The Role of Knowledge Management Practices in Adapting to Disruptive Technologies Among Information Organisations: The Case of Some Selected Media Institutions

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Abstract

The study explored the current knowledge management practices adopted by television and radio stations in Ghana in response to disruptive technologies. A purposive sampling technique was employed to sample 10 TV and radio personnel in Ghana. A qualitative approach was adopted for the study. Face-to-face and telephone interview through an interview guide was adopted for data collection. Data were analyzed with Braun and Clarke (2006)'s thematic analysis approach. The study found that TV and radio stations in Ghana have adopted knowledge management practices such as digital content management, intranet portal, continuous learning, training and education and documentation management. The study also found that TV and radio stations in Ghana adopt disruptive technologies such as social media, mobile technology, and live streaming technology. The study also found that TV and radio stations in Ghana acknowledge that effective knowledge management practices help in adapting to disruptive technologies. However, the study identified challenges such as resistance to change, difficulty in capturing and organizing knowledge, lack of inadequate training and difficulty in technology integration. The study recommended that the management of TV and radio stations should organize education for the workforce on the need for knowledge management and how it helps to adapt to disruptive technologies. The study also recommended that management of the media houses should organize frequent education and training for their workforce.

Originality: This study is one of the few studies to explore the role of knowledge management practices in adapting to disruptive technologies in traditional media such as television and radio stations.

Keywords: Ghana, Knowledge Management Practices, Knowledge Management Initiatives Disruptive Technologies

Introduction

Research has shown that the revolution in digital space has led to the emergence of disruptive technologies that have brought transformation in many sectors (Santoro, Vrontis, Thrassou & Dezi, 2018). The media space has witnessed improved changes with the rise of digital platforms which has subsequently transformed the way people produce and consume information. For instance, it has been revealed that the media has embraced new Artificial intelligence (AI), social media and mobile devices which have transformed the way media is consumed (Lin, 2019). This is corroborated by the observation of Sharma, Shukla and Raj (2023) who argued that in today's competitive business environment, disruptive technologies impact significantly on both tangible and intangible factors which have led to a certain revolution in business by creating a new market niche. Studies have further indicated that disruptive technologies enhance innovation especially, in relation to intellectual capital (Di Vaio, Hassan & Palladino, 2020). In this regard, disruptive technologies have been defined as "technological advancements that undermine and eventually displace established products, firms, or even entire industries" (Bower & Christensen, 1995 as cited in Benton, Scheidt & Guerrero, 2020. p. 4). In addition, Nagy, Schuessler, and Dubinsky et al. (2016; as cited in Li, Yu, Huang & Chen, 2022, p. 2) defined disruptive technologies as "technologies that can provide new functions, discontinuous new technology standards, and new forms of ownership, and can change market standards and consumer expectations based on the three technical".

However, studies have indicated that the new transformation has resulted in new opportunities and challenges and has therefore necessitated the need for organisations to adopt effective knowledge management practices to remain competitive in the business environment (Inkinen, Kianto & Vanhala, 2015). Knowledge management practices are critical to enhance innovation in the workplace certain. For instance, Susanty, Yuningsih and Anggadwita (2019) argued that organisations which achieve high innovation normally achieve success through knowledge management. Now a days, it is high critical for organisations to consider innovation such as disruptive technology and this can be effective achieved through knowledge management. This is corroborated by the argument that the intense and harsh competition as well as unstable consumer preferences require knowledge management practices that can help organisations achieve success (Novianti, 2019). Research

has also shown that new business models inform the business environment and this mostly force organisations to adopt innovative strategies to such as knowledge management to drive the strategy (Ode & Ayavoo, 2020). Firms that perform creditably a found to effectively link their knowledge to other innovations which give them competitive advantage. In this regard, literature has suggested that organisations that want to achieve high performance and profitability must embrace knowledge management practices that thrives performance (Barnes, 2020).In this regard, knowledge management has been defined as "a systematic, explicit and application of knowledge that will help the organisations to maximize the organiastions' knowledge-related effectiveness and returns from the knowledge assets" (Lytras, Pouloudi & Poulymenakou, 2002, p. 42).

