# Implementation of Knowledge Management Practices in Information Technology Sector, Chennai – Employees' Perspectives

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**ABSTRACT** In today's changing economy, the key to faster, cheaper and better growth is to focus a company's knowledge on the effort. Knowledge Management (KM) is an important subsystem of management of an enterprise and a valuable element of the strategy. It is the basic tool of the future management. It gives a chance to assure effective knowledge usage. Being the collection of knowledge, experience and intuition, it becomes a tool of the effective quality improvement. Otherwise, KM is a collection of the organizational processes whose aim is the assurance of synergy in the relationship of data and the possibility of information processing technology with innovative capabilities of workers. When KM implemented provides many tangible and intangible benefits for the organization like raising the quality of service, reducing the cost, managing risk, meeting growth expectations and managing virtual teams. In this study the researcher has attempt to study the perceptive of IT employees' towards the KM practices, in Chennai. A standardized scale framed by Markand Tare was adopted, researcher sample size is 300 and it was collected by using simple random sampling and adopting lottery Method, results and the discussion are in the full paper.

## INTRODUCTION

In recent years, Knowledge Management implementation has become popular among companies. Organizational knowledge is considered a highly valuable strategic asset which mainly includes tangible and intangible organization assets. Furthermore, with the good use of information technology, it is likely to result in effective management. The purpose is to stimulate organizational creativity and to increase company competitiveness. Hansen and Tierney (1999) have noted that the strategies companies are determined by key factors such as; types of customers, corporate character and employee attributes..

## REVIEW OF LITERATURE

According to Ravi Shankar et al., (2006) The objective of the research is to understand the KM practices in Indian manufacturing organizations, which are going through a major transition in this area. The research reports the findings of a postal survey carried out to access the impact of KM practices in Indian manufacturing industries. Data were collected and analyzed from 71 industries under this category. The results indicate that the main reasons why these organizations are focusing on KM are gaining competitive advantage and creating new knowledge.

Fonceca (2011) concluded that Knowledge Management has been recognized as a crucial component of a proactively managed organization. It creates competitive advantage in today's competitive business markets. Implementing Knowledge Management, its sustainability, process and initiatives are quite new to Indian IT firms and is not widely considered and accepted as in theory. The purpose of the study was to investigate and study the implementation strategy and the initiatives of the Human Resource towards Knowledge Management. The present study was conducted in one of the IT companies in Tirichirappalli. A standardized scale framed by (Markand Tare, 2003) was adopted by the researcher to study the implementation of Knowledge Management and the initiatives of the Human Resource and

the reliability was found to be (Alpha=.9902) and (Alpha= .8983).respectively. The researcher adopted the simple random sampling techniques and selected (75%) of the population which constituted of 102 respondents using Tippet's number method. It was found that (28% to 31%) of the respondents felt that there is Moderate level of implementing of Knowledge Management elements in the dimensions of strategy, process, incentive, culture and overall implementation of Knowledge Management. Majority of the respondents 48% feel that there is moderate level of Human resource initiatives in the organization. The result of the study can serve as guidelines and this information can be used to identify the actual level of practice carried out in the implementation of Knowledge Management by the organization and the role of Human Resource..

## RESEARCH METHODOLOGY

### Statement of the problem:

Information technology is a boon to Indian economy. It has changed the life style of many people and progressively increases the economy of our nation. In the earlier stages the IT industry set up a very strong basement so that now the development of IT industry is in the peek. Chennai is the third largest IT services in our Country. The growth and evolution of the IT industry in Chennai face number of complex challenges, growth & competitive advantage has become strategic perquisites for the organizations. In order to achieve sustained growth in today's Competitive environment, recent years, many organizations have turned their attention towards KM.

### Scope of the Study

The present study is initiated for the purpose of investigating the employees' opinion about KM and its core attributes. The core challenges are that KM is relatively new and remains a broadly defined concept. Getting it right from a practical KM perspective remains a huge challenge. Even getting to the point where one can articulate exactly what KM opportunity to the employees' are tackling and can be daunting.

## Objectives of the Study

- To know the Socio-demographic characteristics of the employees' in IT sector.
- To study the Implementation of KM practices as perceived by the employees'.
- To understand the relationship between the employees' socio-economic conditions and their perception about KM practice in the respective companies.

