



A Study on Role of Human Resource Management in Knowledge Management

KEYWORDS

Competency, Motivation, Knowledge Management, Knowledge Transfer

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ABSTRACT *This study contributes to the implementation of knowledge management activities including the transfer of knowledge and examines the role of HRM in the process of Knowledge Management and suggests that the HR management functions have a critical role in achieving the transfer of knowledge. The study on Knowledge Management was done to evaluate the level of motivation, skills and competency of the employees in the organization.*

The main objective is to evaluate ability of the employee to use information as well as the skills, intuition, motivation, competency and commitment and ideas of others as a foundation and contribute those essential attributes to achieve results. This process provides just the right give and provides solutions for problem solving. Nearly 50 samples were collected using convenient sampling method. A questionnaire of 20 questions was prepared and data were collected from the employee of HINDUSTAN NATIONAL GLASS AND INDUSTRIES LIMITED. Appropriate satisfied tools were used to analyze the data. From the study it is inferred that most of the employee were satisfied with the training provided by the organization and current status of knowledge management in the organization is in Growth stage.

INTRODUCTION:

KNOWLEDGE MANAGEMENT (KM):

“Knowledge Management is the discipline to enable individuals, teams, organizations and communities more collectively and systematically capture, store, share and apply their knowledge, to achieve their objectives.” The ability to use data and information as well as the skills, intuition, motivation, competency and commitment and ideas of others is what is known as knowledge. Knowledge management uses this principle as a foundation by requiring individuals to contribute those essential attributes to achieve results.

Organizational learning, BPR (business process re-engineering), and total quality management are initiatives that have become an enhancement of knowledge management, in order to provide an urgent and new scope when sustaining a company's position of competitiveness.

Defining the concept of KM is difficult, since different perspectives of KM can yield different dimensions and meaning. A good KM definition is given by Swan, Scarborough & Preston (1999), who defined it as “any process or practices of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and Performance in organization.”

PROBLEM IDENTIFICATION:

- Lack of participation is existing limitation in the organization
- Lack of willingness to share knowledge is the cultural barrier
- Knowledge transfer and effective training programmes helps to overcome these hurdles and thereby enhances team collaboration and improves decision making.

NEED FOR THE STUDY:

- This study helps the management to improve the competency level and skills of the employees.
- This study provides potential to expand and grow
- This study provides me a practical exposure to upgrade my knowledge.
- This study gives a good support for improving the performance of individuals in the organization.

OBJECTIVES OF THE STUDY:

- To improve innovative thinking and creativity of the em-

ployees.

- To improve the flow of knowledge.
- To enhance team collaboration & coordination.
- To improve and accelerate Organizational learning and Decision making.

FORMULATION OF HYPOTHESIS:

A hypothesis, or more specifically a statistical hypothesis, is some statement about Population parameter or about a population parameter or about a population distribution. If the population is large, there is no way of analyzing the population or of testing the Hypothesis directly. Instead, the hypothesis is tested on the basis of the outcome of a Random sample.

The basic concepts in the context of testing of hypothesis need to be explained.

Null hypothesis

Alternative hypothesis

The null hypothesis is generally symbolized as H_0 and alternative hypothesis as H_a . The alternative and null hypothesis is chosen before the sample is drawn. Alternative hypothesis is usually the one which one wishes to prove and the null hypothesis is the one which one wishes to disprove. Thus a null hypothesis represents the hypothesis we are trying to reject, and Alternative hypothesis represents all other possibilities. Null hypothesis should always be specific hypothesis. That is, it should not state about or approximately a certain value.

REVIEW OF LITERATURE:

1. Baht, G. D. (2001), “Knowledge management in organizations: The interaction between technology, techniques and people”, Journal of Knowledge Management, Vol. 5 No. 1, pp. 68-75.

Abstract: Knowledge is a level higher than information. Knowledge resides in the minds of knowers. It is a fluid mix of contextual structured and unstructured raw material that is transferred into valuable knowledge assets that can be renewed, grown, and acted upon.

2. Gemino, A. and Wand, Y. (2006), “Evaluating modeling techniques based on models of learning and Communications”, Vol. 46, No. 10, pp. 79-84.

Abstract: Information builds on data and knowledge builds on both data and information, knowledge management includes all three elements. It does not focus on databases or information technology, although it may use both. Its concern is with managing its knowledge assets: creating, storing, and protecting, disseminating and using mission-critical knowledge.

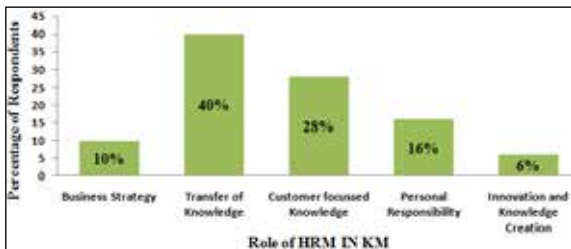
**RESEARCH METHODOLOGY:
RESEARCH DESIGN:**

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as "A careful investigation or enquiry especially through search for new facts in any branch of knowledge". Data collection is made through Questionnaire and Correlation is used as a statistical tool.

