

**A Study On Awareness About Knowledge Management Among Employees In Respect
To Coimbatore District**

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ABSTRACT

Knowledge management is any system that helps people in an organization share, access and update business knowledge and information. A proper flow of information is essential for the growth of every organization. Knowledge management is a necessity that can make all the difference between survival and an early demise of an organization. Today majority of business organizations have knowledge management program in one or another form. Knowledge Management helps solve most of the common business problem and helps companies take better decisions. When Knowledge is managed effectively it improves the organization's efficiency and productivity. The purpose of Knowledge Management is to ensure that the right information is available at the right time.

From this study we understand that employees see Knowledge sharing as an opportunity to share and learn information. Employees are passionate about their work and they feel that Knowledge Transfer sessions at work place will help them to improve their knowledge and update themselves about the new trends in their work domain. Employees prefer a participative and positive leadership style so that they are encouraged to work with enthusiasm. The organizations have to make sure that they are supportive and implement Knowledge Management as their organizational policy and increase awareness and understanding of Knowledge Management in organization to make the best out of it.

KEY WORDS: Knowledge, Management, Organization, Awareness, Satisfaction

INTRODUCTION TO HRM

William R. Tracey, in "The Human Resources Glossary," defines Human Resources as: "The people that staff and operate an organization," as contrasted with the financial and material resources of an organization. A human resource is a single person or employee within your organization. Human resources refer to all of the people you employ.

Human resource management (HRM or HR) is the strategic approach to the effective management of people in an organization so that they help the business to gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and Reward management (e.g., managing pay and benefit systems). HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

Human Resources is also the function in an organization that deals with the people and issues related to people such as compensation and benefits, recruiting and hiring employees, onboarding employees, performance management, training, and organization development and culture. The evolution of the HR function gave credence to the fact that people are an organization's most important resource. People are an organization's most significant asset. As an organization's most significant asset, employees must be hired, satisfied, motivated, developed, and retained.

INTRODUCTION TO KNOWLEDGE MANAGEMENT

Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge. Many large companies, public institutions and non-profit organizations have resources dedicated to internal KM efforts, often as a part of their business strategy, IT, or human resource management departments. Several consulting companies provide advice regarding KM to these organizations.

Knowledge management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. These efforts overlap with organizational learning and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and on encouraging the sharing of knowledge. KM is an enabler of organizational learning.

Types of Knowledge

“We know more than we can tell” -Polanyi.

The term knowledge means skill or information acquired either through education or experience.

The knowledge can be broadly classified into two types:

- Tacit knowledge
- Explicit knowledge

Tacit Knowledge

- The word tacit means understood and implied without being stated.
- The tacit knowledge is unique and it can't explain clearly.
- That is the knowledge which the people possess is difficult to express.
- The cognitive skills of an employee are a classic example of tacit knowledge.
- The tacit knowledge is personal and it varies depending upon the education, attitude and perception of the individual.
- This is impossible to articulate because sometimes the tacit knowledge may be even sub conscious.
- This tacit knowledge is also subjective in character.
- This knowledge is exhibited by the individual automatically.
- They utilize this knowledge without even realizing it.

Explicit Knowledge

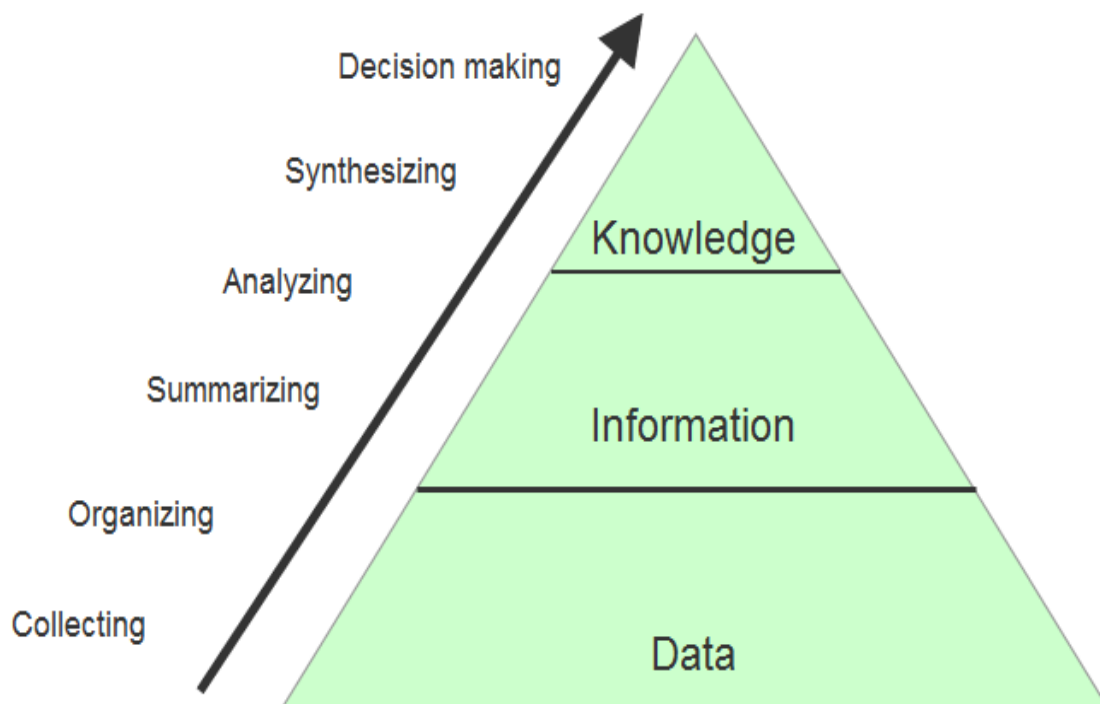
- The word explicit means stated clearly and in detail without any room for confusion.
- The explicit knowledge is easy to articulate and they are not subjective.

