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CHALLENGES RELATED TO KNOWLEDGE MANAGEMENT IN THE INFORMATION TECHNOLOGY SECTOR (A STUDY WITH REFERENCE TO SELECT (IT) INDUSTRY IN DELHI/NCR)

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ABSTRACT

The technology in present era has reached a new height of advancement and innovation. With this has increased the complication of managing and transforming the knowledge in the right direction and at the right time. The innovation by one should be used by others, for this a systematic management of the knowledge is required, which will also help in achieving organizational goal. The success of any organization lies in how well the organization is able to manage the knowledge in the organization, proper and systematic record of its data is very important, for present and future use. Managing knowledge and encouraging employees to systematically manage and transfer the knowledge in the organization is a complicated but must process. For every organization need to focus on developing organizational learning. The subject matter of this paper is to focus on the challenges of knowledge management. Here the importance of knowledge management and its challenges will be discussed. The paper introduces the concept of knowledge management and its importance for the organization to become globally competent. Knowledge management is the future of every organization. The paper introduces a framework for expanding the knowledge management research towards conceptual and empirical direction by focussing how knowledge management is being associated with the success of the organisation and how an organization effectively leverage the knowledge management for to be globally competitive.

KEYWORDS
knowledge management, information system, organisational learning, challenges of knowledge management.

JEL CODES
M10, M14, M15, M19.

INTRODUCTION
he knowledge management plays a vital role in IT sector. In the past centuries, organisations have been concerned about creating, acquiring, and communicating knowledge and improving the re-utilization of knowledge. However, it is only in the last 20 years that a distinct field called "knowledge management" (KM) has come into highlights. Just like the employees are the asset in IT industry, Knowledge in the organisation is also the asset to the organisation. The organisation needs to store this knowledge for future uses and reference for more innovation to achieve organisational goal. Information technology sector is the fastest growing sector all around the world. In India particularly IT sector is the fastest growing sector. IT sector always thrive for innovation and innovation comes from knowledge.

KNOWLEDGE
Knowledge can be defined as "justified personal belief". There are many nomenclatures that specify various kinds of knowledge. Fundamental distinction is between "tacit" and "explicit" knowledge is that, tacit knowledge inhabits the minds of people and is nearly impossible, or very difficult, to articulate (Polanyi 1966). Most knowledge is initially tacit in nature; it is developed over a long period of time through trial, errors and success stories, and it is underutilized because the organization does not know how to explore knowledge (O' Dell and Grayson, 1998, p. 154). Some knowledge is embedded in business processes, activities and relationships that have been created over time through the implementation of continues improvement.
Explicit knowledge can be understood as tangible entity, which exists in the form of words, sentences, documents, organized data, and computer programs and in other explicit forms. Knowledge is the intellectual capital of the organisation. If one accepts the useful "difficult-to-articulate" concept of tacit knowledge, a fundamental problem of Knowledge Management (KM) is to explicate tacit knowledge and then to make it available for use by others. There are the following levels of knowledge- know what, knowhow and know why. Every employee in the organization should understand that what knowledge they have to manage and how, which means what process to be used to store it and why knowledge is being managed, that is the future use of the knowledge.

KNOWLEDGE MANAGEMENT
Knowledge management is defined as the planning, organizing, motivating, and controlling of people, processes and systems in the organization which ensure that the knowledge-related assets of the organisation are improved and employed effectively. The knowledge management plays a vital role in IT sector. The organisations have been concerned about creating, acquiring, and communicating knowledge and improving the re-utilization of knowledge. As the knowledge management is gaining importance in all spheres, organisations are finding it difficult to manage and maintain the knowledge. Knowledge management provides the competitive edge to the organisation. The processes of KM involve knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. The function of KM in the organization to operate these processes, develops methodologies and systems to support them, and motivates people to participate in them. KM process. Knowledge management system refers to the applications of the organisation's computer based communication and information systems (CIS) to support KM processes. KM process technically not distinct from CIS, but it involves databases, repositories, and directories. Knowledge management is not the responsibility of an individual or an organization, it needs a holistic approach which require complete involvement of an employee, management, stakeholders, customers and so on.

ORGANIZATIONAL LEARNING
Organisational learning is the process of improving actions through better knowledge acquisition, clearer understanding, and improved performance of the organisation. It is an active philosophy, gives competitive advantage to the organisation, encourage people to learn, nurture creativeness and innovation and develops organisational capabilities. To conceptualize the relationship between KM and organizational learning is to view organizational learning as the goal of KM. The initiatives to motivate the application of KM pays off by helping the organization to implant knowledge into organizational process so that organization can continuously improve its practices and behaviours and achieve its business goals. Thus through organizational learning, an organization can sustainably improve the utilization of knowledge in the organization for achieving business goals and achieving competitive edge in the present era of globalisation.

CHALLENGES OF KM
The following aspects as per this study should be worked upon for managing knowledge more appropriately and systematically to achieve organizational goals. Through this study the following challenges are found, which are being faced by the information technology sector are-
* Problem related to unstructured knowledge base.

