

AN OVERVIEW OF KNOWLEDGE MANAGEMENT IN INDIAN SERVICE SECTOR

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ABSTRACT

In twenty-first century, the industry competes heavily. Entrepreneurs try to use technology to develop their business. However, using technology generates high costs. So companies need to find a new way to survive by using the existing resources to gain maximum benefit. Knowledge management is one of interesting alternatives as it can deliver competitive advantage such as greater competencies and synergy, more balanced decisions and less errors, more creativity and innovation, broader collaboration and knowledge sharing, and easier links to expertise and deeper understanding.

Keywords: Culture, Corporate culture, Service Sector, Knowledge Management, Knowledge Sharing, Knowledge Work

STATEMENT OF THE PROBLEM

At the present, many companies have to face high competition. Some struggle to implement corporate strategies to response to existing markets. To gain high benefit, these companies use knowledge management to compete with other companies. Knowledge management is very important for all kinds of business because it can help the companies improve their service, increase quality of product, reduce cost and faster response to their customers. However, the major challenge of managing knowledge in the companies is capturing and integrating knowledge to share among all organizational members (Grant, 1996). The successful company has to gain the ability to collect, store, and distribute specialized knowledge to create and sustain competitive advantage (Davenport and Prusak, 1998; Grant 1996). As markets and organizations become more global, the traditional knowledge creation and transfer such as face-to-face contact, job rotation, and staff training program may prove to be too slow and less effective (Alavi and Leidner, 1999). The need to develop more efficient means has led to implementing information systems that are designed specifically to facilitate coding, combining, and applying of organizational knowledge (Alavi and Leidner, 1999). Knowledge management has been used in most product-based companies and it has also extended to use in service sector. However, there

are not many studies looking closely to explain the situation in the service industry while service sector is continuously growing. Thus, it is necessary to understand the situation and how the service sector develops knowledge management strategy. Knowledge management can play an important role to make companies compete productively. For last few decades the graduates of India are moving to western countries in search of jobs for high pay scales, better opportunities of development etc.

Knowledge management is newly emerging approach aimed at addressing today's business challenges to increase efficiency and efficacy by applying many strategies, techniques and tools in their existing business processes. Like other business management trends, knowledge management is also a commercial concept, emerging first in profit sector (Yang & Lynch, 2006) and then entering into the non-profit or service sector (Wang, 2006). Due to the appearance of new knowledge producers in the education sector, universities are started looking into the possibility of applying corporate knowledge management systems. Colleges and universities have significant opportunities to apply knowledge management practices to support every part of their mission. Knowledge management in universities can be applied in five key areas such as research, curriculum development, alumni services administrative services and strategic planning (Kidwell et al., 2000). Academic libraries are part of the university and its organizational culture. Whatever affects universities has an impact on academic libraries. As a result, role of academic libraries is voluminous to provide the competitive advantage for the parent organization. The success of academic libraries depends on their ability to utilize information and knowledge of their staff to better serve the needs of the academic community. Academic Libraries are pinched on both sides: reduced budget and increased demand from faculty and students. It is, therefore, paramount for academic libraries to operate more efficiently with reduced financial and human resources. Knowledge management is considered as one of the most useful solutions for academic libraries that can be adopted in order to improve their services to become relevant for their parent institutions in the present competitive and challenging environment (Wen, 2005; Thanuskodi, 2010). This is especially true of countries like India with a rapidly developing economy. This serious problem of 'brain drain' poses a threat before Indian organizations in the form of non-availability of required and skilled personnel for different jobs in industries. In order to attract and retain the knowledge workers and to motivate them toward jobs in Indian organizations the management of these industries should change their focus of depending on traditional management system to modern system i.e. welfare system of management by adopting a optimal & adequate system of human resource management practices like recruitment methods, training and development, promotion system, performance appraisal, rewards and skill based pay etc so that the new along with existing experienced personnel may get attracted and want to join and continue their jobs in Indian organizations. In addition to this it should also provide free motivated and committed working environment to its workforce so that they can get

ready to create, understand, share and use the available sources, resources, learning and ultimately contribute towards knowledge management, innovation and success to business as a whole. Though literature and different researches are available in Indian context relating to these very crucial aspects of interdependency of knowledge management and human resource management practices but there is a lack of adoption of broad vision by researchers and writers on this topic. Researchers use one or more component of human resource management practices and its relation with one or more aspect of knowledge management process, a few of them use case study approach for defining this relationship. Thus, there is shortage of views /research highlighting and defining the very interdependence of various human resource management practices on knowledge management and knowledge managements on human resource management practices. The present study strives to focus on this interdependent relation by using a broad vision and highlights the effect of various human resource management practices on knowledge management.