- This is also not unique and it will not differ upon individuals.
- It is impersonal.
- The explicit knowledge is easy to share with others.

Knowledge Management in an Organization

KM efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, and continuous improvement of the organisation. KM efforts overlap with Organisational Learning, and may be distinguished from by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge. KM efforts can help individuals and groups to share valuable organisational insights, to reduce redundant work, to avoid reinventing the wheel per se, to reduce training time for new employees, to retain intellectual capital as employees turnover in an organisation, and to adapt to changing environments and markets .

Knowledge Management in Organizations



Objective of the study

- To understand what idea people, have about Knowledge Management.
- To get an overview on importance of knowledge management towards organizational development.
- To analyse the effectiveness of sharing of knowledge among employees.
- To understand the effects of reviews and feedback on employee's performance.

REVIEW OF LITERATURE

1. **Abdul Kalam (2004)** made an attempt in his study that the systematic process of finding, selecting, organizing, distilling and presenting information, improves an employee's comprehension in a specific area of interest. Knowledge Management helps the organizations to gain insight and understanding from its own experience. Specific knowledge management activities help focus on organization on acquiring, storing and utilizing knowledge for problem solving, dynamic leaning, strategic planning and decision making. It also prevents intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

2. **The Gartner Group (2005)** describes Knowledge Management as a discipline that promotes an integrated approach to identifying managing and sharing of all of an enterprise's information assets. These information assets may include database documents, policies procedures as well as previously unarticulated expertise and experience resident in individual workers. Knowledge management issues include developing, implementing and maintaining the appropriate technical and organizational infrastructure to enable knowledge sharing.

3. **Broadbent (1997)** explores that KM as 'a form of expertise management which draws out tacit knowledge, making it accessible for specific purposes to improve the performance of organization; about how the organization's 'know-how' should be structured, organized, located and utilized to provide the most effective action at that point in time'.

4. **Yang (2010)** infers in his study that KM refers to the development of methods, tools, techniques and organizational values that promote the flow of knowledge between individuals and the retrieval, processing, and use of this knowledge in improving and innovating activities.

5. **Brown and Duguid (1998)** made an attempt in their research work that Knowledge is essential in everyday work. Everyone knows how to carry out his work and this knowledge can be reused later in similar tasks by adopting this knowledge to new situations. The general purpose of Knowledge Management (KM) is to make knowledge usable for more than one individual, e.g. for an organization as a whole; that is, to share it. New knowledge-based views on organizations suggest that it is knowledge that holds organizations together.

knowledge is inherently identified and related to human experience through social practice, as seen in communities of practice.

6. **O'Dell and Grayson (1998)** identifies that "Identifying, managing, and transferring knowledge and best practices has worked for some companies, sometimes saving or earning them literally billions".

7. **Jarzombek (1999)** explains in his study that the "Organizations cannot truly manage knowledge because it is tacit or internal to individuals; however, they can manage the environment necessary for the community of practice to flourish and share information that is a product of that knowledge".