- Lack of innovation and creation of knowledge by the employees
- Difficulties in transforming tacit knowledge into explicit knowledge
- Willingness to be a subject matter expert (SME's)
- Lack of knowledge sharing due to working in silos

This has been observed during this study that, though the knowledge management plays a critical role in IT sector and to a great extent the management system of knowledge is very structured but still organizations need to maintain a good knowledge base. It has been observed that there are efforts being made by the employees to do improvements on the knowledge base but it is not structured, which will lead to inefficient knowledge management system.

Another challenge in knowledge management is related to transforming a tacit knowledge into explicit knowledge as people do not easily share the knowledge they have. There has also been found the lack of interest among employees to be a subject matter expert, which could be the result of internal or external forces. Internal, is related to the self-interest of the employee and external, refers to the organizational need related to resource crunch. It has also been observed in product based organizations that unit/department/team are working independently and could lead to work in silos rather than working as a team collaboratively for product betterment or improvements.

The brains in IT industry plays a vital role for companies to achieve competitive edge. Knowledge management is very important in IT industry, if the organisation is unable to manage this knowledge, the organisation for sure will lose profit and competitive edge in the global market.

REVIEW OF LITERATURE

Snowden (1999), defines that knowledge management is not that simple, he writes that it is the "identification, optimization, and active management of intellectual assets, either in the form of explicit knowledge held in artefacts or as trait knowledge possessed by individuals or communities". Snowden (1999) claims that it is not necessary to define knowledge, but points out that it is important to distinguish it from information.

Swan et al. (1999), explain that knowledge management is about harnessing the "intellectual and social capital of individuals in order to improve organizational learning capabilities, recognizing that knowledge, and not simply information, is the primary source of an organization's innovative potential".

Davenport, De Long, and Beers (1999), claim that knowledge "is information combined with experience, context, interpretation, and reflection". Prusak (1999) describes knowledge as a human trait or attribute. Nurmi (1999), defines that knowledge is the notion of know-how, it is not passive. A knowledge business is created when the know-how inside the firm and the needs of customers outside the firm meet.

Nonaka and Konno (1999) categorize knowledge as either explicit or tacit. Explicit knowledge can be thought of as knowledge that can be expressed in terms of words and numbers. It can be shared in the form of data. Tacit knowledge, on the other hand, is highly personal, hard to formalize, and difficult to communicate. Much of Nonaka's work is based upon the knowledge theories of Polyani (1966), who first came up with the idea of tacit knowledge. He declared that "we have examples of knowing, both of a more intellectual and more practical knowing".

NEED FOR THE STUDY

The present study would help in studying the challenges of KM and also find the ways to improve the process of KM. The goals of the knowledge management is to make effective use and continuous improvement of the intellectual assets of the organisation. KM is an organisational activity which focuses on what managers can do to achieve KM's goal, how to motivate individuals to participate and how to create social processes to facilitate

STATEMENT OF THE PROBLEM

A well-defined statement of problem is very important to clearly understand the nature and scope of the study. This will also help in achieving the goals and objectives of the study. The problem selected for the study is- Challenges of knowledge management in IT sector.

OBJECTIVES OF THE STUDY

The following are the objectives of the study-

- To use KM for strategic advantages.
- To obtain the support of management and employees for implementing KM.
- To motivate employees to contribute in improvement of KM.
- To ensure knowledge security.
- To know the impact of KM on technical, behavioural and managerial aspects of the IT employees.
- To observe benefits and outcomes of KM in the field of IT sector in Delhi/NCR.
- To find out problems and challenges related to KM in the IT sector.

HYPOTHESIS

There is a significant impact of knowledge management on the success of the organisation.

RESEARCH DESIGN

It is a blue print to conduct research by the researcher. It typically includes how data is to be collected, what instruments (tools) will be used and employed during the survey and intended means by analysing and interpreting the data collected by the researcher. To find the challenges of KM in IT sector, it was necessary to get an insight into the organisation's and employee's view on the knowledge management, its importance, and its contribution towards achieving organisational goals. For the purpose of the study an interview with structured questions and a structured questionnaire based survey was conducted in selected IT companies in Delhi/NCR. The researcher has adopted convenience sampling.

Type of research- This research is explorative in nature.

Sample size- For this research our sample size is 70 respondents.

Sample unit- Keeping in view for the objective of research study, we take managers, executives and other employees of IT sector industry in Delhi/NCR.

SOURCES OF DATA COLLECTION

The research consists of both primary and secondary data. Primary data was collected by administering the interview and a survey, and secondary data was collected through websites, from various journals and magazines.

FINDINGS

Through this study it has been found that KM is important for every organisation, every organisation tries to maintain the KM processes. As this process involves technical and behavioural aspect, few challenges regarding to these aspects have been found, which are mentioned in this study.

Though it has been observed organisation are continuously working on it. As the problem is related to unstructured KM, people lose interest in up gradation of KM further. This also leads to lack of ease of excess to KM.

