Study on Attitudes of Employee & Management on Knowledge Management and Knowledge sharing with special reference to selected IT industries in Chennai.

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Abstract

Knowledge management is the crucial business capability for translating Business operations into success. Peter Drucker, in the year 1959 has first introduced to the world the idea of a "knowledge worker" and the competencies organizations will acquire through building a knowledge-based economy. It is a daunting task to uncover the latent meanings that employees mark in their minds regarding the processing and fulfillment of work. He reflected upon the concept that the creation of knowledge and having a mechanism to capture the latent skills of employees would leverage the ability to gain profits. The underlying thread that deeply connects the organization is its "knowledge"

Keywords

Knowledge sharing, knowledge sharing,

Introduction

Statement of Purpose "Knowledge" is an irreplaceable asset for any organization, and through successful management, an organization can leverage its competencies both internally and externally. There are multiple facets that affect the success or failure of any entity. But one latent factor that drives any functional area like Human resources or Production or Research and Development is Knowledge. The survival factor of an organization undeniably lies in how best of practices it is adopting to create a culture of sharing knowledge. Despite identifying that knowledge plays a crucial role in the organization, yet there are very few studies that have been done on the factors that accelerate the process of knowledge sharing (Ruggles, 1998; Connelly & Kelloway, 2003; Bock et al., 2005). There are numerous reasons why an employee does not feel comfortable in letting out information to their subordinates. In an Indian context, there is very little literature available on the behavior of knowledge sharing of employees. Therefore, research in this area will shed light on such strategically significant behaviors.

Review of Literature

(Sui Hai Juana et al., 2018) How Does Knowledge Sharing Affect Employee Engagement?, in This study investigated whether knowledge sharing contributes towards employee engagement to attain ultimate business objectives. In particular, this study worked on the effects of three dimensions of knowledge sharing (i.e., structural, relational, and cognitive) on employee engagement.

(Ahmed, Tanveer et al., 2020 p.589 – 601) 'Impact of Employees Engagement and Knowledge Sharing on Organizational Performance: Study of HR Challenges in COVID19 Pandemic'. in their paper mentioned that employee engagement has a positively impacted and has a greater effects on the performance of the organization. It has implied that knowledge sharing will lead to substantially positive effects on organizational performance. The study reveals that knowledge sharing to an extent created partial mediated association between employee engagement and organizational performance.

Abhijit (2014), in his research paper on "Role of Knowledge Management in Human Resource Management," provided a more systematic view of the relationship between selected human resource practices and the creation of knowledge in an organization. However, as he pointed out, his study's major conceptual limitation was that he did not empirically test the knowledge sharing efforts and human resource practices.

Overview of I.T. Industry in India:

India has a vision to reach $350 Billion through increase in revenues before the year 2025 from the current revenue of $ 145 Billion. Indian Information Technology sector along with BPM have consistently recorded double-digit growth despite stagnant growth in global technology spending. IT and ITES are key growth drivers as they contributed 7.7% of India's GDP in the year 2020. The industry is renowned for competing in costs and rendering high-quality services all over the world. This sector has transformed the image of India all over the world

Research Methodology

The purpose of this chapter is to detail the methodological approach followed in the Study. In doing so, the chapter presents the pre-test of the instrument used for data collection, along with the data collection procedure. The sample and items for measuring the extent of knowledge management orientation in IT companies are described. This is followed by explaining the instrument development and the statistical analysis technique used to analyze the data and address the hypothesis. This section narrates the objectives and research process and comprises the inclusive research design, sampling techniques, data gathering procedures, methods of analysis of data, procedures used, and statistical tools used for conducting data analysis.

Objectives of the Study

Primary Objective:

> ➢ To empirically study the determinants and effects of human resource management practices on knowledge management in the IT sector in Chennai, India.

Secondary Objective :

> ➢ To understand and explore the status of knowledge management and human resource management practices in IT Sector
> ➢ To identify the Human resource elements which would positively impact knowledge management;
> ➢ To explore the knowledge sharing behavior related to Human Resource Management practices in select IT Companies in Visakhapatnam;
> ➢ To understand the Tools and Technologies used by employees in IT companies for sharing and capturing knowledge.

Research Approach

The present study is carried out using the **qualitative and quantitative research approach.** The focus of this research style is inclined towards the aspects of design, quantification, and sampling, with the reason that this deducible approach stresses comprehensive planning before collection of data and its exploration (Neumann and Lawrence, 2000). The main purpose for selecting quantitative approach is its deductive nature and generally related to quantitative research design. Secondly, one can draw inferences from the samples after their generalization. Accordingly, for collecting the primary data, a self administered questionnaire was used in the study by the researcher to generalize from the chosen sample. Once the information is attained and examined, it serves as the foundation for concluding and supports better decision-making.

(Hair, Money, Samouel and Babin, 2003). Research Design To determine the research design for a study, scholars suggest selecting a sole standard and related procedure that narrate the research problem in the most refined manner (Creswell, 1994). Furthermore, the research objectives decide the Study's research methodology (Howe and Eisenhardt, 1990).