THE CONCEPT OF KNOWLEDGE MANAGEMENT

Thus, knowledge management is an ongoing process, which comprises of various methods, steps and strategic efforts of an organization to gain competitive advantage by utilizing its knowledge assets which resides in its employees, products, processes and clients. However, the most important step is to identify knowledge which can be considered as an asset for the organization and utilize it to productivity and performance.

To define knowledge management, it is first essential to define knowledge and its relation to information and data. A common portrayal is that of a knowledge hierarchy that goes from data (facts and figures) to information (data with context) to knowledge (information with meaning) to wisdom or intelligence (knowledge with insight). Data consists of discrete, objective facts or observations out of context that are, therefore, not directly meaningful (Zack, 1999). Information results from placing data within some meaningful context to make it useful for end users who perform tasks and make decisions. Knowledge is broader than data and information and requires understanding of information. It is not only contained in information, but also in the relationships among information items, their classification, and metadata, information about information, such as who created the information (Rus & Lindvall, 2002). Knowledge is that which people believe and value on the basis of the meaningful and organized accumulation of information through experiences, communication or inference (Dretske, 1981; Lave, 1988; Blacker, 1995).

Knowledge

Becerra-Fernandez et al. (2004) judge knowledge to be at the highest level in a hierarchy with information at the middle level, and data to be at the lowest level. According to this view,

knowledge cites to information that enables action and decisions, or information with direction. Davenport and Prusak (1998, p.5) give another definition of knowledge. "Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms." Knowledge helps producing information from data or more valuable information from less valuable information. Thus, knowledge is basically similar to information and data, although it is the richest and deepest of the three, and is consequently also the most valuable. This aspect of the relationship between data, information, and knowledge is represented in Figure 1 (Becerra-Fernandez et al., 2004). Figure 1 Data, Information, and Knowledge Source: Becerra-Fernandez et al., 2004

Knowledge creation

All strong companies create and use knowledge. When these companies have to interact with their environments, they get information, transform into knowledge, and use to make a decision based on their experiences, values, and internal rules. If a company does not have knowledge, it cannot manage itself to be a strong company. To create knowledge, Davenport and Prusak (1998) give five ways of knowledge creation; acquisition; dedicated resources; fusion; adaptation; and knowledge networking. - Acquisition: The most effective way to get knowledge is to buy it. A company can buy from another company or hire individuals that have knowledge. - Rental: Some companies can have knowledge by renting it. It means renting a knowledge source. - Dedicated resources: Some companies generate knowledge by establish units for specific purpose. - Fusion: Fusion is a method to create new synergy by bringing people from different departments to work together on a project. Value Zero Low Medium High Very High Knowledge Data Information 11 - Adaptation: Due to new products, new technologies, and social and economic changes drive company to change and adapt to survive in business. - Networks: Informal networking among people can create knowledge. - Common factors: space and time. When a company creates knowledge, it has to concern about interactive teamworking process. This process involves different backgrounds, cutting across organizational boundaries, and combing skills, artifacts, knowledge and experiences in new ways. There is an assumption that when people work together, they can produce more creative results than they work individual. It is hard to establish effective teamwork because people come from different backgrounds and have different knowledge bases. Teamworking is a key factor to create knowledge with mutual understanding of deep tacit knowledge based on shared experiences together for a long time. Tacit knowledge is knowledge that is in people's heads and it is hard to explain or communicate with other people. For explicit knowledge, it is knowledge that can be

expressed in text form or by speaking. Explicit knowledge is easy to explain and communicate. Good personal relations are necessary for the sharing of tacit knowledge (Newell et al., 2002). Although different knowledge from various sources tends to make a conflict of ideas, this conflict can create creativity. This creativity will be built when the individuals work together and communicate each other. It is not only just social skills that make people understand each other, but it also depends on cognitive skills that make them can comprehend each other Leonard-Barton (1995).

Knowledge codification: This method is about making knowledge accessible for whoever wants it. This process will transform knowledge into a code to make it as structured, explicit, transferable, and easy to understand as possible. Each of these codes has its own particular set of values and limitations, and they can be used single or in combination. New technologies have a vital role to codify knowledge and make the prospects for these activities (Davenport & Prusak, 1998). Davenport and Prusak (1998) also give four rules for companies to follow when they want to codify knowledge. 1. Managers have to identify what business goal that the codified knowledge will supply. 2. Managers can specify knowledge that exists in many forms to achieve those goals. 3. Value and suitability of knowledge must be evaluated by knowledge managers. 4. A proper medium must be identified for codification and distribution. In the companies.

