



**JOURNAL OF GOVERNANCE
AND DEVELOPMENT**

<https://e-journal.uum.edu.my/index.php/jgd>

How to cite this article:

Sivapathesundram Jeyarajan. (2021). Practising knowledge management for aligning the governance in the organisation with the development of the 21st century. *Journal of Governance and Development*, 17(2), 41-59. <https://doi.org/10.32890/jgd2021.17.2.3>

**PRACTISING KNOWLEDGE MANAGEMENT FOR
ALIGNING THE GOVERNANCE IN THE ORGANISATION
WITH THE DEVELOPMENT OF THE 21ST CENTURY**

Sivapathesundram Jeyarajan

Postgraduate Research Student/Department of Computer Science
and Engineering, University of Moratuwa, Sri Lanka

jeyarajans@hotmail.com

Received: 18/5/2022 Revised: 29/6/2022 Accepted: 24/7/2022 Published: 31/7/2021

ABSTRACT

The publication proposes the governance for the organisations in the development of the 21st century. Further, a qualitative study on Knowledge Management (KM) in Higher Educational Institutions (HEIs) discovered the bases of governing Institutions from the perspective of HEIs. Meanwhile, the research on Knowledge Management (KM) grounded the fact relevant to the governance in the organisation in the KM era such as benchmarking to be competitive in the industry while preserving the business composition and aligning courses with National budget proposals to enhance employability. Accordingly, the present publication recognised those likewise facts and composed those discovered facts as the governance for the organisation in the KM era based on the standard that the institution is an organisation. Further, the discovery of the governance for the organisation is based on the definition of KM practices of HEIs and

the conceptualisation of the governance for the organisation. Besides, the present study tested the KM practices of HEIs presented in the postgraduate revelation to satisfy the conceptualising of the governance of the organisation. Further, the present test recognised the KM practices of HEIs as the governance of the organisation. Accordingly, the present publication proposes organisational governance in the development of the 21st century.

Keywords: Institutional development, knowledge management, governance, higher educational institutions.

INTRODUCTION

The present publication proposes the governance for the organisations in knowledge management (KM) era. Further, the present study developed a hypothesis to see whether the KM practices of Higher Educational Institutes (HEIs) as the governance for the organisation in the development of the 21st century. Besides, the present revelation tested the result of the postgraduate revelation in KM for HEIs conducted in the Asian context. Meanwhile, the data is based on the result of quantitative research found in reputed literature in the field, such as Sharimllah (2013) and Jing (2012). Further, the quantitative research studies are conducted in European and Malaysian contexts. Accordingly, the data tested the generalised result to reveal the governance for the organisation in the KM era. Meanwhile, the present investigation conceptualised the governance for the organisation as directing and controlling people who united to undertake the common goal of an individual or group. Further, the testing of the hypothesis used knowledge behind matching phrases for similarity and differences. Finally, the hypothesis test showed the KM practices of the HEIs are the governance for the organisation in the KM era. In other words, practising KM in organisation is the governance for the organisation in the KM era which includes the extension to the finding of the KM for HEIs to face challenges of developments in the 21st century (Jevarajan, 2016; Jing, 2012).

The publication shows the discovery of the KM practices of HEIs as institutional governance in the development of the 21st century. Further, the current revelation conceptually extends institutional

governance as organisational governance based on the standards that an Institution is an organisation (Vladimír Šucha & Marta Sienkiewicz, 2020). Further, a qualitative study discovered the governance through a qualitative enumeration of evidence from quantitative literature. Further, the data tested to develop the governance for the organisation in the development of the 21st century emerges in the situation of differentiated context that enhanced the data. Further, the contexts of quantitative study differ from the context of the qualitative study. Besides, the qualitative paradigm incorporated the Delphi method to enhance contextual issues. Additionally, the graduate study on information (Gregory et al., 2007) presents the Delphi method as a contributed method in the situation of lesser information kind of uncertainty. Accordingly, the data produced for the postgraduate revelation is from the semi-structured questionnaires in thematic iterations based on facts found in those likewise reputed databases and newspaper articles of the context. Further, the Delphi method contributed to the management of uncertainty about awareness of the study and the number of participants for data collection. Accordingly, the data for the validation of KM practices of the HEIs as the governance for the organisation is enriched in the Postgraduate study.

