EFFECTIVENESS OF KNOWLEDGE MANAGEMENT SYSTEMS IN IT ORGANIZATIONS

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Introduction

Knowledge is the full utilization of information and data, coupled with the potential of people's skills, competencies, ideas, intuitions, commitments and motivations.

In today's new age economy, knowledge is people, money, influence, learning, flexibility, authority and competitive advantage. Knowledge is more significant to sustained business than capital labor or land. Nevertheless, it remains the most ignored asset.

To offer service in the era of increased Customer focus and remain in business companies must: reduce their turn around times, operate with minimum fixed assets and overheads which include, people, inventory and facilities, cut down product development time, improve customer service, empower employees, innovate and deliver high, quality products, enhance flexibility and adaptation, capture information, create knowledge, share and learn.

None of this is possible without a constant focus on the creation, updating, availability, quality and use of knowledge by all concerned bothe at work and in the market.

Literature Review

Evolution of Knowledge Management

An accurate hypothesis pertaining to knowledge management is yet to become known. The practice linked with managing knowledge has its ancestry in a variety of disciplines and domains. Knowledge in a typical business environment still lacks a definition.

A number of theories have contributed to the evolution and development of knowledge management as a subject. Notable individuals include Peter Drucker, Paul Strassmann and Peter Senge. Drucker and Strassmann have stressed the growing importance of information and explicit knowledge as organizational resources, and Senge has focused on the "learning organization," a cultural dimension of managing knowledge. Drucker had over the years stressed at the need for a system which can provide organizations an open conduit of communication thereby helping them in taking more unbiased and planned decisions. Chris Argyris, Christopher Bartlett, and Dorothy Leonard-Barton of Harvard Business School have also examined the various facets of managing knowledge.

In the 1980s, the importance of knowledge and its appearance in professional capability as a competitive asset became apparent, even though classical economic theory ignored knowledge as an asset and most organizations even now lack strategies and methods for managing it.

Two factors emerged in recognizing the growing importance of organizational knowledge one, the concern over how to deal with exponential increases in the amount of available

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knowledge and the other, increasingly complex products and processes. The computer technology that contributed so heavily to profusion of information started to become a part of the solution, in a variety of areas.

The 1990s also saw the development of systems for managing knowledge that relied on work done in artificial intelligence and expert systems, giving us such concepts as "knowledge acquisition," "knowledge engineering, knowledge-base systems, and computer-based ontologies.

The expression "knowledge management" entered the glossary in earnest. Knowledge management-related articles began appearing in journals like Sloan Management Review, Organizational Science, Harvard Business Review and others, and the first books on organizational learning and knowledge management were published (for example, Senge's The Fifth Discipline and Sakaiya's The Knowledge Value Revolution). By the mid-1990s, knowledge management initiatives were thriving, thanks in part to the Internet.

Today Knowledge management, which appears to present a highly sought-after alternative to unsuccessful TQM and business process re-engineering initiatives, has become big business.

Research Methodology

Objectives

1. To find out the various platforms in which KM systems has been implemented by selected IT companies.
2. To identify whether all IT Companies have been successful in implementing the KM systems.

Research Design

The study is Descriptive Research. An attempt is made in this research to identify the variables which determine the effectiveness of knowledge management systems in selected IT industries at Chennai.

Sampling design

Population

The Population for the purpose of the study includes the entire organization which has implemented Knowledge management systems.

Sample Size: 40 IT companies who has implemented KM systems

Sampling Method

The sampling method for research is a convenient & snowball sampling. Convenient sampling because the researcher could not get chance to take the response from all IT companies, hence through references the data was collected.

Sources of Data`

Data is collected from the primary source & secondary sources. The study is based on convenient & snowball sampling.

Primary data collection

Primary data was collected using a two set of structured questionnaire which was administered to the various Employees

Secondary data collection

The secondary data are those which have been collected from the other genuine sources, and which already have been processed. The sources of secondary data for this study are company source like company website, journals, and annual reports.

Data Analysis

The collected data is Tabulated and analyzed by setting hypothesis and testing hypothesis Using a statistical tools

Table 1: Showing response on Employees have right to visit and access Knowledge Management services.

Particulars	No. Of Respondents	Percentage (%)
Strongly agree	14	35
Agree	26	65
Neither Agree nor Disagree	0	0
Strongly Disagree	0	0
Disagree	0	0
Total	**40**	**100**

Interpretation: From the above table it can be seen, that 35% of the respondents strongly agree that they have right to visit and access Knowledge Management services. . Likewise 65% of the respondents agree for the same. There were no responses on for neither agree nor disagree and also for disagree or strongly disagree.

Chart 1: Showing response on availability of Knowledge sharing opportunities to do best work.

Availability of Knowledge sharing opportunities to do best work.

Legend: Storngly agree, Agree, Neither Agree nor Disagree, Strongly Disagree, Disagree