Knowledge transfer: Knowledge is naturally transferred in every organization whether or not the process has been managed at all. For example, when a practitioner asks the senior employee about the needs of a particular customer, they are exchanging knowledge. (Davenport & Prusak, 1998). It is difficult to transfer tacit knowledge from the resource that creates it to other parts of the company. The company should use knowledge transfer that suits the organizational culture. Davenport and Prusak (1998) recommend that the company should encourage knowledge sharing among business units by creating places and giving opportunities for employees to interact formally. Knowledge transfer should be supported in personal meetings in addition to more structured forms mentioned above. Normally, to transfer tacit knowledge, it requires strong personal contact. Suitable knowledge should be stored in procedures or described in papers and databases.

Knowledge work: Naturally, knowledge is needed for all works in every occupation, even simple work. However, the term 'knowledge work' tends to be applied to refer to specific occupations exploiting theoretical knowledge, creativity and social skills (Newell et al., 2002). Knowledge work is used to refer to as professional work, such as accountancy, scientific and legal work. This type of knowledge work depends on the application of both tacit and explicit knowledge. Employees who involve this type of work need to make their decision by themselves

about what and how to do their work. So these knowledge workers should have high education and specialist skills. (Newell et al., 2002: p.18)

The relationship among data, information and knowledge is reflecting increasing levels of value added from data to information to knowledge. Each stage represents different values of context, usefulness, and interpretability (Alavi & Leidner, 1999). Fleming (1996) traces the knowledge from data processed into information and concludes that:

- Data comprises of facts or observations, which are unorganized and unprocessed and have no meaning or value unless they are converted into information by analysis (numbers, symbols, figures).
- Information relates to description, definition, or perspective (what, who, when, where).
- Knowledge comprises strategy, practice, method, or approach (how).
- Wisdom embodies principle, insight, moral, or archetype (why).

Nonaka & Takeuchi (1995) state that “although the terms ‘information’ and ‘knowledge’ are often used interchangeably, there is a clear distinction between information and knowledge” (p. 27). Knowledge is what an individual possessed after assimilating facts and putting them into context, while information is knowledge shared by having been communicated. According to Polanyi (1966) “information is passive in nature, whereas knowledge is a dynamic and active resource, residing in peoples’ heads” (p. 78). Knowledge is valued highly because it is closer to action (McInerney, 2002) while information on its own does not make decisions; it is the transfer of information into people’s knowledge base that leads to decision-making and thereby to action (Sinotte, 2004). Thus, information is tangible in nature and available to anyone who wants to seek it out, whereas knowledge is intangible in nature and perceived as justified personal belief that increases an individual's capability to take effective action (Drucker, 1999; Alavi & Leidner, 1999).

There are many types and forms of knowledge e.g. facts, know-how, specific skills, procedural knowledge etc. For practical purposes the most important distinction is that between explicit and tacit knowledge, a distinction first elaborated in some detail by Michael Polyani (1966) and later adopted by Nonaka (1991).

Explicit knowledge is formal and systematic; codified in the form of product specification or scientific formula or a computer program; and stored in textbooks, documents, databases, web pages, etc. (Nonaka, 1991, p. 98; Aurum et al., 2008). Tacit knowledge, on the other hand, is highly personal knowledge embedded in individual experience and involving such intangible factors as personal beliefs, perspectives, instincts and values. For the effectiveness of knowledge management process, it is essential to capture, share and transfer both tacit and explicit

knowledge because “effective transformation of knowledge in an organization reduces duplication, improve productivity and cut cost” (Clarke, 2004) whereas, “lack of transfer lead to information overload and confusion as well as wasted manpower” (McCambell, 1999). Explicit knowledge can adequately be captured, stored and transferred with the help of electronic tools whereas, tacit knowledge that potentially represents great value to the organization, but far more difficult to capture and diffuse. However, most efficient way to convey tacit knowledge throughout the organization is face to face interaction and “the practices such as apprenticeships, mentoring, communities of practice, network analysis may prove effective” (Nelson, 2008).

There are plenty of definitions of knowledge management in the literature, which have generally been quite diverse, but have in common an emphasis on the distinctiveness from information management. Knowledge management has been defined as a method of management that governs the creation and utilization of both tacit and explicit knowledge in an organization (Newman, 1991; Shanhong, 2000; Ajiferuke, 2003). It has also been defined as a processes or practices of creating, acquiring, capturing, sharing and re-using organizational knowledge (know-how) to improve performance and achieve goals and objectives of an organization (Davenport & Prusak, 1993, Abell & Oxbrow, 2001; Townley, 2001; White, 2004; Jain, 2007). In more practical aspect knowledge management may be defined as the capabilities by which communities within an organization capture the knowledge that is critical to them, continuously improve it and make it available in the most effective manner to people who need it, so they can exploit it creatively to add values as a normal part of their work (Hayes, 2004; Butler, 2000; Skyrme & Amidon 1998).

