

## **IMPACT ON KNOWLEDGE MANAGEMENT AND HRM PRACTICES AMONG IT SECTOR WITH SPECIAL REFERENCE TO COIMBATORE CITY**

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### **ABSTRACT**

The Expansion of organization leads to creation of vast amounts of information technology that requires to be disseminated 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 study was conducted on IT Employees in human resource practices have a significant and positive impact on knowledge management. The underlying thread that deeply connects the organization is its "knowledge," and nothing can be more critical than developing a process of gaining and storing knowledge in its repositories.

**Keywords:** Human Resource, Service Sector, Relationship, Knowledge Management

### **INTRODUCTION**

Knowledge in an organization arises out of existing or potential employee learning, that impacts the way in which information is encoded and executed by the employees. It is inevitably the reason behind such a learning process that is dynamic in nature and affects decision processes and their results either directly or indirectly as it is influenced by human resource management practices' effectiveness. In this context, this work considers accuracy in employee decisions as an outcome of managing knowledge and tries to predict which elements would have a more significant effect on creating the best human resource practices for managing knowledge. Since the probability of the right decisions is stronger if employees have higher access to information. Right employee decisions and performance are an outcome of knowledge management

### **NEED FOR THE STUDY**

Knowledge of employees is the most important means of establishing the essence of the success of an organization. Over the years, very few studies have explored how knowledge management affects an organization's human resources. However, most of the studies conducted in the United States or other Western countries might not generalize their findings to other markets without empirical testing. This study combines the established models of Knowledge Management

and Human resource management to examine the relationship between human resource activities and knowledge management for India's IT sector

### **STATEMENT OF THE PROBLEM**

“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. Earlier studies on knowledge management have focused on the Technology and setting up of a system for acquiring information from various quarters of an organization. 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

### **OBJECTIVES OF THE STUDY**

- To study the demographic profile, the respondents and effects of human resource management practices on knowledge management in the IT sector in Coimbatore
- 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 find out the knowledge sharing behavior related to Human Resource Management practices in select IT Companies in Coimbatore

### **HYPOTHESIS FOR THE STUDY**

- There is significant positive relationship that exists between Knowledge sharing intentions and knowledge Management practices
- There is significant positive relationship that exists between Organizational Learning and knowledge Management practices
- There is significant positive relationship that exists between Organizational Culture and knowledge Management practices.

## REVIEW OF LITERATURE

**Lynn Markus (2001)** has identified that improvement in the use of I.C.T. in knowledge management and knowledge reuse is very valuable for an organization. She attempts to focus entirely on explicit knowledge shared in the organization. The major part of her work is on segregating the process of knowledge management into stages for capturing, packaging, and distributing knowledge for reuse within organizations. Through teams and group building sessions, this knowledge can be shared and used for further purposes if required.

**Mu, Peng, and Love (2008)** pointed that knowledge sharing is a systematic social process where employees are willingly sharing their valuable information and knowledge with others. It relates to sharing non-substitutable, inimitable, rare, and valuable resources, opening up new opportunities to individuals and organizations alike (Pinho, 2016). Specifically, knowledge sharing refers to the concept of task information and knowledge and skills to help others and collaborate with others to deal with problems, create original ideas, or carry out policies or procedures (Cummings, 2004).

**Nahapiet and Sumantra (1998)** defined the relational dimension of knowledge sharing as "trust, norms, and commitment within the organization." Needs at the social level (e.g., sociability, approval, and prestige) mandate these relationships that can change employee values and their behavior in terms of immense gratitude and friendliness (Nahapiet & Sumantra, 1998), growth in trusting (Chow & Chan, 2008) and promote identification among each other (Bolino et al., 2002). The network of relationships is vital, and along with it, there are few other elements of this dimension, which include:

**Kahn (1990)** proposes employee engagement as the process of harnessing members' talent to match their roles. Employees will express themselves while performing roles in a way that is physical, cognitive, and emotional. Three psychological states decide whether employees are engaged or disengaged at work, namely psychological meaningfulness, psychological safety, and psychological availability (Bailey, Madden, Alfes & Fletcher, 2017; Kahn, 1990).

