

Knowledge Management Practices in Selected Information Technology (IT) Industries: An Empirical Study

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Abstract—*Knowledge Management which is also called KM is becoming a very important responsibility of management as the organisations invest a huge amount of IT or Information Technology resources for supporting storage, acquisition, retrieval and sharing of the knowledge. Further, Knowledge Management has a very important role to play in the organisations which depend mainly on the intellectual capital like the IT development organisations. Several studies have been done for assessing the Knowledge Management practises. These studies suggest that there should be a social and technical infrastructure for enhancing the capabilities of knowledge management of software development organisations in the country. These studies have also laid the base for best practices of knowledge management and they assess the extent of awareness as well as implementation strategies of KM. It was proved that KMI or the Knowledge Management Index for commitment and awareness is high. However, the involvement of the top management for allocating necessary flow of resource to initiate as well as sustain practices of knowledge management is required.*

Keywords: *Knowledge Management (KM), Knowledge Management Index, Knowledge, Management Practices, IT Industries*

1. INTRODUCTION

The term introduction means beginning: - it may be presenting someone new to a group or inducing a new idea into a proposal. The noun 'introduction' comes from the Latin verb '*introducere*' means 'to let in'. This lead in might be formal or informal; introduction of the employee with employees or introduction to his work. The reason behind the introduction is to give a brief description of problem in hand. In the introduction author might discuss the type of research, objective of research, importance of the research problem and

research questions that need to be answered. Hence, the introduction of the present research is enumerated as, 'among the emerging fields of research in the world today knowledge management occupies a significant role. The concept of knowledge management had gain momentum in in the developed countries but has a little attention of the researcher in developing countries of India. There is no clear understanding as to how organisation can focus on knowledge management and to different knowledge management practices in the todays' global competitive business environment.

A lot of studies have been done in the past few years regarding the significance of KM as the base for competitive success. Knowledge maybe considered to be the dynamic resource, which may prove to be valuable if used properly. When the organisations

generally take time or make some efforts for reviewing whatever they are aware of, knowledge becomes asset for supporting purposeful actions. The whole concept of this as the decisive component affecting the ability of an organisation for gaining a competitive edge has been gaining importance steadily in the current time. It has also been recognised as the most valuable resource that would behove the organisations for developing the mechanism to tap into collective intelligence as well as skills of the employees for creating better knowledge base for the organisation. It's the knowledge management which would help in achieving this aim. The quest for, managing knowledge is an old one and the Western and the Eastern philosophies have been documenting the tradition to emphasise knowledge and to understand the concept to understand secular and spiritual life. In the current scenario where so many technological and rapid changes are happening, the focus should be mainly on KM that's oriented explicitly on matters which have a competitive edge along with commercial efficiency. Unfortunately,

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there cannot be a universal definition for knowledge management as there's no agreement regarding the constituents of knowledge itself. That is why, the best would be to think about knowledge management in a broad context. Simply put, KM or Knowledge Management is considered to be the process which helps the organisations in generating value from the knowledge based intellectual assets. Often, generating the value from

these types of assets includes sharing these amongst the departments, the employees and also with the other organisations for devising the best practices. It's also quite important here to consider the definition which does not say anything about technology. KM or Knowledge Management is mainly facilitated often by IT, the technology itself isn't about knowledge management [2].

It is very important to consider the fact that motivating the individuals, offering some meaningful work, rewarding right behaviour appropriately and empowering the individuals for being creative as well as innovative just by encouraging the environment which is sharing and open, where the knowledge maybe used for discovering the way current knowledge may be used in the best way possible and managed for producing the desired results i.e., knowledge applied on knowledge. Creativity is directly linked to the motivational factors. It is very important for organisations to consider this in mind every time they appraise their employees. They need to find proper ways of keeping their staff motivated and to boost their morale. It is one of the prerequisites for enhancing the performance of employees in an organisation [3].