The concept of knowledge has been there for ages as generations have used it for achieving prosperity. But as a discipline and a field of research, it is very recently that it is gaining wider acceptability. A number of projects on Knowledge Management have been initiated by organizations worldwide keeping in view the kind of benefits that can be derived. According to Davenport et al. (1998), such Knowledge Management projects are attempts to do something useful with knowledge to accomplish organizational objectives through the structuring of people, technology and knowledge content. Indian organizations too have not been far behind with some using it as an integrated approach towards developing competencies for sustainable competitive advantage. Infosys Technologies Limited, Wipro Limited, Tata Steel Limited, Bharti Limited etc. to name a few have been quiet successful in using it as part of their overall strategy to achieve excellence. But why is knowledge and management of knowledge gaining popularity. world of business is characterized by high level of uncertainty and an inability to predict the future; what worked yesterday may or may not work tomorrow (Singh and Soltani, 2010). The traditional factors of production land, labour and capital can no longer guarantee sustainable competitive advantage. Organizations have realized that the only source of sustainable

competitive advantage is knowledge and intellectual capital. Drucker (1995) believes that knowledge has become the key economic resource and the dominant – and perhaps the only source of competitive advantage. Industries like manufacturing, financial services, software development, outsourcing etc. are becoming information-intensive and therefore organizations are looking at ways to improve capabilities to store, process, disseminate and apply knowledge relevant across many functions of the organization. According to Bukowitz and Williams (1999) the other set of forces that has pushed knowledge management to the fore is the legacy of reengineering and downsizing which has resulted in a serious brain for many organizations.

Service Sector in India today accounts for more than half, i.e. about 54 per cent of India's GDP. IT in India is spread across four key sectors, namely: IT services; IT enabled services (ITES); software; and e-business. According to NASSCOM (2006), the most visible growth has been in information technology (IT) and business process outsourcing (BPO) services. The Indian information technology industry has played an important role in the growth of the knowledge industry in India. Countries, bureaucrats, business leaders and academicians from all over the world cite the success story of the growth of this sector. Indian private sector has contributed significantly to the hyper growth of this sector. Opening up of economy, changing role of the government, availability of educated and English speaking workforce, entrepreneurial spirit of Indians are some of the factors that has contributed to the growth of the industry. The Indian government has shown transformational shift in style of operation and has exhibited participation and encouragement for starting and existing companies in the IT sector. This resulted in creating new opportunities for foreign direct investment in India. The increasing number of graduates and engineers that pass out of college every year particularly has helped the growth of this sector. Post liberalization numerous startup companies began to grow in various geographic area of the country with high number of technical graduates and engineers. As a result, various clusters of information technology related activities formed in cities like Bangalore, Hyderabad, Pune, Gurgaon and others bringing in new investments. Indian IT industry is mostly export oriented with majority of its revenue coming from selling product/service to other countries. Indian business houses like the Tata Group and firms like Ranbaxy Laboratories Limited, Wipro Limited, Sun pharmaceutical Industries Limited, Asian Paints etc. have acquired foreign companies to take leadership positions in India.

❖ Framework for Different Type of Knowledge:

Different frameworks are used under structural perspective for acknowledging, defining, incorporating and explaining various types of knowledge. Framework developed by Nonaka (1994), Blacker (1995) and Spender (1996, 1998) are used to understand knowledge under structural perspective.

i). Nonaka’s (1994) Framework

During his study, he identified that four different processes namely-socialization, internalization, externalization and combination were required for creating any type of (tacit or explicit) knowledge (as shown in table 1.1 below). He stated that a person’s cognition plays a very important role in knowledge creation. Creative and talented people need to be supported in their endeavours. He further asserts, it is the prime duty of management that it should provide requisite context and motivation to these (talented) people for creating and sharing knowledge.

Nonaka (1994) framework of knowledge creation in Organizational Knowledge Creation Theory: A First Comprehensive Test

Type Form	Tacit Knowledge	Explicit Knowledge
Tacit Knowledge	Socialization	Externalization
Explicit Knowledge	Internalization	Combination

Source: International Business Review (3/4), 337-351.

ii). Blacker’s (1995) Framework in Knowledge, Knowledge Work and Organization: An Overview and Interpretation

