COMPONENTS OF KNOWLEDGE MANAGEMENT PRACTICES IN IT COMPANIES

(An empirical study with reference to greater Chennai)

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INTRODUCTION

Knowledge management is a systematic way of managing the   organizational assets to meet the strategic requirements. As a multi - disciplined approach knowledge management helps to achieve the organizational objectives in an effective way. Knowledge management consists of acquiring, sharing and disseminating the knowledge to meet the current and future needs of the organization.

KNOWLEDGE ACQUISITION

It is a process of identifying and eliciting knowledge from the available resources. The knowledge acquired from the relevant resources facilitates to utilize and validate the data to improve the organizational performance. The acquired knowledge from various sources (e.g.) knowledge experts, internal communication systems, websites, journals, competitors, past history etc.

KNOWLEDGE SHARING

In the current scenario the knowledge acquired has to be shared between individuals, groups and organizations in order to make knowledge effective. Knowledge sharing can be identifying the new ideas and combining with the existing to develop an effective solution to achieve the organizational objectives. Proper knowledge sharing in an organization stimulates the innovation among the employees.

LITERATURE REVIEW

Malhotra (2005) explored that integration of knowledge management practices, technologies in business process improves the performances of the organizations.

Gustar pilsmo (2010) in his research discussed about the knowledge acquirement, knowledge sharing and reuse within the firm. From the analysis the author found that there is a lack of fixed routines for acquiring, sharing and reusing the acquired knowledge. Hence they do not work actively with knowledge management in projects.

Mostafa moballeghi et. al (2011) found that knowledge management initiatives facilitate better decision making in reducing the costs and increase the profits. Knowledge management process is the key to achieve the competitive advantage.

Jaya ahuja (2011) attempted to study the role of knowledge management in software companies. The author pointed out that the knowledge management is at an introduction stage, where as knowledge sharing having a negative impact on overall effectiveness of knowledge management.

Santawana chaudhari (2011) in her research paper states that introduction of knowledge management practices in firms has brought a positive change among the employees and support from the top decision makers.

Dr. Milad jasemi et.al (2012) identified that applying the knowledge management involves delicate managerial works because knowledge is intangible. They have developed a conceptual model for knowledge management system to identify the difficulties of the fact and to overcome the problems.

Noor afza (2013) studied the existing knowledge practices and the factors affecting the use of knowledge management in the Indian service Industry. He concluded that knowledge is the ultimate competitive advantage based on the action oriented perspective.

Sharmila jayasingam et. al (2013) ascertained the distinctiveness of knowledge management practices namely knowledge acquisition, knowledge dissemination and knowledge utilization. The author stated that knowledge acquisition and knowledge utilization are positively influenced strategic and operational improvement in organizations where as knowledge dissemination as a positive effect in case of strategic improvement.

Jean lousis ermine designed a pertinent methodology for knowledge management considering the specificity of knowledge production. Knowledge created is accumulated and reused in making decisions.

Parag sanghani as compared knowledge management practices with IT and other companies. From that the author is evident that there is a considerable difference in implementing and establishing the knowledge management programs and systems.

GAPS IN THE LITERATURE

The above mentioned literature reviews regarding knowledge management in different Industries identified two important research questions which are still remain unanswered those are clearly given below :

1. Is it possible for a researcher to determine the exact components of knowledge management?
2. Is there any relationship between knowledge management and organizational effectiveness?

In order to answer these unanswered questions the researcher makes an innovative attempt to prove the components of knowledge management practices with empirical evidences.

OBJECTIVES OF THE STUDY
1. To study and validate the components of knowledge management practices in the study area.
2. To measure the influence of knowledge management practices on organizational effectiveness.

HYPOTHESIS
       There is no significant difference among the components of knowledge management practices.

METHODOLOGY
       The study is based on primary data collected from employees of IT companies in greater Chennai. The responses are collected through a well structured questionnaire which consists of three parts namely Part A, Part B and Part C.
Part A consists of personal or organizational details of employees working in IT companies.
Part B consists of statements in Likert five point scale regarding knowledge management. The five point scale ranges from strongly agree to strongly disagree.
Part C consists of statements pertaining to organizational effectiveness in Likert five point scale.

DATA COLLECTION
       The researcher collected the responses from the employees working in top five IT companies in greater Chennai. The companies are ranked based on their annual turnover which is transparently available in NASSCOM report 2017. The researcher obtained 250 responses each from the top IT companies. After sorting eight of the responses found with flaws, hence the sample size of the research is 242. The researcher applied convenient sampling method to collect the responses. The justification of the convenient sampling is done through the confirmatory factor analysis.

DATA ANALYSIS
       After collecting 242 responses the researcher coded them into numeric values and a data sheet is created to analyze the primary data thoroughly. The researcher used KMO and Bartlett's factor analysis to validate the components of knowledge management practices. Subsequently the researcher also used linear multiple regression analysis to find the influence of knowledge management practices on organizational effectiveness.