Further, a grounded theory development technique produced the present source (Strauss & Corbin, 1998). Further, the source is developed in a simultaneous manner that covered all the areas of the research such as issues in grounding theory allowing to consult interaction of data collection and transcription to elaborate in the manner of back and forth. Accordingly, the present revelation received the data to the investing for the relevance of the KM practices of the HEIs to the governance for the organisation into face challenges of the 21st century such as unstable government policy and changing consumer mentality, which has been shaping up from the revaluation made by the digitalisation of good and services. Accordingly, the present revelation initiated its lookup in the KM practices of HEIs that have been communicated in different publications (Jevarajan, 2020, 2021).

The discovery of the governance for the organisation deducted the hypothesis using the definition of KM practices of HEIs and conceptualisation of the governance for the organisation. Further, the conceptualisation brings rule/procedure/process that controls and directs unity of people who undertake common goal set out by

individual or group. Accordingly, the present study test the different KM practices of the HEIs from the postgraduate revelation such as benchmarking to strengthen the competition is recognised as the governance for the organisation due to strengthening competition is from the system of rules, procedures and process of assembly of people gathered to undertake the goals set by individual or group (Chartered Governance Institute, 2022; Vladimír Šucha & Marta Sienkiewicz, 2020). The publication presents a selection of the KM practices to satisfy the hypothesis. As such, the sample presented in the publications proved to be satisfied with the hypothesis. Accordingly, the KM practices of the HEIs that were discovered in the Postgraduate revelation are deducted as the governance for the organisation in the KM era.

LITERATURE REVIEW

The present development conceptualised the governance for the organisation to deduce the hypothesis. Further, the deduction used presented KM practices of the HEIs (Jeyarajan, 2016). The governance is given in Chartered Governance Institute (2022) as the direction of an organisation through a system of rules and practices and processes and the organisation is present in Vladimír Šucha and Marta Sienkiewicz (2020) as an assembly of people united to undertake a common goal. Accordingly, the governance for the organisation is conceptualised in the present investigation as a rule/procedure /process to control and direct the unity of people who undertake the goal of an individual or group. Meanwhile, the present research investigated the KM practices of the HEIs to see the relevance to the governance for the organisation in the KM era. Besides, the present revelation took the KM as a multidisciplinary resource of the organisation Rodney and Sandra (1999). Further, (Rodney & Sandra, 1999) specifies different concerns of KM for organisations, such as the theory and practice of organisations and the multidisciplinary resources of the organisation. Besides, the specification bases discussions for the success of the organisation in the 21st century, such as people and learning issues, are central to KM. In contrast, the literature also brought concern that due to diversified people involvement in KM, KM could be multidisciplinary. Accordingly, the present revelation intends the practising KM in the organisation as the governance of the organisation (Jeyarajan, 2016).

Jeyarajan (2016) presents the existence of the KM practices in Higher Educational Institutions (HEIs) through a qualitative paradigm. Further, the author intended to see the existence of KM practices in the HEIs of its context due to observation of different issues in the context such as quality versus cost associated with the studies and mentality of the stakeholders and governing bodies of the context. Besides, the postgraduate investigation shows that the issues damages values of the Higher Education such as the institutions losing weight into their courses to face competitions and to mage coast associated to the courses. Accordingly, the postgraduate study searched for solutions to those issues and found different research such as those (Jing, 2012) that intended to highlight solutions that have been well used in their industry (Chinese) and Shrimillah et al. (2009, 2013) recognised Knowledge Management practices to the solutions for above such issues. Further, the postgraduate investigation introduced those concerns and contextual evidence (Editor, 2012/2013) into the questionnaire. As such, the present revelation intended to see whether the finding of the Postgraduate studies gives directions and controls (the governance) for the unity of people who undertake goals set out by an individual or group. Further, the postgraduate study conducted a study on institutions in Higher Education whereas the study on institution and organisation (Vladimír Šucha & Marta Sienkiewicz, 2020) sees institution as organisation and those differs in financial objectives. Besides, the postgraduate studies were conducted in the non-state sector of the HEIs. Accordingly, the present revelation investigated the result of the postgraduate study to see the relevance for the governance for the organisation in the KM era.