8. **Nonaka and Takeuchi (1995)** infers that the Knowledge is generated only in people's minds also, it is very complex. It has to be, because human actions depend on a large number of parameters. It is the complexity that enables the adoption to different kind of situations. Similarly, to a procedure in a programming language, which can solve a certain number of problems by using parameters to define a concrete problem, knowledge provides different reactions depending on the situation. In contrast to code, the parameters of knowledge are unfortunately hardly countable and definable. This makes it difficult to record or document knowledge in such a way that others can benefit from it. It is difficult but possible, however, to turn tacit knowledge into explicit knowledge. This kind of knowledge can be stored and transferred and be later turned into implicit knowledge by the receivers. However, such explicit knowledge never describes the original tacit knowledge as a whole, but instead assumes a common basis of understanding on which the transmission back to implicit knowledge is based.

9. **Davenport and Prusak (1998)** explores that the Knowledge is part of what makes a person's personality. Passing one's knowledge to others also means enabling others to perform according tasks, thus the originator more easily replaceable.

10. **Carneiro (2000)** reveals that the organisations tend to introduce more hierarchies when growing large, thus becoming inflexible. But knowledge might initiate changes, because "higher knowledge levels live near a frequent dissatisfaction and the capacity of questioning what seems to be already understood". An organisation needs to be flexible to accept this kind of questioning.

RESEARCH METHODOLOGY

A research process consists of stages or steps that guide the project from its conception through the final analysis, recommendations and ultimate actions. The research process provides a systematic planned approach to the research projects and ensures that all aspect of the research projects is consistent with each other. This chapter aims to understand the research methodology establishing a framework of evaluation and revaluation of primary and secondary research. The techniques and concepts used during primary and secondary research. Descriptive method of research has been used, which includes surveys and fact-finding enquiries of different kinds. Questionnaire method has been used to collect various data from the respondents.

Primary data was collected from general public of the Coimbatore city and employees through a structured questionnaire. Secondary data was collected from reliable websites and published journals. Sample size used for the study is 75 dues to restrictions only 50 was considered for the study respondents in Coimbatore city. The best way to collect the data is to personally administer the questionnaires. The advantage of this method is the data can be collected from the respondents within a short period of time. Any doubts that the respondents might have on any question could be clarified on the spot. We also get a chance to speak to the respondents face to face. Using SPSS software, the data analysis is done.

ANALYSIS AND INTERPRETATION

CROSS TABULATION

Table 01: Age * Gender Cross Tabulation

Age (in years)	Gender		Total
	Male	Female	
20-30	13	11	24
30-40	6	7	13
40-50	5	2	7
50-60	2	4	6
Total	26	24	50

Interpretation:

From the table it is inferred that from a total of 50 respondents there are 26 male respondents out of which there are 13 respondents are between the age category of 20-30 years, 6 respondents are between the age category of 30-40 years, 5 respondents are between the age category of 40-50 years and 2 respondents are between the age category of 50-60 years and there 24 female respondents out of which there are 11 respondents are between the age category of 20-30 years, 7 respondents are between the age category of 30-40 years, 2 respondents are between the age category of 40-50 years and 4 respondents are between the age category of 50-60 years.

Table 02: Age * Marital Cross Tabulation

Age (in years)	Marital status		Total
	Married	Unmarried	
20-30	6	18	24
30-40	11	2	13
40-50	6	1	7
50-60	6	0	6
Total	29	21	50

Interpretation: From the table it is inferred that from a total of 50 respondents there are 29 married respondents out of which there are 6 respondents are between the age category of 20-30 years, 11 respondents are between the age category are 30-40 years, 6 respondents are between the age category of 40-50 years and 6 respondents are between the category of 50-60 and there are 21 unmarried respondents out of which there are 18 respondents are between the age category of 20-30 years, 2 respondents are between the age category are 30-40 years, 1 respondents are between the age category of 40-50 years and no respondents are between the category of 50-60.

Table 03: Age * Education Cross tabulation

Age (in years)	Education			Total
	UG	PG	Others	
20-30	9	12	3	24
30-40	0	10	3	13
40-50	1	3	3	7
50-60	1	5	0	6
Total	11	30	9	50

Interpretation:

From the table it is inferred that from a total of 50 respondents there are 11 respondents have completed their UG out of which there are 9 respondents under the age category of 20-30 years, 0 respondent under 30-40 years, 1 respondent under 40-50 years, 1 respondents under 50-60 years and 30 respondents have completed PG out of which there are 12 respondents under 20-30 years, 10 respondent under 30-40 years, 3 respondent under 40-50 years, 5 respondents under 50-60 years and 9 respondents have done further qualifications falling under others category out of which there are 3 respondents under the age category of 20-30 years, 3 respondent under 30-40 years, 3 respondent under 40-50 years, no respondents under 50-60 years.

