004) describes the interview method of collecting data as involving presentation of oral-verbal stimuli and reply in terms of oral-verbal responses and the method can be used through personal interviews and if feasible through telephone. The other method can be taking the advantage of modern technology using Skype etc. on internet. Opdenakker (2006) argues that besides face – to – face interviews that have long been the interview technique in the field of qualitative research dominant, interviewing by telephone is popular too and further to that

interviewing using internet, that is, electronic interview is also rising due to explosive growth of new communication forms such as computer mediated communication like chat boxes.

Cassell and Symon (2004) suggest that the process of constructing and using qualitative research interviews can be split up into four steps which are defining the research problem, creating the interview guide, identifying interviewees and finally conducting the interviews.

3.4.1 Personal Interviews Face –to –Face (FtF) Method

This method requires a person known as interviewer asking questions face-to-face contact to the other person or persons. Kothari (2004) argues that this method is particularly suitable for intensive investigations and has to be carried out in a semi-structured way involving the use of set of predetermined questions with flexibility of changing questions on the spot based on the response of interviewee to the set questions and of highly standardized techniques of recording and as against this, unstructured interviewers are characterized by flexibility of approach to questioning. Opdenakker (2006) states that face-to-face interviews are characterized by synchronous communication in time and place due to which no other interview method can takes its advantages of social cues like voice, intonation, body language etc. Although the method being very expensive and having the possibility of the bias of the interviewer as well as that of the respondent, some advantages of this method as discussed by them are mentioned below.

- Source of more information and in greater depth.
- Provides greater flexibility as the opportunity always lies to restructure questions.
- Personal information can also be obtained easily if needed
- Interview language can be adapted to the ability or the educational level of the person being interviewed to avoid misinterpretations concerning to questions.

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- Makes easy for the interviewer to catch information off-guard and thus secure the most spontaneous reaction that is otherwise not possible if mailed questionnaire is used.

- No significant time delay between question and answer and the answer of interviewee is more spontaneous without an extended reflection.

Cassell and Symon1 (2004) point out that the nature of the relationship between interviewer and the interviewee is a key feature of the qualitative research interview method.

3.4.2 Interviewer

On behalf of interviewer, it is expected that the interviewer must adapt the approach of being courteous, friendly, conversational and unbiased and ask questions properly and intelligently and record the responses accurately and completely keeping in mind that interviewing is an art governed by scientific principles.

Further, Kothari (2004) points out that the interviewer must remember that ability to listen with understanding, respect and curiosity is the gateway to communication and hence must act accordingly during the interview.

Opdenakker (2006) suggests that the interviewer must concentrate much more on the questions to be asked and the answers given and that the interviewer should be alert enough pay 'double attention – not only he must be listening to the informant's responses in order to understand as what he or she is trying to get at but he must be bearing in mind his needs as well ensuring that all his questions are liable to get answered within the stipulated time at the level of depth and detail as per his requirement. Further, it is important for the interviewer to take notes during the interview.

3.5 Choice of Research Methods

The choice of method to employ is dependent upon the nature of research problem. The study targets organizations operating in private sector in UAE. The identification of target enterprises and ventures for the study regarding knowledge management with particular focus on knowledge transfer is the outcome of referring to general corporate database, industry databases from internet, and other sources as per recommendations from academic staff, seniors, friends, personal contacts etc. Main factors influencing the choice of qualitative methods are nature of research problem, researcher's theoretical lens and the degree of uncertainty surrounding the subject.

This research uses Qualitative Research Method to explain the inner experiences of participants appropriately keeping in view the main characteristics of qualitative research method like a humanistic bent, curiosity, creativity and imagination, an ability to recognize variation and regularity, the sense of logic, and so on. Further the research uses the Narrative Qualitative research method as this approach aims to understand the goals, cultures, challenges, motivations and emerging themes from the target participants who experience the knowledge transfer as a challenge from senior to fresh entrants in their organization The narrative qualitative research approach is used in this research for in-depth understanding of individual experienced and rich data from experiences of individuals while conducting the interviews.

The data collection process is involving questionnaire for the guidance of interviewer for interviews with the experts and experienced people in various organizations in private sector of UAE as well as fresh national graduates employed recently in those organizations. In agreement with the organizations, the data collected have been slightly rounded in order not to disclose private

information. The data collection plan mentioned above has been prepared in order to approach people to obtain the real information in actual practice.

This study is mainly based on the primary sources of data collection using qualitative research narrative methodology involving personal interviews with experts, experienced people in the organizations, that is knowledge providers and the fresh national graduates hired recently and the secondary data that are statistics, newspaper articles, internet journals, books on the subject, discussions of research philosophy, going through previous research works and their findings on the subject of Knowledge Management in general with specifically focusing of Knowledge Transfer, previous research works made on the scenario of knowledge transfer in the UAE,

3.6 Primary Data Collection

Empirical data collection is a way that primarily involves gaining knowledge by means of direct or indirect observation or experience. Cassell and Symon1 (2004) point out that the nature of the relationship between interviewer and the interviewee is a key feature of the qualitative research interview method. Having chosen the narrative qualitative research method, this research relies on primary data collected through face -to-face interviews from concerned employees in organizations involving both sides of the subjects – senior officials and new graduate entrants in selected organizations who accepted the request to allow conducting interviews for this research and extended the courtesy for arranging required interviews.

3.6.1 Purpose of the interviews

Interviews are to be conducted in person based on the pre prepared semi structured questionnaires as the guidance for the purpose keeping the margin for the flexibility about the questions in order

to collect as much information as possible that may be helpful to perform the necessary useful and meaningful analysis to arrive at the conclusion with reference to research aim.

The purpose of personal interviews is to extract the detailed information that helps to conclude the findings of the research and achieve the research goal by finding out problems and focusing on concerned aspects and then analyzing the data.

3.6.2 Interview Plan for this study

Since the main research aims at the transfer of knowledge in UAE from experts and seniors in the organizations in private sector to fresh recently employed graduates, some crucial factors on behalf of interviewer, taken care of in order to extract the maximum information useful for the analysis and arrive at the conclusions, were identification of top companies in UAE hiring national graduates , identification of knowledge resources like experts, experienced persons, seniors etc. working in the organizations in UAE, identification of recently hired national graduates in organizations, preparing questionnaires for two categories, that is, knowledgeable providers and knowledge seekers .

 These questionnaires formed the base and guideline for the interviewer for taking the interview.

3.6.2.1 Identifying organizations

For this research, it was important to first identify the organizations which rely heavily on knowledge capital for their success in UAE and were good fit for collecting data for this research. The selected organizations who finally allowed for the interviews were: Dubai Airport Free Zone Authority (DAFZA), EPPCO - Emirates National Oil Company Group, Dubai Municipality, Emirates Airlines, First Abu Dhabi Bank, Majid Al Futtaim group, a real estate private

organization, a private auditing company and DU-Emirates Integrated Telecommunications Company.

3.6.2.2 Identifying Employees

Connecting with the right senior and entry level employees of these companies to observe their thinking on our questions formed the core part of interviews. Human resources departments of the organizations and heads of the departments helped to identify concerned experts and seniors as knowledge providers and fresh national graduates in the organization as the knowledge seekers for collecting the information. In all 15 persons were finally interviewed which include six knowledge providers(experts) with experiences of 10 plus to more than 30 years in their respective fields and holding responsible and senior positions and nine knowledge seekers (newly appointed national graduates).

3.6.2.3Interviewee selection

For primary data collection, I approached the organizations selected for conducting interviews by contacting the HR and some heads of departments in the organization. Data collection also involved interviews with fresh recently employed national graduates to find out barriers and challenges they were facing in acquiring the knowledge and their aptitude in gaining the new knowledge.

This approach was taken to ensure that the senior officials and national graduate engaged in the organizations were rightly identified for the desired information. The organizations who allowed helping were visited for onsite meetings to conduct these interviews.

All interviews were of the type personal face-to-face. The main reason for conducting face-to-face interviews is to connect with the concerned employees and move the interview in the direction of collecting the data in most effective way to have detailed narration through stories and by understanding the body language of the interviewee. This was easier in a face-to-face interview and has detailed information.

3.6.2.4 Questionnaire creation and usage

The questionnaire was created to guide the interviewer to conduct the interview in the right direction and keep the interviews semi- structured to provide flexibility to add, delete or modify the question(s) on the spot depending upon the response from interviewee. Without questionnaire, the interview process can go away from the focus of the matter and may lead to invalid questions and pollute the information collected.

A well designed questionnaire was made to meet the research objectives and obtain the most complete and accurate information possible. The questionnaire was made easy for the respondents to give the necessary information and for the interviewer to record the answers properly. The interviewees ware at ease and at length to complete story till the desired information is obtained. Further, the questionnaires were so arranged that the respondent remain interested throughout the interview.

Steps involved in the development of questionnaire

While developing a questionnaire, following steps were kept in mind to have successful interviews:

- Deciding the information required
- Deciding on question content

- Developing the question wording

- Putting questions in meaningful order and format

The opening questions of the questionnaires were made easy to set for the tone for the nature of the task to be performed. Two separate questionnaires were prepared accordingly one each for knowledge providers, the experts and the knowledge seekers, the new appointed UAE national graduates.

3.7 Data Analysis

3.7.1 Introduction

Dr. Abdul Hamid b. Hj. Mar Iman in his presentation on techniques of data analysis highlights the concept of data analysis as the approach for de-synthesizing data, informational and / or factual elements to answer research questions. Data analysis helps in structuring the findings from different sources of data.

Thus, data analysis is a method of putting facts and figures together to solve research problem. It is a process of inspecting, cleansing, transforming and modelling data with the goal of discovering useful information, suggesting conclusions and supporting decision making. The goal of the analysis is to explain cause-and-effect phenomenon, relate research with real world event, finding answers to problem, and making conclusions. While analysing, it is required to be objective, accurate and true, separate facts and opinions avoid wrong arguments and interpretation mistakes. Accordingly, while analysing data, these factors are taken care of in this study. The data collected are presented in the story format under sections 4.2.1 and 4.2.2 in Chapter 4.

