A study on Knowledge Management at BSNL

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*Abstract:*On a global basis, organizations are recognizing the importance of knowledge as a means to gain or sustain competitive advantage. It is observed that research shows that organization is interested in knowing what the individual knows, how they use what they know and how fast it can know something new. Earlier the issue was to find correct information but now the problem is identifying and managing the right information which is critical for the organization.Almost all the organizations are primarily knowledge-focused. This knowledge is either from their employees or from the outside sources. Such knowledge is applied to either to produce a product or a service. Much of the knowledge used by an enterprise is grounded in the minds of employees. Earlier experiences, learning procedures, methodologies etc., represents what a business is and how it can add value to its system. Since knowledge is the most basic of all competencies, its recognition, creation, application, and management can add critical success factor for attaining competitive advantage. It is concerned with managing its knowledge assets: creating, storing, and protecting, disseminating and using mission-critical knowledge. The study is taken to understand how Knowledge management is helping the organizations to grow and create value for its own employees who are knowledge generators and creator at the same time how organizations can cash on this strategy and equally provide benefit to their employees.

Keywords: Knowledge Management (KM), Performance, Production, Rewards

Introduction

Knowledge Management is one of the hottest topics today in both the industry world and information research world. In our daily life, we deal with huge amount of data and information. Data and information is not knowledge until we know how to dig the value out of it. This is the reason we need knowledge management.Knowledge is a powerful tool for achieving our goals in day tasks and target. Knowledge has no boundaries. Each and every person has some sort of knowledge in a specific field.Knowledge is an applied product used and analyzed information experience. Knowledge is information with context and understanding. The integration of experience, values, intuition, and lesson contextual information and expect insight that provides the potential for informing decision and improving actions.Knowledge Management is the process of identifying, gathering, managing and sharing employees' knowledge capital throughout the organization. It is a discipline that promotes a collaborative and integrated approach to the creation, capture, organization access and use of an enterprise's knowledge assets. KM has now become a mainstream priority for companies of all sizes.The purpose of this study is to appraise the status of the knowledge management in BSNL and the related issues like scope and areas of implementation, which will help management in not only ensuring better performance but also in the positioning of BSNL in public sector. This study is mainly meant to know the effectiveness of knowledge management by BSNL which results in employee satisfaction.

Need of Knowledge Management:

Knowledge management is a new way to think about organizing and sharing organizations intellectual and creative resources. With global economy and the world becoming a global village, firms have become more aware of the need for having knowledge management in every organization. This need arose due to following reasons:

- Need for encouraging staff innovation and creativity.
- Need to encourage free flow of ideas.
- To provide potential growth and expansion of organization.
- Enhance employee retention rates by recognizing the value of employees' knowledge and rewarding them for it.

Scope of the study: The study is conducted only on employees of BSNL, Hyderabad which form the universe of this study.The studycovers the various characteristics of knowledge management process and strategies of the employees which are highly helpful for the development of the organization.

Objectives of the study:

- To study the sources and procedure of managing the knowledge of the work force.
- To study the effect of knowledge management on the productivity of BSNL.
- To study the satisfaction of the employees with the knowledge being imparted.

Research Methodology:Primary sources: The data is being collected in the form of questionnaires in order to gather the information and views of employees working in BSNL-HYD organization.**Secondary sources:** The data is being collected through internet by browsing through websites, with the reference of few earlier records and projects.

Research design: In this study descriptive research design is adopted. **Sampling technique:**In this study random sampling technique is selected. **Sample size:** A sample of 100 employees has been selected. Tool: simple tabular form and Chi-Square test is used for analysis of the data.

Limitations of the Study:

- This study is limited to the available work force at Hyderabad
- The study is not sufficient to cover the entire level of employee due to organizational setup.
- Though BSNL has the knowledge available nationwide, its effectiveness has been studied at Hyderabad telecom center

Review of literature:

Heeseok Lee and Byounggu Choi (2003) in their paper on Knowledge Management Enablers, Processes, and Organizational Performance: An Integration and Empirical Examination" found that knowledge management processes are significant predictors for organizational creativity, i.e., business organizations can achieve strategic and economic benefits of knowledge management by utilizing organizational creativity in an effective fashion. Organizational structure and culture are found to be significant in predicting the knowledge management processes. In addition, it is noted that technology-related variables are not significantly related to the knowledge management. This unexpected finding may result from the early stage of knowledge management in Korea. From a theoretical perspective, this study provides not only a research model for knowledge management but also relationships among knowledge management components. It establishes a generic research model by providing an integrated view of knowledge management. Empirical evidences are likely to help business organizations sharpen their knowledge management strategies.

Prof. NiveditaMoharir, Prof. Ruby Chanda (2011) in their paper on "Conceptual Paper on Knowledge Management" discussed that Today's business environment is characterized by highly transparent markets and global competition. Technology life cycles are decreasing due to the fast pace at which development of new technologies is progressing. To compete in this environment, it is necessary to identify upcoming innovations and trends as early as possible to decrease uncertainty, implement technology leadership, and create competitive advantage. In this context managing knowledge asset is critical task for any organization. Knowledge management provides road map for the business houses to acquire, utilize and analyze their knowledge assets to become successful. Knowledge is spirit of competitive edge. As knowledge been always available, it can be accessed as and when required. It is versatile and can be transferred formally or informally. The best reason for an organization to develop a knowledge management system is to gain a competitive advantage in the marketplace, by turning intellectual assets into value through innovation. In 21st century knowledge management is emerging as the solution to an increasingly fragmented and globally-dispersed workplace.

