



RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND JOB PERFORMANCE OF BANK EMPLOYEES

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ABSTRACT

This study explained the nature of relationship between Knowledge Management and job performance of the employees in the banking sector of Chennai. This study helps to measure the job performance effectiveness by the Knowledge Management so banks can improve their performance by their employees' knowledge perspective. For the measurement of the Knowledge Management and job performance, two models were considering to analysis the nature of relationship between them. Demographic factors such as age, gender, salary and expenses were used to show the background of the respondents. The respondents included 170 employees both in public and private banks among various branches in Chennai City. From the findings of this research we concluded there is a positive relationship between Knowledge Management and job performance.

KEYWORDS : Knowledge Management, Job performance, Information Technology, Knowledge Sharing Enablers and Knowledge Creation

Introduction

Knowledge Management (KM) and its various aspects has become the subject of much debate amongst scholars of diverse fields (Nonaka and Takeuchi, 1995). This has contributed to the plethora of frameworks, models or even definitions that often reflect author's own perspective and interests. However, there is a general agreement on the underlying purpose of KM, which is to enhance organizational performance and competitiveness. O'Dell and Jackson (1998) argue that KM strategy aims to ensure that knowledge reaches the right people at the right time, and that these people share and use information to improve organizational functions. Mohammadi et al. (2009) point out, it might result in a significant loss of managers' time and energy in dealing with employees' resistance to KM, and failure to achieve its proposed goals. Siemieniuch and Sinclair (2004) consider the KM readiness as a critical precursor to the successful implementation of KM in different industrial settings.

Job performance is the most important studied in the organizational behavior and human resource management. But most of the measurements of performance ignore the dimensions of working conditions and behavior and they considered the traditionally job descriptions. And it is not surprising because all these measurements follow the formal job analysis (Bernardin H. J., 1995). Performance is an account of how agents (individuals groups, departments, organizations, nations, continents or whatever) under certain circumstances, manage to get from state A to state B, the latter being in some way better than the former" (Jirasinghe, 2006).

Review of Literature

Manivannan and Kathiravan (2016) this study revealed to find out the relationship and impact of knowledge management on employees performance among the banks in Chennai city. This study is descriptive in nature and the data will be collected by using questionnaire by 400 employees from public, private and foreign banks in Chennai. For analysis, this study will be used Correlation and multiple regression analysis. From the findings of this research we concluded there is a positive relationship and significant influence towards the knowledge management on employee's performance among the banks.

Jelena Rasula, et al. (2012) examined that creating; accumulating, organizing and utilizing knowledge can enhance organizational performance. The impact of knowledge management practices on performance was empirically tested through structural equation

modeling. A sample included 329 companies both in Slovenia and Croatia with more than 50 employees. The results showed that knowledge management practices positively affect organizational performance. Abid Hussain et al., (2012) studied impact of job involvement on the job Performance and the difference between the females and males with respect to job performance. The data were collected using questionnaires. The respondents were mainly from the Banking sector of Pakistan. The results shown that there is a positive correlation between job involvement and job performance. Moreover, the results for group statistics show there is no significant difference between performance of males and females.

Objectives of the Study

- To find out the relationship between knowledge management and job performance among the bank employees.

Data Collection and Tools Used

In this research the Multi-Stage random sampling method of statistical probability sampling was adopted. In Chennai Corporation, among the fifteen zones, the researcher selected Kodambakkam zone because it has highest number of banks among fifteen zones in Greater Chennai Corporation. In this study, the sample as choosen 170, correlation analysis applied to find out the relationship between knowledge management and Job performance among the bank employees.

Correlation Showing Relationship between dimensions of Knowledge Management and Employees Job Performance

KM	EJP	Job	Career	Innovator	Team	Organization
Knowledge Utilization		0.935	0.386	0.215	0.164	0.383
Information Technology		0.207	0.506	0.186	0.155	0.337
Knowledge Motivation		0.321	0.214	0.483	0.154	0.173
Knowledge Storage		0.260	0.379	0.900	0.126	0.353
Knowledge Sharing Enablers		0.140	0.345	0.267	0.991	0.263
Knowledge Creation		0.243	0.247	0.305	0.342	0.995

Source: primary data

The above table shows the relationships between dimensions of knowledge management and dimensions of employees' job performance through a correlation matrix. For the statistical purpose knowledge management is subdivided into six dimensions such as knowledge utilization, information technology, knowledge motivation, knowledge storage, knowledge sharing enablers and knowledge creation. Employees' job performance also subdivided into five dimensions such as job, career, innovator, team and organization.