Chartered Governance Institute (2022) gives the organisation as a system of rules, procedures and processes of people assembled to undertake a common goal associated with directions and controls of individual or group. Further, the specification came from the discussion on corporate governance. Besides, the UNESCO-IBE (2010/11) gives HEIs as institutes, which are set up to award degrees or conduct courses for undergraduate readings. Meanwhile, the postgraduate study (2016) conducted its investigation on the non-state sector of HEIs. Accordingly, the cost associated with the non-state sector supported the present revelation to look at the result toward the governance for the organisation in the KM era.

The postgraduate revelation dealt with the KM practices of HEIs. Further, Hull (1999) defines in the studies on key enablers of

KM practices, the KM practices as an extension to the KM or an additional dimension of the KM. Besides, Hull (1999) investigated companies in the UK and proposes different enablers of KM in the organisations, such as technology, structure, and culture. Meanwhile, the postgraduate study investigated the technological, structural, and cultural aspects of KM in the institution of Higher Education. Accordingly, the present revelation took such notions of KM into the investigation to see whether the postgraduate study produced any enablers in regard to the governance for the organisation to face the challenges of the 21st Century.

Rodney and Sandra (1999) see the KM as a multidisciplinary resource or the theory and practices of the organisation in a critique of the KM model. Further, Rodney and Sandra (1999) critiqued the notion of the KM models such as knowledge category models, Intellectual Capital (IC) models and socially constructed models to develop such to present a critical review of the KM model. Accordingly, the postgraduate study constructed a multidisciplinary KM model in its revelation for the revelation to bring the existence of KM practices in HEIs. Besides, the investigation to ground the existence of KM practices in the context of HEIs includes the reason behind the existence of KM practices in the context. Accordingly, the results of the postgraduate revelation are presented under the KM process. Further, the inclusion of the KM practices into the KM processes helped the postgraduate investigation to ground the answer to its research question.

Besides, those answer to the research question of the postgraduate study has been differently communicated to different journals and conferences, such as the development of human capital through practising KM (Jeyarajan, 2020), management of institutional assets (courses of HEIs) in a way to bring competitive advantages in the KM era (Jeyarajan, 2019) and taking digitalisation in the practices of Institution (Jeyarajan, 2021) to manage difference concerns such as the unavailability and communicability of the resources in the situation likewise COVID-19 and travel restrictions. As such, the present revelation intends the investigation of those KM resources for postgraduate study and communication to see whether the postgraduate revelation contributes to the governance for the organisation into face the challenges of the 21st century. Further, the concerned challenges of the present investigation include different beauties of management that developed or developed from the KM

era, such as articulating assets through updating and upgrading and industrialising the resources through innovative communications such as in (Jeyarajan, 2019, 2021). Besides, the communications from the postgraduate research have exposed those KM practices of the HEIs as different concerns to the Institutions facing challenges of the KM era. Accordingly, the present revelation looked at the postgraduate revelation in the directions of the governance for the organisation in the KM era.

The present investigation took the model of the HEIs as institutions award the degree for the readings in the undergraduate education or conduct courses of the studies for the degree. Further, the concerns are defined in UNESCO IBE (2010) when presenting world data on education. Accordingly, the postgraduate revelation shows the KM practices in HEI as an additional dimension or extension to the multidisciplinary assets of institutions that conduct courses for undergraduate study or award degrees to undergraduate readings. Further, the postgraduate revelation followed usual KM practices of HEIs from Sharimllah et al. (2013), which specifies typical KM practices in HEIs as knowledge generation, codification, and transfer. Accordingly, the present investigation modelled its investigation into practices of multidisciplinary assets of uniting peoples through controls and direction of the individual group to award degree or conducts courses for undergraduate study. Further, the present research model includes the basic categorisation of the KM practices such as codifying and transferring to investigate the relevance to the governance for the organisation in the KM era.