Data Sources

The current study has taken its form on the basis of primary, secondary data and empirical data. The secondary sources of information were explored for the development of the theory, and also a comprehensive study of different researches has been attempted. For this purpose, various sources, including the records of the sampled information and technology companies, books, magazines, relevant articles that appeared in journals and newspapers from time to time, study reports, etc. A self-administered questionnaire was used as a significant source of primary data collection, which involves items on respondents' demographic information.

Sample selection

The researcher contacted and carried out interviews at companies and contacted respondents in the process. The researchers ensured that no discrimination by gender or age was made. A total of 55 consumers consented to respond. Participation was entirely voluntary. The Characteristics of the Sample SPSS 23.0 was used to analyze sample characteristics.

Proposed Hypothesis for the study:

 HA 1: There is significant positive relationship that exists between Knowledge sharing intentions and knowledge Management practices

HA 2: There is significant positive relationship that exists between Organizational Learning and knowledge Management practices

HA 3: There is significant positive relationship that exists between Organizational Culture and knowledge Management practices

Data Analysis and Presentation

Employees Opinion about knowledge Management

Opinion about Knowledge Management	Top Level (in %)	Middle level (in %)	Front Line (in %)	NME
Something the company is already doing	3	2	0	0
It is a strategic part of your Business	93	94	35	40
It is just a management fad	3	4	0	0
I never heard of it	0	0	63	60

**Employees opinion about Knowledge Management**
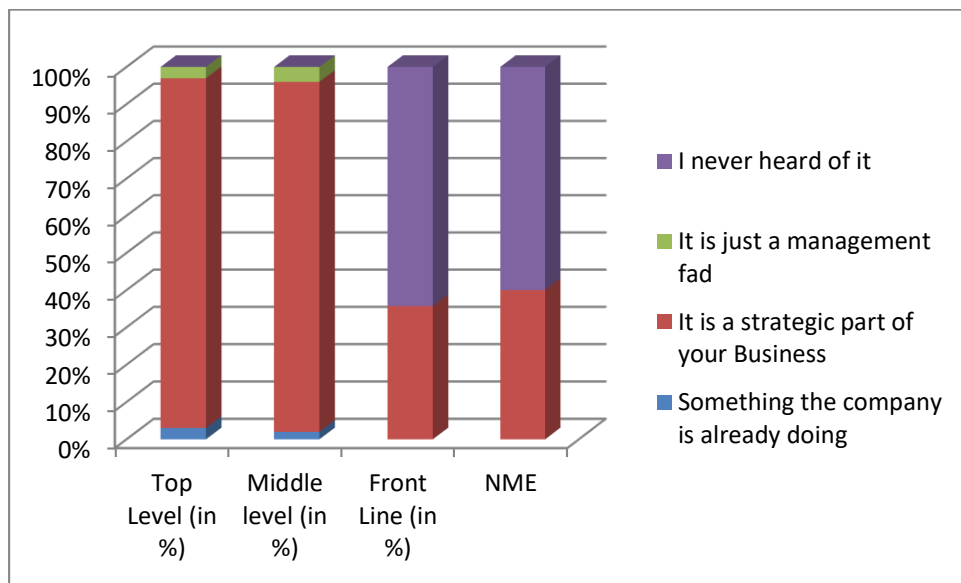
In summary, the respondents who had participated in the questionnaire responded that knowledge management is strategic part of their business but the results of the awareness levels are correlated here with opinion on knowledge management where 60% of the employees in the front line level and 62% in non managerial level have agreed that they have not heard about knowledge management. Therefore, training is the area that I.T companies in Chennai should focus on to make employees involve in the process of managing knowledge.

Attitude of Senior Management regarding Knowledge Management: (only for middle level and frontline)

Attitude of senior management towards Knowledge Management	Middle Level (in %)	Front Line (in %)	NME (in %)
Considers it necessary and provides full-fledged support	80	44	45
Considers it as very important but hardly supports it	20	52	55
Sees it as something not useful	7	4	0
Supportive in the beginning, but lost interest	0	0	0

