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The Role of Knowledge Management in Hr Activities Within Organization

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ABSTRACT

The process of creating, storing, distributing, and utilising knowledge to enhance corporate performance is known as knowledge management. Also, it is the procedure through which knowledge is disseminated across the workforce of the company and new skills are developed, enhanced, and abilities strengthened. The study focuses to learn about the organization efficiency through knowledge management system. A non-experimental survey approach, and in-depth interviews were conducted to accumulate information. Vishakhapatnam was one of the IT hub area in Andra Pradesh. More than 200 companies are IT companies commences their business and it is fair to conduct the research in Visakhapattam. Eight companies with minimum two hundred employees had been selected to conduct the survey . The companies selected were 1)Tekwissen 2)Miracle Software Systems 3)Mahati Software Pvt Ltd 4)Conduent 5)Fluent grid 6)Media3 7)Inspire edge software solutions 8)E-centric software solutions. The questionnaire was shared to 310 employees and 302 datas were considered as authenticated. The study also identifies the degree of cultural alignment of the IT companies in Visakhapatnam. We found that most companies maintain a culture of openness, fairness and transparency. It's starting point of knowledge sharing culture inside the organization . A closed culture does not encourage the practice of knowledge sharing within the company. The results of this survey suggest that organizations do not consider the aspect of knowledge sharing and creation while conducting selection process. Organizations should keep a criteria to access the willingness of employee in knowledge creation and knowledge sharing. The specific knowledge-sharing behaviors of the employees can be identified from previous work experience. The survey found that the majority of the employees are willing to share information with their organization if there is an associated financial reward. Most employees are looking for financial gain, and organizations need it in order to implement good knowledge management and improve efficiency. The employees should poses the attitude of searching for new knowledge and reliable information at work,share the vision of seeing their company succeed. Not all employees share this common vision. It's important to select employees who make a difference at work and inspire others to think again.

Keywords: Knowledge Management, Knowledge sharing, Knowledge accumulation, Knowledge creation, Knowledge management system

INTRODUCTION

What is Knowledge Management?

The process of creating, storing, distributing, and utilising knowledge to enhance corporate performance is known as knowledge management. Also, it is the procedure through which knowledge is disseminated across the workforce of the company and new skills are developed, enhanced, and abilities strengthened.

It is the idea of gathering, organising, disseminating, and assessing one's knowledge at all functional levels about the tools, materials, and abilities of people. Early in 1998, it was believed that very few businesses employed knowledge management techniques. Nowadays, firms have a framework for managing knowledge thanks to technology advancements. Modern knowledge management is impacted by evolving trends in the evaluation and dissemination of information.

Organizational objectives such B. Performance Improvement, Industry, Competitive Advantage, Innovation and Technology, Development Process, Communication, and General Development are linked to knowledge management initiatives. Land organisation, continuous improvement, and lifelong learning are three concepts that are frequently linked to KM.

Engaging in knowledge management activities

1) Creation of new information
2) Get knowledge from enduring sources.
3) Using knowledge to make decisions;
4) using knowledge to the production and service of goods;
5) keeping knowledge in software, databases, and papers;

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Objectives of the study

Primary Objective:

To study the knowledge management practices in the IT Sector,Vishakapatnam India.The study focuses to learn about the organization efficiency through knowledge management system

Secondary Objective

- To learn about the knowledge sharing and the technologies used by the organizations to capture knowledge.
- To study the employees reponse towards the organizational knowledge management activities
- To aware about the status of the KM systems in organizations

Sample : Vishakhapatnam is one of the IT hubs in Andra Pradesh state. For this study, Eight IT companies were selected for investigation. The preference has been given only to the companies having 200 employees.Random sampling method followed to collect the data.

SPSS 23.0 was used to analyze sample characteristics. The tables that follow summarize the sample characteristics of respondents who were included in the study. The distribution of demographic variables indicate that the respondents tended to be mid aged, highly educated, and who are knowledge worker.