Accordingly, the present research investigated the result of the postgraduate research to highlight the governance for the organisations in the KM era. Further, the present investigation conducted the review through different concerns of KM of the organisations found in Rodney and Sandra (1990), such as theory and practices organisation as KM. Accordingly, the current revelation hypothetically tested the results of the enumeration of KM practices of HEIs to bring the governance of the organisation in the KM era. Meanwhile, the hypothesis test bases the conceptualisation of the governance for the organisation on the rules, the procedures and the process that directs and controls (Vladimír Šucha & Marta Sienkiewicz, 2020) unity of people for undertaking the goals set out by an individual or group (Chartered Governance Institute, 2022). Finally, the present investigation shows

the positive result to the conceptualisation based on the evidence of the KM practices of the HEIs from the result of the postgraduate revelation.

THE BASIS OF THE METHOD AND ANALYSIS

The method of the present research is deducting hypothesis through the definition and evidence of the KM Practices of HEIs and the conceptualisation of the governance for the Organisation. Further, the hypothesis deduction uses established KM Practices of HEI presented in the Postgraduate revelation (Jeyarajan, 2016) and its communications to the publications such as (Jeyarajan, 2019, 2021). Besides, the proving of the hypothesis used the conceptualisation of the governance for the organisation as a system of rules, procedures and processes of people united to undertake common goals directed and controlled by individual or group. Finally, the deduction proved the hypothesis as true from the KM practices of the HEIs and established the hypothesis as true and validated the governance of the organisation in developments of the 21st Century from the KM practices of the HEIs.

The present revelation intended to see the KM practices of HEIs in the postgraduate investigation (Jeyarajan, 2016) as the governance of the organisation to align with the concerns and challenges of the KM era. Besides, the postgraduate revelation sees KM practices of HEIs as an extension or additional dimension of multidisciplinary practices of the institution conducts courses for undergraduate readings or awards degrees for the undergraduate studies. Accordingly, the present revelation look at the KM practices of the HEIs as relevant practices of a group of people who are united to undertake goals of individual or group that control and directs the unity of the people that awards degree or conducts courses. Further, the present investigation took the reason behind the existence of the KM practices of the HEIs to reveal the governance for the organisation. Besides, the present revelation used evidence of interaction of the field from the postgraduate investigation such as questions and answers from the industry.

Jeyarajan (2016) brings the KM practices of HEIs as knowledge generating activities of the organisation, knowledge codifying activities and knowledge transferring activities (Sharimllah et al.,

2013). Further, Sharimllah et al. (2013) gives different activities of institution in higher education. Hull (1999) brings the notion of successful management through practising KM in organisation. Besides, Rodney and Sandra (1999) brings the economic concern of KM from confusion between intellectual capital and KM from the different concerns of KM such as both theory and Practice and multidisciplinary assets. The Postgraduate investigation proposes the KM practices of HEIs for the success and survival of institutions in the challenges emerging/ emerged from the development of the 21st century. Accordingly, the present revelation shows the KM practices of the HEIs in the categorisation and activities of the organisation that bring successful management and economic advantages.

The present revelation sees the governance for the organisation as uniting an assembly of people (Vladimír Šucha & Marta Sienkiewicz, 2020) through a system of rules, practices, and processes to direct and control the people (Chartered Governance Institute, 2022). Accordingly, the present investigation deduced the KM practices of HEIs using the information about the governance for the organisation. Further, the reduction tested the KM practices of the HEIs. Besides, the current investigation collected the conceptualisation of the governance for the organisation and theory and practices of the KM practices of the HEIs to propose the governance for the organisation in the KM era.

RESULT AND DISCUSSION

The present revelation proves the KM practices of the HEIs presented in the postgraduate revelation as the governance for the organisation. Furthermore, the current revelation recognised relevant facts and concerns from the result of the postgraduate investigation to the governance for the organisation in the KM era. Accordingly, the current investigation revealed the governance for the organisation from the KM practices of the HEIs. Further, the present investigation conceptualised the governance for the organisation. Besides, the current investigation concerns the ways the postgraduate revelation confirms the existence of KM practices in the HEIs where the postgraduate investigation strategically developed the existences. Accordingly, the present disclosure proposes the governance for the organisation from the postgraduate revelation collected the data

through rounds of the semi-structured questionnaire and analysed the data within a multidisciplinary discourse to manage relevant issues of the industry. According, the present revelation proved the hypothesis as a true hypothesis.