Research has shown that there is a high link between knowledge management, innovation and performance (Khan & Zaman, 2021). The success of innovation is underpin by knowledge management structures which serves as a pivot in the whole process. Orgainisations are fast adapting to disruptive technologies to achieve competitive advantage (Benton, Scheidt & Guerrero, 2020). However, adapting to an innovation such as disruptive technologies does not happen in vacuum, but it depends on how the process could be facilitated by knowledge management. In this regard, knowledge management can be said to be a strong pillar in adoption of disruptive technologies. According to Manesh, Pellegrini, Marzi and Dabic (2020), knowledge management practices serve as a building block in which adapting to new technologies. It has been argued that organisations are turning away of traditional ways of doing things and this require strategic knowledge management practices. Studies have further indicated that with the digital evolution era, organisations need new knowledge to effectively manage these technologies (Di Vaio, Palladino, Pezzi & Kalisz, 2021). Disruptive technologies becomes successful and creates smarter environment when they are hinged on effective knowledge management practices. In this regard, (Shehzad, Zhang, Dost, Ahmad & Alam, 2022) were of the view that due to globalization coupled with technological advancement, it is imperative to create new knowledge that will ensure that organisations successfully adapt technologies that impact on operations and profitability.

Even though research has shown that there is a high link between organisations adapting to disruptive technologies and performance, there is a gap on the role knowledge management plays in this linkage (Nowacki,= & Bachnik, 2016). This assertion is corroborated by Cerchione, Esposito & Spadaro, 2016) who indicated that the need to create knowledge management structures to enhance innovation has remained understudied. However, research has found that knowledge management system is equally important as the adoption of innovation. Another motivation for this study is that despite some works on disruptive technologies, little studies have been conducted the link between disruptive technologies and knowledge management practices (Jha & Sahoo, 2022; Di Vaio, Hassan & Palladino, 2020; Frizzo-Barker et al., 2020). This suggest that there is the need for more studies to be conducted on knowledge management practices and destructive technologies. Besides, the few studies on knowledge management practices and disruptive technologies were conducted in the context of social media (Noordin, Othman & Rassa, 2018; Pérez-González, Trigueros-Preciado & Popa, 2017) with no evidence of traditional media such as television and radio stations. However, Lee (2012) was of the view that studies on knowledge and information must be conducted in the traditional media context have holistic understanding of the issue. Based on the gaps in literature, the current paper seeks to explore the role of knowledge management practices in adapting to disruptive technologies in the context of selected television and radio stations in Ghana. In this regard, the aim of the study is to explore the current knowledge management practices adopted by selected television and radio stations in Ghana in response to disruptive technologies.

Theoretical Framework

The current study is underpin by Knowledged-based View Theory (KBV). The theory was later developed based on the Resource-based View Theory (RBV). The RBV which was developed by Penrose in 1950 suggested that firms can have competitive advantage based on their available resources and capabilities (Barney, Wright & Ketchen, 2001: 625). KBV theory considers knowledge as the most important and strategic resource as compared to the resource-based view theory (De Carolis, 2002). The KBV theory also emphasize that the firms main aim is to create, transfer and transform knowledge into competitive advantage (Kogut & Zander, 1992).

The KBV theory explains the current study which explores the role of knowledge management practices in adapting to disruptive technologies in the context of selected television and radio stations. It is believed that when innovation and technologies are adapted in a firm, it require knowledge of leadership and employees to achieve success. As indicated by the KBV theory adoption of innovation should be driven by knowledge management. In today's competitive business environment, the adoption of technological innovation is very crucial to create the necessary platform for the technology to thrive. Similarly, adapting to disruptive technologies require the relevant knowledge management practices that will serve as a pivot for organisation to aligned itself with the current trends. Research has shown that market leaders adapt to disruptive technologies to achieve competitive advantage in the industry.

