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Practical Assessment on Communication Skill – A Channel To Knowledge Sharing

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INTRODUCTION

Communication is essential to build the relationships among the employees, both on a professional and social level. An open communication makes it safe for employees to express their ideas; as a result, the management will have the benefit of its staff's combined experience in coming up with innovative solutions. Communication prevents employees from feeling isolated, builds teamwork, and creates a more collegial atmosphere in the work place. When relationships are strong, employees are better able to trust one another and work together more effectively.

Communication is a two-way, dynamic, interactive process between information and knowledge providers and receivers. Encouraging such enhanced and participatory communication processes is important on content related issues with the aim of motivating, involving, and engaging the employees in the organization will, no doubt, yield a positive output.

Knowledge transfer could be between individuals, from an individual to a group, within a group, between groups, sections or departments to help each other in accomplishing different tasks and functions in organizations. KS is fundamental to generate new ideas and develop new business opportunities through socialization and learning process of knowledge workers. As a result, KS will affect organization's long-run performance and competitiveness Thus knowledge sharing has its own place and importance in knowledge management.

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COMMUNICATION AND KNOWLEDGE SHARING

Communication is considered to be one of the most expected capabilities of an employee for smooth flow of information from one employee to another which further more facilitates sharing of knowledge among them.

OBJECTIVES OF THE STUDY

1. To study the socio-economic profile of the respondents.
2. To examine the relationship between Factors of Communication and Knowledge Sharing.
3. To find out the major influencing Communication Factor for Knowledge Sharing.
4. To analyze the influence of gender, occupational level and Industry type on factors of communication and knowledge sharing activity.

RESEARCH METHODOLOGY

Two part questionnaires constituting closed questions were used for collecting the data. Both first and second hand

The data was codified, using a numbering system, to enable statistical analysis to be conducted. The data was then statistically analyzed.

DATA ANALYSIS AND INTERPRETATION

Frequency, Chi-Square, One Way Anova, Regression and Correlation statistical tools were used to obtain the required results.

SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS

The employees in the age group 36-45 years are found (39.6%) more in number followed by the employees falling under the age group 26-35 years (32.8%) and below 25 years (15.5%) respectively. Employees who are above 45 years (12.1%) are found less as per the sample collected.

The employees having experience 6-10 years cover nearly 50% of the total sample size, followed by the employees falling under the experience category 11-15 years (25.3%), More than 25 years (11.3%) and Less than 5 years (9.4%) of experience respectively. Employees having experience between 16-20 years are found very less as per the sample collected.

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It can be inferred that the undergraduates employees are found more in numbers (40.4%) followed by employees having educational qualification SSLC/HSC (33.2%) and with Diploma qualification (16.2%). The employees with post-graduation qualification are found least in numbers (10.2%).

It is found the employees in Middle level found large in numbers and occupy nearly 50.9% of the total sample size followed by the Bottom level employees with 31.4% and employees working in top level with 17.7% respectively.

It is clear that Married employees occupied 78.1% and unmarried employees occupied 21.9% of the sample collected for the study.

The male employees are more with71.7% and female with 28.3% on the total sample collected.

The majority of the employees, as per sample size cover nearly 41.1% by Automobile and Engineering industry, 30.9% was occupied by Pharmaceutical Industry, and 23.8% by Food and Beverage and very less portion of 4.2% were occupied by Readymade and Garments Industry.

Table 1 KMO and Bartlett's Test for Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.718
Bartlett's Test of Sphericity	Approx. Chi-Square	821.084
	Df	14
	Sig.	0.000

It is found that KMO measure of sampling adequacy 0.718 and the Bartlett's test of sphericity with Chi square value 821.084 are statistically significant. This implies that variables attributed to factors of communication are adequate to be segregated into seven predominant factors. Since the sphericity value is sharp and significant, it can be noted that the all variables and their respective projections in the form of factors definitely explain all the aspects of communication is adequate to carry out further research.

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Table 2 Chi square for Association between Factors of Communication and Knowledge Sharing

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.120	1	.042
Likelihood Ratio	4.355	1	.037
Linear-by-Linear Association	4.104	1	.043
No of Valid Cases	**265**		

The Chi-square test has proved the existence of the relationship between the factors of Communication and Knowledge Sharing as the significant value (Pearson) is 0.042 which is less than 0.05% at 95% confidence level. Hence H0 is rejected and the association is confirmed by accepting H1.

Table 3 ANOVAs for Influence of Factors of Communication on Knowledge Sharing

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.182	1	16.182	66.722	.000
Residual	63.785	263	.243		
Total	**79.967**	**264**			

The ANOVA table indicates the regression is statistically significant at 5%as the F value is 66.722 and p<.0000 which is less than 0.05. The F-test tests the H0: $\beta 1=0$ vs. H1: $\beta 1\neq 0$. Clearly there is strong evidence against H0 and hence Null hypothesis is rejected.