Table :1 : Distribution of questionnaire among the respondents

A non-experimental survey approach, and in-depth interviews were conducted to accumulate information. Vishakhapatnam was one of the IT hub area in Andra Pradesh. More than 200 companies are IT companies commences their business and it is fair to conduct the research in Visakhapattam. Eight companies with minimum two hundred employees had been selected to conduct the survey . The companies selected were 1)Tekwissen 2)Miracle Software Systems 3)Mahati Software Pvt Ltd 4)Conduent 5)Fluent grid 6)Media3 7)Inspire edge software solutions 8)E-centric software solutions. The questionnaire was shared to 310 employees and 302 datas were considered as authenticated.

company	No. of surveys conducted				
	Total	Top level	Middle level	Front line	Non Managerial Employees
Tekwissen	84	5	13	12	25
Miracle software systems	44	3	10	8	18
Mahati software pvt ltd	41	2	7	9	25
Conduent	45	2	4	10	24
Fluent grid	32	2	3	12	25
Media 3	25	1	3	8	13
Inspire edge software solutions	20	2	3	10	20
E-centric software solutions	19	2	2	6	16
TOTAL	**310**	**19**	**45**	**75**	**171**

Table -2 : Age category of the respondents

Age bracket of respondents	Frequency					Percentage			
	TL	ML	FL	NME	Total	TL	ML	FL	NME
20 – 25 years	0	4	20	40	64	0%	10%	27%	23.30%
26 – 30 years	3	9	15	50	77	19%	23%	20%	29.20%
31 – 35 years	2	2	10	30	44	13%	5%	13%	17.50%
36 – 40 years	4	9	12	20	45	25%	23%	16%	11.69%
40 – 45 years	2	8	8	19	37	13%	20%	11%	11.10%
46 – 50 years	3	4	10	12	29	19%	10%	13%	7.01%
> 50 years	2	4	5	0	11	13%	10%	7%	0%

****TL= Top level managers, ML= Middle level managers, FL= Front line managers And NME=Non-managerial Employees.**

Table : 2 Age Category

From the table 2, it is inferred that 23% of them belong to the category 20-25 years, 29% of them belongs to 26-30 years, 18% of them belong to the category 31-35 years, 12% of them belong to the category 36-40 years, 11% of them belong to the category 41-45 years and 7% of them belong to 46-50 years old.

Table 3: Awareness about the knowledge management(KM) among the employees

Awareness about Knowledge Management	Top level	Middle level	Front line	NME
Yes	93%	75%	40%	45%
No	7%	25%	60%	55%

Table :3 Awareness about the KM

From the table 3 it is inferred that 93% 0f the employees from the top level management agreed that they are aware about the knowledge management and 7% of the top management employees are unaware about it; 75% of the them at middle level management agreed that they are aware about knowledge management and 25% of the them are ignorant about it while 40% Of the them from front line agreed that they aware about knowledge management and 60% of the respondents are unaware about it.

Knowledge creation and knowledge retention will be honored inside the organization, if and only the employees of the organization aware about the knowledge management. Here the results show that most of the employees in top level and meiddle level cadre are aware about the knowledgement management; The percentage level of unaware about knowledge meanagement among middle and front-line employees ahoud be notable. The knowledge management criteria should be included in Training and development policies. Implementation of knowledge management department should be considered by the organizations.

Table 4 :Opinion about the knowledge management by the respondents

.Opinion about knowledge Management	Top Level (in %)	Middle level (in %)	Front line (in %)	NME
Something the company is already doing.	2	3	0	0
It is a strategic part of your business.	95	92	40	38
It is just a Management fad.	3	5	0	0
I never heard of it	0	0	60	62

Table 4 :Opinion about the knowledge management

60% of the employees from front-line and 62% of the employees from NME agreed that they haven't heard about the KM activities inside the organization. It's a serious remark from the employees. The organizations should give core importance in Knowledge sharing, Knowledge creation and knowledge retention. Effective knowledge management system inside the organization will help the organization for long run prospective.

