

STUDY ON EMPLOYEES WORK COMMITMENT AND KNOWLEDGE COMPETENCY WITH RESPECT TO IT COMPANIES IN CHENNAI

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ABSTRACT

This paper seeks to present a knowledge management (KM) conceptual model for competency development in IT companies, which implemented the KM model in a competencies development program. The purpose of this paper is to analyze the impact of information technology (IT) competency on knowledge management processes and the relations among IT competency, knowledge management processes and performance outcomes.

Introduction

Employees commitment plays a significant role in an organization healthy. Employees commitment is an individual's attitude or emotional reaction to the job. The employees feel positively or negatively about their jobs. Employees commitment leads to positive employment relationships and high level of individual job performance. It is a type of mental feeling, its favorableness or unfavorableness affects the employee psychologically. Lack of satisfaction from the job produces a lack of will to work. Employees commitment, reduces employee turnover and satisfied employees are more productive. Employees commitment includes multidimensional psychological responses to an individual's job, and that these personal responses have evaluative, or emotional, and behavioral components. (Hulin and Judge, 2003)

Knowledge Competencies

Knowledge refers to the practical or theoretical understanding of a subject. Knowledge requirements can be described in terms of mastery levels. The descriptions below outline mastery levels for the following job types:

1. Professional Positions
2. Clerical and Administrative Positions
3. Managerial Positions

Professional Positions

Professional knowledge can be split into three levels: paraprofessional/technical, journey, and senior. Entry-level professional positions typically require journey-level knowledge at hire, with a plan to grow the skill level.

- **Paraprofessional/Technician-level:** Knowledge of a profession's basic principles, rules, equipment, and software. Knowledge is typically used in standardized processes.
- **Journey-level:** Includes additional, in-depth knowledge of a profession's legal standards, generally accepted principles, theory, and best practices. Knowledge is typically used to determine the best approach to solving a complex issue or problem.

- **Senior-level:** Includes additional knowledge of a profession's trends, research, and case law. Knowledge is typically used to create new strategies, standards, and processes.

Literature Survey

Nadim Jahangir¹, Muzahid Akbar and Noorjahan Begum (2006) proposed a conceptual framework to investigate the effects of employee's perception of manager's social power on organizational citizenship behavior (OCB) mediated by procedural justice, employee's organizational commitment, and job satisfaction. The results of the study indicate that procedural justice is significantly and positively related to job satisfaction and organizational commitment. The findings indicated that organizational commitment has a positive relationship with OCB.

Fiorita, Bozeman, Young & Meurs (2007) discussed about the Organization Commitment, Human Resource Practices, and Organization Characteristic. The authors stated that employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Furthermore, the results revealed that employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels.

KNOWLEDGE AND SKILL DEVELOPMENT PROCESS

Knowledge and skill development process support personal development and career progression among employees. Knowledge management and innovation are necessary for achieving competitive advantage by implementing it at the right time. The following studies explain the knowledge and skill development process of the employees.

Padmakali Mishra and Gopa Bhardwaj (2002) conducted a study on human resource development climate to ascertain the nature of human resource development climate, as perceived by managerial personnel. The results revealed that the managers in general showed a favorable attitude towards human resource development policies and practices of the organization. They were satisfied with the developmental policies of the top management as well as happy with the prevailing human resource development climate in the organization. Employee commitment is increased with the opportunity to discover and use one's capabilities and potential in one's work. Though the organization was undertaking various training activities, the organization's training mechanisms for the identification of training needs, programme designing and scheduling, training technique itself, and delivery system all need restructuring. Sound personnel policies that show high concern for employees and emphasize equity and objectivity in appraisals would go a long way in creating a better human resource development climate in the organization.

Anup K. Singh and Sanjyot Pethe (2003) conducted a study on subordinate development to explore the development aspects of leadership, which could be called the third strand of leadership. The study yielded ten dimensions of people development. These are: empowerment, support, information sharing, learning focus, creativity, expectation, coaching, subordinate enhancement, willingness and developmental focus. The results found that effective managers used a substantial amount of consultation and delegation to empower subordinates and give them a sense of ownership for activities and decision. Empowerment is different from development and yet a necessary part of subordinate development. It includes expectancy from the subordinate and willingness of the leaders as another dimension of development orientation of leadership. The training function needs to focus on attitude as well as skills. Formal ways of people development include determining key performance areas and conducting performance review. Informal ways consists of support, care, counseling regarding performance and organizational matter and enhancing the self image of the subordinate.

Fabrice Galia and Diego Legros (2006) studied the complementarities between specific human resource management practices and knowledge management. The results found that knowledge management is more effective if accompanied by team organization and associated incentives. Knowledge management has greater impact on innovation performance when accompanied by necessary changes in organizational practices such as team implementation and specific motivation schemes (pay, career). Team based organization; specific motivation schemes and awareness of strategic and confidential use of knowledge have positive and significant impact on innovation. Employees within teams benefit from associated specific incentive in order to promote originality, creativity and innovation. Training programs are found to be more extensively used by innovative firms.