**DATA ANALYSIS AND INTERPRETATION:
Table 1 depicts Role of HRM in KM**

S.No.	Role of HRM in KM	No. of Respondents	Percentage
1.	It's a Business Strategy	5	10.0
2.	Transfer of Knowledge	20	40.0
3.	Customer focused Knowledge	14	28.0
4.	Personal Responsibility of Individuals	8	16.0
5.	Innovation and Knowledge Creation	3	6.0
	Total	50	100.0

Chart 1 depicts the Role of HRM in knowledge management



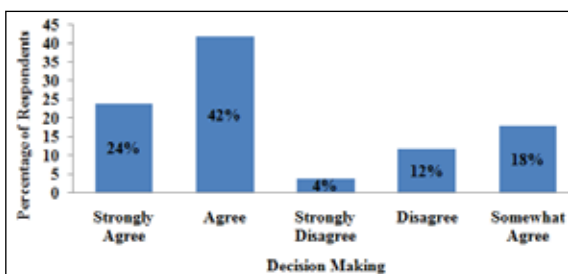
INFERENCE:

From the above table and bar diagram, we infer that 40% of employees are feeling that knowledge management is transferring the Knowledge and best practices and 6% of employee feels that it is a part of innovation and knowledge creation.

Table 2 depicts KM W.R.T Decision Making

S.No	Decision Making	No. of Respondents	Percentage
1.	Strongly Agree	12	24.0
2.	Agree	21	42.0
3.	Strongly Disagree	2	4.0
4.	Disagree	6	12.0
5.	Somewhat Agree	9	18.0
	Total	50	100.0

Chart 2 depicts KM W.R.T Decision Making



INFERENCE:

From the above table and bar diagram, we infer that 42% of the employees agree that managing knowledge helps in faster and better decision making and 4% of employee strongly disagree that managing knowledge does not helps in faster and better decision making.

ANALYSIS USING CORRELATION:

TABLE 3 DEPICTS ANALYSIS OF OPINION OF RESPONDENTS REGARDING DECISION MAKING AND ORGANIZATIONAL LEARNING:

OPINION FACTORS	STRONGLY AGREE	AGREE	STRONGLY DISAGREE	DISAGREE	SOMEWHAT AGREE
OPINION OF DECISION MAKING	12	21	2	6	9
ORGANIZATIONAL LEARNING	16	19	6	4	5

Co-efficient of correlation can be calculated by using the formula,

$$r = \frac{COV(X, Y)}{\sigma_x \sigma_y}$$

Here, COV (X, Y) covariance of X, Y

σ_x and σ_y are standard deviation of X and Y

Evaluation of data using correlation analysis:

X	Y	XY	X ²	Y ²
12	16	192	144	256
21	19	399	441	361
2	6	12	4	36
6	4	24	36	16
9	5	45	81	25
50	50	672	706	694

$$\bar{X} = \frac{\sum X}{n} = \frac{50}{5} = 10 ; \bar{Y} = \frac{\sum Y}{n} = \frac{50}{5} = 10$$

$$\frac{672 - 100}{5} = 114.4$$

$$\sigma_x = \sqrt{\frac{N \sum X^2 - \bar{X}^2}{n}}$$

$$= \sqrt{\frac{706 - 1005}{5}}$$

$$= 11.005$$

$$\begin{aligned}
 s_y &= \sqrt{\frac{N\sum Y^2 - Y^2}{n}} \\
 &= \sqrt{\frac{694 - 100/5}{5}} = 10.899 \\
 r &= \frac{\text{COV}(X, Y)}{s_x s_y} \\
 &= \frac{114.4}{11.009 \cdot 10.899} \\
 &= 0.9534
 \end{aligned}$$

Co-efficient of correlation (r) $r = 0.9534$

R = +1 perfectly positively correlated

R = -1 perfectly negatively correlated

R = 0 No correlation

INFERENCE:

The correlation between Decision making (X) and Organizational learning (Y) are positively correlated.

SUMMARY OF FINDINGS:

The current status of the knowledge management is in Growth stage and most of the employees are feeling that knowledge management is a strategic part of their business. Employee thinks that the new knowledge creation is a part of

the organizational philosophy and culture that highly values Knowledge Management.

They actively support communities of practices where a group of people share their experiences of their practice which might benefit the organization. They think lack of participation and training as the cultural barrier in the organization.

SUGGESTIONS AND RECOMMENDATIONS:

The management can appoint high level trainer who can understand the capability of the employees. Knowledge management can be effectively implemented in the organization once if the people's behavior changes from knowledge hoarding to knowledge sharing. The organization can recruit more number of employee's in order to fill the knowledge gap by providing professional development activities for the employees.

CONCLUSION:

The employees are less motivated in the areas of competence and sharing their experiences of practices and they feel the biggest hurdle in the organization is lack of training. The employees can be provided with better training especially for taking responsibility and initiative attitude, personality development and interpersonal communication. Knowledge teams can be established and knowledge manager can be recruited in the organization in order to encourage knowledge creation, sharing and utilization which benefit the business environment. The employees can be provided with rewards who share and use their knowledge and they can be trained to develop their skills in the areas of creative thinking and problem solving.

REFERENCE

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