Table 5: Employees opinion on sharing the knowledge for monetary benefits

Sharing knowledge for monetary benefits	Top Level (in %)	Middle level (in %)	Front line (in %)	NME(in%)
Yes	100%	100%	100%	100%
No	0	0	0	0

Table 5: Employees opinion on sharing the knowledge for monetary benefits

All the employees agreed that they are ready to share their knowledge to others for monetary benefits. It reveals the mind-set of employees. Either tacit or explicit knowledge, organization should poses proper KM system to create and maintain them. Unless, the organization poses the support the employees they cant develop a KM system. So the organzations can consider to give certain monetary bebefits to the employees to share their knowledge in means of Knowledge management inside the organization.

Table:6 Employee's opinion about the frequency of using Tools and techniques

Frequency of using tools and technology	VIF	IF	MF	F	VF	TOTAL	WA
e-mail are common tool of sharing knowledge with co-workers	0.00%	0.00%	71.43%	14.29%	14.29%	302	3.4
chat room are used to share knowledge with my co-workers.	0.00%	14.29%	57.14%	0.00%	28.57%	302	3.4
I use cloud tools like G Suite etc to connect with my team	0.00%	28.57%	42.86%	14.29%	14.29%	302	3.1
I share knowledge by placing into knowledge repository	0.00%	14.29%	85.71%	0.00%	0.00%	302	2.8
Intranet is used to share knowledge	0.00%	0.00%	57.14%	28.57%	14.29%	302	3.5
Experts directory is used to pinpoint the expertise that my Coworkers need.	50.00%	0.00%	0.00%	0.00%	0.00%	302	2.5
video calls are used to share knowledge.	0.00%	14.29%	57.14%	14.29%	14.29%	302	3.2
Knowledge is shared through teleconferencing	0.00%	0.00%	50.00%	0.00%	50.00%	302	4.0
knowledge is shared through face-to-face discussions	14.29%	0.00%	28.57%	28.57%	28.57%	302	3.5

*****VIF- Very infrequently; INF- Infrequently; MF- Moderately frequently; F-Frequently; VF-Very Frequently; WA- weighted average**

Table:6 Employee's opinion about the frequency of using Tools and techniques

Companies are using lot of tools and techniques for communication. The set of questions mentioned above are discussed to know the collective concept of knowledge sharing. The calculated result of weighted average which is greater than four infer the fine frequency. But here only the knowledge shared through teleconferencing poses the frequency of four. All other modes specify the moderate value, means to say less than four. Again it is a matter to discuss about the knowledge management system in the organizations. Organizations should construct clear policies and system for knowledge management.

Reliability and Validity of Measures

Reliability Cronbach's Alpha :

Barclay and his colleagues (1995) recommend that a measurement of the internal consistency of construct, Cronbach's alpha should be taken into consideration, with a cut off criterion of approximately 0.60 (Hair et al. 1998).

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Table 7 :Test of Sknewness and Kurtosis

Constructs	Skew ness	Kurtosis
Knowledge sharing intentions	-0.4	-0.32
Organizational learning	-0.26	0.25
Organizational culture	-0.29	0.29
Recruitment and selection	-0.08	-0.41
Training and Development	0.6	-0.06
Performance Appraisal	0.09	-0.66
Rewards and Recognition	0.62	-0.06

Cronbach's Alpha was calculated for all factors. Some items with low individual reliability were eliminated to improve the Cronbach's Alpha of the scales. As a result, 61 items were retained in all, and all seven (7) variables in this study met the minimum requirement The constructs that produced the highest Cronbach's alpha were Knowledge sharing intentions (0.76); organizational learning (0.72), organization culture (0.75), Recruitment and selection (0.89), Training and development(0.92), performance 158 appraisal (0.84) and Rewards and recognition (0.72). All the constructs of the study had values of Cronbach's Alpha within the acceptable value of being greater than 0.60 (refer Table 5.21). As a result, all constructs were accepted as being reliable for the research.