Knowledge Management Practices and Disruptive Technologies

Research has shown that knowledge management is very crucial in adapting disruptive technologies (Jha & Sahoo, 2022). Knowledge management has been described as the process of creating, sharing, using, and managing the knowledge and information of an organisation to achieve its objectives. It involves a range of activities, including capturing and codifying tacit knowledge, promoting knowledge sharing, and creating an organisational culture that supports learning and innovation (Alavi & Leidner, 2001). It has been argued that effective knowledge management practices can help organisations to leverage their intellectual assets, improve decision-making and enhance their competitiveness in the market. Knowledge management has also been defined as "a systematic, explicit and application of knowledge that will help the organisations to maximize the organiastions' knowledge-related effectiveness and returns from the knowledge assets" (Lytras, Pouloudi & Poulymenakou, 2002, p. 42). According to Reich, B. H., Gemino and Sauer, 2014), knowledge management is very important in achieving success in today's volatile and competitive business environment. However, scholars such as Delshab et al. (2022) have indicated that effective knowledge management require innovation to enhance performance. This explains why KMP is crucial in adopting innovation such as disruptive technologies.

Disruptive technologies are innovations that fundamentally alter the way industries operate by displacing established market leaders or creating new markets. Disruptive technologies has also been defined as "technological advancements that undermine and eventually displace established products, firms, or even entire industries" (Bower & Christensen, 1995 as cited in Benton, Scheidt & Guerrero, 2020. p. 4) They typically start as simple and low-cost solutions that cater to the needs of niche markets but eventually disrupt the traditional markets (Christensen & Raynor, 2003). Examples of disruptive technologies include the internet, social media, mobile devices, cloud computing, and artificial intelligence. These technologies have transformed various industries, including media, by enabling new business models, changing consumer behavior, and creating new opportunities. Research has shown that disruptive technologies have the tendency to transform organisation and how consumers patronize their products and services (Lin, 2019). This support the assentation that innovation such as disruptive technologies are needed in organisations to increase performance and profitability.

Studies have shown that KMP play a crucial role in shaping businesses. KMP is pivotal in preparing firms to adapting disruptive technologies which is rapidly changing the business environment (Nascimento, Reichert, Janissek-Muniz & Zawislak, 2021). This assertion is corroborated by Manesh et al. (2020) who emphasized that to successfully adapt disruptive technologies, knowledge management practices play a critical role. It was further argued that adopting and implementing innovation depend on many factors which will depend the success or otherwise of the adoption of the innovation (Hock-Doepgen, Clauss, Kraus & Cheng, C2021). This also means that with globalization and fast technological advancement, critical factors such KMP is highly importance to ensure successful change. For instance, Jha et al. (2022, p. 2) argued that today's economy is "knowledge economy" which focuses on strategic asset and sees knowledge to be very important compared to other resources. It was further argued that in adapting disruptive technologies, KMP serve as a good leverage that help organisation achieve competitive advantage. This was emphasize by Arsawan et al. (2022) who revealed that to achieve competitive advantage, knowledge management is key. For instance, Alavi and Leidner (2001) in their study identified that knowledge management practices, such as knowledge sharing and collaboration, can facilitate innovation and adaptation to disruptive technologies. They further found that knowledge sharing was positively associated with innovation in technology-intensive organisations. From the various findings and arguments from scholars, it can be concluded that adapting of disruptive technologies is facilitated by knowledge management practices.