Figure 1: Key Components of Knowledge Management



Source: E-Commerce News

2. NEED FOR THE STUDY

Knowledge management is one of the arising fields in the research world today. Knowledge Management has acquired a huge consideration in the developed economies however, has drawn in a little consideration of analysts in India. There is absence of understanding concerning how associations/organizations work on knowledge management practices in India.

Knowledge management has turned into an exceptionally important tool for some knowledge officials for adequately and productively making, putting away and sharing the information and knowledge at the corporate level. Knowledge management is one of the hot topics of discussion in today's business scenarios. The associations can upgrade their competitiveness with the assistance of better knowledge management direction.

There is absence of understanding with regards to correct connections between knowledge Management (KM) and Business Performance of association in the Indian setting.

The present study is an attempt is an to fill these research holes. The results can help the associations in sharing the knowledge successfully and effectively by giving them the fundamental experiences with respect to connections of Knowledge and Performance of an association. The results will likewise deliver the connections which Knowledge Management (KM) have with Business Performance. The present globalisation has made the situation more stringent for the organisations as different organisation competing each other to overcome from their limitations and try to win the clients of the market segmentation the organisation also so try to consider that this stiff competition has the potential for the organisation as well as the fear of losing the customers the basic reason which come as a threat in front of associations is reacting to worlds changing technological advancements and India market.

The specialists [2] and [18] suggest that in order to be a successful organisation; an organisation must utilise all the information and knowledge available with it. Knowledge has been considered as the ways of worldwide economic development additionally, it is a significant factor that's route the way to have Blossoms of favourable climate changes which in turn become the primary agent of success. While another word the

attraction of prospective customers and retention of existing customers and even both tacit and explicit knowledge are important for an organisation because it is the knowledge only that results the theoretical work into to the ripe fruits of success [12]. Knowledge management and aspiring knowledge association help an organisation in the application of available all type of available knowledge it is with the utilisation of knowledge management practices that can improve the assistant's quality quantity and better services to the clients and this thought also supports the research in the discipline like business climate [5]; [9]; [14] and [17]. The researcher in [1] there is a need to focus on non-traditional resources of production expressed in the form of tacit knowledge embedded in the behaviour and minds of workers to get actual results. At the very starting of this research the author clarifies the idea about knowledge management after that the author also tries to differentiate between implied and express information or knowledge for the success of any business unit at last it is also signifying that in today's environment knowledge management is a key to success.

Knowledge management is the most sweltering subject of the day. The inquiry is: what is this movement called information management, and for what reason is it so essential to all of us?

3. LITERATURE REVIEW

Some researchers also state that the rising rate of changes in the environment and the technological complexities demand organisational form wherein the knowledge-based information may be disseminated. It has also been recommended that KM or knowledge management and learnings need to be integrated into a generic procedure for enabling any further development of underlying constructs [16]. A study proposes the model wherein the information causes learning that in turn causes knowledge and affects the decisions, behaviour and the actions. Similarly, another study also mentions that knowledge is a result of several learnings. Learning is considered to be sense making while being a process which causes knowledge. KM or Knowledge Management mainly caters to critical issues of adaptation within an organisation, competence and survival in the backdrop of increasingly discontinuous changes in the environment [15]. It describes the status

of an employee within an organisation. Essentially, it also embodies the organisational processes which seek synergistic combination of information and data processing capacities of information technology and innovative and creative capacity of the humans. This is the strategic view of KM or Knowledge Management which considers synergy between the behavioural and technological issues as required for surviving in the wicked environment. The requirement for synergy of human and technological capabilities is mainly based on distinction between new world and old world of business.

Regarding this, old world business maybe characterised through predictable environments wherein the focus is mainly on the prediction as well as optimisation-based efficiency. It's a world of competences on the basis of the information as a strategic asset and emphasis is mainly on controlling behaviours of the agents of the organisation towards fulfilling pre-specified objectives and goals of an organisation. The control and information systems may be used in order to achieve alignment of actors of the organisation having pre-defined practice [8]. The assumption here is that these best practices help in retaining the effectiveness over a span of time. In contrast to this, new world has been characterised through a high level of uncertainties and inefficiency in predicting the future. Using information and controlling system and complying with the pre-defined objectives, goals and best of practices might not help in achieving the organisational competence in the long run. The world today needs capabilities for understanding the issues afresh considering changing conditions of the environment. The focus has to be not just on finding answers to questions but also on finding right questions. The world can be contrasted from old one by emphasising on doing right things and not doing things right [6].