Table 8 : Hypothesis testing results from SEM(Structural equation Model)

Hypothesis	From	To	Standardised coefficient	T - value	Results
Relationship amongst knowledge sharing intentions, organizational learning and organization culture on knowledge management practices					
H A-1	Knowledge sharing intentions	Knowledge management practices	0.19	5.16**	Supported
H A-2	Organizational learning	Knowledge management practices	0.22	5.89**	Supported
H A-3	Organizational culture	Knowledge management practices	0.24	5.9**	Supported
Relationship from human resource activities to knowledge management					
H A 4	Recruitment and selection	Knowledge management	0.12	1.96	Supported
H A 5	Training and development	Knowledge management	0.24	5.9	Supported
H A 6	Performance Appraisal	Knowledge management	0.07	1.69	Supported
H A 7	Rewards and Recognition	Knowledge management	0.17	4.2 **	Supported

Interpretation of the Structural Model Testing

According to the results from the structural model testing, all the hypotheses considered in this study were supported. As mentioned in the previous chapters, despite the apparent and increasing importance of the concept, the study of the relationships between human resource elements and knowledge management in India appears to be under-researched, so this work is one of the first of its kind to explore which human resource elements would help in building knowledge for Indian IT Companies and thus influence the final performance of employees in India.

The following section interprets the results from the structural model testing and discusses the hypothesis:

Relationships Among Knowledge sharing intentions and knowledge management practices (Hypothesis A1)

Hypotheses A1 was articulated to determine whether significant relationships existed among knowledge sharing intentions and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships among knowledge sharing intentions and knowledge management practices are supported in the IT Sector in India. The hypothesis argued that knowledge sharing intentions are the foundation of knowledge management, and is significantly influenced by it. In this study, this hypothesis was empirically supported and are positively related.

Relationship between organizational Learning and knowledge management practices (Hypothesis HA 2)

Hypotheses A2 was articulated to determine whether significant relationships existed among organizational learning and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships among organizational learning and knowledge management practices are supported in the IT Sector in India. The hypothesis argued that organizational learning has a profound impact on knowledge management, and is significantly influenced by it. In this study, this hypothesis was empirically supported and are positively related.

Relationship between organizational Culture and knowledge management practices (Hypothesis HA 3)

Hypotheses A3 was framed to establish significant relationships among organizational culture and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships among organizational culture and knowledge management practices are supported in the IT Sector in India. The hypothesis stated that organizational culture has a major impact on knowledge management, and is significantly influenced by it. In this study, this hypothesis was empirically supported and are positively related.

Relationship between Recruitment and selection & knowledge management practices (Hypothesis HA 4)

Hypotheses HA4 was framed to establish significant relationships among the human resource practice of Recruitment and selection and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships between recruitment and selection and knowledge management practices are strongly supported in the IT Sector in India. The hypothesis stated that recruitment and selection decisions are influenced by knowledge management. In this study, this hypothesis was empirically supported and is positively related.

Relationship between Training and Development & knowledge management practices (Hypothesis HA 5)

Hypotheses HA5 was framed to establish significant relationships among the human resource practice of Training and Development and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships between Training and development and knowledge management practices are strongly supported in the IT Sector in India. The hypothesis stated that Training and Development in IT Sector is influenced by knowledge management. In this study, this hypothesis was empirically supported and is positively related.

Relationship between Performance Appraisal & knowledge management practices (Hypothesis HA 6)

Hypotheses HA6 was framed to establish significant relationships among the human resource practice of Performance Appraisal and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships between Performance appraisal and knowledge management practices are strongly supported in the IT Sector in India. The hypothesis stated that performance appraisal in IT Sector is influenced by knowledge management. In this study, this hypothesis was empirically supported and is positively related.

Relationship between Rewards and Recognition & knowledge management practices (Hypothesis HA 6)

Hypotheses HA7 was framed to establish significant relationships among the human resource practice of Rewards and recognition and knowledge management practices in I.T Sector in visakhapatnam. The hypothesis was supported. The results indicate that the proposed relationships between Rewards and recognition and knowledge management practices are strongly supported in the IT Sector in India. The hypothesis stated that rewards and recognition in IT Sector is influenced by knowledge management. In this study, this hypothesis was empirically supported and is positively related.

