A Study on Knowledge Management Practises in Private Organizations

"And Knowledge Management is a means, not an end" – Bill Gates.

** M.Srinivas
* * * Muniganti.Praveen

* * Ph.D Research Scholar, Madhav University, Rajasthan
* * * Assistant Professor, Vinuthna College of Management, Hasanparthy, Warangal

Abstract: Knowledge Management is the process of creating, sharing, and managing the knowledge and information about the private organization. It refers to multidisciplinary approach to achieving private organizational objectives by making the best use of knowledge. Now-a-days, employees are experiencing a new paradigm of treating the employees as knowledge workers. The advent of management information systems, internet, networks, e-mail, social media and instant sharing of information make us to realize that knowledge and its sharing is a fundamental element of an organization's activities.

Key words: *knowledge, organization, creating, employees, workers.*

Introduction: Today's organization environments are characterized by continuous and rapid radical change. But, the typical twentieth century organizations did not function well in such fast changing environment. In the twenty-first century, new attitudes and approaches within organizations are demanded for success in the competitive environment. A key challenge for any organization is to seek, to maintain and improve performance.

Definition of Knowledge Management: The function of knowledge is to problem solving and decision making. Beckman, (1999) and Woolf (1990) defined knowledge is an organized information applicable to problem solving. Turban (1992) defined that knowledge is information that has been organized and analyzed to make it understandable and applicable to problem solving or decision making. Beckman (1997) stated that knowledge is reasoning about information and data to actively enable performance, problem solving, decision making, learning and teaching.

Types of Knowledge: The classification of knowledge is an important step towards the knowledge management. Tacit knowledge and explicit knowledge are the types of knowledge (Nonaka and Takeuchi, 1995). Collins (1997) classified the knowledge types based on accessibility they are symbol type knowledge (explicit), embodied knowledge (implicit), embrained knowledge (implicit/tacit) and encultured knowledge (tacit). Van der Spek and Spijkervet (1997) discussed the structural features of knowledge for classification. There are availability (form, time, location) and content (structure, application). Parsaye and Chignell (1988) describe five elementary properties of knowledge. There are naming (proper nouns), describing (adjectives), organizing (categorization and possession), relating (transitive verbs and relationship nouns) and constraining (conditions).

Principles of Knowledge Management: Davenport (1996) has developed ten general principles of knowledge management. These can be categorized to three levels, namely; financial, strategic planning and organization culture.

Financial level: Knowledge management is expensive. Hence, financial decisions are needed to make it.

Strategic planning level: Effective knowledge management requires the involvement of people and technology; knowledge management requires knowledge managers; knowledge management benefits more from maps than models and is market driven; knowledge management is intended to improve knowledge work processes; access to knowledge is only the beginning; knowledge management never ends.

Organization culture: Knowledge management is highly political sharing and using knowledge is unnatural acts. Knowledge management is required a knowledge contract.

Implementation of Knowledge Management: Implementing the knowledge management is not a easy task. It requires an organization to develop an analytical process to see the role of knowledge management. Knowledge management is requires a facilitator to direct change management and to continuously assess the value of knowledge management.

Organizational Structure: Organizational structure provides a snapshot of organizational life (Rapert and Wren, 1998). It indicates an enduring configuration of tasks and activities (Skivington and Daft, 1996), and it provides guidance in determining which people interact with in conducting organizational

tasks (Rapert and Wren, 1998). It is usually viewed as consisting of two frameworks: a framework for shaping behavior and activities, and a framework that directs the actuality of structural communication processes in the organization (Rapert and Wren, 1998).

Organizational Strategy: Organizational strategy refers to a plan for interacting with the competitive environments to achieve organizational goals (Daft, 1995). The study of organizational strategy started with Andrew (Collins and Montgomery, 1995) who defined strategy as the match between what an organization can do within the universe of what it might do. Later researchers, as represented by Porter (1980), focused on the industry environment of an organization and concluded that the structural characteristics of an industry determine the strategy of organizations in it.

Organizational Support: Organizational support is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfils socio emotional needs. Organizational support is generally thought to be the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favourable treatment. (Eisenberger and Rhoades 2002) organizational support theory.

Training and Human Resource Practices : The terms 'training' and 'development' are used as though they are synonymous, there are differences in the contexts and techniques of employee training and development. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It imparts specific skills for specific purposes. It is mainly job-oriented. Training is given to both old and new employees throughout their stay in the organization. In contrast, development includes the process by which managers and executives acquire not only skills and competency in their present jobs but also acquire capability for future managerial positions.

Human Resource Practices: Human resource practices operate within a framework provided by human resource management. Human resource management acknowledges that the employees are valued assets of the organization. There should be an active interplay between a strategy for human resource and strategy for the business, the corporate culture should be managed so as to make it combatable with the requirements of corporate strategy and they are seeking the commitment of employees of the organization as greater value than mere forced competence.