Neeru Mundra, Karishma Gulati and Renu Vashisth (2011) conducted a study on achieving competitive advantage through knowledge management and innovation to investigate the vital link between management of knowledge in organizations, innovations in which an organization may involve knowledge management and the development of sustainable competitive advantage. The results showed that knowledge management and innovation are necessary for achieving competitive advantage and it is found that Wipro with the help of a user defined KM system has been able to cut down a part of its induction training program from a period of 7 days to a period of 4-5 hours. The company can easily implement the knowledge at the right time and at the right place. Expert system, Enterprise resource planning and stimulation techniques are innovative tools for gaining competitive advantage. Innovation and human personnel are found to be crucial ingredients of the knowledge management system as the human resources also contribute a lot in discovering new ways of managing knowledge

Objective of the Study

- To study the personal and knowledge management (KM) details of the employees in IT companies.
- To ascertain the factors responsible for Employees commitment among the employees in IT companies.
- To study the influence of knowledge management (KM) on Employees commitment in IT companies.

Research Methodology

The methodology adopted in this study relates to data collection and questionnaires. The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data. The primary data has been collected through questionnaires and the Secondary data are collected from Journals, Reports, Books, Articles, Company Publications and websites.

Hypothesis

- There is no significant difference among the factors of knowledge management (KM).
- There is no significant difference among the factors of Employees commitment.
- There is no significant influence of personal and knowledge management (KM) details over the perception of Employees commitment.

ASSOCIATION BETWEEN EMPLOYEES WORK COMMITMENT AND COMPETENCY MAPPING

The association between cluster of IT employees work commitment and competency mapping in IT companies is verified in the following table.

Table 1
Crosstab - association between employee's commitment and competency mapping

			competency mapping		Total
			1.00	2.00	1.00
Commitment	Highly commitment employee	Count	66	138	204
		% within commitment	32.4%	67.6%	100.0%
	Opportunity seekers	Count	44	161	205
		% within commitment	21.5%	78.5%	100.0%
	Unenthusiastic employee	Count	23	108	131
		% within commitment	17.6%	82.4%	100.0%
Total		Count	133	407	540
		% within commitment	24.6%	75.4%	100.0%

From the above table, it is found that only a minimum of 19.6% of highly commitment employee 51.2% of opportunity seekers and 28.2% of unenthusiastic employees in the IT companies accepted their companies practicing competency mapping. This leads to the computation of chi-square statistics as stated in the table below.

Table 2
Chi-Square Tests - association between employee's commitment and competency mapping

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.192(a)	2	.004
Likelihood Ratio	11.110	2	.004
Linear-by-Linear Association	10.353	1	.001
N of Valid Cases	540		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 32.26.

From the above table it is found that chi-square = 11.192, p=.000, therefore it can be concluded that there is an association between IT employees commitment to the companies and competency mapping. This concludes that the IT companies practicing competency mapping develops a commitment among the employees to continue their service in the same organisation.

ASSOCIATION BETWEEN EMPLOYEES WORK COMMITMENT AND HIGHER STUDIES FOR ADVANCEMENT AT ITS EXPENSES

IT companies bearing higher educational expenses of their employees motivate the employees to work for the achievement of the companies goals and is also a method practiced in retain the valued employees. The association between cluster of IT employees work commitment and pursuing higher education by the employees at the company's expenses is verified in the following table

Table 2
Crosstab - association between employee's commitment and higher education

			higher educational expenses		Total
			1.00	2.00	
Commitment	Highly commitment employee	Count	39	165	204
		% within commitment	19.1%	80.9%	100.0%
	Opportunity seekers	Count	85	120	205
		% within commitment	41.5%	58.5%	100.0%
	Unenthusiastic employee	Count	35	96	131
		% within commitment	26.7%	73.3%	100.0%
Total		Count	159	381	540
		% within commitment	29.4%	70.6%	100.0%

From the above table, it is found that only a minimum of 19.1% of highly commitment employee 41.5% of opportunity seekers and 26.7% of unenthusiastic employees in the IT companies accepted their companies provide them the benefit of pursuing higher education at its expenses. This leads to the computation of chi-square statistics as stated in the table below.

Table 3
Chi-Square Tests - association between employee's commitment and higher studies for advancement at its expenses

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.195(a)	2	.000
Likelihood Ratio	25.239	2	.000
Linear-by-Linear Association	4.523	1	.033
N of Valid Cases	540		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 38.57.
 From the above table it is found that chi-square = 25.195, p=.000 concludes that there is an association between IT employees commitment to their organisation and pursuing high education at the companies expenses. This concludes that the IT companies encourage higher education for their employees for the betterment of the organisation and the employees at its own expenses develops a positive attitude among the employees towards their companies.

FINDINGS

- It is analysed and found that 40% of the employees are in the age group less than 30 years. 64% of employees are from urban background & 68% are working for IT companies with professional qualification.
- Affective commitment, normative commitment and continuance commitment are identified as the 3 major factors of employee's commitment in their organizations. The employees agree that they feel organisational problems are their own problems. They disagree on the fact that they do not feel part of the family at their organization. They agree their loyalty towards IT companies & feel guilty to leave the organization.
- It is analyzed that employees working in small IT companies are highly satisfied with knowledge management (KM) practices and possess more commitment than the employees in large and medium companies.

SUGGESTIONS

It can be suggested that with assured expansion of the IT market, the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable, and guiding the market with excellence through quality, the Indian way.

CONCLUSION

The knowledge management (KM) practices are considered as the most significant resource activating all other resources in IT companies which are knowledge driven. Innovative Training is found to be popular among the new recruits and the existing employees. Accurate evaluation of employees' performance adds impetus to the companies' goodwill and promotes loyalty. The IT companies have taken up mass training facilities are the immediate need in the industry to reduce the gap between demand and supply of skilled workforce.