3.7.2 Data Analysis Approaches and choosing the one

Different data analysis approaches are: thematic analysis, discourse analysis, content analysis, narrative analysis etc. These are discussed below to enable to choose the one for this study.

The Thematic analysis emphasizes pinpointing, examining and recording patterns within data. Braun and Clarke (2006) define thematic as a method for identifying, analyzing and reporting patterns within. Cheek (2004) defines Discourse Analysis as a qualitative research approach offering potential to challenge our thinking about aspects of the reality. Discourse analysis is a general term and is about the studying and analyzing the uses of languages. Weber (1990) points out that content analysis classify textual material in order to reduce it to the central idea that the many words of the text are classified into much fewer content categories. However, the disadvantages with content analysis are: extremely time consuming, inherently reductive, describes 'what' but not 'why' etc.

Cortazzi M. (2014) points out that narrative analysis takes as its object of investigation the story itself. Lieblich, Tuval-Mashiach, Zilber(1998) define narrative research as any study that uses or analyses narrative materials and that the use of narrative methodology results in unique and rich data that cannot be obtained from experiments or observations.

Earlier also, for this research, the narrative qualitative research approach was chosen for collecting primary data. In view of above discussions, the narrative analysis approach is chosen for analysing the collected data and data collected are presented in that format only under section 4.2.1 and 4.2.2 in Chapter 4. Narrative analysis is further discussed below.

3.7.2.1 Narrative Analysis

Reissman (1993) points out that narrative analysis takes as its object of investigation the story itself. Narrative analysis is an approach taken to interview data that is concerned with understanding how and why people talk about as a story or series of stories. The power of narrative lies in its extreme flexibility allowing customizing the contents of the review according to context and other factors. Narrative method does not create an illusion of objectivity. It is what it appears to be. Narrative analysis is in fact a first-person account by respondents of their experience in relation to a nominated subject.

Chapter 4: Analysis and Findings

4.1 Introduction

As planned, for primary data collection, the personal face to face interviews were conducted, with questionnaires as the guide line for the interviewer, having taken the appointment with interviewees who very kindly agreed for the interviews enabling to carry out this research work. In this respect, six knowledge providers (experts) from different organizations with experiences of 10 plus to more than 30 years in their respective fields and holding responsible and senior positions were interviewed. Similarly, nine knowledge seekers (newly appointed national graduates) covering different companies were interviewed. The face to face interviews, although time consuming with each of around one to two hours, provided enough opportunities to extract the required information in the form of narration and stories, to fulfil the objectives and aims of this research.

The two different questionnaires, one each for experts, the knowledge providers and the newly joiners national graduates, the knowledge seekers, were prepared as the basis for the interviewer to conduct interviews in line to extract the required information covering the topics – current state of knowledge management and knowledge transfer and its awareness and importance in UAE organizations, challenges and barriers in transferring knowledge, reasons for them, efforts made by different managements for knowledge transfer drives to be successful and for this research work, to find the exact gap in the process. Questionnaire A designed for knowledge providers contained 30 questions and questionnaire B for knowledge seekers contained 20 questions. The sequence of questions was so arranged as to extract inter-related information and keeping the interest of the interviewees alive and the interview period as lively and interesting as possible

enabling them to be at ease while answering. The narration given by interviewees in response to my questions were very useful to find the gap between the current state of affairs in the organizations concerning to knowledge transfer and the required one. The details of persons interviewed in this respect are tabulated below.

S. No.	Person (Expert – Knowledge Provider)	Organization (currently working with)	Particulars
1	KP1	Dubai Airport Free Zone Authority (DAFZA)	Consultant with more than 30 years of global experience
2	KP2	EPPCO, Emirates National Oil Company Group	HR Manager
3	KP3	Dubai Airport Free Zone	Officer Training
4	KP4	Dubai Municipality	Officer Quality having more than 11 years of experience in different organizations
5	KP5	Emirates Airlines	Pilot having 20 years of experience
6	KP6	First Abu Dhabi Bank	Director Government Relations having experience of 15 years in private sector

Table 6: Details of Knowledge Providers (Experts) interviewed from different organizations in the UAE

S. No.	Person (National Graduate recently employed – Knowledge Seeker)	Organization (currently working with)	Particulars
1	KS1	Emirates National Oil Company	Graduated in Quality Management in 2017 and working as Business Excellence Executive
2	KS2	DAFZA	Graduate of Marketing, year 2017 June, currently working as a Marketing Officer since July 2017,
3	KS3	Majid Al Futtaim	Graduated Applied Media, Jan 2016 and working as a Graduate Trainee since Sep 2016
4	KS4	A Real Estate private organization	Graduated in Finance, 2015 and working as a senior officer, training
5	KS5	A Private Auditing Company	Finance graduate 2016 from Dubai men college

6	KS6	Al Futtaim Group	Graduated in 2017 in Business Administration - Quality and Strategic management, working as Future Leader for last 6 months
7	KS7	A Real Estate Company	Working as a senior officer for last one year
8	KS8	DU- Emirates Integrated Telecommunications Company.	Working as an Account Manager for last one year.
9	KS9	Majid Al Futtaim	Working as Graduate Trainee for last one year

Table 7: Details of Knowledge Seekers (National Graduates recently employed) interviewed

from different organizations in the UAE

4.2 Analysis on the basis of data collected during Personal face to face Interviews

Data were collected during personal face to face interviews with experts and national graduates employed recently in different organizations. The responses so obtained are produced below using the narrative analysis for further extracting the findings.

4.3 Responses obtained from Knowledge Providers (KPs)

The data collected from the Experts that are the Knowledge Providers, in UAE organizations are analyzed serial wise in the order of relevant topic.

4.3.1 Awareness of KM, KT, their importance, steps taken to generate the same

Interview started with the idea to know first, regarding the level of awareness of KM and its Importance in the UAE organizations. Interviewees were accordingly asked to comment on that.

The general response was that it is very low and minimal. Overall KM practices are in infancy stage and not very effective so far. The responses reveal that most of the organizations have yet not realized the importance of KM and need lot of efforts to spread KM and its importance in the organizations for their faster growth.

The respondent KP1 narrated that at this moment minimal because "the organization follows the Government Service approach to promotions i.e. for a fixed number of years of service you are guaranteed promotion to a higher grade with no real incentive to learn and develop competencies. The jobs are over specialized -for over 170 job titles for a workforce of 210 resulting in that employees have no incentive to broaden their knowledge and skills." Another response came from **KP2 saying "**Yes, the organization has started working in this direction believing that the KM can lead to attain its objectives. Programs are being organized to emphasize employees to understand the importance of KM. However, still lot of efforts are required." Interviewee KP3 quoted "Currently, hardly a few are familiar to KM in the organization. There is diversity in job titles with the ratio of job titles and workforce is just around 1:1.5. The promotions are based on the service length and not on the quality performance resulting into poor interest in the KM."

Respondent KP4 narrated **"**The term KM is still new in this organization and so is the importance of KM but not very new. Having realized the importance, the organization has set up a separate KM department that has launched a comprehensive knowledge portal for promoting the exchange of knowledge, knowhow and best practices among the staff." A positive response was the outcome of narration of KP5 was **"**Probably, my organization is one of the few UAE organizations that have proven that the effective implementation of KM can definitely add value to them in terms of time and cost reduction and that it reduces the gap between experts and new employees, mistakes, duplication of efforts besides increasing the operation speed. My company is a set example of the KM programs in the country implementing the same as induction program ensuring all the employees on board to be able to meet the 'tarmac' in business perspective." Another ray of hope was lit by the narration of yet another respondent KP6 quoting "The organization although relatively more actively engaged in KM, is in early implementation phase of KM with focus on knowledge capture, transfer and sharing and is missing a real dedicated knowledge champion that is KM officer. KM practices are in infancy stage and not very effective so far."

Next, the object was to know the current scenario about employees' awareness of KT and its importance in the organizations, accordingly, interviewees, were requested to enlighten on this aspect.

A number of interviewees' responses seem to imply that the employees' awareness on KT and its importance are extremely limited, rather poor. What this implicates is that organizations have probably not paid enough attention to such aspects, and do not have clear policies highlighting the importance of knowledge transfer practices.

Quite interesting was the narration of the first respondent KP1 **"**In my view, extremely limited. Number of employees in senior grades has doubled over the last 5 years - have no intention of leaving in the short or medium term. So there is little incentive to pass on knowledge. The overall result is that smart ambitious employees either tend to advance themselves through being considered as 'exceptions' to the promotions policy or leave the organization. Employees are generally well paid. This has allowed a culture of passive dependency to develop i.e. don't rock the boat, don't ask challenging questions and just be content with being well paid. Consequently, there is no KT or its importance." KP2 quoted "Employees have started realizing the importance of KT, of course still at a very slow pace, because of some awareness drive by the management having realized that KT within the organization can do a lot to smoothen the working, increase the overall productivity and enhance the growth." The respondent KP3 narrated "Very little or rather poor. Number of senior employees, who are well paid as well, is much more than the fresh national graduates employed recently. In absence of any incentive, all content to normal working instead of applying any innovative approach requiring sharing of knowledge. A very few fresh employed graduates on their own, have been trying to overcome the difficulties to retain their jobs as otherwise they have no option except to leave." The interviewee KP4 expressed "Employees' awareness regarding KT and its importance is improving although at a slow pace. It is hoped to get the momentum owing to management's efforts."

To know about the steps taken by the organizations to generate awareness about knowledge sharing and emphasize upon the fact the knowledge sharing is the strength and knowledge hoarding is the weakness, interviewees were asked to narrate their experiences.

Responses revealed that different organizations have started taking various steps in this respect although yet at the basic level only, which is clear positive indication that UAE organizations have now started realizing the importance of KM and KT and need to spread the same dynamically.