The dimension of Job shows +ve correlation with 6 dimensions of knowledge management such as knowledge utilization, information technology, knowledge motivation, knowledge storage, knowledge sharing enablers and knowledge creation, which also shows -ve correlation and the dimension knowledge utilization shows highest correlation. Remaining five dimensions +ve correlation coefficients are below 0.6; and these are significant at one percent level of significance. Even though the size of the correlation is poor, the job dimension is positive in its direction towards dimensions of employees' job performance.

The dimension of innovator shows +ve correlation with 6 dimensions of knowledge management such as knowledge utilization, information technology, knowledge motivation, knowledge storage, knowledge sharing enablers and knowledge creation, which also shows -ve correlation. The six dimensions +ve correlation coefficients are below 0.6; and these are significant at one percent level of significance. Even though the size of the correlation is poor, the job dimension is positive in its direction towards dimensions of employees' job performance.

The dimension of Job shows +ve correlation with 6 dimensions of knowledge management such as knowledge utilization, information technology, knowledge motivation, knowledge storage, knowledge sharing enablers and knowledge creation, which also shows -ve correlation and the dimension knowledge sharing enablers shows highest correlation. Remaining five dimensions +ve correlation coefficients are below 0.6; and these are significant at one percent level of significance. Even though the size of the correlation is poor, the job dimension is positive in its direction towards dimensions of employees' job performance.

The dimension of team shows +ve correlation with 6 dimensions of knowledge management such as knowledge utilization, information technology, knowledge motivation, knowledge storage, knowledge sharing enablers and knowledge creation, which also shows -ve correlation and the dimension knowledge storage shows highest correlation. Remaining five dimensions +ve correlation coefficients are below 0.6; and these are significant at one percent level of significance. Even though the size of the correlation is poor, the job dimension is positive in its direction towards dimensions of employees' job performance.

The dimension of organization shows +ve correlation with 6 dimensions of knowledge management such as knowledge utilization, information technology, knowledge motivation, knowledge storage, knowledge sharing enablers and knowledge creation, which also shows -ve correlation and the dimension knowledge creation shows highest correlation. Remaining five dimensions +ve correlation coefficients are below 0.6; and these are significant at one percent level of significance. Even though the size of the correlation is poor, the job dimension is positive in its direction towards dimensions of employees' job performance.

Findings of the study

- Correlation analysis found that p value is = 0.001, which is significant at 1% level. Hence, the null hypothesis is rejected at 1% level; it is concluded that there is a significant relationship between employees knowledge management and employees job performance.

- There is a significant relationship between dimensions of knowledge management and dimensions of employee job performance.

Discussions of the study

It is identified that there is a significant positive relationship between employees knowledge management and employees job performance. It is also found that significant positive low, moderate and high level relationship between dimensions of knowledge management and dimensions of employee job performance. The banks in India are progressing towards positive side year after year. The volume of business is also increasing. The numbers of branches of all private, public and foreign sector banks are increasing which totally develops the sustainability growth. Also the knowledge creation and the information technology are on increasing trend. This promotes the bank employees behavior and this in turn create a positive relationship towards their performance. This research locates that the banks by carrying out knowledge sharing among the employees and creating knowledge storage have a better image, added value, customers and higher – skilled employees, have better developed organizational structure and teamwork and flexible, its develops a positive relationship between employees and customers. The study of Wei-Tsong Wang (2009) shows positive relationship between knowledge management and employees' job performance. Abbas Monnavarian and Azadeh Amini (2009) They have also proposed that the use of Knowledge Management is positively associated with an organization's capability to achieve continuous employees' performance. Young-Chan Lee and Sun-KyuLee (2007) also found that there is a relationship among knowledge management capabilities, processes, and performance. Asiyeh Nasiripou (2012) found that there is relationship between knowledge management development with alignment and congruence and performance pressure. Thus the earlier studies supported the findings of the present study.

Conclusion

This study about the "Relationship between Knowledge Management and Job Performance of Bank Employees," so far discussed important findings and discussions. This section concludes the study in the nutshell. This study has multistage random sampling technique to collect data from employees if banking sectors (Public, Private and Foreign banks). It is identified 170 sample size and re-constructed find research questionnaire. The study also found that there is relationship between knowledge management and employees' job performance; also found that there is an influence of knowledge management on employees' job performance towards bank sectors in Chennai Corporation.

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