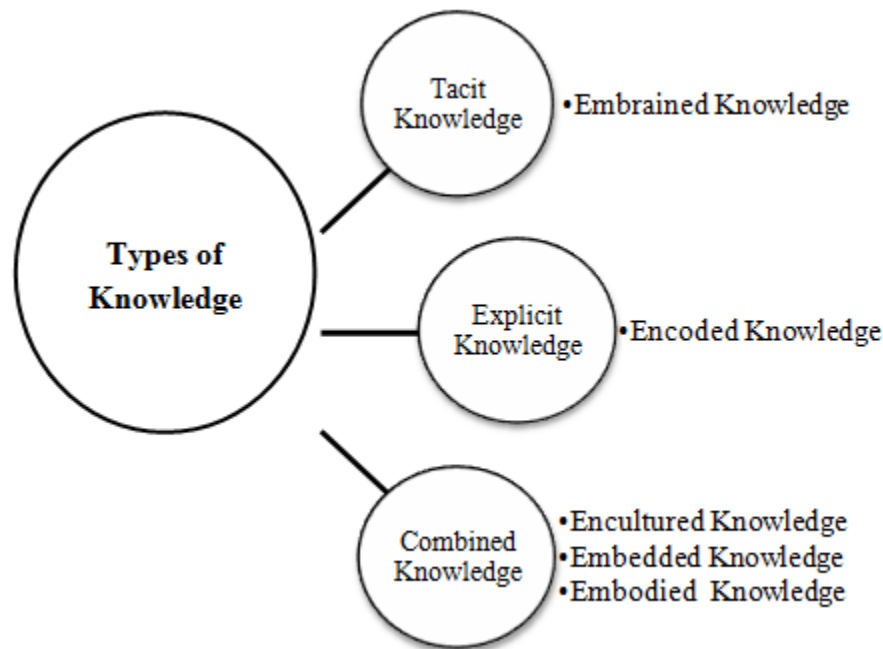
During 1995, a renowned philosopher came with his view and findings relating to type of knowledge. He categorized an organization’s knowledge into five types, viz. embrained knowledge, embodied knowledge, encultured knowledge, embedded knowledge and encoded knowledge. He defined those different forms of knowledge as:

- Embrained knowledge: This type of knowledge is based/result of conceptual skills and cognitive abilities of an individual.
- Embodied knowledge: This second type of knowledge is basically action oriented and can be converted into explicit knowledge partially.
- Encultured knowledge: The third form of knowledge relates to organization culture and can be obtained from sharing and understanding of shared and disseminated knowledge.
- Embedded knowledge: The fourth form named as emdedded knowledge is the knowledge obtained from policies, practices, technologies, roles & procedures adopted and adhered to by the employees during their routine jobs at workplace.

- Encoded knowledge: use of signs, symbols and marking for conveying any information to people manually or electronically transmitted form comes under the preview of encoded knowledge.

The above five types of knowledge given by ‘Backer’ can also be categorized into basic forms of tacit and explicit knowledge (as shown in figure 1.3 below). Embrained knowledge comes under tacit form, encoded knowledge is explicit knowledge whereas embodied knowledge is partly tacit and partly explicit, embedded knowledge is either tacit or explicit knowledge and lastly, encultured knowledge is collective knowledge (both tacit and explicit knowledge).

Figure: Categorization of knowledge into different form of knowledge by Blacker (1995).



Source: Organization Studies, 16(6)

iii). Spender’s (1996, 1998) Framework in Knowledge and the Firm: Overview

During 1996 and 1998, a philosopher named ‘Spender’ came with his study that defines a very important distinction between individual and social knowledge. He developed a framework that provides a “contrast between explicit knowledge that individual feels he possesses and the collective knowledge on which this explicit knowledge stands and interaction of the two”. Under the framework he suggests that there are four different types of knowledge that are interacted and created within an organization (as shown in table 1.2, below). He elaborated that social knowledge interacts with individual knowledge to create new knowledge at individual’s and

organizational levels. Collective knowledge is the most important as this is unique in nature and competitive organizations find it difficult to imitate that. He further signifies, individual and social knowledge mixes together at conscious, objective, and collective form to develop and create new and required form of knowledge.

Spender’s (1996, 1998) framework of types of knowledge.

Types of Knowledge	Explicit	Implicit
Individual	Conscious	Automatic
Social	Objective	Collective

Source: Strategic Management Journal, 17(5-9)

a). The Process Perspective

The second perspective on which knowledge can be categorized was process perspective. In 2002, philosopher named ‘Newell’, came with his idea of categorizing knowledge on the basis of process perspective. Under this perspective he suggested that knowledge is basically social in nature and embedded in practices, meaning thereby that knowledge is dynamic rather than static or objective and a person can possess knowledge by practising or doing. He argued that a substantial part of individual’s tacit knowledge always remains tacit, resistance to codification. That inarticulable knowledge only exists as conscious experience behaviour. Employees who possess that specific knowledge apply their knowledge on the tasks and assignments given to them. They are not radially consented to share that specific knowledge unless they are motivated to do so.

Figure: Relationship among knowledge, organization’s processes and practices and knowledge sharing.



Source: Literature Review

Thus, it is clear that process perspective emphasized on development and managing processes within an organization that encourage people to share, develop and use their learning while on jobs and with others at workplace.