For example, KP1 explained various such steps "Introducing a number of new policies and procedures, like: a new performance management system of quarterly reviews focusing on developing competency besides achieving job objectives, have removed any association with numerical ratings and the old-fashioned concept of the annual appraisal with a fixed rating and– have defined the competencies in detail enabling employees know the exact requirements of their role making them varied and, hopefully, interesting, introducing regular dialogues between manager and employee focusing equally on competency development and objectives, training managers to develop supporting behaviors, rather than just monitoring and criticizing progress on achieving objectives. We need to change the view of management from *'now I'm a manager my job is to tell other people what to do by setting each individual objectives'* to one of *'my role as a manager is to tell my people where we are going and how we are going to get there, and to support them in achieving the overall objective'* ".

In the words of another respondent KP3 **"N**ew policies are being introduced with job description and role for employees at all levels to achieve set objectives reviewed periodically instead of prevailing annual appraisal system. Seniors' role and responsibilities also include helping juniors by KT to achieve their set objectives. However, still more is needed in this direction". Another interesting narration came from **KP4 "**Introducing new policies assigning the responsibilities to employees followed by periodical review to determine the progress affecting appraisal of employees. Seniors being trained to get motivated to transfer their knowledge smoothly and create a healthy and friendly environment for joiners to gain knowledge. With the launching of

knowledge portal by the KM department of the organization, employees can put up topics for discussions to improve and increase their knowledge."

4.3.2 Formal process and system employed for KM and KT in organizations and their effectiveness

The next target was to know about the current formal process and system employed for KM and KT for the fresh employed graduates in the organizations and their effectiveness. As such the interviewees were requested to explain the same.

The responses presented a mixed picture as the different organizations has some or the other process and system although at the very basic level. This implicates that organizations has realized the importance of such systems and are alert to extend the same in the best possible way in a rapid manner. Interviewees were of the opinion that the prevailing process and system serve the basic purpose only so far and many more such programs, periodically training sessions for systematic KT have to be implemented to achieve the goal.

Interesting narrations came from the respondents in this respect. KP1 quoted"There is a formal 'career growth' policy and procedure. New joiners are expected to complete several online courses, designed to give them the basic knowledge required. It seems to work at basic level although the knowledge and skills requirement is not really tested as most real learning takes place by 'on-the-job' training in the department. Because jobs are structured, the knowledge required is limited. Problem is that organization lacks specialist knowledge thus requiring hiring consultants like myself to plug the gap." The respondent KP2 disclosed "Competency framework, a management tool, is designed to encourage employees to develop their knowledge, skills and

managerial ability. There is a fully fledged Learning and Development Centre with trainers for delivering specialized training. There are EHS programs (Environmental Health & Safety) contributing to KT on the subject matter. It will take some time to yield desired results but 'coming events cast their shadows before' is being visualized. Constant changes and improvements in the process have to be incorporated regularly for faster fruitful results." In the opinion of KP3 "The Quality Planning Department in consultation with Functional Managers carries out a training needs analysis for employees covering policy, significant aspects of the activities in the organization, pollution prevention efforts and employees' responsibilities. Regarding effectiveness - little bit currently. With experience, the process and the system need to be better organized to work effectively. Lack of knowledge within the organization is yet another reason in this respect." The respondent KP4 narrated "Employees take the benefit from the knowledge portal launched by the KM Department of the organization by exchanging ideas and experiences. Yes, this basic program enables joiners to have a first - hand information. Emphasis is on developing the aptitude for KT. But then many others programs, training sessions are required to take place periodically for systematic KT. The impact of KM so far is not up to the expectations." Yet another interesting narration was from KP6 "Induction program at the time of joining to make the employees acquaint with the goals and objectives of the company, its set up, working style and providing training in different sections of the company. It is found to be very much effective making new joiners feel at home. But need is to hold such training programs periodically for smooth KT and enabling national graduates gain enough confidence in working."

4.3.3 Challenges and Barriers in KT, their causes and typical interesting happenings

It was now the turn of knocking out the information about the most important research objective of finding the Challenges and Barriers in KT and their causes. As such, first to narrow down, the interviewees were requested to disclose the top three challenges or barriers being faced in transfer of knowledge from experts to new entrants, in their organizations and their cause followed by typical interesting happenings to support them.

Top three challenges and barriers in transfer of knowledge disclosed by respondents are: multicultural environment creating cultural gap among KPs and KSs, the UAE national graduates being of different cultures, old traditional style of KPs to transfer knowledge restricting creativity and freedom to national graduates, lack of learning interest and zeal to acquire more knowledge among national graduates.

In this respect, some other challenges also came into limelight like over reliance on the skills of expatriate employees leading to a culture of passive dependency, lack of innovative aptitude at all levels, discrimination in recognizing the work of new entrants and the attitude of easy going in life among the national graduates without hard and sincere work. .

The different reasons given are: a weak culture of KT due to lack of motivation and trust because of staff being of different cultural background, lack of interaction sessions between KPs and KSs to come to closer, the current management style being very top down and authoritarian, poor leadership, discriminatory in nature, highly political, subjective and unfriendly and non-cordial environment for the KT. Summarizing these leads to the root cause of poor management. This is indicative of the fact that the management is not alert about this having no knowledge what is

happening in the organization and is not devoting the required time to solve the issue which is quite serious.

The interesting narration came from the respondent KP1 quoting "Out of date attitude of management. I mean that the current management style is very top down and authoritarian, with little respect for the efforts of individual employees despite all the bureaucratic policies and procedures which might indicate otherwise. Employees at junior levels are expected not to question but just do exactly what they are told immediately. 'Disruptive management' is therefore rife in the organization, which inhibits productivity. Little acknowledgement is given to the day-to-day work of individual employees. This is indicative of poor leadership from the top. Then, there exists an over reliance on the skills of expatriate employees leading to a culture of passive dependency. What I mean by this is that expatriates, who may have initially been employed to pass on their knowledge and skills, tend to settle into their comfort zones and consequently become reluctant to educate nationals on the basis that their own positions might therefore be threatened. On the other hand, nationals also tend to become comfortable in more administrative positions knowing that one day, provided they behave, they will eventually be promoted to a management grade regardless of their competency. I could give several but one example will suffice. In the Finance Department there is an expatriate gentleman who has now been with the organization for 13 years and successful in now achieving a position as advisor to an Assistant Director General (ADG). Whatever value he had as bringing experience and knowledge to the organization in financial matters has long since been lost simply because he has been with this, one organization for so long. Initially, he acted as mentor and coach to the lady who is now the Director of Finance. The various recognition programs are inevitably discriminatory in nature so the average performer doing a reasonable job to the best of their ability tends to be ignored. Another key factor is the

highly political and subjective way in which people are recognized, leading to underlying discontent among large groups of employees and resentment against those selected for promotion or awards. There is the absence of culture of self-development in the organization. We have an abundance of words in policies and procedures but nearly all implies that development is 'something done to an employee' rather than encouraging the employee to develop themselves. Then, there is over specialization of job roles, meaning that the level of knowledge required is not great coupled with lack of skills and interest in transferring knowledge. The 'experts' tend to be expatriates being not incentivized in any way to pass on knowledge that might threaten their own job security".

Another respondent KP2 expressed **"**Unfriendly and non-cordial environment for KT, no interaction sessions among KPs and KSs to come to closer for discussions on the subject matters, different cultural background and understanding level of KSs not up to the mark. For explaining a certain process at a particular stage, a very experienced expert was trying his best but from the expressions of the KS it was quite obvious that all was going over his head. The reason could be- the KS not being serious or finding less interest or his understanding level was too low and was not fit for this assignment." The interviewee KP3 narrated his experience saying **"**Management's authoritative attitude towards employees, little respect to employees at junior levels, discriminative attitude towards real hard working and honest employees in recognizing them, internal politics in transferring knowledge and assigning key roles to employees, absence of meetings and conferences for employees' interaction . Lack of innovative aptitude at all levels results to that all are content with the knowledge they possess and depend upon their promotion on the basis of service length instead of performance. I recall an incident - in my presence, when a junior level

employee, approached his boss, working in the organization for last more than fifteen years, with an alternate way of doing the work he was assigned to, that he considered better and efficient. Surprisingly, instead of giving cool hearing, the senior fired him to follow only the prevailing procedure and not to dare suggesting anything other than that. I could read a very disappointing feeling on the face of that junior".

The respondent KP4 quoted **"**Barriers in routines and procedures, barriers in organization and content barriers. Simple work requires no special skills. Not much of the scope, opportunities and challenges for national graduates to broaden their knowledge and skills, a big communication gap due to employees being of different culture and prevailing easy going environment. For example, **o**nce as I was discussing and explaining some process to a junior, I just casually and in a friendly way asked as how was he feeling in his job here? He told me gently that there was hardly any scope here to exhibit his talent or continue for a long period in absence of future prospects." On the other hand KP5 talked about discrimination in recognizing the work of new entrants and KP6 seems to be worried about the attitude of easy going in life among the national graduates without hard and sincere work, lack of confidence and trust among employees and reluctance among experts to deliver their knowledge. The respondent KP6 narrated an interesting story "A senior expert nearing retirement was very much willing to transfer his knowledge to new graduates in his team and leave behind a legacy but was observing easy going attitude with least interest in enriching their knowledge and lack of learning feeling among new national graduates. In order to motivate them, instead of criticizing their working, he started praising their work giving suggestions to improve further to give still better output. Consistently appreciating employees for their work help them feel valued and motivate them to give back to their company. Thus, his efforts yielded the desired results. It depends upon your style".

4.3.4 Willingness among experts to transfer knowledge, reasons for non – smooth flow of knowledge and its solution

One of the reasons that came into the limelight is about the willingness among experts to transfer knowledge. In order to go into the details, the interviewees were prompted to express their feelings on this issue, reasons for knowledge flow not that smooth in organizations and solution to this problem.