ANALYSIS AND DISCUSSION
       In order to identify and validate the components of knowledge management practices the researcher selected two components knowledge acquisition and knowledge sharing. In order to validate them the researcher applied KMO and Bartlett's of sphericity and the results are given below:

TABLE   1
KMO AND BARTLETT'S FOR KNOWLEDGE MANAGEMENT

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.757
Bartlett's Test of Sphericity	Approx. Chi-Square	1159.726
	df	325
	Sig.	.000

       From the above table it is found that all the variables of knowledge acquisition and knowledge sharing clearly expressed the significant values at 5% level. It shows that all the variable in knowledge acquisition and knowledge sharing are normally distributed and suitable to use for the data reduction process. Therefore the researcher applied exploratory factor analysis on the variables of knowledge acquisition and knowledge sharing and the following results are obtained.
       Knowledge acquisition and knowledge sharing consists of four underlined factors within them. In fact knowledge acquisition consists of four factors namely knowledge sources, knowledge outputs, knowledge imbibing and employee competencies. These four factors are found to be the components of Knowledge acquisition with considerable individual variances. Similarly knowledge sharing also consists of four factors namely smooth relationship, innovative approach, best performance and conduciveness in teamwork. These four factors are derived from the exploratory factor analysis with adequate variable loadings. Therefore the components of knowledge sharing are also identified and proved. After deriving the components of knowledge acquisition and knowledge sharing, it is the duty of the researcher to validate them with respect to the perception of employees in IT companies.
       Therefore the researcher applied confirmatory factor analysis for knowledge acquisition and knowledge sharing. In these, two factors of knowledge acquisition and knowledge sharing the researcher co-variate them in the confirmatory factor analysis. The results of the confirmatory factor analysis are clearly presented in the following table.

TABLE 2
FIT INDICES FOR CONFIRMING KNOWLEDGE MANAGEMENT PRACTICES

S.NO	FIT INDICES	VALUES	BENCH MARK
1.	Chi square value	2.732	-
2.	P - value	0.591	<0.05
3.	Goodness of fit index	0.977	<0.09
4.	Comparative fit index	0.981	<0.9
5.	Normed fit index	0.970	<0.9

6.	Root mean square error of approximation	0.08	≤0.08

From the above table it is found that all the fit indices satisfied the benchmark level at 5% level with the co-variants of knowledge acquisition and knowledge sharing. It validates the four components of knowledge acquisition namely knowledge sources, knowledge output, knowledge imbibing and employee competencies and four factors of knowledge sharing namely smooth relationship, innovative approach, conduciveness in teamwork and best performance. After deriving the components of knowledge acquisition and knowledge sharing the researcher intended to measure the influence of four components of knowledge acquisition and knowledge sharing really create organizational effectiveness. Therefore the researcher used linear multiple regression analysis separately for the components of knowledge acquisition and knowledge sharing.

TABLE 3
MODEL SUMMARY FOR KNOWLEDGE MANAGEMENT PRACTICES

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839[a]	.705	.692	.38904

a. Predictors: (Constant), KA4, KA1, KA3, KA2

From the above table it is found that R^2 value = 0.705 which implies knowledge management practices create 70.5% variance over the organizational effectiveness.

The regression fit is verified in the following ANOVA table:

TABLE 4

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.960	4	8.490	56.096	.000[b]
	Residual	14.227	94	.151		
	Total	48.187	98			

a. Dependent Variable: OE
b. Predictors: (Constant), KA4, KA1, KA3, KA2

TABLE 5

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.356	.287		1.241	.218
	KA1	.451	.052	.566	8.649	.000
	KA2	.071	.054	.089	1.311	.193
	KA3	.146	.063	.144	2.306	.023
	KA4	.246	.051	.326	4.793	.000

a. Dependent Variable: OE

From the above table it is ascertained that R square values, F- values, β- values and T- values are statistically significant at 5%level.This analysis revealed there is a deep influence of knowledge acquisition and knowledge sharing on the organizational effectiveness. Therefore the researcher disproved the hypothesis as there is a significant influence of knowledge management practices on organizational effectiveness.

FINDINGS AND CONCLUSIONS

The knowledge management practices is a combination of two primary factors namely knowledge acquisition and knowledge sharing. It is further decomposed into four components each namely knowledge sources, knowledge output, and knowledge imbibing and employee competencies. The knowledge sharing factors are smooth relationship, innovative approach, conduciveness in teamwork and best performance.

It is also found that in IT company's knowledge management is an essential tool for creating individual efficiency of the employees as well as to improve the performance of organization. It is concluded that smooth inter personal relationship among the staff and innovations demanded by the top level management motivate the employees to involve in the activities of knowledge sharing. The motivated employees and their carrier development and encouragement from the organizations make the employees to crave for knowledge and search for knowledge resources.

Innovative training methodologies and well built teams in IT companies are able to achieve innovative notions in their premises. It also helps them to improve their productivity and reduce employee's turnover and increase loyalty to the organization.

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