The present study shows the KM practices of the HEIs as a source for revealing the governance for the organisation in the KM era. Further, the sources of the present revelation emerged from the ground theory development technique, which produced the present data through open coding, axial coding and selective coding. Besides, the present analysis used the technique behind the revelation of the ground theory. Meanwhile, the present investigation took the KM practices of the HEIs to match with the conceptualisation of the governance for the organisation through a hypothesis test. Besides, the hypothesis test developed a match between the KM practices of the HEIs and the conceptualisation of the governance in the organisation through those likewise techniques collected from the grounded theory development in the postgraduate study. Accordingly, the present investigation analysed the KM practices of the HEIs and conceptualisation of the governance for the organisation based on the evidence of the development of the KM practices, such as Table 1 present the development of the KM practices “keeping procedural handbook”. Further, the present investigation sees the connection of the KM practice to uniting people under the control and direction of an entity to undertake an established goal. Accordingly, the present investigation took the phrases such as guidelines, giving better messages and running institutes to make the match between the KM practices and the conceptualisation of the governance for the organisation. Further, the current investigation developed the match using the technique of the grounded theory development, where the grounded theory development uses attributes such as property and subcategory of categories (phrases) in the concerns to develop a merger (matching leads the merger). Table 1 depicts such detail. Accordingly, the present investigation recognised the match between the KM practices and the conceptualisation of the governance for the organisation in the KM era.

Table 1

The Presentation of Further Detail on the Matching of KM Practices with the Conceptualisation of the Governance for the Organisation

Knowledge storing: Keeping procedural handbook

Facture stage		
No.	Dimension	Label
1, 3, 4, 6, 7, ,8 9, 11, 13, 14	Provide, As, To	give better message
2, 5, 10, 12, 15	Through	run institute

Dimension		Range	
	From		To
Provide	guideline		information
As	academic detail		publicity detail
To	student		staff
Through	understanding institute		inform standard

Practice: Keeping procedural handbook

Reason: Provide guiding internal detail for institutional people in an understandable manner

Consider another proving of the hypothesis that consulted the developed questionnaire to bring the matching of the KM practices of the HEIs with the conceptualisation of the governance for the organisation, where the present study investigated the KM practices of the HEIs through the concerns of the governance for the organisation such as controlling and directing rules / procedure / process of the people who united to undertake goal set out by individual or group. Further, the present revelation investigated the KM practice of the HEIs organising carrier guidance events to discover the relevance in regards to the conceptualisation of the governance for the organisation whereas the facts presented in Table 2 did not provide a way forward for the matching. Accordingly, the present investment took the raw data collected from the industry (Figure 1) that provided the phrase “give carrier idea and opportunity”. As such, the present investigation bought to match the KM practice of the HEIs to the governance for the organisation in the KM era.

Table 2

Source that Directs the Investigation to the Raw Data

Knowledge organising: Organising carrier guidance events

Factoring		
No.	Dimension	Label
All	into	Have up-to-date carrier detail

Dimension	From	Range To
into	students	courses

Figure 1

The Sources for the Matching

Interviewer: Do you organize carrier guidance events?

Interviewee: Yes, this is to give carrier idea and opportunity to our students.

The current investigation used such detail from the postgraduate revelation to make match the KM practices of the HEIs with the conceptualisation of the governance for the organisation in the KM era. Consider another scenario of the present study that used the reason behind the existence of the KM practice in the HEIs to check the match between KM practices of the HEIs and the conceptualisation of the governance for the organisation. Table 2 give the detail where the present investigation intended to make the match between the KM practice “hiring consultant” and the conceptualisation of the governance for the organisation. Accordingly, the KM practice “hiring consultant” did not directly give any relation to the conceptualisation. As such, the present revelation extended its look for the match to the corresponding reason behind the existence of the KM practice of the HEIs. Consequently, the present investigation recognised the matches to the conceptualisation from the research behind the existences. Further, the phrases of the reason behind the existence, such as “enhance equitability” and “collecting facts” bought the matches.