It can also be inferred from the above table, that F value and p value are statistically significant at 5% level to conclude that influence of factors of communication have an exploratory power on the unique dependent variable knowledge sharing. The regression fit explain the existence of individual influence over of the dependent factor as shown in the following Co-efficient table..

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Table 4 Co-Efficient for Influence of Factors of Communication on Knowledge Sharing

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.263	.312		4.053	.000
KS	.652	.080	.450	8.168	.000

The above table clearly indicates that the p-value for factors of Communication is 0.000 which is less than 0.05 and therefore we have strong evidence that the factors of Communication strongly influence Knowledge Sharing activity of Employees at 95% Confidence Interval.

Factors		Emp. Attitude	Know Subject matter.	Inter personal Perception .	Past Exp.	Socio-Cul. background	Org. Env.	Relate With Others	Know. Sharing
Employees Attitude	Pearson Corre	1	.302**	.276**	.328*	.165**	-.052	.033	.560**
	Sig. (2-tailed)		.000	.000	.000	.007	.398	.593	.000
	N	265	265	265	265	265	265	265	265
Knowledge of Subject Matter	Pearson Corre	.302**	1	.305**	.368*	.379**	.072	.030	.597**
	Sig. (2-tailed)	.000		.000	.000	.000	.245	.628	.000
	N	265	265	265	265	265	265	265	265
Interpersonal Perception	Pearson Corre	.276**	.305**	1	.425*	.265**	.057	-.094	.490**
	Sig. (2-tailed)	.000	.000		.000	.000	.353	.129	.000
	N	265	265	265	265	265	265	265	265
Past Experience	Pearson Corre	.328**	.368**	.425**	1	.238**	.012	.004	.545**
	Sig. (2-tailed)	.000	.000	.000		.000	.846	.950	.000
	N	265	265	265	265	265	265	265	265
Socio Cultural Background	Pearson Corre	.165**	.379**	.265**	.238*	1	.095	-.005	.591**
	Sig. (2-tailed)	.007	.000	.000	.000		.123	.931	.000
	N	265	265	265	265	265	265	265	265
Organisational	Pearson Corre	-.052	.072	.057	.012	.095	1	-.081	.195**

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Environment	Sig. (2-tailed)	.398	.245	.353	.846	.123		.191	.001
	N	265	265	265	265	265	265	265	265
Relate with others	Pearson Corre	.033	.030	-.094	.004	-.005	-.08	1	.210**
	Sig. (2-tailed)	.593	.628	.129	.950	.931	.191		.001
	N	265	265	265	265	265	265	265	265
Knowledge Sharing	Pearson Corre	.560**	.597**	.490**	.545*	.591**	.195	.210*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.001	.001	
	N	265	265	265	265	265	265	265	266

The above correlation table clearly indicates that Knowledge of Subject Matter which is one of the factors of Communication shows a highest mean value (.597**) that plays a major role in knowledge sharing activity followed by socio Cultural background (.591**), Employee Attitude (.560**), Past Experience (.545**), Interpersonal Perception (.490**), Ability to relate with other (.210**) and Organizational Environment (.195**) respectively.

Table 6 Descriptive for Occupational Level and Factors of Communication and Knowledge

Factors	Occupational Level	N	Mean
Employees	Top	47	4.017730
	Bottom	83	3.906584
	Middle	135	4.067654
	Total	265	4.009057
Knowledge of Subject	Top	47	3.936170
	Bottom	83	3.802469
	Middle	135	3.907407
	Total	265	3.882390
Interpersonal	Top	47	4.049645
	Bottom	83	3.866255
	Middle	135	4.033333
	Total	265	3.987421
Past	Top	47	3.936170

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Experience	Bottom	83	3.858025
	Middle	135	4.018519
	Total	265	3.956604
Socio Cultural Background	Top	47	3.921986
	Bottom	83	3.985597
	Middle	135	3.937037
	Total	265	3.948428
	Top	47	3.815603
	Bottom	83	3.860082
	Middle	135	3.802469
	Total	265	3.824528
	Top	47	4.000000
	Bottom	83	3.849794
	Middle	135	3.964198
	Total	265	3.937107
Knowledge Sharing	Top	47	3.906383
	Bottom	83	3.616461
	Middle	135	3.860412
	Total	265	3.795052

It is found that employees in Middle level occupation have higher Attitude (mean 4.067), Past Experience (mean 4.018) towards Knowledge sharing activity when compared to employees in Top and Bottom Level occupation.

Employees who are in Top Level Occupation have more Knowledge of Subject Matter (mean 3.936), Interpersonal Perception (Mean 4.049) towards knowledge sharing activity and make use of organizational environment (mean 4.000) for knowledge sharing activity when compared to Employees in other occupational level.