Furthermore, research has found that to navigate technological innovation, knowledge management practice such as building organisational resilience is highly essential, especially with regards to knowledge acquisition and knowledge sharing (Mafabi, Munene & Ntayi, 2012). Studies have also identified that knowledge management practices such as sharing of best practices in organisation is very critical for adapting technological innovation (Lee, 2016). Sharing of knowledge enhances the learning of both management and employees which goes a long way to impact positively on organisational performance. Knowledge management practices such as training and development and mentorship programmes have been found to have positive effect on technology adaption. For instance, Donate and Guadamillas (2015) argued that investing in employees' skills and knowledge through training, workshops and other learning opportunities helps to successfully adapt new innovations. Also, pairing experienced employees with less experienced employees to transfer knowledge, skills and expertise create a platform to adapt innovation such as disruptive technologies (Inkinen, Kianto & Vanhala (2015). In this regard, Ishak and Mansor (2020) were of the view that firms must provide the necessary conditions that makes technology adaption face less challenges. Failing to provide these conditions most often makes adoption of certain innovations less effective.

Providing knowledge sharing platforms such as wikis, discussion boards and social collaboration tools can facilitate sharing of knowledge across different teams, departments and locations within an organisation (Grace, 2009; Murphy & Salomone, 2013; Panahi, Watson & Partridge, 2013; Kazemian & Grant, 2022). These

platforms can enable employees to create, edit and share knowledge, collaborate on documents and engage in discussions to foster knowledge exchange. In relations, studies have also shown that KMP such as social media and collaboration tools have greater impact on innovation (Sun et al., 2019). For instance, it has been identified that collaborate tools such as Slack, Microsoft Teams and Google Docs facilitates organisations adaption of technologies (Del-Río-Ortega, Peña, Resinas & Ruiz-Cortés, 2021; Calefato & Ebert, 2019). Also, a study conducted by Dei and van der Walt (2020) on knowledge management practices in universities and the role of communities of practice indicated that knowledge management practices such as communities of practice is very inductive in technology adoption. They further explained that communities of practice are groups of individuals who share common interests or expertise in a particular area and collaborate to exchange knowledge and best practices. Thus, organisations can establish and support communities of practice to foster knowledge sharing, peer learning and innovation. In addition, Fatfouta and Le-Cardinal (2021) emphasized that knowledge repositories which help organisations to store and organize information, documents and resources are crucial for innovation adoption.

Methodology

The study adopted a qualitative approach which was aimed to solicit detailed responses from the respondents in the media industry. The population of the study considered the television and radio stations in Ghana, particularly, the Greater Accra Region. This region was collected because most of the television and radio stations located in this region have operated for more than ten (10) years. In this regard, they are more likely to have experienced employees who are likely to contribute significantly to the current study. A multistage sampling technique was used to sample the television and radio stations and the respondents of the study. First, a purposive sampling technique was used to sample 5 radio and 5 television stations for the study. In the second stage, convenience and purposive sampling techniques were employed to sample 10 respondents from the population. Particularly, 1 respondent was selected from each media house. The study also ensured ethical consideration and this was achieved by explaining to the respondents that the purpose of the study is to explore the role of knowledge management practices in adapting to disruptive technologies in the context of selected television and radio. The privacy and confidentiality of the respondents were also assured.

Primary data was collected from the respondents with the aid of interan view guide. Specifically, telephone calls and face-to-face interviews were conducted to obtain data for analysis. The analysis was conducted using Braun and Clarke's (2016) thematic analysis steps which comprise of familiarization with the data; creation of initial coeds; Searching for themes, reviewing themes; defining and naming themes and producing the report. With this approach, codes were generated which subsequently resulted in the generation of themes for the analysis. The validity and reliability were also considered through verification from the respondents with regard to the given responses.

Results and Discussion

Table 1: Demographic Characteristics of Respondents

Respondent	Type of Media	Position	Gender	Age	Years of Experience
Respondent 1	Television	Marketing Manager	Female	42	10
Respondent 2	Television	Technician	Male	52	18
Respondent 3	Television	Social Media Manager	Male	39	12
Respondent 4	Television	Content Manager	Male	44	16
Respondent 5	Television	Camera Operator	Female	30	8
Respondent 6	Radio	Editor	Male	51	19
Respondent 7	Radio	Production	Male	36	13
Respondent 8	Radio	Programme Director	Male	62	22
Respondent 9	Radio	Public Relations Officer	Female	37	9
Respondent 10	Radio	Production Assistant	Male	35	11

The demographic characteristics of the respondents showed that males constitute 70% of the population in the TV and radio industry in Ghana while females constitute 30%. This is evident that males form the majority workforce in the TV and radio industry in Ghana. The ages of the respondents range between 30 and 62 years. However, the ages revealed a youthful workforce in the TV and radio industry. The respondents have at least 8 years of working experience with the highest being 22 years. This is presented in Table 1.