There were different opinions like, there is willingness as well unwillingness depending upon incentive to pass on knowledge, knowledge to be transferred and the knowledge seeker, to have their positions safe for all time, out of fear of job security and promotions or juniors superseding them and in other cases KSs are not at all serious to take the advantage and gain knowledge. Thus, the best policy is to take seniors in confidence and create an environment of knowledge transfer. The reasons for non-smooth flow of knowledge in the organizations emerged out to be the acquisition of knowledge and the development of competency is not something that is embedded in the culture of the organization and there is missing the concept of team work and absence of incentive schemes , National graduates just want to have easy going and perform only in a routine manner with no interest for learning and do innovatively, lack of special knowledge in the organization, communication gap, cultural differences, appraisal system not strictly on performance basis. Various opinions as solution to the problem emerged out are: making every effort to develop a culture where learning and knowledge acquisition is rewarded, creating and promoting a healthy and result oriented knowledge transferring and learning environment in the organization**,** starting incentive schemes, recognizing and rewarding innovative employees, creating opportunities for national graduates on the basis of performance and awarding them.

Some interesting narrations also came into limelight. The interviewee KP1 quoted "There is willingness at a personal level in some employees based on generosity and empathy for new joiners but for the reasons described above there is little incentive generally to pass on knowledge. The acquisition of knowledge and the development of competency is not something that is embedded in the culture of the organization. The initial reaction to any suggestion that specialist skills and knowledge are required is to seek external consultancy expertise. This has been the case recently, where a need to review the way the ICT Department worked was identified. The management of the Division and ICT Department lacked the knowledge and willingness to learn how to carry out such a review them owing to lack of willingness to take even the smallest risk to personal position. The solution is to make every effort to develop a culture where learning and knowledge acquisition is rewarded." The respondent KP2 voiced "Yes in some cases and no in other cases depending upon the knowledge to be transferred and the knowledge seeker. Experts may be reluctant in transferring their knowledge in order to have their positions safe for all time. The reason is the missing concept of team work and absence of incentive schemes. Sometimes even experts do not have the knowledge about particular process and out of the fear of getting exposed they try to hide the fact instead of asking management to arrange outside source for delivering that knowledge. Solution is creating, developing and promoting a healthy result oriented KT environment in the organization and awarding the results to keep the interest intact". The interviewee KP3 narrated "Very interesting question indeed. Well, some experts from different culture do feel enjoyment in transferring their knowledge knowing that they are here in the organization for certain fixed time only. However, others are not so much broad minded and being of different culture, are not willing to transfer their knowledge to employees of different culture. Yet, there is another category of experts who are not at all willing to transfer their knowledge out of fear of job security or juniors

superseding them. Reason is lack of taking risk to adapt to new methodology in working. For example, in the training department, the methodology requires changes from time to time updating their technique using new technology. The change may involve certain risk at certain times. The training department itself has to suggest and decide such changes. The solution is starting incentive schemes. Innovative employees should be given recognition, appreciation and rewarded." Another respondent disclosed KP4 "Yes willing but knowledge seekers are not at all serious to take the advantage and gain knowledge. National graduates just want to have easy going and perform only in a routine manner with no interest for learning and do innovatively. The solution is to develop knowledge transfer environment, creating opportunities for national graduates". The interviewee KP6 said **"**It depends upon various factors. If you suddenly start asking senior experienced employees to train lower level employees, they might worry about their job security. However, seniors nearing retirement might not worry. Better to take seniors in confidence and create an environment of KT. The reasons are**: a**bsence of healthy KT environment, communication gap, cultural differences, appraisal system not strictly on performance basis, lack of incentives, not taking seniors and experts into confidence about their job security and incentives, lack of regular training programs and discussion sessions. These can be overcome by implementing KM concepts through the integration of knowledge creation, transferring and acquisition, bridging gap between management and employees, improving organization's human capital and employees' participation in solving problems through restructuring of human resources and their hierarchy."

4.3.5 Factors causing lack of KT and Elaborations of views of experts on these factors

At this stage, it was now equally important to know about factors causing lack of KT. Interviewees were presented with a list of following factors and were requested to narrate

their experiences if there is any factor applicable or any other factor in addition to that and elaborate their views.

       a.   **difference of cultural background related to ethnicity**

       b.   **different country of origin of experts and new graduates**

       c.   **style of work**

       d.   **communication gap**

       e.   **lack of trust due to different cultural background**

The response in general was yes pointing to factors - **d**ifferent country of origin of experts and new graduates, lack of trust due to different cultural background, style of work and communication gap. Some other important factors as the outcome of KPs views are - Language problem being of different cultures, disinterest among national graduates to work harder and gain more knowledge in short time, the poor level of understanding or non-seriousness towards their work, new joiners missing the real quest for more learning.

Views expressed by different KPs are - employees of being of different cultural is the main hindrance, there is lack of trust among employees resulting into the tendency to be protective of their knowledge for job and position security reasons, there is culture dependency, the experts should improve and mold their old style of knowledge transfer adopting the new technology, giving freedom to match the requirements of national graduates, hesitation among employees to be friendly for discussing problems due to being of different cultures.

The views lead to the conclusion that managements have to be quite active to take various necessary steps to promote KT.

In this connection the various narrations of KPs are worth mentioning. For example, KP1 expressed **"**In my view, the cultural background, employees view of themselves as Government

employees, out of date management style and the organizational structure over the years are the main factors. A culture of dependency has been allowed to develop, which inhibits the drive to acquire knowledge." In the words of another respondent KP2 " The factor 'different country of origin between experts and new graduates' will always exist as experts have to be hired for the lack of knowledge possessed by the organization. However, the management can promote such incentive schemes that can result in rapid transfer of knowledge from those experts to national graduates." The interviewee KP3 pointed out "Being of different culture causing communication gap, employees lack trust among themselves resulting into the tendency to be protective of their knowledge for job and position security reasons. Then, there is problem with KPs' out dated style of transferring knowledge which new graduates don't relish in this modern era of new technology." The other respondent KP4 disclosed "There is no common code of working and people at different levels keep of telling in their own way creating a great confusion for the novices what to follow. This may be due to people of different cultures and dearth of interaction sessions." One interviewee KP5 gave an interesting narration pointing out "The organization employs people of about 160 nationalities resulting in the communication gap that causes great hindrance to KT. Due to this diversity there is lack of trust among employees and these factors further create problem with the style of experts to transfer their knowledge." The net respondent KP6 clarified "I find there is great hesitation among employees being of different cultures to mix with each other and develop friendly relations to communicate and have frank discussions."

4.3.6 Effect of cultural difference on KT and Management's efforts to overcome the same

Having collected the information about top challenges or barriers and suggestions to overcome them, it was necessary to concentrate on the main challenge of cultural difference.

In the same reference, interviewees were requested to enlighten on the effect of cultural difference on KT in their organization and management's efforts to overcome this cultural gap.

Responses say that with nationals being comfortable where less specialist knowledge is required and experts of different cultures seek to secure their positions by not passing their knowledge, there is little drive for learning coupled with poor knowledge transfer environment and poor management, cultural differences causing barriers like relationship, awareness, trust, time, distance, support, experience and knowledge hoarding . These views confirm that the cultural difference is affecting KT very badly and need to be overcome at the earliest employing different measures.

KPs further responded saying that we are changing the whole performance management and appraisal systems fixing accountability to encourage managers and employees to have frequent discussion about personal development. Steps are taken in the direction of designing office space to be conductive to conversion, incentivizing knowledge sharing, and revamping training methods. Management is following the policy of 'equality' to all employees. We are introducing interaction sessions supported by organizing activity days where staff can socialize to reduce the cultural gap. The responses indicate that managements have become alert to overcome the cultural gap and taking various actions.

Notable stories narrated by KPs to mention here are, for example, as expressed by the first respondent KP1 "Nationals are comfortable depending upon the expertise of expatriates and over time shift into the more administrative managerial roles requiring less specialist knowledge. Expatriates become comfortable in their roles seeking to secure their positions, consciously or

unconsciously, by not passing on their know-how. There is consequently little drive for learning."

In the words of other respondent KP2 "The rich stock of knowledge of experts of different culture, a great asset for the company, is not getting utilized because of poor management and leadership not starting special time bound drives and programs for KT. Once the employees of different cultures are close to each other and develop friendly relations, KT will take place automatically. The significant cultural related differences are language, different thinking logic and different levels of perceived credibility of voluntarily shared knowledge." The interviewee KP3 quoted "Affecting a lot resulting in poor KT – no KT environment. Leaving a few cases, KPs don't prefer to transfer their knowledge to retain their importance, supremacy and positions in the organization. Management is putting efforts in changing the scenario by organizing regular periodically meetings between the experts and the employees, replacing annual appraisal system by quarterly reviewing system and fixing the accountability of work output of employees at each level." One respondent KP4 opened out saying "Cultural differences is causing barriers like relationship, awareness, trust, time, distance, support, experience and knowledge hoarding . A feeling of team work and trust is required to be developed. Juniors are required to be supported and appreciated by seniors creating a healthy environment of teach and learn. National graduates are expected to exhibit their keenness to acquire knowledge, Management is trying to solve the issue by making appraisal system of employees more strict based totally on the performance basis in order to induce the sense of transferring knowledge and learning the same and the concept of team work, giving opportunity to people of different culture come to closure." KP5 expressed " The workforce of different cultures can either uplift or pull the organization apart depends upon the crucial factor, the effectiveness of management expected to avoid discrimination and promote fairness and equality among employees and set a definite policy for the smooth KT. Culture differences result

in an unfriendly – remaining at distance environment prohibits KT. Management is following the policy of 'equality' providing equal opportunities to all employees for development and progression." Yet another respondent KP6 pointed out "It should have positive affects but there are hardly such efforts on behalf of management to utilize this treasure of knowledge. What I mean to say is that the organization possesses a rich knowledge source in the form of experts of different cultures but is not able to utilize that simply because of lack of management skills. We are introducing regular interaction sessions among employees supported by organizing activity days where staff can socialize to reduce the cultural gap."

