

AN ANALYTICAL STUDY ON KNOWLEDGE MANAGEMENT PRACTICES IN INFORMATION TECHNOLOGY SECTOR

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Abstract

In recent years, an increasing amount of global business school research and literature has focused on concepts such as the “knowledge-based economy,” “organizational learning,” “knowledge workers,” “intellectual capital,” “virtual teams,” and the like in order to make sense of this “new discipline” (Gittell & Vidal, 1998). Organizational learning is a fairly recent way to think about learning in organizations. In a time of less organizational change (technological, societal, and economic), it was possible for an organization to develop a strategy for functioning and, assuming the strategy was initially effective, maintain that strategy for several decades. Current organizations, however, must change constantly in order to survive for even one decade. But change in and of itself is not sufficient. The change must be based on appropriate data gathered externally from the environment and internally from lessons learned. Both are a part of organizational learning, and both are critical to effective organizations (Skyrme, 1998, 2000, 2001). Learning organizations or organizational learning are defined in many different ways.

Keyword: Knowledge-Based Economy, Organizational Learning, Knowledge Workers, Intellectual Capital

Introduction

In today's world of dynamic environment and cut-throat competition, one should be not only knowledgeable but also know how to manage his knowledge to survive and succeed. In the same way organizations should possess knowledge workers and manage their knowledge successfully to have competitive advantage over the other organizations and to stand as a market leader.

Management of an organization in modern economies is not only complex and sophisticated but it is also vital influencing the economic growth of a country. Its efficiency determines the property and well-being of the people of the nation. “Perhaps today there is no other latest activity which is as important and dynamic as management the oldest of arts and newest of profession”. One of the fundamental areas of Management is the management of Human Resources. Thus, “in the management of four Ms – Money, Materials, Machines and Men – it is needless to belabour the obvious point that, considering the nature of man, the management of men...” is not only fundamental but also dynamic and challenging.

Knowledge in practice; developed from direct experience and action; highly pragmatic and situation specific; subconsciously understood and applied; difficult to articulate usually shared through highly interactive conversation and shared experience. This cannot be verbalized. It cannot be articulated. It dwells within

peoples' minds and governs their interactions with and responses to other people in a particular context.

A success case of an IT organization requires knowledge creation, sharing, and storing that enhances a better knowledge management environment. Knowledge Management - how organizations track, measure, share and make use of intangible assets such as an employee's ability to think fast in a crisis – is increasingly important in a fast-changing knowledge society. Organizations have always managed knowledge, even if they did not use the term knowledge management.

Review of literature

Vito Manfredi Latilla, Federico Frattini, Antonio Messeni Petruzzelli, Martina Berner, This paper aims to provide a comprehensive academic literature review on the relationship between knowledge management, knowledge transfer and organizational performance in a specific subset of the creative industry, i.e. arts and crafts organizations. Furthermore, this paper analyzes how knowledge management and transfer within arts and crafts organizations help increase performance and enhance the value of the activity of the so-called “knowledge workers” (i.e. craftsmen), who are the real knowledge owners in the process of value creation.

Research Methodology

Positivists accept that the truth is steady and can be watched and depicted from a destination perspective, i.e. Without meddling with the phenomena being concentrated on.

Objectives of Study

- 1) To investigate the reflections of the respondents of selected organizations on the adoption of relevant Knowledge Management practices and their effectiveness.
- 2) To offer suitable suggestions to the selected organizations to improve KM practices.

Hypothesis

H1: Framing of appropriate Knowledge Management Strategy and its Implementation will enhance the effectiveness of an Organization

H0: Framing of appropriate Knowledge Management Strategy and its Implementation will not enhance the effectiveness of an Organization

Sample Size: From among the said 10 companies a sample of 712 employees have been picked randomly. Thus the sample technique adopted is simple random sampling. The sample size was equally divided among the selected companies under 1 to 10 and 11 and above years of standing experience.

Data analysis

Do you agree that framing of appropriate Knowledge Management Strategy and its implementation will enhance the effectiveness of an organization?			
	Observed N	Expected N	Residual
Strongly Agree	399	142.4	256.6
Agree	206	142.4	63.6
Uncertain	66	142.4	-76.4
Disagree	19	142.4	-123.4
Strongly Disagree	22	142.4	-120.4
Total	712		

Test Statistics	
	Do you agree that framing of appropriate Knowledge Management Strategy and its implementation will enhance the effectiveness of an organization?
Chi-Square	740.514a
df	4
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 142.4. b. The significance Level is 0.05	

Test Result Interpretation

The asymptotic significance is **0.000**, which is less than **0.05**, the significance level. The null hypothesis is rejected. Therefore, it can be concluded that the framing of appropriate knowledge management strategy and its implementation will enhance the effectiveness in an organization.

Findings

1. Most of the respondents are from a fresher and early career stage (59.4%)
2. With most of the respondents having a work experience between 6 - 10 years, this puts the overall demography in a proper perspective with the presumption that there is a good work exposure and also the respondents being equipped with the most modern trends at the same time
3. A majority (59.7%) of the respondents are neutral about the ease or difficulty of implementing KM Systems in their organization
4. Vast majority of the respondents (90.3%) affirm that their organization has policies in place which allows employees to present new ideas without fear or ridicule
5. A vast majority of the respondents (84.8%) confirm that improved competencies are the motivation for their organization to increase the KM practices
6. A majority (73.6%) affirm that employee training is needed to meet the strategic objectives of the organization

7. A majority of the respondents (75.7%) agree that KM practices were successfully implemented in their organization
8. A vast majority of the respondents (82.4%) are confident that the software used for the KM practice will be updated as and when required
9. The framing of appropriate knowledge management strategy and its implementation will enhance the effectiveness in an organization

Suggestions

For better acquisition of knowledge, the organizations may also adopt Peer Assist programs. Peer Assist program is a meeting of a project team with their colleagues. The request for assistance is initiated by the project leader when he or she thinks peers could be of help to the team. Usually 4-5 colleagues, from other sites and projects, meet together at the site of the asking team (who are in need of assistance). An assist may last from 1 to 2 days, during which the asking team and those who have come to be assisters, are in dialogue about the project. The asking team gains the insight of colleagues. In the process the assisters may also gain some knowledge and learn both from the project and from each other. Some Peer Assists are called early in a project and some are called later, depending on the needs of the team.

The current state of organizational competencies in reference to knowledge management are not very clear in most of the organizations which make use of knowledge management based tools and techniques. A majority of organizations today adopt the knowledge management techniques just for the sake of simplicity, ease and quickening the work process a bit. The use of computers and computer aided tools and techniques is mainly brought into use for reducing redundancy, centralizing certain work processes and decreasing the information access time. The widely used tools and techniques which may be open source or proprietary can help bring a sea change in the overall working of the system, and this needs to be equally understood both by the management as well as individual employees.

Conclusion

It can be concluded that the respondent organizations have strong commitment towards developing a KM strategy formulation and implementation for improving the organizational effectiveness because majority of the respondents have expressed a highly positive opinion on KM strategy formulation, implementation and its benefits for organizational effectiveness. Further, it can be substantiated by the insignificant Chi- Square values. Hence H3 hypothesis has been accepted. It has been proved that framing of appropriate Knowledge Management Strategy and its Implementation will enhance the effectiveness of an Organization.

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