The study followed Braun and Clarke (2006)'s thematic analysis approach. The Approach included familiarization with the data; creation of initial coeds; Searching for themes, reviewing themes; defining and naming themes and producing the report. This is represented by Figure 1 below.
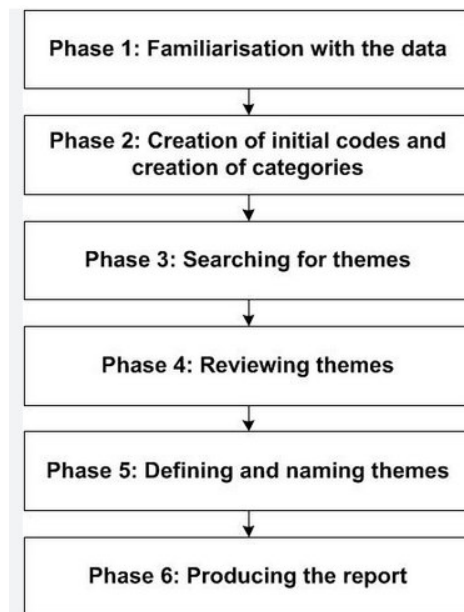
Figure 1: Braun and Clarke (2006)'s thematic analysis model

Table 1: Qualitative Evidence Codes and Themes using Braun and Clarke's (2006) thematic analysis

Second-order Constructs (Themes)	First Order Codes
Meaning of Knowledge Management	1. Efficient way of collecting data 2. Organising, gathering, analyzing and sharing data.
Knowledge Management Practices	1. Digital content management 2. Intranet portal 3. Continuous learning and training
Disruptive Technologies	1. Social media 2. Mobile technology 3. Live streaming technology
Knowledge management practices in adapting disruptive technologies	1. Knowledge management and digital content 2. Knowledge management and continuous learning and training 3. Knowledge management and technological innovations
Challenges of knowledge management practices in adapting disruptive technologies	1. Resistance to change 2. Inadequate knowledge in knowledge management. 3. Capturing and organizing knowledge challenges 4. Inadequate training

Table 2: Themes

Objective	Themes
To explore the current knowledge management practices adopted by selected television and radio stations in Ghana in response to disruptive technologies	1. Understanding of knowledge management and disruptive technologies. 2. Knowledge management practices in the TV and radio industry. 3. Disruptive technologies in the TV and radio industry. 4. Effectiveness of knowledge management practices in adapting disruptive technologies in the TV and radio industry. 5. Challenges of knowledge management practices in adapting disruptive technologies in the TV and radio industry. 6. Future plans for knowledge management practices in adapting to disruptive technologies in the TV and radio industry.

Discussion of Themes Generated from the Interviews

This section discusses the details of the data generated from the interviews. Six (6) themes were generated from the qualitative data, and this is presented in Table 2. The themes are discussed below.

Meaning of Knowledge Management

The study solicited from the respondents their understanding of the term "knowledge management". According to some of the respondents, they understand knowledge management to be the efficient way organisations collect, handle and use data and information. Some of the respondents also indicated that is the way an organisation gather, organize, analyze and share information. Others also indicated that they understand knowledge management to be how organisations leverage on knowledge and expertise of employees and managers to enhance performance in an organisation. Also, some of the respondents were of the view that knowledge management is how organisations based on knowledge manage their workforce, technology and process. Some of the respondents had this to say.

Respondent 4:

"I understand knowledge management to be how efficient organisations collect their data, handle them and make good use of them"

Respondent 7:

"Knowledge management is basically the gathering, organizing, analyzing and sharing of critical information in a company or industry"

Respondent 2:

"I think when organisations leverage on the knowledge of their human resources to improve performance."