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Table 7
Descriptive for Type of Industry and Factors of Communication and Knowledge Sharing

Elements	Industry	N	Mean
Employees Attitude	Readymade	11	3.727273
	Pharma	82	4.066260
	Auto &Engg.	109	4.040979
	Food & Bev.	63	3.928571
	Total	265	4.009057
Socio-Cultural Background	Readymade	11	3.818182
	Pharma	82	3.894309
	Auto &Engg.	109	3.873089
	Food & Bev.	63	3.894180
	Total	265	3.882390
Interpersonal Perception	Readymade	11	3.848485
	Pharma	82	4.036585
	Auto&Engg.	109	4.009174
	Food & Bev.	63	3.910053
	Total	265	3.987421
Past Experience	Readymade	11	3.954545
	Pharma	82	3.987805
	Auto&Engg.	109	4.019878
	Food & Bev.	63	3.806878
	Total	265	3.956604
Ability to Relate with Others	Readymade	11	4.015152
	Pharma	82	3.922764
	Auto&Engg.	109	3.941896
	Food & Bev.	63	3.981481
	Total	265	3.948428
Organizational Environment	Readymade	11	4.151515
	Pharma	82	3.784553
	Auto&Engg.	109	3.804281
	Food & Bev.	63	3.854497

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	Total	265	3.824528
Knowledge of Subject Matter	Readymade	11	3.954545
	Pharma	82	3.892276
	Auto&Engg.	109	3.990826
	Food & Bev.	63	3.899471
	Total	265	3.937107
Knowledge Sharing	Readymade	11	3.609091
	Pharma	82	3.917073
	Auto&Engg.	109	3.848216
	Food & Bev.	63	3.576720
	Total	265	3.795052

Employees in Automobile and Engineering Industry have more past experience (mean 4.019) and more knowledge of subject knowledge (mean 3.990)on the road to Knowledge sharing activity when compared to employees in other industries.

Employees in Readymade Garment Industry have more Ability to relate with others (mean 4.015) and make use of their organizational Environment (mean 4.151) towards Knowledge sharing activity when compared to employees in other industries.

It can be seen that the Knowledge Sharing activity of Employees in Bottom Level is mostly influenced by Socio-Cultural Background (mean 3.985) and also have more ability to relate with others (mean 3.860) when compared to the employees in other occupational level. It is found that employees of Pharma Industry have higher Attitude (mean 4.066), Socio Cultural Background (mean 3.894), Interpersonal Perception (mean 4.036)towards Knowledge sharing activity when compared to employees in other industries.

SUMMARY OF FINDINGS

People will share informally if they are in relationship with each other. But it greatly increases the flow of knowledge if there is knowledge sharing processes that become a part of the way the organization gets its work done. Communities of Practice should be included in process here as well as in relationship building.

Exchange of knowledge among employees and other people is helping the employees to have effective knowledge management. Knowledge sharing is evidently a tool for effective expansion of the sector.

Objective 1

- Employees in the age group 36-45 years, with an experience of 6-10 years, undergraduates in Middle level occupation are found more. Male and married employees are found higher. With regard to industry, this present study consist more employees of Automobile and Engineering industry.

Objective 2

- It is found that there is a significant relationship between factors of communication and Knowledge Sharing activity of the employees. Factors of communication have an exploratory power on Knowledge Sharing. As per this present study, nearly 50% of knowledge sharing is influenced by factors of Communication. Hence, it can also be concluded that knowledge sharing increases with the increase in the factors of communication.

Objective 3

- All seven factors of Communication considered for this present research strongly influence Knowledge Sharing activity of the employees. Among the said seven factors of communication, Knowledge of Subject Matter strongly influences Knowledge Sharing activity.

Objective 4

- As per the present study, Occupational Level of employees has an impact on factors of communication. Employees in Top level Occupation share more knowledge with others due to more Knowledge of Subject Matter and Interpersonal Perception towards knowledge sharing activity. Middle level occupation has higher Attitude, Past Experience towards Knowledge sharing whereas Employees in Bottom Level is mostly influenced by Socio-Cultural Background and also have more ability to relate with others for knowledge sharing.

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LIMITATIONS

Self-reporting bias is one limitation of this study. It is possible that participants may misreport their attitude and opinion to make they look better. Another limitation is that this study was conducted in Chennai City only on select manufacturing industries and limited in sample size, the results of the study are specific to the sample selected and dimensions used. Hence, they may not be generalized for overall population.

CONCLUSION

In this day and age, studying different features of employees' individuality as intellectual capital of organizations are very important because findings of these researches could be used as evidence and basic data for further research and organizations' development as well as employees in several ways. Effective managing and sharing of knowledge has the power to improve individual's lives and society. However, research has shown that people are reluctant to share. Knowledge sharing involves not only our knowledge, but a process of giving and receiving of knowledge with others as well.

Knowledge generation, learning and communication are seen as essential means to reinforce the capacity strategies of the individual as well as the organization through discussion activities. It also strengthen the interaction among employees by means of communication skills, increasing internal core knowledge, augments knowledge exchange between colleagues and enhance access to relevant information.

When organizations realize that Communication skill is a kind of tool and asset in their organization, they will do everything to develop and increase this asset. The success of transferring of knowledge can be achieved when these factors are met and managed accordingly.

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