Knowledge though named and categorized into different form on some specific bases but, in all the forms it is taken as a foundation of every cause and effect whether it would be case of organization or the issues relating to people themselves. To have full benefits and results from knowledge it is necessary that every type of knowledge should be developed and applied with due care and for the betterment of possessor.

PURPOSE OF STUDY

The overall goal of this study is to analyze and establish the importance of knowledge management applications in service sector with following purposes in mind:

- to examine service sector practitioners' awareness of the term "knowledge management";
- to identify their perceptions of knowledge management concepts and its applications in service sector.

REVIEW OF LITERATURE

A body of literature reveals that there is a close link between information management and knowledge management (Townley, 2001; Ajiferuke, 2003; Gandhi, 2004; Blair, 2002; Schlogl, 2005). Although Information and data management have been recognized as an aspect of knowledge management (Ajiferuke, 2003; Massa & Testa, 2009) but some researchers distinguished knowledge management from information management due to its emphasis on collaborative learning, capture of tacit knowledge and value-add obtained through best practices, mentoring and data mining (Gandhi, 2004; Southon & Todd, 2001; Morris, 2001).

There are various definitions of knowledge that exist. According to Oxford English Dictionary (1989), knowledge is: B expertise, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject; B what is known in a particular field or in total; facts and information; or B awareness or familiarity gained by experience of a fact or situation. McDermott (1999) defines knowledge as a human act, a residue of thinking which comes from experience and which belongs to and circulates through communities. Bollinger and Smith (2001) define knowledge as the understanding, awareness, or familiarity acquired through study, investigation, observation, or experience over the course of time. The term knowledge is also used to mean the confident understanding of a subject with the ability to use it for a specific purpose if appropriate. According to Davenport et al. (1998) knowledge is information combined with experience, context, interpretation and reflection. According to

Nonaka (2007) organizations which consistently demonstrate continuous innovation by creating new knowledge, disseminating and embodying it in new products are “knowledge-creating” companies. The secret of their success is their approach to manage the creation of new knowledge. The creation and transfer of knowledge has become a critical factor in an organization’s success and competitiveness. From this concept, emerged the idea of knowledge management which ensures that the right information is delivered to the right person just in time, in order to take the most appropriate decision. The areas of applications and scope of knowledge management have increased but the underlying principles governing it remain the same. How we manage knowledge, determines the decisions we make and actions we take. Hence it makes sense to recognize and understand the processes that affect our decision making and actions so that necessary steps may be taken to improve the quality of these processes and in turn improve the quality of the decisions and actions taken. Therefore, organizations are concentrating their efforts towards improving knowledge transfer. According to Drucker (1995) knowledge has become the key economic resource and the dominant, perhaps even the only, source of competitive advantage. It has been observed that at the heart of an organization’s strategy process is a force, which has been termed as the “knowledge force”, which is powered by the knowledge workers. It is this knowledge force that determines the growth strategy of the firm and is reflected in terms of customers retained or gained, or new products/services launched from time to time. (Natarajan and Ganesh, 2008). As companies become more geographically dispersed and engage with a growing number of suppliers, partners and customers, vital information of processes or potential new products is likely to lie outside the organization in the broad supply chain which makes it more important than ever to establish effective mechanisms to share knowledge (Economist Intelligence Unit Report, 2007). Knowledge management is a broad, multi-disciplinary concept with no unanimous definition. The discipline has evolved since its introduction and since then various new dimensions of management have been incorporated. Although the study of knowledge has its root in antiquity, the field of “Knowledge Management” as a self conscious discipline is a recent phenomenon. According to Drucker (1995) the collective knowledge residing in the minds of its employees, customers, suppliers etc., is the most vital resource of an organizations growth, even more than the traditional factors of production i.e. land, labour and capital (Grossman, 2006). Knowledge management involves the identification and analysis of available and required knowledge, and the subsequent planning and control of actions to develop knowledge assets so as to fulfill organizational objectives. According to Wiig (1999) Knowledge Management is broad, multi-dimensional and covers most aspects of the enterprise activities. Simply stated, the objectives of Knowledge Management are: to make the enterprise act as intelligently as possible to secure its viability and overall success and realize the best value of its knowledge assets. Knowledge management is the deliberate and systematic coordination of an organization’s people, processes,

technology, and organizational structure in order to add value through reuse and innovation (Dalkir, 2007).

Ordóñez (2004) opines that sustainable competitive advantage springs from internal qualities of an organization which are hard to imitate. Human resource (HR) is undoubtedly a vital tool for achieving sustainable competitive advantage. The author has concluded that amongst the three widely known sources of competitive advantage vis-a-vis human capital, relational capital and structural capital, human capital is the most significant of all.