4.3.7 Feeling of insecurity among Knowledge Providers, reasons behind that and Managements' efforts to avoid the same including Incentive schemes for KT

At this juncture, it was important to find out if there was any feeling of insecurity about their values among KPs and if yes, about the reasons behind that in detail. Once managements are aware of the insecurity feeling among KPs it was necessary to know about the efforts, including incentive schemes, taken by managements to avoid fear of insecurity about losing their values. Interviewees were accordingly asked to disclose the efforts taken by management in this respect.

All KPs responded in yes for the reason that cases have been there where once the KSs have extracted the knowledge and attained the level, they are promoted as they are ready and happy to work with little increase in their emoluments which are far low to emoluments of experts. Experts feel why to grow competence with national graduates by transferring knowledge to them, lose their value and put their job security in jeopardy for no gains.

This requires management to introduce policies to safeguard the interest of KPs including incentive schemes and prompt them to promote KT in the organization. KPs' responses revealed about changing the performance management system, together with the bonus and promotions policies, introducing lucrative schemes prompting knowledge providers to transfer their knowledge happily without having any fear of losing jobs, arranging programs emphasizing the necessity of knowledge transfer and making it mandatory as the part of their roles and making the appraisal procedure totally based on these factors.

Thus, most of the managements have started taking various steps to solve this problem.

All responses pointed out that there are 'no efforts and no incentive scheme'. This is very disappointing to know and managements have to introduce such incentive schemes to promote KT really.

In this regard, one respondent KP1 narrated "Yes. As discussed previously, the expatriate 'experts' are in generally comfortable positions compared with the external business environment in Dubai and will do all they can to keep their roles, and this means keeping their specialist knowledge to themselves as much as they can. We are changing performance management system, bonus and promotions policies. So far there is no incentive scheme for share knowledge." Another respondent KP3 narrated "Yes, it is very much there as explained in earlier answers above and is the main cause for the poor knowledge transfer. Cases have been there where having extracted the knowledge and attained the level, KSs are promoted being ready and happy to work with little increase in their emoluments which are far low to emoluments of experts. Management is introducing policy of promotion, increase in salaries and bonus on performance basis instead of prevailing time bound promotion. However, no such incentive scheme exists that may prompt KPs

to transfer their knowledge." The interviewee KP4 opinioned "Yes as they are reluctant to deliver their knowledge for the reason why to put extra efforts without any return coupled with fear of becoming uncompetitive after delivering their knowledge. Being in the state of present comfortable positions compared to local market conditions, the experts do all they can to keep their positions and values intact by hoarding the knowledge and not becoming uncompetitive? Management is arranging programs emphasizing the necessity of KT and making it mandatory as the part of their roles and structuring the appraisal procedure based on these factors. So far only verbally appreciating and supporting activities related to KT but yet no incentive scheme." The respondent KP6 narrated "I don't find any such move on the part of the management probably due to the fact that it has yet not realized the gravity of the situation."

4.3.8 Suggestions of KPs for fast KT and attitude of novice to acquire knowledge

At this stage, it was very important to know about suggestions of KPs for fast KT and to know about the attitude of novice to acquire knowledge from KPs. Interviewees very kindly agreed to enlighten on these issues.

Most of the suggestions given include: changing the management style to one that includes supportive behaviors, changing all policies and procedures to develop a learning culture in the organization, organizing regular exclusive sessions and social events for employees, giving juniors opportunities to present their innovative alternate solutions, training managers to develop the confidence and trust among team members, introducing incentive scheme for KPs, appreciating , and awarding innovative ideas.

Suggestions are found to be quite valuable and it is now for the managements to implement the same.

Regarding attitude of novice to acquire knowledge, **t**he responses of interviewees were - In some organizations, it is assumed that if you are a national then you will eventually become a manager and therefore not require specialist skills and so no aptitude. In other case, it is great and it all depends on the way an expert deals the situation and his style of knowledge transfer. In case of other organizations the response was negative as enthusiasm and zeal is missing among national graduates.

Thus, the responses of KPs presented a very disappointing picture of National Graduates in the organization forcing managements to revive their policy and process of recruitment very strictly.

Notable narrations given include that of the respondent KP1" Change the management style to one that includes supportive behaviors. Change all policies and procedures to emphasize the need to develop a learning culture in the organization. In general, the skills required for most jobs in the organization are of an administrative nature. Specialist skills required, such as accountant in Finance for example, are carried out by expatriates. Only a few nationals seem motivated to learning these skills. It is assumed that if you are a national then you will eventually become a manager and therefore not require specialist skills."

The other respondent KP2 suggested "Organizing fortnight sessions between experts and KSs to discuss problems and transferring knowledge, giving juniors opportunities to present their innovative alternate solutions. The attitude is great in case of many although exceptions are always there. It all depends on the way an expert deals the situation and is supportive and explains things creating interest among KSs." Yet another respondent KP3 suggested "Developing the spirit of team work, confidence and trust among team members, introducing incentive scheme, regular interaction sessions, appreciating and awarding innovative ideas. Novices, except a very few, seem

to be least interested to acquire new knowledge for the reasons 1. Their positions do not require special skills 2.Over confident that being UAE nationals they will be promoted to higher level soon automatically 3. There is lack of enthusiasm to enrich their knowledge." The interviewee KP6 quoted "In my opinion it is very urgently required to start incentive scheme to promote KT. National graduates have the tendency of easy going. They don't understand that 'the key to success is hard work'. They are unresponsive even if some experts try to transfer their knowledge."

Findings, having performed the narrative analysis from these interviews with KPs, are tabulated below.

S. No.	Subject	Finding
1	Awareness of KM and its Importance	Awareness of KM and its Importance is very low in UAE organizations. Some organizations have started working in this direction believing that the KM can lead to attain its objectives.
2	Awareness of KT and its Importance	Employees' awareness regarding KT and its importance is extremely limited. Seniors have formed the feeling of just be content in absence of any incentive. Consequently, little emphasis is placed on KT and its importance.

3	Steps taken to generate awareness about knowledge sharing	Steps are taken by organizations for developing competency, defining role and responsibilities for employees, encouraging KT, introducing training for managers to develop 'helping' skills and ensuring integration of KM system with other systems.
4	Formal process and system employed for KM and KT	Organizations do have some or the other basic process and system employed for KM and KT in organizations but still require lot of efforts in this respect.
5	Effectiveness of formal process and system employed	Processes and systems employed for KT seem to work at basic level. Need to be reorganized periodically to serve effectively. Organizations lack specialist knowledge, hire consultants from outside. Impact of KM is not yet up to the expectations.
6	Challenges and Barriers in KT	Top three challenges and barriers in KT are: Cultural gap among KPs and KSs, old traditional style of KPs to transfer knowledge restricting creativity and freedom, lack of learning interest among national graduates.
7	Causes of challenges or barriers	Causes of challenges and barriers for KT: cultural gap, lack of interaction between KPs and KSs,

		traditional style of experts for KT, authoritarian style of management, unfriendly environment for KT.
8	Any other challenge or barrier	Some other challenges to KT are: culture of passive dependency, communication gap between experts and national graduates, lack of innovative aptitude at all levels.
9	Typical interesting happenings	Many stories reveal factors like lack of innovative aptitude, disinterest among KSs to acquire knowledge, authoritarian attitude of persons at top levels, lack of opportunities and working style as barriers to KT.
10	Willingness among experts to transfer knowledge	Willingness at personal level based on generosity and empathy for joiners possible but otherwise there is little incentive to transfer knowledge. Reluctance among experts is due to fear of job security.
11	Reason for knowledge flow not that smooth in spite of willingness of KPs	KT not embedded in the organization's culture, absence of incentive schemes, easy going national graduates not interested to learn, non-strict appraisal system are reasons for non-smooth flow of knowledge from willing KPs.

12	Reasons for knowledge flow not that smooth from un-willingness KPs	Fear of taking risk to new suggestion, the knowledge hoarding attitude for the fear of putting job in jeopardy, management not taking KPs into confidence about their job security are reasons for non-smooth flow of knowledge from willing experts.
13	Solution to problem of non-smooth flow of knowledge	Creating, promoting and developing a healthy and result oriented knowledge transferring and learning culture.
14	Factors causing lack of KT	Different country of origin of experts and new graduates, lack of trust due to different cultural background, style of work and communication gap are the factors responsible for the lack of KT.
15	Elaborations of views on factors causing lack of KT	Employees' being of different cultural causes cultural gap and lack of trust among themselves which can be overcome by introducing incentive schemes. Experts should improve their traditional style of KT to match requirements of KSs.
16	Any other factor causing hindrance to KT	Language problem being of different cultures, disinterest among national graduates to work harder, their poor level of understanding or non-seriousness

		towards work are some other factors causing hindrance to KT.
17	Effect of cultural difference on KT	With nationals being comfortable where less specialist knowledge is required and experts seek to secure their positions by not passing their knowledge, there is little drive for KT because of poor management.
18	Further elaboration	Once employees of different cultures are close to each other and develop friendly relations, the KT will take place automatically. Culture differences result in an unfriendly – remaining at distance environment.
19	Management's efforts to overcome cultural gap	Managements are taking serious steps notably making appraisal system strict , incentivizing knowledge sharing, following the policy of 'equality' to all, organizing activity days where staff can socialize to reduce the cultural gap.
20	Feeling of insecurity about their values among KPs	KPs do have feeling of insecurity about their value, promotion or the job after sharing out their knowledge
21	Reasons behind the feeling of insecurity about their values among KPs in detail	Fear of growing competence with national graduates on transferring knowledge to them, losing their value and putting their job security in jeopardy for no gains.

22	Efforts taken by managements to avoid fear of insecurity about losing their values among KPs	Managements are changing the performance management system, bonus and promotions policies and introducing lucrative schemes for KT.
23	Incentive schemes for KT	No incentive scheme prevails so far for KPs prompting KT.
24	Suggestions of KPs for fast KT	Changing the management style to be supportive, changing all policies and procedures to develop a learning culture in the organization, encouraging, appreciating and awarding innovative alternate solutions/ ideas.
25	Attitude of novice to acquire knowledge	It is assumed that if you are a national then you will eventually become a manager and therefore not require specialist skills and so no aptitude.