 Job Performance: Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Campbell, McHenry and Wise, 1990). Job performance is of interest to organizations because of the importance of high productivity in the workplace (Hunter and Hunter, 1984). Performance definitions should focus on behaviors rather than outcomes.

Review of the Literature:

Meliha Handzic (2017) analyzed that knowledge management (KM) selection model for project management (PM). Essentially, the proposed model posits a mediating role of project factors in the choice and impact of KM on project success. The evidence from two empirical studies provide full support for the contingency model and its proposition that the appropriate KM for PM depends upon project complexity. In particular, the empirical findings show that with increased project complexity, customer-related intellectual capital (IC) and personalization KM strategy tend to have greater importance for project success than team or process IC and codification KM strategy. These findings contribute valuable insights for researchers and provide useful guidance for project managers. The chapter also suggests plausible directions for further research to address current limitations.

Roberto Cerchione, et. al., (2016). This paper examined systematic review of the literature on knowledge management (KM) in small and medium enterprises (SMEs) and SME networks. The main objective is to highlight the state-of-the-art of KM from the management point of view in order to identify relevant research gaps. The review highlights that in recent years the trend of papers on the topic is growing and involves a variety of approaches, methodologies and models from different research areas. The vast majority of papers analysed focus on the topic of KM in the SME while there are only few papers analysing KM in networks populated by SMEs. The content analysis of the papers highlights six areas of investigation from which were derived ten research questions concerning three perspectives: the factors affecting KM; the impact of KM on firm's performance; the knowledge management systems.

Henri Inkinen, (2016). The author found that Knowledge management (KM) has emerged as one of the most discussed new management methods. Among the most debated areas in KM has been the association between knowledge and firm performance, but a lack of understanding and consensus still remains as a major issue. This paper aims to address the research gap by reviewing the empirical

literature and determining how KM-based managerial and organizational practices are related with firm performance.

Fallucchi F, et. al., (2016) stated that Knowledge Management can be essential for handling disaster information, creating knowledge bases that can cover very complex events and can vary in size and type. The challenge is to establish mechanisms for the correlation of data coming from various sources to support the Humanitarian Assistance and Disaster Relief (HADR). We propose a method for multi-source information correlation using an approach based on the Sudoku principles to determine which record pairs have to be considered, for comparison. This paper presents a system which can aid in early warning and provide decision support for disaster response and recovery management through the integration of heterogeneous data sources form different organizations.

Research Problem: A number of different mechanisms have been employed to assist employees in using a knowledge management database and practices in private organization.

Objectives of the study: To understand the knowledge management and practices of the private organization.

Need for the study: To understand the most excellent performance and knowledge management practices are analysed and the impact drives for job performance in private organization.

Secondary Data Collection: Secondary data are used to understand the meaning and concept of the knowledge management and practices of the study. The secondary data are collected from journals, magazines, dissertations, newspapers, bulletins, and electronic sources.

Knowledge Acquisition: Knowledge acquisition is the process used to define the rules and anthologies required for knowledge based system.

Knowledge Creation: Formation of new ideas through interaction between explicit and tacit knowledge in individual human minds is known as knowledge creation.

Knowledge Transfer: Knowledge transfer is the practical input of transferring knowledge from one part of the organization to another.

Knowledge Utilization: Knowledge utilization is the implementation of learned knowledge in the work practices.

Knowledge Retention: Knowledge retention understands the work process and enables to work effectively.

Knowledge Accumulation: Knowledge accumulation is the process for necessary knowledge to complete the task systematically and also share for further usages.

Knowledge Internalization: Knowledge internalization is the updating and wide knowledge also apply the best way.

Knowledge Sharing: Knowledge sharing is the mutual knowledge flowing and scattering among people and mechanical and non- mechanical bases for knowledge.

Private Knowledge versus Public Knowledge: Organizational knowledge is classified into private and public knowledge (Matusik and Hill, 1998). Private knowledge is referred to the knowledge uniquely possessed by the organization. It is represented a resource that is valuable, rare and imperfectly imitable (Barney, 1991). For example, unique practices, processes, documentation, business strategies. Public knowledge is consisted of knowledge not proprietary to any particular organization. It is residing in the public domain. This knowledge is included the industry and occupational best practices.

Individual Knowledge versus Collective Knowledge: Individual knowledge is refered to the knowledge harbored by an individual in an organization. If this knowledge is not shared with other members of the organization, the organization can neither multiply nor leverage on the value of this expertise (Davenport and Prusak, 1998).

Conclusion: In order to answer the research objectives, appropriate secondary data are applied. It is found that the determinants of knowledge management and practises in private organization are highly contributing. Further, knowledge management also influences the job performance of the employees. Hence, it is stated that knowledge management practices have the direct relationship with job performance. Knowledge Management is the process of creating, sharing, and managing the knowledge

and information about the private organization. It refers to multidisciplinary approach to achieving private organizational objectives.

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