Cabrera and Cabrera (2005) say that though there is consent among researchers regarding the relevance of staffing on knowledge management (KM), there are contradictions in literature reviewed regarding the hiring practices. Some authors emphasized on the external source of recruitment whereas others defend the use of internal source of recruitment. The defenders of internal recruitment states that this method offers stability and career opportunities within the company to eligible qualified employee that motivate and enhance the commitment of and facilitate transfer of knowledge. But in contrast, according to the favourers of external source of recruitment, internal source inhibits the company towards environmental changes and thus limit the generation of new ideas. It is generally considered that an employee should be selected on the vary base of how well he fit within the organization culture rather than on his efficiency/fitness to perform a specific job. In short, employment security motivates the skilled human resource (HR) to continue their job and thus they are ready for learning & knowledge creation

G. Chandana (2008) in this study entitled “Knowledge Management in India: A Case Study Of An Indian Bank” this paper focuses how km work at ICICI (India) and tries to identify the critical success factors of km. A small survey was done by the researcher among the ICICI employees and based on their responses a factor analysis was carried out. This resulted in identification of the critical success factors. N. Abhishek (2013) in this study entitled “Report In Knowledge Management In Banking Sector” This study focuses knowledge management application in a bank are customer relationship management and performance measurement, risk management, marketing management. km system in banks better and more efficient results in decision making. U. Y. Ozlem, K. Duygu (2013) in this study entitled “A Comparative Analysis of Knowledge Management in Banking Sector: An Empirical Research”. The main aim of this study is to examine the basic components of km in banking sector with an empirical analysis and also to determine whether there is a difference between the private and State Bank in the context of km practices.

D. Sudha et. al (2014) in this study “Knowledge Management And Decennial Growth Of A Private Sector BankA Case Study Of ICICI Bank”. This paper focuses to understand the implementation strategy of km initiatives and its impact. The researchers study the performance

of the largest private sector bank in India (ICICI) by analyzing the growth and trends of various performance parameters. M. B. Suvarchala in this study entitled “Knowledge Management in Commercial Banks: A Case Study of the SBI of India”. This study focuses the role of knowledge management in banking sector in India. The researcher focuses the km practices with special reference of SBI. Both primary and secondary data was collected. Mean, averages, percentages and chi-square test was conducted. OBJECTIVES • To study the trend of knowledge management.

Sita and Pinapati (2013) say that people are the most valued assets of the organizations and they significantly impact the organization transformations. A competent person with essential competencies is thus the need of hour; competency management is described as an integrated set of human resource activities. The management is required to use employees’ competencies to increase individual effectiveness and subsequently, to increase organizational effectiveness. The authors further stressed that the awareness of competencies in general across the organization was evident, but the applications were limited to just two or three human resource (HR) functions which need to be focused for possible wider application in the human resource (HR) function. It is recommended that competencies form the central focus of all human resource management (HRM) functions. Thus, a well-designed competency framework helps in the key managerial process of information gathering, evaluation, assessment and decision making.

Obeidat et al., (2014) tries to investigate the relationship between human resource management (HRM) practices and organizational commitment on one hand and their relationship with knowledge management (KM) process on the other hand by conducting a research on consultancy firms in Jordan & find that human resource management (HRM) practices (recruitment method, training & development, performance appraisal and reward system) have a significant influence on organizational commitment. The research didn’t find a direct relationship between human resource management (HRM) practices and knowledge management (KM) process. However causal relationship between human resource management (HRM) practices and organizational commitment on one hand & knowledge management (KM) process on the other hand was found by researchers in the study.

Zaei and Zaei (2014) investigated the key issues in implementing the concept of knowledge management (KM) in the hospitality and tourism sector. The authors reviewed the extensive literature and based upon their understanding of the phenomenon propounded that the implementation of the knowledge management (KM) requires the organizations to change their own perspectives in this regard. The researchers posited that if the phenomenon is to be applied into tourism with special emphasis on the destinations, the traditional philosophy of focusing on the single organization will have to be replaced with the modern approach. This will have then to

be applied to both private and public sector organizations and hence is required to be articulated at the macro level. For this, the organizations need to define their risks involved in the implementation of the system of knowledge management (KM) and also propose various measures to reduce them. The study also suggested that in order to make the tourism industry a sustainable one and to strive for its growth and development in the long run, it has to compulsorily focus on the market driven research. The research concluded that knowledge management (KM) research will be of prime importance to the hospital and tourism organizations as they would facilitate the companies to adapt themselves to the knowledge management (KM) processes and hence contribute in the increased organizational leaning.

Mariano and Awazu (2016) discussed the synergic and separate use of knowledge and intelligence, via knowledge management (KM) and competitive intelligence, in each stage of strategic management process. The paper aims to discuss the implications of each stage of strategic management process for knowledge management (KM) and competitive advantage. A method of systematic literature review is adopted within the frame of 1997-2015. A strategic management model with the lens of knowledge management (KM) and competitive intelligence is proposed for decision makers and knowledge management (KM) experts that help them to use human resource and their intelligence for gaining competitive advantage.