Table 8: Findings of analysis of responses from Knowledge Providers (Experts) interviewed

from different organizations in the UAE

4.4 Responses obtained from knowledge seekers (KSs)

The data collected from the recently employed National Graduates that is Knowledge Seekers, in UAE organizations are analyzed serial wise in the order of relevant topic.

4.4.1 Knowledge of National Graduates about the KM and KT, their usefulness in the organization

To start with, it was required to know about the awareness of national graduates about KM and KT and their usefulness. Interviewees were accordingly asked to share their knowledge about the same.

Responses say that KT is essential for clarifying objectives, the targets and working in the company. It helps in smooth and efficient working in the company, updates all employees about the working in the organization, and adds to the value. KM and its implementation are very useful for the rapid growth of the organization and lead the market. Responses were poor and it seems that only few of them have preliminary idea about the same.

That means it is highly desirable on the part of KSs to get acquainted with KM and KT as much and as soon as possible through their sources to come up to basic level at least.

Interesting narrations came from one respondent KS1 "KT is the transactional flow of information which is passed on to others; KM is the efficient handling of information within an organization". Another graduate KS7 expressed "What I can understand, KM is managing the knowledge we have to have its optimum use and KT involves transferring our knowledge to others for its wider use." Yet another interviewee KS8 pointed out "As per my theoretical knowledge obtained during my academic course, KM is systematic coordination of an organization's people, technology, processes and organizational structure in order to add value and is achieved through the promotion of creating, sharing and applying the knowledge." The respondent KS7 shared "KT is very useful

for the fast growth of my organization. When knowledge flows from knowledge hoarders in the organization, the junior employees get updated in their day to day work and efficiency increases."

4.4.2 Current training programs for KT in organizations

It was now required to know about the current training programs for KT in organizations.

Interviewees' responses reveal that most of the organizations have no such training programs and only few do have and a few organizations are just planning. This shows that organizations are still far behind in this respect and they need to do something really fast not to remain out of race in the market.

Some worth mentioning narrations are: by the respondent KS1 "Training programs such as EHS programs (Environmental Health & Safety) match my respective department's goals in utilizing not only quality of the plant and our products but the health and environment of our employees by creating awareness and understanding the importance of our roles in promoting safety." The other respondent KS3 told "Graduate Management Development Program called Tomouhi and some other training sessions from time to time in his organization. The interviewee KS7 shared "I am here for last one year only and I have not come across any training programs except one induction program on joining to get acquainted with the structure of the company." Yet another respondent KS8 narrated "It is a very professional organization providing a very good platform for learning and developing skills but less job security which totally depends upon the performance. The management is cooperative and friendly providing complete training with the advent of new products. However, the training is not accessible most of the time."

4.4.3 Experience of KSs in acquiring new knowledge and their suggestions to solve problem

To know about the flow of knowledge in organizations, interviewees were asked to share their experience in acquiring new knowledge to enhance their value and their suggestions to solve problems.

The general response was 'no problem'. In some organizations, the nature of job does not require any specialized knowledge whereas in some other organizations no formal training sessions are arranged and it totally depends on individual's personal efforts and contacts with experts to extract knowledge which is not so easy. A few companies do provide a private platform to provide training and information in countless fields by logging on and choose the topic to learn.

Regarding solving problems, different opinions were voiced, like, clear and regular communication helps to attain more knowledge, consult and take the help of senior experts, there should be regular frequent sessions for KT between experts and novices, develop close friendly relations to approach seniors and knowledge providers again and again even if they get irritated and are reluctant to transfer their knowledge, to be bold enough to ask repeatedly till the problem is solved.

Thus, not much of the scope is there to acquire knowledge in absence of regular training programs and organizations have still to do a lot in this direction.

Some useful narrations given by KSs include the one by KS1 **"**Yes, no problem. Have the base and I participate in Excellence awards such as DQA, SKEA, and MRM etc. Clear and regular communication will help to overcome barriers and attain more knowledge. Always ask more than you speak." The other respondent KS2 expressed "the nature of job is like that it does not require

many efforts to acquire any specialized knowledge. In case of any problem consult and take the help of senior experts." KS4 expect management to introduce a policy for KT. Yet another interviewee KS5 shared "no such formal training session takes place in the company." Another respondent KS6 disclosed "In my company, we have a private platform that provides training and information in countless fields where we can log on and choose which topic to learn more about and so it's easy to acquire knowledge." KS7 narrated "In absence of any KT culture in the organization it totally depends on my personal contacts with experts to extract knowledge to solve my problems and carry on with my work. It's really hard and time consuming to extract knowledge from experts and that is definitely affecting my performance. There is no way out except to approach seniors and KPs experts again and again in a humble way even if they most of the times get irritated and are reluctant to transfer their knowledge."

4.4.5 Barriers and challenges in acquiring knowledge, reluctance on part of KPs for transferring knowledge

Next was the turn of knocking out the information about barriers or challenges in acquiring knowledge by KSs and the problem of reluctance on part of KPs for transferring knowledge. To narrow down, interviewees were asked to cite top three barriers or challenges being faced by them in acquiring knowledge from experts for their effective performance and share their experiences.

Top three challenge enumerated by national graduates are: Experts of different cultures , traditional outdated style of transferring the knowledge using techniques that restrict creativity, freedom and bind the novices in an office to learn rather than using innovative ways to learn, and reluctance on

the part of experts to transfer knowledge. Some other challenges were also expressed. Thus, responses gave a clear picture to enable managements to concentrate upon.

Regarding reluctance on part of experts to share their knowledge, 'Yes' was the general response. Experts do not cooperate at all and wish that graduates make mistakes and be eligible for getting fired - a very discouraging work place. At several times on approaching experts to seek solution to problems graduates are just taken very casually and told to try to solve themselves otherwise consult taking prior appointment applying bureaucratic attitude. Everything is done in hiding or very secretive. Important things are not communicated even when they leave for vacation.

The responses reflect the attitude of KPs towards KSs in transferring knowledge that requires immediate attention of managements in order to create a healthy environment.

Important narrations in this regard were received. The respondent KS1 quoted "1.Time restriction due to work load 2. There exists lack of guidance and clarification about procedures 3.Information gathering priorities of other parties. Yes, reluctance is there on asking in details to gather information on technical matters. For example, during a Walk around inspection I asked several procedures required to track the water pumps functionality. The answer provided was general although pressure of the pumps is required to be inspected. As such, I began to ask in depth till I got the clear answer I was looking for." The other interviewee KS2 disclosed "Reluctance on part of experts to transfer their knowledge, old outdated uninteresting beyond understanding style of KT, being of different cultures. Yes, experts create lot of problems to joiners to work smoothly. It happened with me also. At several times, when I tried to approach and consult experts to seek solution to my problems I was just taken very casually and told to try to solve myself otherwise

consult sometime next taking prior appointment." KS4 pointed out "**A**fraid of giving full information due to job security issue, playing politics to make you look dumb. Yes, it was hard at the beginning to have a clear explanation of how things were done, not all the steps of the process were explained to me, and everything was done in hiding or very secretive. Important things were not communicated even when they left for vacation." The interviewee KS8 expressed "any times I find that even seniors are not capable enough to solve the problems and they apply bureaucratic attitude not to get exposed." However, KS6 has altogether different experience "No that's not an issue for me because I have lot of support and help from my team members and colleagues. I have different sessions with all my team members to enhance my knowledge about the work that they are doing in these sessions." The interviewee KS9 shared "Yes, it is almost with all experts except a very few. I have developed good relations with many of them but even then reluctance is there on their part. What I feel the reasons - being of different culture and the fear that they may lose their value and importance in the organization."

4.4.6 Capability of KSs and factors responsible for lack of KT

To know about the capability of KSs to cope up with expectations of KPs and about factors responsible for lack of KT from KSs, interviewee were asked to share the facts. Further, they were presented the following list to specify any as per their experiences and elaborate further on that.

> a. **difference of cultural background related to ethnicity**
> b. **different country of origin between experts and new graduates**
> c. **style of work**
> d. **communication gap**

e. lack of trust due to different cultural background

Responses reveal that it all depends on their style of knowledge transfer, language and accent. Most of the times their style of transferring is very cumbersome and traditional and so lacking interest and creativity. Experts are of different cultures and then they use complicated language and style making it difficult to understand.

That reflects that national graduates are not satisfied and happy with the style of experts in transferring knowledge and they have to change their style accordingly.

Regarding factors, all responded as 'Yes' citing the common factors: different country of origin between experts and new graduates causing cultural gap, style of work and lack of trust. Some other factors pointed out by them are: the environment of cordial friendly relations among employees is missing, operations jammed by bureaucracy and process, overall poor management with no interaction with employees to know exactly what is happening.

For example, KS2 narrated "I try but most of the times find their style of transferring very cumbersome, traditional lacking creativity and interest and not using modern technology". KS3, KS4 and KS5 also expressed the same views. The respondent KS7 shared "Yes I try to understand. I find the new generation is more technically advanced in using new learning technology. Experts are of different cultures and then they use such a language and style to explain that it becomes rather difficult". KS1 elaborated "It takes time to adapt to style of work which is very situational based that management imposes. Communication gap is another factor as the management tends to be overloaded and not include their employees within the loop by following the tasks by themselves in the upcoming future." Interviewee KS4 argued "People in organizations don't

understand the value of trust. Trust is an important factor that smoothens the working within an organization. Due to being of different cultural background some individuals tend to be very protective of the information because of their job securities". KS8 disclosed "The environment is extremely political with personal agendas. The seniors' style of dealing juniors for KT is very discouraging and totally lack trust and confidence". KS9 narrated "Being of different cultures knowledge experts don't trust we national graduates and further there are no regular training sessions or interactions that can provide the opportunity to come close to them and win their confidence. Different languages create another problem of communication".