Respondent 9:

"It is when organisation manage its resources such as employees, processes and technology"

Meaning of Disruptive Technologies

Respondents were asked about their understanding of disruptive technologies. Some of them had fair idea about what the meaning of the term is. However, others seem not to understand the meaning of disruptive technologies. Some of the respondents were of the view that disruptive technologies are technologies that causes destruction to the operations of the organisation. Some also indicated that disruptive technologies is where technologies interrupt the processes of an organisation. Others also revealed that disruptive technologies are those technologies that changes the organisations from traditional ways of doing things to modern ways of doing same things. Below are some of the responses of the respondents.

Respondent 1:

"I think disruptive technologies are technologies that have the tendency to cause destruction to the activities of the organisation"

Respondent 8:

"To me, disruptive technologies are the ones which causes disturbances to the operations of an organisation."

Respondent 3:

"They are technologies that changes the traditional ways in which an organisation operate to a more modern ones."

Knowledge management practices in the TV and radio industry

The qualitative interview solicited from the respondents about the some of the knowledge management practices adopted in the TV and radio stations. One of the knowledge management practices identified by the respondents is digital content management. This cuts across radio and television stations. According to the respondents, this is used organize and store their digital content, such as news articles, audio, and video. This makes it easier for journalists and other staff to access and share content across different platforms and channels. The respondents also mentioned intranet portal which according to them is normally use in accessing the organisatioins policies, training materials and other resources. Again, the respondents identified documentation of information which allow the TV and radio stations to gather, organize and store information for current and future use. Some of the respondents also mentioned continuous leaning and training and development. According the respondents most TV and radio stations in Ghana put measures in place to encourage employees to develop their career through further education and other training and development programmes. Below are some of the responses of the respondents.

Respondent 10:

"At least I know of digital content management which allow my radio station to organize and store information such as news contents, audio materials, videos etc."

Respondent 4:

> *"One of the knowledge management practices I know is the intranet portal which makes it possible for us to share a lot of things like materials for training, the policies of the company among several others"*

Respondent 6:

"Further education and professional training and development programmes help the personnel here to gain more knowledge to manage the affairs of the company"

Disruptive Technologies in the TV and radio industry

The qualitative interview also found from the respondents concerning disruptive technologies the organisations have adopted. One of the major disruptive technologies identified by the respondents is social media. According to the respondents social media platforms such as Facebook, Twitter, and Instagram have become popular channels for Ghanaian TV and radio to share news, engage with audiences and promote their content. They further explained that most of the TV and radio stations in Ghana have special team that manage the social media accounts of the media houses and interact with their followers. Another disruptive technology identified through the responses of the respondents is mobile technology. With the widespread availability of mobile phones in Ghana, many TV and radio stations have developed mobile applications and optimized their websites for mobile devices to make it easier for audiences to access their content on-the-go. Again, the respondents mentioned live streaming technology that has become increasingly popular in most TV and radio stations in Ghana using platforms such as Facebook Live and YouTube Live to broadcast live events. Some of the respondents had these to say.

Respondent 9:

> *"For me the number one disruptive technology in the media space is social media. For instance, we have a team that manage out various social media handles and this shows who social media has become very important aspect of radio and TV stations"*

Respondent 5:

> *"There is also mobile technology which allow those with mobile phones to access our media outlets. We have an app which our followers could download and listen or watch our progrmammes"*

Respondent 7:

> *"All the radio stations and TV stations have the technology which allow us to stream our programmes live on Facebook and YouTube. This has increased our viewership"*

Knowledge management practices in adapting disruptive technologies in the TV and radio industry

According to the respondents to successfully adapt disruptive technologies in the media such as TV and radio stations, it is important to adopt knowledge management practices such as digital content management. The respondents further explained that disruptive technologies such as social media, artificial intelligence and mobile technologies can be easily adapted when digital content is well-managed. According to the respondents a well-managed digital content help organisations automate their workflows which serve as a good platform to adapt disruptive technologies. The respondents also stressed on continuous learning and training and development of the workforce in the industry as some of the knowledge management practices that enhances the adaptability of disruptive technologies such as social media, artificial intelligence etc. in the media industry. The respondents further asserted that the knowledge management practices equip people with adequate knowledge on the new trends, especially, in respect to technological innovations. Below are some of the responses of the respondents.