## Hypotheses

1. There is a significance relationship between the present experiences of the respondents with regard to the various dimensions of Implementation of Knowledge Management elements in the organizations.

2. There is a significant relationship between the number of training programme attended of the respondents and various dimensions of Implementation of Knowledge Management.

3. There is a significant difference between the gender of the respondents with regard to their perception of Implementation of Knowledge Management elements.

## Primary & Secondary Data

The researcher used standardized scale framed by Tare (2003).The reliability as established by the author was found to be: Section One= 0.9839; Section Two Alpha=0.9902 and section three Alpha= 0.8983. The researcher also has framed questions related to socio-demographic and employment details

The researcher has collected the secondary data from a collection of book, journal, periodicals and web sites constitute the secondary source of data for the study.

Statistical Methods of Analysis

The investigator applied statistical techniques such as Karl Pearsons Co–efficient of Correlation, 'Z'-test and ANOVA to draw meaningful inferences using the statistical package (SPSS 17).

## Limitations of the Study

- This study has been confined only to the Information Technology sector companies, which are located in Chennai alone, thus the conclusions drawn from this study cannot be generalized and universalized.
- In particular, this study used only for employees' of selected five Companies as the key respondent.
- Employee perception differs based on the Socio-Cultural context. Therefore, the applicability of this study's findings to firm in a non- Indian Context is not known.

## MAJOR FINDINGS

- Less than half (40.7%) of the respondents are in the age group of 26- 30 years. Slightly less than one- fifth of the respondents (19.7%) are in the age groups of 21-25 years and 31- 35 years, remaining (14%) belong to 36-40 years and (6%) of the respondents are above 40 years.
- Less than half (46%) of the respondents hail from semi urban. More than one third (42%) of the respondents are from urban background and rest (11.7%) of them only hail from rural background.
- (24.3%) of the respondents are Software Engineer and a little less than one fourth of the respondents (24%) are Web developers, (20.7%) of the respondents are Business Analyst and a meager percent of the respondents are as System Architect (16%) and Test engineer (15%).
- More than half (56%) of the respondents were having experience of up to 3 years. Less than one forth (23.7%)) of the respondents were having experience of (4-6) years. (15.7%) of the respondents were having experience of 1

year and minimum percentage (4.7%), of the respondents were having experience of above 6 years.

- More than one fourth (26.3%) of the respondents attended more than five training programme, (23%) of the respondents have attended two programmes, (17%) of the respondents have attended four programmes, (12.7%) of the respondents have attended five programmes, (12%) of the respondents have attended three programmes and (9%) of the respondents are attended only one programme.

## RESULTS
### Table 1
### DISTRIBUTION OF THE VARIOUS DIMENSIONS OF IMPLEMENTATION OF KNOWLEDGE MANAGEMENT

| S.NO | VARIOUS DIMENSIONS | DEGREE OF IMPORTANCE GIVEN TO KNOWLEDGE MANAGEMENT | | | | | |
|---|---|---|---|---|---|---|---|
| | | Low | % | Moderate | % | High | % |
| 1 | KM Strategy | 91 | 30.3 | 97 | 32.3 | 112 | 37.3 |
| 2 | KM Initiatives | 83 | 27.7 | 135 | 45 | 82 | 27.3 |
| 3 | KM Process | 81 | 27.0 | 138 | 46.0 | 81 | 27.0 |
| 4 | KM Documentation/ maintenance & protection | 93 | 31.0 | 100 | 33.3 | 107 | 35.7 |
| 5 | | 79 | 26.3 | 70 | 23.3 | 151 | 50.3 |
| 6 | | 93 | 31.0 | 129 | 43.0 | 78 | 26.0 |
| 7 | KM Incentives | 75 | 25.0 | 131 | 43.7 | 94 | 31.3 |
| 8 | KM Measurement KM Culture Overall Degree of Implementation | 81 | 27.0 | 121 | 40.3 | 98 | 32.7 |

The above table illustrates that more than half (50.3%) of the respondents feel that there is a high degree of Implementation of Knowledge Management Incentives.(37.3%) of the respondents feel that there is a high level of Implementation of Knowledge Management Strategy. (25% to 36%) of the respondents feel that moderate degree of Implementation of Knowledge Management Culture, Knowledge Management Initiatives, Knowledge Management Process, Knowledge Management Documentation/ Maintenance & Protection and Knowledge Management Measurement.