It is observed that there is lack of knowledge sharing among employees due to working in silo. Within the organisation independent departments works, this leads to work in silo. But the essence of KM lies in collaborative efforts of every individual.

Due to the demand of the organisation sometimes employees have to work on different product/unit/department, which leads to lack of subject matter expertise. This also leads to lack of interest among employees to be the subject matter expert.

HYPOTHESIS

There is significant impact of knowledge management on the success of the organisation.

TABLE 1: OBSERVED FREQUENCY TABLE

In your opinion does knowledge management leads the organization to achieve competitive edge in the era of globalization		
	Frequency	Percent
Strongly agree	22	31
Agree	42	60
Neutral	6	9
Disagree	0	0
Strongly Disagree	0	0
Total	70	100

Source- Primary Data

FIGURE 1: KNOWLEDGE MANAGEMENT CONTRIBUTE IN THE ORGANISATIONAL SUCCESS
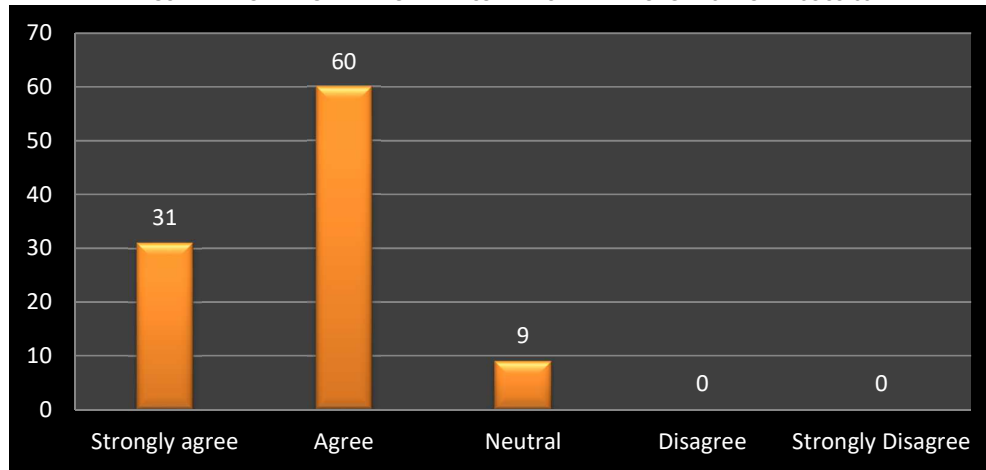
Source- Primary data

TABLE 2: CHI SQUARE TABLE

Scale	f%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	31	22	14	8	64	4.57
Agree	60	42	14	28	784	56.00
Neutral	9	6	14	-8	64	4.57
Disagree	0	0	14	-14	196	14.00
Strongly Disagree	0	0	14	-14	196	14.00
					Chi value	93.14

Source- Primary data

As per the calculated part, it is found that the calculated value of X^2 (93.14) is greater than the tabular value of 9.49 at 5% of significance. Thus it states that there is a significant impact of knowledge management on the success of the organisation, hence the hypothesis is accepted.

SUGGESTIONS

To compete in the global scenario, the organizations could survive only if they create core competencies related to knowledge management. KM in organisation need to be developed in planned and systematic manner, for effective and efficient use of knowledge in the organisation.

Organisations needs to work on a standardised structure for maintaining KM, so that it becomes convenient for everyone to manage the knowledge in the organisation. This knowledge can be retrieved by others for present and future use.

The organizational processes like involving innovation, individual learning, collective learning and collaborative decision-making helps in developing effective KM. The organisations must leverage the knowledge management to develop the competitive edge.

Managers who want to grow intellectual capital must try to expand intelligence, encourage innovation and exercise innovation. Indeed, KM is one aspect through which organisation can develop core competencies of the organisation, which is needed for sustainable development.

LIMITATIONS

- The sample size being very small, hence may not represent the whole population.
- The study was restricted to limited area.
- The respondents were reluctant to respond.
- Time and cost involved is the major constraint of this research.

SCOPE FOR FURTHER RESEARCH

The present research has been done with reference to Information Technology sector alone, and there is importance of knowledge management in other sectors too, hence-

- Research can be done with reference to manufacturing sector, or any other sectors too.
- Research can be done on impact of technology on knowledge management.
- Research can be conducted on the impact of KM on the performance and productivity of the employees.
- Research can be done on the impact of KM on the organisation's performance.

CONCLUSION

From this study it can be concluded that knowledge management gives a competitive edge to the organization in the present scenario of challenging work environment. For this the organizations need to improve their technical, behaviour and managerial aspects for preparing sound knowledge management system, which could provide support to the organization for effective and efficient utilization of knowledge in the organization. The intermediate outcomes of KM are -improved organizational behaviours, processes, decisions, products, services and relationships that enable the organization to improve its overall performance.

Thus it can be said that Knowledge management is a set of organizational activities that are aimed at improving knowledge, knowledge related practices, organizational behaviours, decisions and organizational performance. The main focus of KM is on- knowledge processes, knowledge creation, acquisition, refinement, storage, transfer, sharing and utilization.

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