KS6 narrated "Working in my company, I have encountered many different cultures from different backgrounds. The key element to help in this situation is to first formulate level of respect and work together through collaboration, excellence and integrity". Another respondent KS8 expressed "Operations jammed by bureaucracy and process. Overall management is very poor with no interaction with employees to know exactly what is happening". Experience of KS9 reveals "Experts are found to be reluctant in transferring their knowledge and if at all they become ready then they use a language beyond my understanding".

4.4.7 Effect of cultural gap on KT

The stage was now set to discuss a vital issue and interviewees were asked to comment on the effect of cultural gap on KT in their respective organization.

Responses reflect that the different cultural background effects very badly in yielding the best outputs as experts don't prefer to transfer knowledge to national graduates due to lack of trust. Great valuable assets that remain unutilized due to absence of knowledge transfer environment resulting in no good to organization. Although in some other companies the results are positive.

For example, KS1 shared "The different cultural background effects as experts tend to entrust their own nationals due to the nature of their environment when it comes to delegating tasks or KT". KS6 narrated the story "Different cultures in our company have helped to generate many ideas and many of successful project are managed by employees from different cultural background. This has resulted in a positive outcome for the company". KS7 and KS9 voiced their opinion "vast ocean of knowledge in the form of experts of different cultures, **g**reat valuable assets that remain unutilized resulting in no good to organization".

In order to obtain more information on this vital issue, interviewees were asked to explain further with examples.

Responses gave the picture as **-** The cultural difference has created distance among employees and hence no knowledge transfer. The knowledge remains accumulated with experts only for various reasons and so overall no gain to organization.

Some interesting narrations came from different interviewees. For example, KS1 points out "language is also a reason; it is easier to transfer the knowledge to experts rather than using the common language in English for the employees to follow up and understand". KS2 has a sad experience "Once I approached an expert of foreign national for seeking some information but instead, in order to discourage me, he started asking various questions from me and asked me to work on those first". KS6 quoted "Our values have guided us through many changes and projects with a clear sense of direction- respect all stakeholders and employees and everyone that the company interacts with. Collaboration and we work better together and hold each other accountable. Excellence - we have a passion to achieve extraordinary results. Integrity always does the right thing". KS9 shared "The organization has rich knowledge source because of experts of

different cultures but due to poor management, the same remains hoarded with no transfer of knowledge and hence is not utilized by others to benefit the organization".

4.4.8 Overcoming cultural gap by the management and suggestions of national graduates

The question is how this cultural gap is being overcome in organizations. Interviewees were asked to share their experiences on this important issue.

Commitment and the will to learn and know more by the employees is causing the organization to overcome the cultural gap. Management has yet to realize this issue. It's hard to overcome the gap fully, but supporting the Emiratisation plan will change. Some organizations have started to emphasise upon the team work, raising salaries and other benefits, promoting deserving talents.

Some important narrations in this respect are here. KS1 narrated "Employing fresh graduates with a more quality culture mentality (Multinational culture) is one step of management in this direction". KS2, KS3, KS7 and KS9 don't overview any such efforts in their organizations. The respondent KS5 disclosed "By making changes in appraisal policy". KS6 and KS8 revealed that the organizations have started to emphasize upon the team work and act as family, raising salaries and other benefits, promoting deserving talents etc.

Lastly, to collect further data, it was necessary to have suggestions of KSs to overcome cultural gap. Accordingly, KSs were requested to give their valued suggestions for implementation to solve this problem.

Interviewees came out with their suggestions as - promoting an open culture environment, making it mandatory to add knowledge transfer as part and parcel of job description and making appraisal accordingly, organizing regular training sessions, social cultural get together programs creating opportunities for free dialogues, introducing incentives for knowledge transfer.

In this regard, KS1 narrated "My suggestion would be **t**o get involved in all events having the slightest possibilities of developing trust and comfort between the multi-nationals promoting an open culture environment". KS2 and KS7 narrated "By making it mandatory to add KT as part and parcel of job description, by organizing compulsory interaction sessions and making appraisal accordingly". KS3 and KS9 gave suggestions "By organizing regular training sessions, social cultural get together programs creating opportunities for free dialogues". The interviewee KS5 quoted "Introducing incentives for KT". KS6 shared "The best solution is to hold an event where employees can interact with each other" and the respondent KS8 suggested "Changes in management, systematic planning for organizing training schedules and workshops, have regular interaction and start incentive schemes".

Findings having performed the narrative analysis from these interviews with KSs are tabulated below.

S. No.	Subject	Finding
1	Idea about KM and KT	Graduates have faint idea about terms KM and KT. In general, KM is combining the various factors to add the value to the product and KT is an element of KM.
2	Usefulness of KT in your organization	KSs do have the basic idea about the usefulness of KT in their organizations.

3	Current training programs for KT in organizations	Most of the organizations have no such training programs and new joiners are expected to learn themselves or complete online courses. One organization has Environmental Health & Safety (EHS) program, the other has Graduate Management Development Program called Tomouhi etc. while yet another organization has one induction program on joining to get acquainted with the structure of the company.
4	Experience of KSs in acquiring new knowledge	National graduates don't feel problem in acquiring more knowledge if sources and training programs are there within organization. It's hard to extract knowledge from experts even on personal basis.
5	KSs.' Suggestions to solve problems	There should be regular communication and problem solving sessions, consult and take the help of senior experts by developing close friendly relations , to be bold enough to ask repeatedly till the problem is solved.
6	Barriers and challenges in acquiring knowledge by KSs.	Cultural gap, traditional outdated style of transferring the knowledge restricting creativity, freedom and binding the novices in an office to learn rather than using innovative ways to learn, and reluctance on the part of experts to transfer knowledge emerged out as main barriers.

7	Reluctance on part of KPs for transferring knowledge	Yes, Reluctance is there – may be due to different cultures and the fear that they may lose their value.
8	Capability of KSs to cope up with expectations of KPs	Being of different culture, their language, accent and style of transferring knowledge is very cumbersome and traditional lacking interest and creativity making it difficult to understand.
9	Factors responsible for lack of KT	Common factors causing lack of knowledge transfer from experts emerged out to be are: different country of origin between experts and new graduates causing cultural gap, style of work and lack of trust.
10	Elaboration of their views by KSs	The culture gap is a root cause followed by old outdated traditional style of knowledge transfer of KPs.
11	Any other factor causing hindrance to KT	Reluctance on part of experts coupled with absence of environment of cordial friendly relations among employees is causing hindrance to KT.
12	Effect of cultural gap on KT	The different cultural background effects very badly in yielding the best outputs in most cases although in some other companies the results are positive.

13	Further explanation with examples regarding effect of cultural gap on **KT**	The cultural difference has created distance among employees and hence no knowledge transfer and so overall no gain to organization.
14	Overcoming cultural gap	Commitment and the will to learn and know more by the employees, supporting the Emiratization, emphasizing upon the team work, raising salaries and other benefits, are some other steps to overcome cultural gap.
15	Suggestions of KSs to overcome cultural gap	Making KT as part and parcel of job description and appraisal accordingly, organizing regular training sessions, social cultural get together programs free dialogues and introducing incentives for KT.

Table 9: Findings of analysis of responses from Knowledge Seekers (National graduates)

interviewed from different organizations in the UAE

Chapter 5: Discussion

Having performed the narrative analysis on the basis of primary data collected as responses obtained during personal face to face interviews with experts' knowledge providers and national graduates employed recently in the UAE private sector, the observations are summarized below. Awareness of KM and its Importance is very low in UAE organizations. Some organizations have started working in this direction believing that the KM can lead to attain its objectives. Similarly employees' awareness regarding KT and its importance is extremely limited. Seniors have formed the feeling of just be content in absence of any incentive. Consequently, little emphasis is placed on KT and its importance. The organizations having realized the importance of KM and KT for the smooth growth of the organization, are trying to introduce schemes and programs for raising the awareness level among employees and follow the basic principles. Steps are taken by organizations for developing competency, defining role and responsibilities for employees, encouraging KT, introducing training for managers to develop 'helping' skills and ensuring integration of KM system with other systems. Organizations are still in early stages of KT programs. Employees' cooperation is limited in some but encouraging in others depending upon the quality of such programs. Processes and systems employed for KT seem to work at basic level and need to be reorganized periodically to serve effectively. Organizations lack specialist knowledge, hire consultants from outside. Impact of KM is not yet up to the expectations.

Cultural gap among experts and national graduates, old traditional style of KPs to transfer knowledge restricting creativity and freedom, lack of learning interest among national graduates are considered to be top three challenges and barriers of knowledge transfer. Some other challenges

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and barriers of knowledge transfer emerged out are cultural difference due to people of different cultures, reluctance on part of experts to transfer their knowledge for the fear of losing their jobs or importance or positions, absence of any incentive schemes, culture of passive dependency, communication gap between experts and national graduates, lack of innovative aptitude at all levels, level of understanding of national graduates not up to the mark, KT approach of KPs not using modern technology, authoritarian style of management and KPs, unfriendly environment for KT.

At this stage, it is fair enough to peep back into the original conceptual framework under 2.6 based on literature review that emphasizes upon the cultural gap for this study. The same is reproduced here below for ready reference.

KT Hurdles as per secondary research

Knowledge Providers

1. Unwillingness
2. Interaction issues (languages, others)
3. Different approach to knowledge sharing
4. Fear of losing value and job
5. Lack of motivation and time

Knowledge Seekers

1. Interaction issues (language, others)
2. Lack of initiative
3. Unprofessional environment
4. Lack of clarity on best way to approach knowledge providers
5. Lack of process understanding
6. Lack of applicability of theory in practice

Effective Knowledge Transfer Environment

5.1 Discussion on priori and posterior understanding in case of knowledge providers

For comparison, between a priori understanding based on literature review and a posterior understanding after conducting research involving collecting data during personal interviews with experts and primary data analysis, the various factors are tabulated below.