The relevance that knowledge management has is just unquestionable for the companies as whatever worked previously might or might not work in future. Just like technology, knowledge also becomes obsolete and it is very important to keep updating it. It's the only way which helps organisations in gaining insights and understanding from their own experiences. It comprises of a systematic procedure to find, select, organise, distil and present information in such a way that helps in improving the comprehension of employees in a particular interest area [7]. Specific activities pertaining

to knowledge management may help the business organisation in focussing on storing, acquiring and using knowledge for such things as dynamic learning, problem solving, decision making and strategic planning. Moreover, it also helps in protecting the intellectual assets from decaying, adds to intelligence of the firms and also offers enhanced flexibility [4].

Managing knowledge as well as fostering the culture which enables KM or Knowledge Management efforts need to be successfully implemented which is crucial to maintain the strategic advantages and for meeting the objectives of business. This used to be the main concern of researchers [11]. Figure 2 explains the benefits of the KM.

Figure 2: Benefits of Knowledge Management



Source: www.skyrme.com

With a paradigm shift from the business-based economy to the knowledge-based economy, where learnings regarding application as well as development of the knowledge maybe central, the KM system operate with a number of objectives which includes improving performance of the organisational processes and systems, persuading people in sharing, leveraging and utilising uniqueness of organisations for capitalising on people, process and services [1].

4. OBJECTIVES OF THE STUDY

1. To find the reasons for the selection of knowledge management practices in selected IT industries
2. To ascertain the significance of the reasons for the selection of knowledge management practices in selected IT industries

5. RESEARCH METHODOLOGY

The information for the exploration were gathered by means of a study which was directed both online as well as disconnected. Respondents filled surveys either through Google docs (online mode) or on the other hand through printed duplicates appropriated to them. The survey was drifted among 200 people out of which 140 were in usable form. The sample was chosen by purposive sampling. The present study is

descriptive in nature in which the reasons for selection of knowledge management practices in selected IT industries have been studied. The sample size of the study is 140. The data were collected with the help of a structured questionnaire on a five-point scale and analysed with the help of the mean values and t-test.

Table 1: Demographic Profile of Respondents

Variables	Number of Respondents	% Age
Gender		
Male	82	59%
Female	58	41%
Total	140	100%
Age Group of Respondents		
Below 18	33	24%
18-45	69	49%
Above 45	38	27%
Total	140	100%
Education Level		
Undergraduate	54	39%
Postgraduate	58	41%
Ph.D.	38	27%
Total	140	100%

Level working at		
Managerial level	39	28%
Executive level	56	40%
Junior employees	45	32%
Total	140	100%

Source: Data collection

Table 1 presents demographic profile of the employees. There are 59% males and 41% females in the study. Among the respondents 24% are below 18 years of age, 49% are 18-45 years of age and 27% are above 45 years of age. The percentage of under-graduate respondents are 39%, 41% are post graduate and 27% are Ph. D. The 28% of the respondents are at managerial level, 40% are at executive level and 32% are junior employees.

Table 2 : Mean Value of the reason of knowledge management practices in selected IT industries

Sr. No.	Reason of Knowledge Management Practices in Selected it Industries	Mean Score
1.	Knowledge management amongst the employees is the responsibility of the organization	4.36
2.	Participation of top management is important for allocation of resources	4.41
3.	Knowledge management is considered to be the base for achieving success over competitors	4.42
4.	Proper knowledge management improves the productivity of the employees	4.47
5.	Motivation is the best reward for an employee	4.45
6.	Knowledge is gained after a lot of learnings happen	4.39
7.	Knowledge management is important because something which worked previously might not work in future	4.38
8.	Knowledge management helps in solving problems within an organization	4.43
9.	Developing a healthy culture within an organization demands a lot of hard work on the part of management	4.32
10.	Knowledge management is more important than technological and other changes	4.34