### Table 2
### KARL PEARSON'S CO-EFFICIENT OF CORRELATION BETWEEN AGE, PRESENT EXPERIENCE & NUMBER OF TRAINING PROGRAMME ATTENDED OF THE RESPONDENTS AND THE IMPLEMENTATION OF KNOWLEDGE MANAGEMENT

| VARIABLES | AGE | PRESENT EXPERIENCE | NUMBER OF TRAINING PROGRAMME ATTENDED |
|---|---|---|---|
| KM Strategy | .107 $P > 0.05$ Not Significant | .150 $P < 0.05$ Significant | .142 $P < 0.05$ Significant |
| KM Initiatives | .090 $P > 0.05$ Not Significant | .153 $P < 0.05$ Significant | .236 $P < 0.05$ Significant |
| KM Process | .033 $P > 0.05$ Not Significant | .104 $P > 0.05$ Not Significant | .220 $P < 0.05$ Significant |
| KM Documentation / Maintenance & Protection | .094 $P > 0.05$ Not Significant | .130 $P < 0.05$ Significant | .267 $P < 0.05$ Significant |
| KM Incentives | .065 $P > 0.05$ Not Significant | .184 $P < 0.05$ Significant | .312 $P < 0.05$ Significant |
| KM Measurement | .089 $P > 0.05$ Not Significant | .218 $P < 0.05$ Significant | .397 $P < 0.05$ Significant |
| KM Culture | .132 $P < 0.05$ Significant | .167 $P < 0.05$ Significant | .254 $P < 0.05$ Significant |
| Overall Degree of implementation | .096 $P > 0.05$ Not Significant | .152 $P < 0.05$ Significant | .266 $P < 0.05$ Significant |

The table shows that there is no significant relationship between the age of the respondents and their perception of Implementation of Knowledge Management elements in the dimensions of Knowledge Management Strategy, Knowledge Management Initiatives, Knowledge Management Process, Knowledge Management Documentation/Maintenance & Protection, Knowledge Management Incentives, and Knowledge Management Measurement. There is a significant relationship between the age of the respondents and the Knowledge Management Culture.        From the table we can infer that there is a significant relationship between the Present experience of the respondents and their perception of the Knowledge Management Implementation of various dimensions like Knowledge Management. The   table illustrate that there is a significant relationship between the Number of Training Programme attended of the respondents and various dimension of Implementation of Knowledge Management.

## DISCUSSION

The present study on implementation of Knowledge Management perspective among IT employees in Chennai has enabled the researcher to embark upon detailed analysis and meaningful conclusion by carefully interpreting the findings that have emerged through the enquiry. According to the implementation of Knowledge Management, it is evident that that there is no significance relationship between the age of the respondents and their perception of implementation of Knowledge Management elements in the dimensions of strategy, initiatives, process, Documentation/Maintenance & protection, incentives, measurement and culture. The result indicates that majority of the respondents (47%) feel that there is a moderate level of implementation of Knowledge Management in the organizations,   this is because , Knowledge Management is at an introduction stage in this organizations. Regarding the implementation of Knowledge Management, (40.3%) of the respondent feel that organizations are implemented the Knowledge Management in a moderate level.

## SUGGESTIONS:

✠ The Management should conduct relevant training programmes to enhance their employees' knowledge skill on their current practices that would be both beneficial to the industry growth as well as to the employees' development.

✠ The employees' should be guided by their team leaders and project managers to enhance the sharing of knowledge in the organizations and  the employee should be made aware of the benefit of using KM in every work. The new employee should be made to understand the KM efforts of the organizational in the induction itself.

✠ The organizations    should give freedom to the human resource department to initiative the new tools and techniques of KM programmes. The human resource department should periodically review the KM process, improving the documentations and check if it efficient and effective and suitable measures should be introduced.

## CONCLUSION

As conclude that, employees' in these organizations believe that KM is in moderate level. The employees' should be made aware of the benefit of using KM in every work; a new employee should be made to understand the KM efforts of the organizational in the induction itself. KM is an exciting, vibrant field of practice, full of cross-disciplinary applications and the need for innovation. But it is also a field struggling to find its foundations in a sea of communications, demands, and conflicting interests, not all of which are consistent with the need to found a productive discipline based in both theory and practice.

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