The following section gives a brief on the findings and compares it with the results obtained through the research:

- It has been found that, not all companies have invested in their organization's knowledge management system, and the top management is not giving core importance for knowledge management systems and tools applicable to store knowledge. However, senior management's attitudes towards knowledge management are positive and they understand that knowledge storage architect in the organization is a competitive advantage.
- Most research focuses only on knowledge sharing or organizational learning, and very little on the aspect of integrating knowledge management practices into organizations. It is very important for building a significant knowledge base.
- The survey found that 186 experienced employees were happy to share information about their jobs. Employees with only a few years of experience are reluctant to share information for fear that their skills will be exposed to others and could affect their strengths and position in the company.
- Organizational culture primarily influences how values are shared and how acculturation processes are initiated. A culture of knowledge sharing opens up new avenues for growth and achievement. As research shows, an open culture is proving to be more effective. The study also identifies the degree of cultural alignment of the IT companies in Visakhapatnam. We found that most companies maintain a culture of openness, fairness and transparency. It's starting point of knowledge sharing culture inside the organization . A closed culture does not encourage the practice of knowledge sharing within the company.
- When asked about the employees' willingness to share knowledge, the majority of respondents expressed a positive attitude, reflecting a belief in sharing knowledge with other employees working within their organization. However, researchers found inconsistencies in employee intentions. When asked about the challenges of implementing knowledge management, most employees indicated that the challenges were wide and associated continuously. There is a clear contradiction between the intention to share knowledge and the employee's perception of the challenges. Even when employees have a positive attitude toward sharing, employee perceptions about the challenges associated with inherent negative attitudes toward knowledge management. However, they also agreed that employee turnover leads to knowledge drain from the organization. They recognize that when an experienced employee leave the organization, it is not only the loss of the employee; there is a loss of experienced knowledge which poses various decision making skills to solve various issues.
- The usage of contemporary cloud-based technologies to share work and giving access to the teams to share content are quite limited. Some businesses don't even employ cloud computing in their day-to-day operations. Predictive analytics can be performed in knowledge management thanks to newly emerging technologies like artificial intelligence. Organizations may be able to manage workplace content, information, and knowledge stores better in the future with the help of such technologies.
- Employees strongly believe that the organization values the contribution of human capital and that their opinions matter to the company's performance. Such belief systems pervasive within organizational structures only strengthen the employer-employee relationship.
- The results of this survey suggest that organizations do not consider the aspect of knowledge sharing and creation while conducting selection process. Organizations should keep a criteria to access the willingness of employee in knowledge creation and knowledge sharing. The specific knowledge-sharing behaviors of the employees can be identified from previous work experience.
- The employees should poses the attitude of searching for new knowledge and reliable information at work,share the vision of seeing their company succeed. Not all employees share this common vision. It's important to select employees who make a difference at work and inspire others to think again.This survey clearly shows that companies are closely monitoring employee information to change hiring patterns. It also reflects that an employee database is maintained and documented. An organization's recruitment policy is related to knowledge management in the sense that the proper design of robust mechanisms and recruitment sources will determine how the organization will function in the future. Knowledge management and recruitment policies should be intertwined.
- Using traditional training approaches, it is necessary to identify skill gaps and create suitable training programmes to fulfil the gaps. Companies implement training initiatives to enhance employee competencies. Knowledge and education ought to go hand in hand parallelly. This study found that a lot of companies are not giving mentors for their employees. Most workers responded that mentors have a very apparent impact on improving their work behaviour, when asked 'if mentors are necessary for employees in the workplace'. It was also mentioned that the majority of organisations do not offer their staff members individualised training. Every person has strengths and limitations, and a good knowledge management system with training programmes which aims to decrease these variables will improve employee performance. Without a doubt, this will contribute to the development of trained staff and give the company a competitive advantage. To boost productivity at work, training programmes must

"recognise" knowledge components and make use of them as appropriate tool to develop the skills of the employees.

- A survey was conducted across all organizations looking at reward and recognition policies and their relevance to knowledge management. Knowledge inevitably leads to performance and is a key differentiator among employees. When rewards and recognition are not tied to an employee's knowledge level, this directly affect the employee's performance level. Previous research has proven that inappropriate rewards reduce employee motivation and have a significant impact on performance levels. The survey found that the majority of the employees are willing to share information with their organization if there is an associated financial reward. Most employees are looking for financial gain, and organizations need it in order to implement good knowledge management and improve efficiency.

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