Consider another scenario of the present revelation used the reason behind the existence to match the KM practices of the HEIs with the conceptualisation of the governance for the organisation. Further, the analysis considered the KM practice of the HEIs “hiring new staff” (Table 3). Besides, the evidence of the reason behind the existence of the KM practices of the HEIs, such as upgrading institutional knowledge helped the research to match corresponding KM practices of the HEIs with the conceptualisation of the governance for the organisation. Accordingly, the present analysis took the phrase of the reason behind the existence as a practice of unity of people who are under the control and direction of an individual or group. Consequently, the present analysis proposes the KM practice of “hiring new staff” as the governance for the organisation in the KM era. Accordingly, the present revelation investigated the KM practices of the HEIs to prove its hypothesis true.

Figure 2 shows a sample collected from the postgraduate revelation to the present revelation. Further, the KM practices of the HEIs represent randomly the result of the postgraduate revelation. Besides, the proving the hypothesis used the conceptualisation of the governance for the organisation as an assembly of people who are united by directions and control to undertake common goals that are set out by individual or group. Accordingly, the present revelation investigated the sample to see the match with the governance for the organisation.

Table 3

Shows Sources of the Matches between the Phrases

KM Practices	The Reason behind the Existence
Benchmarking best practices with best practices found in the industry	Be competitive in the industry by preserving business composition
Hiring consultants	Enhance equitability of the course through collecting facts, organisational learning, experts’ interaction, and diversification
Monitoring economical, social, and technological trends	Manage courses in their context through enhanced academic administration and student number

(continued)

KM Practices	The Reason behind the Existence
Collecting data from staff, students, competitors, and resources	To safeguard academic quality out of achievement for competitive advantages
Hiring new staff	Fulfil course plan in the way of upgrading institutional knowledge through new/different knowledge

The present analysis investigated the KM practices of the HEIs, depicted in Figure 1. Further, the current revelation analysed the KM practice of the HEIs “update teaching panel”. Besides, the analysis searched for the matches of the KM practices of the HEIs to the conceptualisation of the governance for the organisation. Meanwhile, the conceptualisation includes different phrases, such as the rules/ procedure/ process, directed and control unity of people to undertake a common goal. Accordingly, the present investigation recognised the KM practice of the HEIs (updating teaching panel) and as a rule/ procedure/ process of directed and controlling union of people to undertake common goal set out by individual or group. Further, the current investigation identified a property (Jeyarajan, 2016) of the phrase “updating teaching panel” as ‘update’. Besides, the phrase “update” is also recognised as a property of the conceptualisation for the organisation. Accordingly, the current investigation revealed the matches between the KM practices for the organisation in the KM era. Meanwhile, Jeyarajan (2016) brings the notion of dimension of the phrases such as the property explains its category and subcategory extends its category. The present revelation used such knowledge from the postgraduate revelation to propose the result of the postgraduate revelation as the governance for the organisation in the KM era.

Figure 2

KM Practices of HEIs and the Corresponding Reason behind the Existence (Jeyarajan, 2016)

Align courses with the Budget proposal of the Government to enhance the equitability of the course.
Benchmark the Institutes with Institutes of the context to sustain/succeed in its market
Update the teaching panel to bring novelty into the teaching
Prepare industrial report twice a year for curriculum based on industrial experience with our students' industrial work to learn through developing partners
Run web site to facilitate stakeholders through awareness to enhance market share

Figure 3

The Organisation of Institutional Development in the Perspective of the Higher Education

Courses are aligned with Budget Proposal to enhance the equitability of the courses
Benchmarks the institute to sustain/succeed in its market
Updates the teaching panel to bring novelty into the teaching
Prepares industrial report twice a year for curriculum based on industrial experiences of students to lean through developing partners
Runs the website to facilitate stakeholders through awareness to enhance market share.

Consider another matching of the KM practice “running website” with such the conceptualisation brings the notion of rules to unit people under the direction of the entity that has set goals. Further, the present investigation did not find any matches in the analysis of the KM practices of the HEIs whereas the analysis that included the reason behind the existence of the KM practice of the HEIs bought a match to the KM practice of the HEIs to the governance for the

organisation. Further, the present investigation found the phrases of the reason behind the existence facilitate stakeholders and enhance market share, which is the rules/procedure/process of united people to undertake common goal set out by individual or group under directions and controls. As such, the present investigation proved the hypothesis is true for the KM practice “running website”. Further, running a website to facilitate stakeholders through awareness to enhance market share is proven to be governance for the organisation in the KM era. Accordingly, the current study developed the governance for the organisation, which is depicted in Figure 3.