Respondent: 2

"Knowledge management practices such as digital content management help the TV stations in adapting disruptive technologies such as AI, social media and many others. If you don't manage your digital content well it will be difficult to adapt new technologies because the accessibility, retrieval and sharing of contents are key in the whole process."

Respondent 10:

> *"Learning and upgrading of the workforce enhances their knowledge and this subsequently enhance the organisation's adapting disruptive technologies"*

Challenges of knowledge management practices in adapting disruptive technologies in the TV and radio industry

According to the respondents, one of the main challenges of the role of knowledge management practices in adapting disruptive technologies in the TV and radio industry is resistance to change. Employees in the TV and radio industry may be resistant to change and may not see the need for knowledge management practices. The respondents further explained that this may be due to a lack of understanding of the benefits of knowledge

management practices. Again, the respondents revealed that sometimes difficulty in capturing and organizing knowledge serves as a challenge in applying knowledge management practices. The respondents were of the view that knowledge management relies on capturing, organizing and sharing knowledge effectively, however, sometimes, large amount of data in the TV and radio industry makes it extremely difficult to capture and organize such data. The qualitative interview also showed that new technology integration is sometimes difficult to achieve. According to the respondents, this especially, the case when there is now existing proper knowledge management to facilitate such integration. The qualitative data further identified lack or inadequate training as a challenge in adapting to disruptive technology. For instance, the respondents indicated that the adoption of disruption technologies such social media, AI etc. highly depends on the knowledge level of the workforce on these technologies. However, some of the industry plays may lack training in these areas which makes it difficult to adapt disruptive technologies. Below are some of the responses of the respondents.

Respondent 8:

"Resistance to change is a challenge in the media industry and this is because most people in the industry find it difficult to accept new changes such as innovations. This sometimes makes knowledge management adoption and implementation difficult"

Respondent 3:

"In the media industry, there are a whole lot of data to deal with and capturing, organizing and storing the information becomes challenging. This negatively affects disruptive technologies adaption"

Respondent 4

"Another challenge facing this industry is the integration of new technology. For instance, The Ghanaian government has implemented digital terrestrial television (DTT) broadcasting which is intended to help media organisations to deliver higher-quality content to their audiences. However, the integration of this technology became a challenge for some of the media companies."

Respondent 5:

"Sometimes lack of training in new technologies makes disruption technology adaption difficult. I remember very well that when we started live streaming in this TV station, it was a challenge. Some of the team members were lacking technical know-how to manage the social media accounts. It took a lot of training to equip them with the needed skills."

Future plans to improve knowledge management practices in adapting to disruptive technologies in the TV and radio industry

According to the respondents for knowledge management practices to play effective role in adapting disruptive technologies and for that matter they share the view that going forward the use of knowledge management in organisations must be supported by leadership in the media industry. Leaders in the organisation need to recognize the importance of knowledge management practices and support the development and implementation of a comprehensive knowledge management strategy. The respondents also indicated that going forward the TV and radio stations must institute training programmes to equip personnel with the requisite knowledge to help media organisations to effectively adapt disruptive technologies. For instance, they indicated that with the introduction of digital terrestrial television (DTT) broadcasting, the media houses that have trained their personnel will adapt it easily as compared to those who did not. The respondents also revealed that for knowledge management practices to play effective role in adapting disruptive technologies there is the need for media houses to put in place technology infrastructure such as hardware, software, and network capabilities that can support the collection, storage and sharing of knowledge. The respondents also asserted that the organisation needs to invest in the right tools and technology platforms to ensure that knowledge is easily accessible and shareable in the media landscape. The respondents further noted that going forward, the media organisations should create a culture that values knowledge sharing, collaboration, and continuous learning. This can be achieved by encouraging open communication, providing incentives for knowledge sharing, and recognizing and rewarding employees who contribute to knowledge management practices. Below are some of the responses of the respondents.