Attitude of Senior Management regarding Knowledge Management: (only for middle level and frontline)
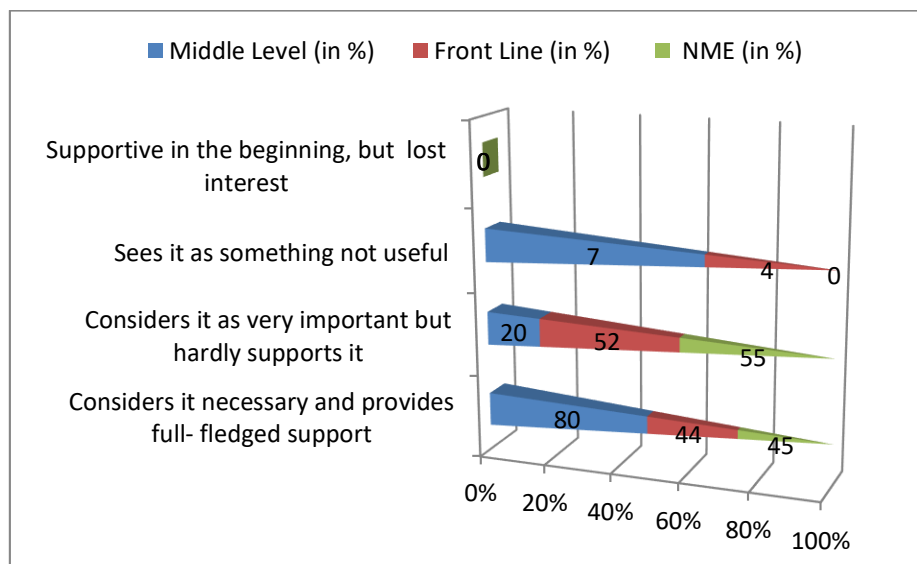
80% Of the respondents at middle level agreed that their company senior management has positive attitude towards knowledge management while 44% Of the respondents at front level and Non managerial employees agreed that their company's senior management do not have a positive attitude towards knowledge management. The attitude of senior management towards knowledge management policies is very important as they are responsible for bringing in policies that impact the overall organization. It is important that all the levels of employees share a coordinated opinion and work cohesively towards organizational objectives and attain superior performance levels at work.

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).

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. As a result, all constructs were accepted as being reliable for the research.

Cronbach's Alpha of Construct

Construct	Number of Items	Cronbach's Alpha
Knowledge Sharing Intentions	8	0.76
Organizational Learning	10	0.72
Organizational Culture	4	0.75
Knowledge Management Practices	10	0.9
Recruitment and Selection	10	0.89
Training and Development	10	0.92
Performance Appraisal	10	0.84
Rewards and Recognition	10	0.72

Results of Hypothesis Testing from Structural Equation Model

Hypothesis	From	To	Standardized Co Efficient	T- Value	Results
Relationship Amongst Knowledge sharing intentions, Organizational Learning and Organization Culture on Knowledge Management Practices					
HA-1	Knowledge sharing intentions	Knowledge Management Practices	0.19	5.16**	Supported
HA-2	Organizational Learning	Knowledge Management Practices	0.22	5.89**	Supported
HA-3	Organizational Culture	Knowledge Management Practices	0.24	5.9**	Supported
Relationship from Human Resource Activities to Knowledge Management					
HA-4	Recruitment and Selection	Knowledge Management	0.12	1.96	Supported

HA-5	Training and Development	Knowledge Management	0.24	5.9	Supported
HA-6	Performance Appraisal	Knowledge Management	0.07	1.69	Supported
HA-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 Chennai. 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 is 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. 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.

Findings

In the companies surveyed for research, it is found that all the companies have not,

• Invested in the knowledge management system for their organizations and there is very little thrust given by the top managements to spend on knowledge management technology and tools for better ways of handling knowledge.

•   Most of the studies only focused on knowledge sharing or organizational learning

• And very few studies worked on the perspective of integration of knowledge management practices with the company. It is found to be very important for building a significant knowledge base.

• It was identified in this study that experienced employees are found to be more than willing to share information pertaining to work. Employees who have few years of work experience are sceptical to sharing information out of fear that their competencies will be learnt by everyone and that might reduce their strength and position within the company.

• When a culture of knowledge sharing is created, it opens up new avenues for growth and performance. As studies reveals that open cultures are found to be more effective.

Suggestions

This study uses perceptual, not actual, measures of human resource efforts. It would be meaningful from a managerial perspective to use hard data from secondary sources, such as company repositories and Technologies and published survey reports from the firms that are using knowledge Management systems. To investigate more rigorously the causal impact of each knowledge management and human resource efforts, future research can be done to examine these effects. In addition, technology is rapidly changing because of the sweeping influence of innovation and creativity by organizations in every aspect. Cloud based technologies and artificial intelligence seem to be the way forward for companies that look to invest in technologies for future growth. There is immense scope for incorporating the creative technologies for managing knowledge. Further studies in understanding the impact and difference that the latest technologies can bring in to knowledge management in human resource practices can create leverage to companies. The understanding of "Human resource activities" in "knowledge management" as defined in this study now might change in the future with changing times and location. Thus, continuous updating of this study for understanding the changing scenario of the use of human resource practices in knowledge management in the Indian I.T Industry is a must.

Conclusion

This research has examined the topic of knowledge management and HRM practices in IT Sector in Chennai, using Structural Equation Model. It has been seen through the study, that certain Human resource activities which are successful in building and managing and influencing the performance of employees and organization in the IT sector. Nothing can replace human efforts in an organization in terms of performing any activity. Employees are the soul of an organization as they are the "servers" of an organization who store invaluable information about the organization. Not just in the information and technology sector, in any field of activity, employees are the drivers for accelerating the pace of an organizations growth. The researcher hence calls upon future researches to address the deficiencies of the study mentioned herein.

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