

# Reflections from Dr. Nick Bontis Scholarly Contributions in the Field of Learning Organization

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## Abstract

The work of Nick Bontis divided into following categories 1. Intellectual capital management which refers to knowledge of a company's employees collectively. Dr. Nick develops a matrix of intellectual capital. 2. Organizational size and Knowledge flow, it describes the flow of information and technical knowledge with respect to learning. Dr. Nick explains the knowledge flow in up and down stream according to the size of organization 3. The organizational learning process in different setting e.g. Group learning and individual learning and their outcomes in diverse cultures. The group learning is more result oriented and cost effective instead of investing on individuals. 4. Managing organizational learning system Aligning Knowledge flow and stock of knowledge. 5. The theory of resource base view of the firms, describe the utilization of resources as competitive advantage. Resources are divided into tangible and non-tangible. This writes up is an effort to explore the areas he has contributed.

## Keywords

Nick Bontis, Intellectual capital, Group learning, Knowledge flow, Organizational learning, Knowledge Management.

## Introduction

Nick Bontis has started his formal writing from Intellectual Capital and he went through the multiple scholarly ladders and enriched his ideas and prospective. To contribute to the body of knowledge in the field of Human resource and Knowledge management. He affiliated with knowledge system and its dynamics in organizations throughout the period. In last one decade, he has covered a variety of knowledge facets in its relationship with multiple other factors within organizations. The work of Dr. Nick can be divided into five categories. Following are some of the areas he has contributed.

## Intellectual Capital

An intellectual capital, it is the study to create additional resources, improve quality and provide protection from competitors (Curado & Bontis, 2007). It explains the knowledge as hidden assets. It also provides the skill to workers, even when they leave the organization. Intellectual capital provides the way to get benefits for the firm. There are two types of knowledge one is the information, it consist of the stock of knowledge stored in database files etc. the other is Human capital, it refers that experience which holds by the organization (Curado & Bontis, 2007). The mobility is a human resource is an essential element in organizations. If one of employee leave the company and join with the competitor he had access all the relevant resources and system to get the benefit from that knowledge (Bontis, 2007). This model for Intellectual capital (IC) management that benefits for academics and practical implications.

By consolidating the intellectual management, organizational learning, knowledge, the IC matrix was developed, the key point's shows as followings.

The new starting business at this stage is exploration phase, feed forward and the organization tries to hire the best talent to embed the knowledge and human capital.

- For the continuing bushiness, the exploitation of individual knowledge level is matter hare organizations extract the talent and competencies to gain the advantage on competitors
- The individual knowledge is embedded in an organization such as data bases the companies looking for new opportunities for success.
- The best opportunist becomes part of the organization and the firm taking the advantage of the market.
- Customer feedback provides the view about customer's needs. The commercial success is achieved through modifying the product by the team knowledge considering the feedback from the customer.
- The new products generate funds and equity to enhance the worth of the organization and help to the further development of the business.

The large organization focus on different segments of the market may be falling of business or segment may start from point zero. The matrix shows the sequence of the process back and forth (Curado & Bontis, 2007).

## Organizational Size and Knowledge Flow

The organizational structure based on systematic knowledge management, workforce groups with more formal and interpersonal relationships. The organization has internal trust to communicate and transfer of knowledge (Borins et al., 2007). Dr. Nick explores that there an enormous difference between the profit oriented business and the public organizations. The public organization has more bureaucratic and huge in size. However, the public organization has the non-financial objective hard to define. Therefore, its take difficultly to measure the outcome of knowledge sharing in financial terms. (Bontis, Crossan, & Hulland, 2002). There are multiple factors for knowledge sharing in public organizations. The incompetent employees do not want to involve in knowledge sharing, although with a smaller unit. The organizations that have formal knowledge management

system and systematic established procedures among the outlined components can implement the knowledge sharing system, it will dramatically change the organization (Curado & Bontis, 2007). Furthermore, the large business organization has proper knowledge sharing and communication system which has a positive impact on the organizational performance. The larger organization can influence the knowledge management (Borins et al., 2007). Dr. Nick has focused on the sharing of knowledge and the flow of information inside the organization to make a better collaboration. It results in better quality of the product/service and the satisfied customer too.