Source: Data collection

Table 2 shows the opinion of the respondents. It is observed that proper knowledge management improves the productivity of the employees is the most important reason of knowledge management practices in selected IT industries with the mean value of 4.47. It is followed by Motivation is the best reward for an employee (4.45), Knowledge management helps in solving problems within an organisation (4.43), Knowledge management is considered to be the base for achieving success over competitors (4.42), and Participation of top management is important for allocation of

resources (4.41) . Further, Knowledge is gained after a lot of learnings happen (4.39), Knowledge management is important because something which worked previously might not work in future (4.38), Knowledge management amongst the employees is the responsibility of the organisation (4.36), Knowledge management is more important than technological and other changes (4.34) and Developing a healthy culture within an organisation demands a lot of hard work on the part of management (4.32) were also considered important.

Table 3: Mean score, t-value and value of significance of the knowledge management practices in selected IT industries

Sr. No.	Reason of Knowledge Management Practices in Selected it Industries	Mean Score	T-Value	Sig
1.	Knowledge management amongst the employees is the responsibility of the organization	4.36	10.647	0.000
2.	Participation of top management is important for allocation of resources	4.41	10.595	0.000
3.	Knowledge management is considered to be the base for achieving success over competitors	4.42	10.446	0.000
4.	Proper knowledge management improves the productivity of the employees	4.47	9.407	0.000
5.	Motivation is the best reward for an employee	4.45	9.669	0.000
6.	Knowledge is gained after a lot of learnings happen	4.39	10.215	0.000

7.	Knowledge management is important because something which worked previously might not work in future	4.38	10.494	0.000
8.	Knowledge management helps in solving problems within an organization	4.43	12.266	0.000
9.	Developing a healthy culture within an organization demands a lot of hard work on the part of management	4.32	9.830	0.000
10.	Knowledge management is more important than technological and other changes	4.34	10.134	0.000

Source: Data Analysis

Table 3 shows the results of t-test. It is found from the table that the significance value for all the statements is below 0.05, hence all the reasons of knowledge management practices in selected IT industries are significant.

6. CONCLUSION

KMI or the Knowledge management index in the IT firms is about 2.75%. Its average according to rating scale. It's evident that people aren't rewarded visibly for their knowledge sharing. KM or knowledge management should be considered important within the system of performance appraisal in order to realise the benefits of knowledge management which could be felt throughout the organisation. There's often this perception amongst people that organisation culture doesn't facilitate sharing or learning within an organisation. Several efforts might be put in for developing the culture within an organisation which facilitates sharing, acquiring and learning within an organisation. As prerequisite for including practices of knowledge management, the managers at different levels used experience of basic steps for changing the mechanism of management.

7. MANAGERIAL IMPLICATIONS

The present has implications for knowledge officers as well as to top management executives. Firstly, it guides the top managerial executives on the issue of devising and maintaining sound knowledge Management practices in the organisation and their corresponding impact on the actual functioning and productivity of different factors of production the result can be used by policymakers as it guide about the benefit of implementation of different knowledge management practices in the achievement of organisational objective and a spirit of Cohesion among the individuals it further guides why there is a need to devise and implement manage different knowledge management practices to

have the expertise of tacit knowledge holders towards the attainment of not only of individuals objective but also of the organisational goals as a whole.

8. FUTURE RESEARCH DIRECTION

The present study was focused on only one service sector of India i.e., information technology industry. Research in the future can be conducted to study the importance of knowledge management in other service industries of India and by considering more option of knowledge management practices and by conducting the research with large number of respondents meaning thereby from a census/population to draw universal inferences. The qualitative studies can also be the future scope of the study with the inclusion of document analysis, structure and semi-structured interviews etc. so that a more appropriate and concrete results can be drawn on the question of relevance of knowledge management adoption in different sector of Indian economy.

9. REFERENCES

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