**Paul Thompson (2011)**, in "A case for a political economy approach," stated that the troubles for Human resources within the constraints of the accumulation regimes of financialized capitalism." The outcome is that a strengthening of discipline in the market other than the commitment on the job is mentioned as a driver of performance levels. In contrast, an assumption challenges H.R.M. as a mode of handling the relationship of employment; it seeks to identify those things that are common elements for understanding that arises between the mainstream and approaches that are critical.

## RESEARCH METHODOLOGY

The research design is defined as the holistic strategy that is followed by the researcher to combine the various aspects related to the study coherently and logistically one of the scholars defined the research as the blueprint for the research that would include the collection of data, evaluation of data, and data analysis. This ensures that the research problem has been addressed adequately.

### SOURCE DATA:

- Primary data collection
- Secondary data collection

### SAMPLE SIZE:

The research sample size for this study is 302 respondents

### STATISTICAL TOOLS:

- T-test
- Correlations

## ANALYSIS AND INTERPRETATION OF DATA

The study had respondents who were primarily male. The table 0.1 gives the details of the respondent gender skew. The 302 respondents had a proportion of 57.28% male and 42.71% females respectively. Thus this sampling was a good representation of the gender distribution within the I.T Industry.

**Table – 0.1**

**Classification of Respondent according to Gender**

| Sl. No. | Particulars | Frequency | Percentage |
|---------|-------------|-----------|------------|
| 1.      | Male        | 173       | 57.28%     |
| 2.      | Female      | 129       | 42.71%     |
| Total   |             | 302       | 100        |

**Source:** Primary data

From the above table it is inferred that 57 per cent of the respondents were male and the remaining 42 per cent of the respondents were female. Thus, 302 per cent of the respondents were male.

**Frequency of using Tools and Technology****Table: 02**

| <b>Frequency of using tools and technology</b>                              | <b>VIF</b> | <b>IF</b> | <b>MF</b> | <b>F</b> | <b>VF</b> | <b>TOTAL</b> | <b>WA</b> |
|---|------------|-----------|-----------|----------|-----------|--------------|-----------|
| e-mail are common tool of sharing knowledge with coworkers                  | 0.00%      | 0.00%     | 71.43%    | 14.29%   | 14.29%    | 302          | 3.4       |
| chat room are used to share knowledge with my coworkers.                    | 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**

Technology can turn out to be a biggest enabler for knowledge management as data can be shared, stored and retrieved easily when the point of need arises. The advent of internet and its related technologies have provided host of alternatives for companies to use the latest tools for advancing knowledge management. From intranet to emails and video calling, cloud based technologies to artificial intelligence, options are numerous and the onus is upon the companies to choose the right

technology which can leverage their capabilities and provide an edge in delivering superior performance at work. From the data above, one striking factor which can be noted is that companies are more or less only using technology with moderate frequency during the course of their work.

## **FINDINGS AND SUGGESTION CONCLUSION**

The researcher did find a few differences in this study vis – a – vis the studies reported earlier. The gives a brief on the findings and compares it with the results obtained through the research:

- 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. However, the attitude of senior management towards knowledge management is found to be positive and they understand that knowledge is an element that provides competitive advantage.
- 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.
- A positive relationship is established towards experience when compared with knowledge sharing intentions. 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.
- Organization culture predominantly affects the way values are shared and a process of acculturation begins. 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. This research also identifies the extent of cultural orientation of the IT Companies in Coimbatore It is found that most of the companies are following an open, fair and transparent culture. This is the starting point of knowledge management as closed cultures do not accelerate any practices of knowledge sharing within companies.
- When asked about the knowledge sharing intensions of the employees, majority of the respondents were indicating a positive attitude and were reflecting their beliefs towards sharing knowledge with other employees working in the organization. However, the researcher has identified that there is a discrepancy in the intentions of employees. When asked about the challenges of implementing knowledge management, majority of employees pointed out that it is seen as repetitive work.
- There is a stark contradiction between knowledge sharing intension and employee's perception of challenges faced by them. Even if employees are having positive attitude towards sharing but their perception of challenges faced indicates that there is inherent negative attitude towards managing knowledge where working on knowledge management is seen as something repetitive in nature.

## SUGGESTION

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

## CONCLUSION

This research has examined the topic of knowledge management and HRM practices in IT Sector in Coimbatore using Structural Equation Model. The research has strong theoretical and managerial implications for today's organizations in the highly competitive Indian IT Sector. 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 linking pins between all the key stakeholders. 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. They will continue to be the oceans of knowledge

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