Respondent 10:

"Going forward, I think knowledge management practices in media houses should be fully supported by leadership. We have experience certain situations in this radio station where some strategies did not work because leadership were not interested."

Respondent 4:

"Training and education of the workforce is critical to adapt disruptive technologies. Some of these technologies are complex and technical and without regular training programmes, the adaption will not be successful."

Respondent 7:

> "I see technological infrastructure as key to adapt disruptive technology. Here, there are a number of technological infrastructure that are in place and some are yet to be implement to adapt to some of these technologies."

Respondent 1:

> "Some of the TV stations, especially, the smaller ones do not have the right organisational culture to make use of knowledge management and disruptive technologies. These stations must institute a culture that could allow some of these things"

Discussion

The study explored the current knowledge management practices adopted by television and radio stations in Ghana in response to disruptive technologies. The study found that TV and radio stations in Ghana have adopted knowledge management practices such as digital content management, intranet portal, continuous learning, training and education and documentation management. This is supported by the findings of Donate and Guadamillas (2015) who were of the view that investing in employees' skills and knowledge through training, workshops and other learning opportunities helps to successfully adapt new innovations. The study also found that that TV and radio stations in Ghana adapt disruptive technologies such as social media, mobile technology, and live streaming technology. This finding is corroborated by the Christensen and Raynor (2003) who also identified disruptive technologies such as internet, social media, mobile devices, cloud computing, and artificial intelligence. The study also found that TV and radio stations in Ghana acknowledge that effective knowledge management practices help in adapting disruptive technologies. This is supported by many other findings. For instance, Nascimento et al. (2021) indicated that knowledge management practices are very crucial in adapting disruptive technologies. Also, Manesh et al. (2020) emphasized that to successfully adapt disruptive technologies, knowledge management practices play a critical role. The study also identified challenges of adopting knowledge management practices and its subsequent effect on adapting disruptive technologies. Some of the challenges identified were resistance to change, difficulty in capturing and organizing knowledge, lack or inadequate training and difficulty in technology integration.

Conclusion and Recommendations

The study sought to explore the current knowledge management practices adopted by television and radio stations in Ghana in response to disruptive technologies. Media organizations were able to adapt to disruptive technologies through knowledge management practices so that they can gain a competitive advantage. Some of the key KMPs that could help TV and radio stations leverage their knowledge assets include digital content management, intranet portal, continuous learning, training and education and documentation management. KMP create favourable condition for media organisations to successfully adapt disruptive technologies such as social media, mobile technology, and live streaming technology. The study revealed that KMP highly influences the adaption of disruptive technologies in TV and radio stations. However, the study identified challenges such as resistance to change, difficulty in capturing and organizing knowledge, lack or inadequate training and difficulty in technology integration.

Therefore, the management of TV and radio stations will have to organize education for the workforce on the need for knowledge management and how it helps to adapt disruptive technologies. They need to specifically create awareness of how each workforce will benefit from the new arrangement. This when achieved will curtail resistance to knowledge management and disruptive technologies. Again, the management of the media houses should organize frequent education and training for their workforce. This can be achieved by organizing tailored training for different departments for them to gain more knowledge which could help to easily adapt disruptive technologies. There is also the need for management to put in place technological infrastructure which could ensure smooth technological integration. Specifically, the management could improve the knowledge of the personnel on how to integrate disruptive technologies in their companies. In addition, the management of TV and radio stations could also improve KMP's such as digital content and document management to help capture and organize large data. Improved software such as Adobe Premiere Pro, Avid Media Composer etc. could be used to manage large data.

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