Analysis:

1) Sources implemented in your organization for KM

CHOICES	NO.OF EMPLOYEES (%)
Internet	34%
Intranet	58%
KM software	0%
Data management system	8%

Interpretation: From the above graph we can infer that majority of theemployee's i.e., 58% uses intranet and rest uses Internetas a source knowledge sharing in BSNL.

2) Knowledge management methodologies used in firm

CHOICES	NO.OF EMPLOYEES (%)
Training	44%
Attending workshops, conferences	24%
Exit interviews	0%
Rotational assignments	8%
All the above	24%

Interpretation: From the above graph we can infer that 44% employees agrees attending Training, 24% agrees attending workshops, conferences, 8% agrees Rotational assignments and 24% agrees all the above mentioned options as the most common methodology of KM in BSNL

3) Biggest cultural barrier in knowledge management in BSNL

CHOICES	NO.OF EMPLOYEES (%)
A) 'I am in position' attitude	54%
B) Indifference of people towards developmental processes	12%
C) Lack of significance and recognition to 'knowledge sharing'	26%
D) Lack of open mindedness	8%

Interpretation: From the above graph we can state that 54% employees feel there is a position attitude and 26%feelsindifference of people towards developmental processes, 26% feels lack of significance and recognition and rest 8% feels lack of openmindedness in BSNL is a cultural barrier in knowledge management.

4) Biggest hurdle in effective implementation of KM in company

CHOICES	NO.OF EMPLOYEES (%)
A) Lack of understanding of KM and its benefits	56%
B) Determining what kind of knowledge to be managed & making it available	28%
C) Lack of top management commitment to KM.	10%
D) Overcoming technological limitations	6%

Interpretation: From the above graph it is clearly known that 56% of employees agreed that lack of understanding of KM and its benefits is the biggest hurdle in effective implementation of KM in BSNL.

HYPOTHESIS:

1. H_0: KM is not effective in improving the organizations productivity and workability
   H_1: KM is effective in improving the organizations productivity and workability

	SA	A	UD	D	SD	Total
Male	39	13	5	7	5	69
Female	9	7	5	5	5	31
Total	48	20	10	12	10	100

O	E	O-E	(O-E)2	(O-E)2/E
39	43.47	-4.47	19.9809	0.459648
13	13.8	-0.8	0.64	0.0463768
5	5.52	-0.52	0.2704	0.0489855
7	3.45	3.55	12.6025	3.6528986
5	2.76	2.24	5.0176	1.817971
9	19.53	-10.53	110.8809	5.6774654
7	6.2	0.8	0.64	0.1032258
5	2.48	2.52	6.3504	2.5606452
5	1.55	3.45	11.9025	7.6790323
5	1.24	3.76	14.1376	11.40129
			Chi-Square Value	**33.447539**

Inference: The Chi-Square test value for the above data is 33.44 and table value is 9.49 at 4 degree of freedom. Since the calculated value is greater than tabulated value, we accept H_1 that means KM is effective in improving Productivity and workability.

2. H_0: Employees do not share knowledge with theircolleague
   H_1: Employees share knowledge with their employees

	Invariably	Frequently	Rarely	Never	Total
Male	48	8	7	6	69
Female	19	3	3	6	31
Total	67	11	10	12	100

O	E	(O-E)	(O-E)2	(O-E)2/E
48	46.23	1.77	3.1329	0.07
8	7.59	0.41	0.1681	0.02
7	6.9	0.1	0.01	0.00
6	8.28	-2.28	5.1984	0.63
19	20.77	-1.77	3.1329	0.15
3	3.41	-0.41	0.1681	0.05
3	3.1	-0.1	0.01	0.00
6	3.72	2.28	5.1984	1.40
			Chi-Square Value	**2.32**

Inference: The Chi-Square test value for the above data is 2.32 and table value is 7.81 at 3 degree of freedom. Since the calculated value is less than tabulated value, we accept H0 that means employees do not share their knowledge with others.

Conclusion

From the research study conducted in the organization, it can be concluded that the concept of Knowledge Management is in between the introduction and growth stage that is it is ahead of introduction stage and has not reached yet to growth stage. It has been also concluded that there is certainly a quest for knowledge in the employees and combining this factor with highly established HR Department and advanced Information Technology in the organization Knowledge Management will definitely reach to the growth stage in due course of time in this organization.With the effective implementation of Knowledge management the organization structure of BSNL is changed so, that each line of operation is headed by a director.The Sources of knowledge in the organization is Intranet, Internet, and Training and attending workshops, conferences with which knowledge is efficiently managed and shared among the employees.Knowledge management is slowly showing its impact on improving the productivity of BSNL. Employees if share their knowledge with their colleagues, it will benefit the organization in a better way.The satisfaction of employees with respect to knowledge management is moderate in the organization; if they are rewarded for the knowledge being shared improves the satisfaction level of employees.

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