Shaikh and Aktharsha (2016) investigated a link between human resource management (HRM) practices and knowledge management (KM) processes in knowledge extensive service sectors. The authors have identified the dimensional structures of the underlying constructs and developed a metric for empirically investigating the relationships among the constructs. Data was collected from 491 knowledge workers in information technology (IT) companies. The findings revealed through the hypothesis testing that recruitment and selection had a positive association with knowledge acquisition, knowledge distribution, and knowledge interpretation in the knowledge intensive service industries. Compensation and reward had a significant influence on knowledge distribution and knowledge interpretation. Performance appraisal has been causally linked to knowledge acquisition, knowledge distribution, and organizational memory. Teamwork was found to be causally linked to knowledge interpretation as well as organizational memory. Training & development had a significant influence on knowledge acquisition, knowledge distribution, knowledge interpretation, and organizational memory.

Intezariet al., (2017) identified the main knowledge processes associated with organizational knowledge culture. A diverse range of knowledge processes have been referred to in the extant literature, but little agreement exists on which knowledge processes are critical and should be supported by organizational culture. The core knowledge processes have been identified – knowledge sharing, knowledge creation and knowledge implementation. The paper suggests that

a strategy for implementing successful organizational knowledge management (KM) initiatives requires precise understanding and effective management of the core knowledge infrastructures and processes. Although technology infrastructure is an important aspect of any knowledge management (KM) initiative, the integration of knowledge into management decisions and practices relies on the extent to which the organizational culture supports or hinders knowledge processes, intelligence, and vice versa.

Fauziet al., (2018) elaborate that the exchange of knowledge (KS) is a culture that has been promoted and supported in Higher Education Institutions (HLI) in Malaysia. This investigation applies the Theory of Planned Behaviour (TPB) and the Theory of Social Capital (SCT) to determine the factors associated with the intention of knowledge sharing in the Malaysian academic HLI. The results indicate that social networks are an important factor in the attitude of academics towards knowledge sharing, while commitment and trust do not influence their attitude toward knowledge sharing. The use of social networks is an important factor of behaviour control against knowledge sharing. In addition, the attitude of academics towards knowledge sharing and the perceived behavioural control of knowledge sharing turned out to be significant determinants of their knowledge sharing intention, while management support for subjective the knowledge sharing rule is not meaningful for the intention of knowledge sharing.

Naik et al., (2018) analyses the impacts and dimensions of knowledge management on innovation and labour productivity within the organization and how knowledge management affects the company's innovation performance. A key component of knowledge management is providing access to stored knowledge components to improve decision-making and facilitate the acquisition of knowledge by the user. This study would help knowledge managers to systematically understand knowledge, knowledge management and obtain a "deep and complete" understanding of the nature, scope and methodologies of knowledge management to develop the competence of human resources towards a competitive advantage.

CONCLUSION

Knowledge Management refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. KM focuses on processes such as acquiring, creating and sharing knowledge and the cultural and technical foundations that support them. Organizations are realizing that intellectual capital or corporate knowledge is a valuable asset that can be managed as effectively as physical assets in order to improve performance. The focus of knowledge management is connecting people, processes and technology for the purpose of leveraging corporate knowledge. The database professionals of today are the Knowledge Managers of the future, and they will play an integral role in making these connections possible. Managing knowledge is as important to service sector as it is for any other kind of organization.

Indeed, the last open frontier for service to create competitive advantage may reside in their ability to leverage knowledge. Knowledge sharing initiatives should aim at creating an environment that promotes several cultural factors, including professional autonomy, cohesiveness and communication structure. literature on knowledge management and human resource practice and their impact on the performance of an organization has been studied and reviewed. Various studies related to knowledge management process, human resource management practices, performance of an organization; constituents and elements of these three constructs; relationship of human resource management practices with knowledge management; impact of human resource management practices on knowledge management; impact of human resource management practices and knowledge management practices on the performance of an organization together with implication of human resource management practices and knowledge management process on Indian organizations were explored and significant gap were identified. This current study tries to subsume/include those gaps. The above section which is divided into various sub-sections has summit/highlight on the aspect of relationship between knowledge management, human resource management practices and performance and the corresponding impact of knowledge management, human resource management practices on the functioning and performance of selected businesses. On the basis of this discussion, the prime approach of the study is to find out a relation between human resource management practices and knowledge management process; impact of human resource management practices and knowledge management practices on the performance of an organization and to develop a reliable hypothesized model which will provide a benchmark to determine the achievement of organization by adopting knowledge management and human resource management practices.

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