Table 04 Age * Experience Cross Tabulation

Age (in years)	Experience				Total
	0-5 Yrs	5-10 Yrs	10-15 Yrs	>15 Yrs	
20-30	21	3	0	0	24
30-40	0	5	7	1	13
40-50	1	2	0	4	7
50-60	0	0	1	5	6
Total	22	10	8	10	50

Interpretation:

From the table it is inferred that from a total of 50 respondents there are 22 respondents with 0-5 years of experience out of which there are 21 respondents under 20-30 years, no respondents under 30-40 years, 1 respondent under 40-50 years, no respondents under 50-60 years and there are 10 respondents with 5-10 years of experience out of which there are 3 respondents under 20-30 years, 5 respondents under 30-40 years, 2 respondent under 40-50 years, no respondents under 50-60 years and 8 respondents with 10-15 years of experience out of which there are no respondents under 20-30 years, 7 respondents under 30-40 years, 0 respondent under 40-50 years, 1 respondents under 50-60 years and there are 10 respondents with more than 15 years of experience out of which there are no respondents under 20-30

years, 1 respondents under 30-40 years, 4 respondent under 40-50 years, 5 respondents under 50-60 years.

Table 05: Gender * Locality Cross Tabulation

Gender	Locality			Total
	Urban	Rural	Sub Urban	
Male	23	2	1	26
Female	16	3	5	24
Total	39	5	6	50

Interpretation:

From the table it is inferred that from a total of 50 respondents there are 39 respondents are from urban locality out of which there are 23 male and 16 female and there are 5 respondents from rural locality out of which there are 2 male respondents and 3 female respondents and there are 6 respondents from sub urban locality out of which there is 1 male and 5 female respondents.

Table 06: Experience * Annual Income Cross Tabulation

Experience	Annual Income				Total
	< 3 Lakh	3-4 Lakh	4-5 Lakh	>5 Lakh	
0-5 Yrs	11	5	4	2	22
5-10 Yrs	1	6	1	2	10
10-15 Yrs	4	0	0	4	8
>15 Yrs	0	2	4	4	10
Total	16	13	9	12	50

Interpretation:

From the table it is inferred that from a total of 50 respondents there are 16 respondents with annual income less than 3 lakhs out of which there are 11 respondents under 0-5 years, 1 respondent under 5--10 years, 4 respondents under 10-15 years and no respondent under more than 15 years of experience and there are 13 respondents with annual income of 3-4 lakhs out of which there are 5 respondents under 0-5 years, 6 respondent under 5--10 years, no respondents under 10-15 years and 2 respondent under more than 15 years of experience and there are 9 respondents with annual income of 4-5 lakhs out of which there are 4 respondents under 0-5 years, 1 respondent under 5--10 years, no respondents under 10-15 years and 4 respondent under more than 15 years of experience and there are 12 respondents with annual income more than 5 lakhs out of which there are 2 respondents under 0-5 years, 2 respondent

under 5--10 years, 4 respondents under 10-15 years and 4 respondent under more than 15 years of experience

Table 07: Gender * Family Cross tabulation

Gender	Family type		Total
	Nuclear	Joint Family	
Male	18	8	26
Female	19	5	24
Total	37	13	50

Interpretation:

From the table it is inferred that from a total of 50 respondents there are 37 respondents with nuclear family type out of which 18 are male respondents and 19 are female respondents and there are 13 respondents with joint family type out of which there 8 male respondents and 5 female respondents.

CONCLUSION

Knowledge is power.” But it is equally true that sharing what we know greatly increases the power of our organizations. Knowledge is something the everyone will receive throughout their life by word of mouth or through personal experiences. People feel that experience always gives them great learnings and in their earlier days they received knowledge mostly by listening to stories and during local gatherings. These days even if social media and internet have become a mode of sharing knowledge, most of the people still prefer face to face talking to share the information.

When people are passionate about their work, they tend to be more active in updating themselves about new trends in their work domain this indeed increases their creativity and innovation in their work for which people mostly prefer participative and positive leadership style that encourages them to work more enthusiastically.

In growing and developing organizations it is important to have knowledge transfer sessions to give the employees an opportunity to learn and update themselves about their work and it should be made clear that Knowledge Management is a part of their organizational policy so that the employees make the best use of the available resources.

Most businesses have the main purpose of increasing revenue, but this can be a bit difficult when competition increases. By managing knowledge properly, employees gain access to

valuable information and deliver better results. The organization stimulates innovation and directly achieves growth a lot easier.

Most organizations are nowadays realizing that knowledge management (KM) is one of the key success factors in today's economy, and all are moving toward the knowledge-based economy. All the KM view practitioners are aware that their success depends on the way they use their knowledge in order to get competitive advantage and create new knowledge. Various organizations strive for continuous innovation and for that Knowledge Management plays a key role in it.

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