

A STUDY OF KNOWLEDGE MANAGEMENT IN JAMMU AND SRINAGAR MUNICIPALITY

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Abstract: One major trend with the implication for development is globalization. The world is fast becoming one independent global marketplace. Moreover, the main contributor had been knowledge and skill of the workforce, which has undoubtedly been the key competitive weapon for the 21st century. In today's changing world, knowledge becomes the major factor in creating competitive business environment. The effective implementation of KM initiatives has to be recognized because, various organizational processes and departments have to combine and various functional processes which had remained stored in bulk should be eliminated. There are various knowledge management facilitators in every organization that are required to be developed and that becomes necessary to achieve organizational effectiveness. This paper is an attempt to examine how implications of knowledge management affect the organizational innovation performance and this study comprehends to set some suggestions for researchers and academicians who tend to carry the research work to the next level.

Keywords: Knowledge Management, Implication, Organization, Innovation, Performance.

INTRODUCTION

One major trend with the implication for development is globalization. The world is fast becoming one independent global marketplace. With regard to this, the main contributor had been knowledge and skill of the workforce, which has undoubtedly been the key competitive weapon for the 21st century. In today's changing world, knowledge becomes the major factor in creating competitive business environment. According to Seng *et al.* (2002), the field of knowledge management (henceforth KM) has exploded in the industry since 1990's. It has been marked as the industry's "golden child". Of late, many companies have set up learning centers where employees can share information and knowledge. The transformation of modern world business from production-based economy to a knowledge-based economy has put major implications on the public sector organizations as well.

Viability of Knowledge Management relies upon how learning management procedures are adjusted to an association's infrastructure and procedures, in a way that supports the accomplishment of an organization's objectives. To comprehend and speak to these connections a basic rundown of components and procedures is inadequate. One needs a comprehensive system where all are coordinated into an element reasonable entirety. Following 10 years of intense interest, a wide range of systems in the field of KM have been produced by scholars, specialists and professionals. For instance, Heisig (2002) depicted thirty diverse KM frameworks, Rubenstein-Montano *et al.* (2001) twenty-six and Holsapple and Joshi (1999) five broad frameworks. Yet in the meantime, there does not exist for the most part acknowledged framework and the current systems need, in any event, some refinement, Rubenstein-Montano *et al.* (2001); Holsapple and Joshi (1999). Consequently, a few authors prescribe drawing nearer KM utilizing frameworks thinking, Rubenstein-Montano *et al.* (2001).

Knowledge is of principal significance for organizations of any size and industry is no more a question, Martin (2000). Regardless of the fact that knowledge is not the sole component for an organization's survival, it is the most critical because it supports all others Rastogi (2002). For this reason, it is not surprising that business and academic communities are very deeply involved in understanding knowledge, and developing knowledge management processes and systems to exploit opportunities that knowledge offers to organizations.

REVIEW OF LITERATURE

From one perspective, it is assumed that knowledge is an elusive and unique resource, Jantunen (2005), which provides an organization with innovation, Chen and Huang (2009); Chung-Jen, *et al.* (2010); Darroch (2005); Huang and Li (2009); Liao and Wu (2010).

The other approach supposes that TQM is a supporter for KM. Lin and Wu (2005) introduced "ISO 9000 procedure based knowledge management architecture", which bolsters information stream in the organization. Colurcio (2009) in a case study research publicized that TQM practices are facilitators of knowledge creation and dissemination. Choo *et al.* (2007) presented a theoretical structure taking into account quality programs and KM. According to this study, quality programs are considered as effective enablers of KM.

Bvuma and Russell (2001) make a point that "municipalities exhibited numerous components of customary administration, including hierarchical structures, low levels of training, a poor work culture and an overall orientation towards inputs and process rather than gathering the elementary wants of all South African citizens". However, the mandate of local government requires new capacities, attitudes and approaches. Relationship between municipal councils and the administration, the management and the operational officials, the municipality and the consumers, and the municipalities and the international world.

The internationalization of capital, production, services and culture has had, and will still continue to have a major impact in particular on municipal areas. The economic transactions and the integration of systems of production on a world-wide basis together with the rapid development of information technologies have resulted in the emergence of the global economy. In this context municipalities become the nodes of contact which connect economies across the globe (White Paper on Local Government 1998).

SCOPE OF THE STUDY

The study tried to explore the views under different categories Knowledge Management (KM) Initiatives, Organizational Innovative Performance (OIP).

This research elaborated and brought about an understanding by considering the investigation of following questions,

- ❖ What is the present (and future) orientation of KM in JMC and SMC?
- ❖ Does KM Initiatives help achieve Organizational Innovation Performance in JMC and SMC?

The best effect of this research will be to the academicians who mean to examine the ramifications of KM and OIP in public sector organizations. The introduced research should give a brisk output to the Local Government Bodies so as to enhance their organizational performance and increase customer (citizen) satisfaction.

OBJECTIVES OF THE STUDY

- ❖ **Objective-1:** To what extent do KM Initiatives implemented improves Organization Innovation Performance;
- ❖ **Objective-2:** Formulate a set of suggestions for anatomize the concerns as an issue of further research

RESEARCH METHODOLOGY

Secondary Data Source: The study is based on secondary data which includes various references and analysis from various Journals / Periodicals published from time to time by reputed Journals worldwide. Also the secondary data is collected from the official website of Jammu and Srinagar Municipalities.

FINDINGS

There is a immense scope for introducing the concept of knowledge management practices in the municipalities of J&K because the gross structure for carrying knowledge management practices is present in the organization whether it is structures, leadership, frameworks, human resource, technology, policies etc. The huge among the two municipalities is SMC as compared to JMC in terms of area of operation as well as in terms of offering services. JMC is also lacking in every perspective whether it is human resource, operations, processes etc. as compared to SMC. It was realized that awareness of the concept of knowledge was more vibrant in JMC as compared to SMC because of its small area of operation and less number of employees still a lot is being done to implement the whole concept. Moreover, the core problems in the application of knowledge management concept were recognized in both the municipalities whether there is unawareness among employees or strategies not complementing the knowledge management concepts were present in the municipalities.

CONCLUSION AND SUGGESTIONS

Both SMC and JMC Local Government Bodies were created by The Jammu & Kashmir Municipality Act, 2000 for offering the similar municipal services in the capital cities of Jammu and Kashmir. Both the municipalities are in urgent need of introducing the concept of Knowledge Management Practices in its working structure as well as in delivering services. Both SMC and JMC are having the healthy possibilities for implementing the practices of Knowledge management but it is only possible when the higher authorities of the organizations show their immense commitment towards the concept. Moreover, the employees of both municipalities must be made aware and comfortable towards the practices of knowledge management and its advantages towards the organization as well as towards employees so as to introduce the idea easily and avoid the employee resistance towards it. There is a prior need for restructuring various plans, paths, policies, structures and strategies of the municipalities for framing a smooth path for the application of knowledge management practices that will lead the municipalities towards offerings of services in a more reliable and satisfactory way compared to the present scenario of the municipalities.

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