## Organizational Learning via Groupware

There are two conventional ways of learning, one is individual learning and second is group learning. Individual learning has a more resource spending oriented while the groupware is cost effective. The groupware learning used successfully it shows a positive result (Chauhan & Bontis, 2004). On the other side, it may not more fruitful even successfully implemented. (Chauhan & Bontis, 2004). More learning occurs when employees recognize their knowledge as useful (Chauhan & Bontis, 2004). There are pull and push strategies regarding organizational learning. The findings show that the push strategies are more useful than pull strategies. In research push strategies, more practical and relent. It is found that the function of the system provided is more useful like email is easy and quick to use. The group learning failure is providing some learning benefits also. The matching technology with the existing context through pull and push tactics is used for implementation. The pull (need) tactics are used to assess the current scenario of the organization, its help to provide the need of groupware application. By these steps, the success chance can be achieved in a better way (Chauhan & Bontis, 2004). While the pull strategies improve in the group learning the need of the organization (pull) and implementing the technology can be the solution for a period because of the dynamic change in environment its need to constantly change. Successful learning has not confirmed the full learning benefits. The need to up to date information embedded to disseminate (Chauhan & Bontis, 2004). From a normative perspective, groupware technologies facilitate the organizational learning by providing a means of disseminating and organizational knowledge sharing. However, in practice, the potential learning benefits of groupware are rarely achieved. (Chauhan & Bontis, 2004).

## Managing Organizational Learning System by Aligning Stocks and Flows

The existence of groups and organizational construct focusing on single factor the individual perceptual measure is used because the level of knowledge stock and flow are calibrated through individuals as part of learning organizations (Bontis et al., 2002). The ideas providing by employs shows the degree of knowledge that occurs in the organization. Furthermore, the employee's perception that organization not focusing their ideas that adversely affect to the generating innovative ideas. Bontis et al (2002) found that the relationship between stock and flow is critical. The misalignment in stock and flow of knowledge make slow down the performance of the organization overall. It shows an organization has more learning levels have more competent and potential

employees. The overall performance of knowledge stock and flow without enough support is misaligned. There are always more ideas and knowledge in the form, then the organization can absorb. All the ideas are not workable or beneficial for the organization. It needs a filtration process to sort out the ideas this process can be managed in well manners to use all the knowledge effectively. Bontis et al (2002) raises the important consideration about the learning and knowledge categories. According to Bontis, Crossan, & Hulland (2002) that system where individual or team learning effect goal of learning and attainment of goals in the learning process. The individual can move to the different level of learning in the entirely different scenario at a higher level. In the view point of Bontis et al. (2002) is not a flaw in instrumentation, but an important characteristic of the nature of the phenomenon under study.

## Resource Base View of the Firm

Tangibles and intangible resources, both important for competitive edges. Intangibles consist of process, legal control, management and rules. Goodwill and intangible is different from each other, good will consist of items of intangibles or non-intangibles, there are not only rules in goodwill it's valued at a price (Kristandl & Bontis, 2007) There are two aspects to run the firm. First, its production seconds its resources. The resources have the ability to accept the change. The resources should be best unique and appropriate to get competitive benefits (Kristandl & Bontis, 2007) every firm tries to use the resources that can improve the economic stability. By using resources in better way firm can get lot more profits. Firms go for competitive advantages to cop up the markets easily. A company should be aware of their worker's performance, market threats. All types of resources, intangible assets are used for production in the supply line. The economic benefits are being used. Different views about intangibility it's difficult to define every aspect to run the firm. It is very important to know the intangible and what kind of benefit can be drawn from this resource (Kristandl & Bontis, 2007).

## Conclusion

Nick Bontis have a scholarly career covers more than a decade has widely focused on the importance of human resource development intellectual capital and knowledge management. The units of analysis throughout this research include the individual level, where the individual is taken as a knowledge worker in most cases, groups and community level organization or firm level. The methodologies in these works range from quantitative to qualitative empirical investigations (including mass surveys and single firm case studies). Knowledge creation and management, as a matter of fact, have been found positively associated with knowledge worker commitment, performance, competitive advantage, and strategic HR practices.

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