S. No.	KT hurdles as per conceptual framework on the basis of literature review on behalf of KPs	KT hurdles as per analysis of primary data collected through interviews on behalf of KPs
1	Unwillingness	Reluctance on part of KPs to transfer their knowledge
2	Interaction issues	Communication gap between experts and national graduates
3	Different approach to knowledge sharing	KT approach not using modern technology
4	Fear of losing value and job	Fear of losing their jobs or importance or positions
5	Lack of motivation and time	Absence of any incentive schemes

6	-	Old traditional style of KPs to transfer knowledge restricting creativity and freedom
7	-	Lack of innovative aptitude
8	-	Being of different culture, their (KPs) language, accent and style of transferring knowledge is very cumbersome

Table 10: Comparison of various hurdles in KT on behalf of experts Knowledge Providers as per literature review (conceptual framework) and primary data analysis

It is observed that hurdles emerged out as per conceptual frame based on the literature review were unwillingness and approach of experts to transfer their knowledge, issues of interaction among employees, fear of losing jobs and lack of motivation and time. These very much match with the findings of the research conducted involving data collection during personal interviews like reluctance on part of experts and their approach not using modern technology to transfer their knowledge, communication gap between knowledge providers and national graduates, fear of losing their jobs or importance or positions and absence of any incentive schemes respectively. The additional important findings of the research conducted are: old traditional style of experts to transfer knowledge restricting creativity and freedom, Lack of innovative aptitude and being of different culture, the language, accent and style of transferring knowledge of experts is very cumbersome.

5.2 Discussion on priori and posterior understanding in case of knowledge seekers

Similarly, in case of knowledge seekers, the national graduates employed recently in UAE organizations, for comparison, between a priori understanding based on literature review and a posterior understanding after conducting research involving collecting data during personal interviews with national graduates and primary data analysis, the various factors are tabulated below.

S. No.	KT hurdles as per conceptual framework on the basis of literature review on behalf of KSs	KT hurdles as per analysis of primary data collected through interviews on behalf of KSs
1	Interaction issue	Communication gap between experts and national graduates
2	Lack of initiative	Culture of passive dependency
3	Unprofessional environment	Unfriendly environment for KT
4	Lack of clarity on best way to approach to knowledge providers	Authoritarian style of KPs
5	Lack of process understanding	Level of understanding of national graduates not up to the mark

6	Lack of applicability of theory into practice	Lack of innovative aptitude
7	-	Lack of learning interest among national graduates

Table 11: Comparison of various hurdles in KT on behalf of national graduates, the knowledge seekers as per literature review (conceptual framework) and primary data analysis

In this case, hurdles emerged out as per conceptual frame based on the literature review were interaction issue, lack of initiative, unprofessional environment, lack of clarity on best way to approach to knowledge providers, lack of process understanding and lack of applicability of theory into practice. It is noticed that these match with the corresponding findings of the research conducted involving data collection during personal interviews like communication gap between experts and national graduates, culture of passive dependency, unfriendly environment for KT, authoritarian style of KPs, level of understanding of national graduates not up to the mark and lack of innovative aptitude.

The additional important finding of the research conducted in this case is lack of learning interest among national graduates.

5.3 Discussion on overall priori and posterior understandings and exploring the need of alternative conceptual framework

The careful examination of discussions above under sections 5.1 and 5.2 leads to the fact that the original framework stands firmly as it is. However, the advantage of the primary research involving data collection by conducting personal interviews and narrative data analysis has yielded additional

results which may prove to be an eye opener, of great importance and beneficial for the organizations.

The new unique and surprising findings as insight are old traditional style of experts to transfer knowledge restricting creativity and freedom which is not relished and posing a great hurdle before national graduates, lack of innovative aptitude at all levels and lack of learning interest among national graduates. In case, these factors are paid due attention and some special drives are introduced immediately to overcome these challenges or barriers by the managements, drastic changes in the growth of organizations can definitely be expected at a rapid speed.

Accordingly, an alternative framework that includes the new elements and aspects that this research revealed is worked out as given below.

KT Hurdles as per this research

Knowledge Providers

1. Unwillingness
2. Interaction issues (languages, others)
3. Different approach to knowledge sharing
4. Fear of losing value and job
5. Lack of motivation and time
6. Traditional style of experts to transfer knowledge restricting creativity and freedom
7. Lack of innovative aptitude

Knowledge Seekers

1. Interaction issues (language, others)
2. Lack of initiative
3. Unprofessional environment
4. Lack of clarity on best way to approach knowledge providers
5. Lack of process understanding
6. Lack of applicability of theory in practice
7. Lack of innovative aptitude
8. Lack of learning interest

Effective Knowledge Transfer Environment

Figure 5: Alternate Conceptual Framework for the knowledge transfer in UAE

5.4 Discussion on Gap finding

The causes for these barriers as per research are found as lack of interaction between KPs and KSs being of different culture, authoritarian style of management, unfriendly environment for KT, easy going attitude of national graduates.

Experts are persuaded to promote KT and create the feeling about team work among employees. Management in companies is introducing appraisal system totally based upon periodic reviews of the performance instead of length of service, introducing bonus schemes, incentive schemes, interaction and problem solving sessions between experts and graduates, organizing social events for employees, arranging regular training programs in order to encourage knowledge transfer.

The knowledge seekers, mostly the UAE national graduates, do have some problems like the cultural gap, traditional outdated style of experts for KT restricting creativity and freedom to graduates, use of difficult language beyond understanding, authoritative nature of seniors discouraging innovative aptitude, absence of regular training and interaction sessions etc.

Under section 2.5 of Chapter 2, the cultural gap was the finding as per literature review. The secondary research revealed that the cultural gap produces a great challenge to the knowledge management and knowledge transfer. Primary data analysis also yields the result that different country of origin between experts and new graduates causing cultural gap is the root cause for the knowledge transfer.

Chapter 6: Conclusions and Limitations

6.1 Conclusions

The research problem mentioned in the introduction part earlier states as -

'The huge culture difference among the employees poses the cultural gap as the main challenge in the transfer of knowledge. The research problem is to explore more about this gap in the literature and in actual practice by identifying the barriers and challenges faced in knowledge transfer from the experts and experienced person in private organizations in UAE, to UAE National graduates employed recently in more details.'

The research objectives were:

a. To explore the current scenario of Knowledge Management in organizations in the UAE and then narrowing down the spectrum focussing on the activity of Knowledge Transfer.

b. To find about the barriers and challenges in the knowledge transfer in UAE organizations.

c. To find the gap between the prevailing system and the required one concerning to transfer of knowledge from experienced persons to National graduates employed recently in private organizations in UAE.

The study comprising of primary and secondary research was accordingly done in details yielding the outcomes as detailed below.

The concept of knowledge management and knowledge transfer is new in UAE and private organizations, having realized its importance, have started working in this direction although still at a slow pace. Various challenges and barriers detected are: employees of multicultural creating a

cultural gap among knowledge experts and the UAE nation graduates, reluctance on part of experts to transfer their knowledge being protective of their knowledge and for the fear of job and position security , poor outdated traditional style of knowledge transfer without using the modern technology and restricting creativity and binding graduates to training rooms thus creating disinterest among them, discouraging innovative aptitude and easy going aptitude of graduates. The third objective to find the gap in KT was also fulfilled. The cultural gap was the finding as per literature review. The secondary research revealed that the cultural gap produces a great challenge to the knowledge management and knowledge transfer. Primary data analysis also yields the result that different country of origin between experts and new graduates causing cultural gap is the root cause for the knowledge transfer.

The general thinking emerged out is that notably the cultural gap coupled with old traditional knowledge transfer style and other barriers mentioned above are responsible for the current poor state of knowledge transfer in private organizations which can be improved a lot by taking certain measures like introducing regular training programs, interaction sessions, incentive schemes, appraisal system based on periodical reviews of performance, adopting to new style of transferring knowledge using modern technology and tools and developing a healthy , friendly environment within the organization.

In view of the scope of this research work, the topics for future study in respect of Knowledge Management which emerged out from this study, can be – 1. To solve the problem of reluctance on the part of experts, the knowledge providers, in transferring their knowledge easily and willingly by keeping their interest intact 2. To study the current style of knowledge transfer by experts which is not being relished by national graduates and improvements required 3. Making

study about the easy going attitude, fear of working hard, disinterest in acquiring knowledge among national graduates in the interest of themselves, their companies and their nation as a whole and 4. Developing innovative aptitude at all levels.

Some practical suggestions and recommendations on the bases of this work in the interest of the organizations in UAE are: creating, promoting and developing a healthy and result oriented knowledge transferring and learning culture, arranging regular frequent training programs in the organization, changing the management style to be supportive, encouraging, appreciating and awarding innovative alternate solutions/ ideas, organizing activity days where staff can socialize to reduce the cultural gap, introducing incentive schemes for KT and other such activities on regular basis.

6.2 Limitations

The research carried out on the subject matter has certain limitations as well. Allotted time for the research was too short followed by limitation of allotted dissertation word length. Further the data collection through personal face to face interviews of persons was a time consuming process and involved activities like identifying and selecting organizations, concerned people and then persuading them for interviews, taking appointment etc. Many organizations were not ready to allow conducting any such interviews. Result being that I have to contend with only few organizations who very kindly realized my issue and agreed to allow me for conducting interviews with pre appointment and in all I had to restrict my interviews with only 15 persons comprising of six experts and nine recently employed national graduates. Even the narrative analysis had to be contended with only few stories in view of the word length constraint for this report.

In addition to that, qualitative research design too has its own limitations like – it is a time consuming process, a particular potential problem may go unnoticed, interpretations are limited, no possibility of result verification as it is mostly open ended with participants having more control over the content of data collected, it is labor intensive approach to obtain the targeted data from respondents, requires thoughtful planning to ensure the accuracy of obtained results. All these factors have been kept in mind while carrying out this research work to maximum possible level.

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