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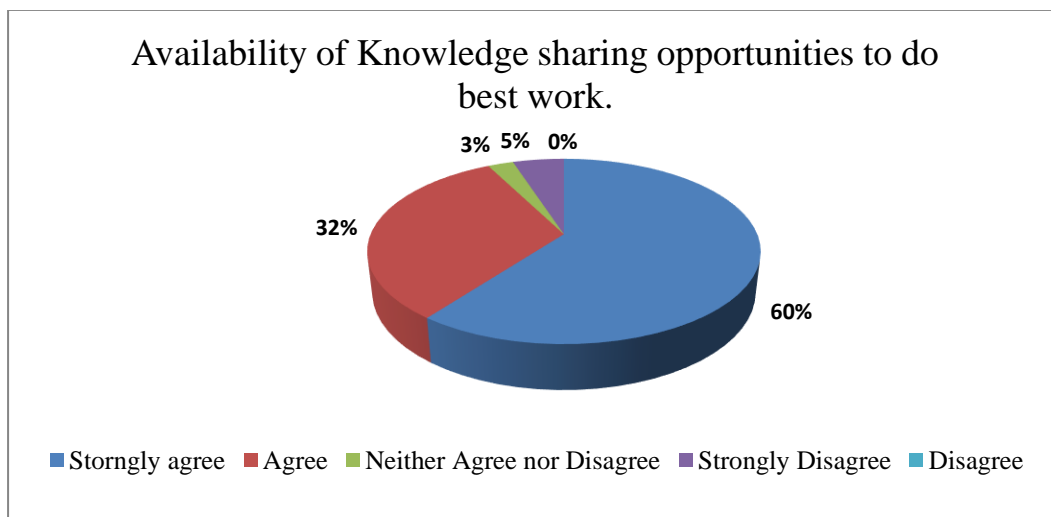
Interpretation: From the above table it can be seen, that 60% of the respondents strongly agree that they have knowledge sharing opportunities to do best every day they can do. Likewise 32% of the respondents agree for the same and 3% of the respondent neither Agree nor Disagree and 5% strongly disagree. There were no responses for disagree.

Table 2: Showing response on Knowledge Management Services helps in problem solving at organizations

Particulars	No. Of Respondents	Percentage (%)
Strongly agree	22	55
Agree	16	40
Neither Agree nor Disagree	2	5
Strongly Disagree	0	0
Disagree	0	0
Total	**40**	**100**

Interpretation: From the above table it can be seen, that 55% of the respondents strongly agree that, Knowledge Management Services helps in problem solving at organizations. Likewise 40% of the respondents agree for the same and 5% of the respondent neither Agree nor Disagree. There were no responses on for disagree or strongly disagree.

Table 3: Showing response on KM Systems provides a knowledge improvement portal

Particulars	No. Of Respondents	Percentage (%)
Strongly agree	13	33
Agree	23	57
Neither Agree nor Disagree	4	10
Strongly Disagree	0	0
Disagree	0	0
Total	**40**	**100**

Interpretation: From the above table it can be seen, that 33% of the respondents strongly agree that at KM Systems provides a knowledge improvement portal. Likewise 57% of the respondents agree for the same and 10% of the respondent neither Agree nor Disagree. There were no responses on for disagree or strongly disagree.

Inference: It can be inferred that most of the respondents are of opinion that at Big Bazaar superiors take care of their subordinates.

Table 4: Showing response on successful implementation of KM systems by the company.

Particulars	No. Of Respondents	Percentage (%)
Strongly agree	14	35
Agree	23	57
Neither Agree nor Disagree	3	8
Strongly Disagree	0	0
Disagree	0	0
Total	**40**	**100**

Interpretation: From the above table it can be seen, that 35% of the respondents strongly agree that there is successful implementation of KM systems by the company. Likewise 57% of the respondents agree for the same and 8% neither agree nor disagree. There were no responses on for disagree or strongly disagree.

Inference: It can be inferred that most of the employees agree that their peer encourages in their development, all employees work as a team they feel personally committed and involved in work there by actual service delivery can be achieved.

Hypothesis Testing: 01

The following hypothesis is formulated to determine the objective: "**To identify the level of successful implementation of KM systems across all selected IT organizations".** **(Objective: 02 of the study)**

- **Null Hypothesis (H$_\varnothing$):** $\mu1 = \mu2$ (The means of successful implementation of KM systems is same across selected IT companies)

- **Alternative Hypothesis (H$_1$):**$\mu1 \neq \mu2$ (The means of successful implementation of KM systems is not same across selected IT companies.)

Interpretation: The critical values of *F (ANOVA)* at 5% level of Significance: $F_{0.05}$ (1,1) =161. The calculated value of the test is 187.714 is greater than the critical value, hence it is significant. Therefore, H$_\varnothing$ is rejected. Therefore it can be concluded that there is significant difference between the means of successful implementation of KM systems.

Suggestions

Knowledge Management these days:

Following a long gap, Knowledge Management is making a strong comeback. Some of the factors those were, and still are, driving the need for Knowledge Management:

The economic down turn means organizations need to do more with less in preserving and generating competitive advantage. Reducing 'wastage' caused through repetition of effort, repeating mistakes and failing to leverage successes.

Downsizing, outsourcing and joint ventures mean much of the organization's knowledge base will depart taking with them the experience and skills needed to take action on new strategies.

The need to share, team up and learn with customers, employees, partners and suppliers - particularly leveraging Business to Employee portals.

In the context of supporting business objectives, Knowledge Management is no longer seen as a fad but rather a business imperative - a survival technique at least.

First Initiatives and Their Outcomes

Organizations first tried to implement 'Knowledge Management initiatives', at the end of the last decade, with first generation Knowledge Management techniques. However, as we entered the new millennium, Knowledge Management vanished from the corporate plans. But today knowledge management process is making a spectacular comeback.

Conclusion

Knowledge management underlines a growing structure of ideas, techniques and technologies. Fortune 500 companies loose close to 12 billion dollars annually due to poorly managed KM. With this background the need for Km becomes even more pressing. However, skepticism that surrounds knowledge management is not surprising given the fact that it seems like just another craze, and one that can be, extremely expensive to follow. But for multinational companies on the global stage and the new entrants on the global stage, the demands of speed and distance make easily available information inevitable, while

companies remaining local and domestic both in the old age economy and traditional industrial sectors, the demand may be less pressing for now.

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