The present analysis proved the hypothesis as true through the concept the governance for the organisation as the system of rules, procedures and processes that controls and directs the assembly of people who are united to undertake common goals, which are established by a person or a group. Further, the above sample, such as the phrase ‘align courses with the budget proposal of the Government to enhance equitability of the course’, is developed as the phrase ‘courses are aligned with budget proposal to enhance equitability of the courses’ in the test to confirm the KM practices of the HEIs as the governance of the organisation in the KM era. Besides, the developed phrase satisfies the definition of organisation due to alignment of courses is a rule/ practice/ process of people united to undertake common goals set out by individual or group. Consider another phrase, ‘conducting exhibition’ ‘to industrialise students and courses’. Further, the exhibitions are conducted to industrialise assets of the institution, which is also the rule / practice / process of those uniting people. Figures 2 & 3 present similar depictions of the KM practices of HEIs as the governance for the organisation. Further, the present research collected the sample depicted in Figure 2 as a representation of the result of the postgraduate study. Accordingly, the present investigation proposes the KM practices of the HEIs produced by the postgraduate study as the governance for the organisation in the KM era.

CONCLUSION

The publication proposes the governance for the organisation in the KM era. The proposal is established on the definition of KM practices of HEIs and the conceptualisation of the governance and the organisation. Further, the establishment of the hypothesis used

the KM practices of the HEIs presented in the postgraduate study conducted in KM and produced a generalisation of the KM practices of HEIs. Besides, the KM has been recognised that KM practices are multidisciplinary practices of organisations in the KM era. Accordingly, the present revelation hypothesised that the KM practices of HEIs are the governance for the organisation in the KM era. The analysis of the KM practices with the reason behind the existence of the practices found in the result of the postgraduate study showed that the practising KM in institutions is the governance of the organisation based on a finding of KM practices of HEIs and standards of the institution and the organisation. Having extended the KM practices of HEIs in the 21st century as the governance of the organisation, the present revelation proposes research for different concerns of the organisation from the result of the postgraduate revelation such as organisational assets and services development.

ACKNOWLEDGMENT

This research received no specific grant from any funding agency.

REFERENCES

- Adler, M. & Ziglio, E. (1996). *Gazing into the oracle: The Delphi method and its application to social policy and public health*. London.
- Ahmad Sharif, M. N., Mohamad, K. M., Alias, R. A., Shahibudin, S., & Zakaria, N. H. (2004). Knowledge Management (KM) Framework for Representing Lessons Learned System for Communities of Practice in Institutions of Higher Learning. *Malaysian Journal of Computer Science*, 17(1), 1–12.
- Anderson, J. (1998). Transcribing with voice recognition software: A new tool for qualitative researchers. *Qualitative Health Research*, 8(5), 718-723.
- Andrew, T., & Tom, O. (1996). Technology as knowledge – towards a new perspective on knowledge management in electronics. *International Journal of Technology Management*. 11(3/4), 296-314.
- Chartered Governance Institute. (2022). *What is corporate governance?* <https://www.cgi.org.uk/About-Us/Policy/What-Is-Corporate-Governance>

- Editor. (2012/2013). Education Observer. *Sunday Observer*.
- Elizabeth, H. B., Leslie, A. C., Kelly, J. D. (2007). Qualitative data analysis for health services research: Developing taxonomy, themes, and theory. *Health Services Research*, 42(4), 1758–1772.
- Gee, J. P. (1999). *An introduction to discourse analysis: Theory and method*. New York.
- Gregory, J. S., Francis, T. H. & Jennifer, K. (2007). The Delphi method for graduate research. *Journal of Information Technology Education Research*, 6(1), 1-21.
- Hill, F. M. (1995). Managing service quality in higher education: Role of the student as a primary consumer. *Quality Assurance in Education*, 3(3), 10-21.
- Hull, R. (1999). The tracking of knowledge management practices. *Measuring Business Excellences*. 3(3), 48-55.
- Hutchby, I. & Wooffitt, R. (1998). *Conversation Analysis: Principles, Practices, and Applications*. Polity.
- Jaruwan, D., Nigel, H., & Keith, W. (2006). Using grounded theory to model visitors experiences at heritage sites: Methodological and practical issues. *Qualitative Market Research*, 9(4), 367-388.
- Jeyarajan, S. (2015). Knowledge management practices based strategies for successes of non-state higher educational institutes of Sri Lanka [Conference session]. *16th European Conference on Knowledge Management*, Udine.
- Jeyarajan, S. (2016). *A study on knowledge management practices for the success of non-state higher educational institutes of Sri Lanka*. Moratuwa: University of Moratuwa, Sri Lanka.
- Jeyarajan, S. (2018). *The concept for knowledge management practices for successes of non-state sector: Performances of higher educational institutes and successes of its sector*. World Academy of Science, Engineering and Technology.
- Jeyarajan, S. (2019). Knowledge management practices for management of courses in non-state higher educational institutes [Conference session]. *Canadian International Conference on Education*. Mississauga.
- Jeyarajan, S. (2020). Knowledge management practices for the fair richness in higher educational institutes. *International Journal of Science and Research*, 9(11), 1-8.
- Jeyarajan, S. (2021). Knowledge management practices behind bringing digital information systems into higher educational institutes [Conference session]. *3rd World Conference on Teaching and Education*. Prague.
- Jing, L. (2012). Striving for survival and success: Chinese private higher education in the twenty-first century. *Horizon*. 20(4), 274-283.

- Johnson, B. R. (1997). Examining the validity structure of qualitative research. *Education*. 118(2), Pp.282-292.
- Michael, D. M. & Michael, N. 2007. The qualitative interview in is research: Examining the craft. *Science Direct-Information and Organisation*. 17(1), 2–26.
- Peters, T. 1992. *Liberation Management*. Pan Books.
- Pomerantz, A. & Fehr, B. J. (1999). An approach to the study of social action as sense-making an approach to the study of social action as sense-making. In: T. Van Dijk, (Ed). *Discourse As Social Interaction*, Sage, Pp.64-91.
- Quintas, P., Lefrere, P. & Jones, G. (1997). Knowledge management: A strategic agenda. *Journal of Long Range Planning*, 30(3), 385-391.
- Rodney, M. & Sandra, M. (1999). A critical review of the knowledge management model. *The Learning Organisation*, 6(3), 91-100.
- Sandra, M. (1998). Why Triangulate? *Educational Researcher*. 17(2), 13-17.
- Senevirathna, K., P. (2009) *Knowledge management practices and strategies of the telecommunication industry of Sri Lanka*. Moratuwa, Sri Lanka: Library, University Of Moratuwa.
- Sharimllah D. R., Chong, S. C. & Ismail, H. (2009). The practice of knowledge management processes: A comparative study of public and private higher education institutions in Malaysia. *Vine: The Journal of Information and Knowledge Management Systems*, 39(3), 203 - 222.
- Sharimllah, D. R., Chong, S. C. & Wong, K. Y. (2013). Knowledge management practices and strategic enablers in public universities: A gap analysis. *Campus-Wide Information Systems*, 30(2), 1-25.
- Strauss, A. L. & Corbin, J. M. (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory*. Sage Publications, Inc.
- Sujatha, N. G. & Tilan, M. W. (2012). *Lirneasia.Net*. http://Lirneasia.Net/Wp-Content/Uploads/2012/06/He-Hei_Survey2012june27_Ppt.Pdf
- Ten, H. P. (2007). *Doing Conversation Analysis: A Practical Guide*. Sage.
- Ulrike, S. & Dorothy E., L. (2002). Studying knowledge management in information system research. *Mis Quarterly*. 26(3), 213-242.
- Unesco-Ibe. 2010/11. *World Data on Education*. Unesco.
- Vladimír Šucha & Marta Sienkiewicz. (2020). *Science for policy handbook*. Elsevier.