

**KNOWLEDGE SHARING IN IT SECTOR: ANALYSIS OF  
KNOWLEDGE CAPABILITIES**

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**Abstract**

The main aim of this paper to know about the employee's knowledge sharing capacity and to know about relationship between organizational performance and employees knowledge. The research approach adopted for the study is quantitative and empirical analysis as it uses statistical methods for obtaining the findings. In order to test hypotheses, regression analysis method was used. Influence on Reliability on Knowledge management. The research indicates that the organizational knowledge capabilities significantly affect and have considerable relationship with employee knowledge capabilities and knowledge sharing. Similarly, employees' knowledge capabilities and behavior are also significantly affecting organizational knowledge activities.

**Keywords:** Knowledge Sharing, Knowledge Management.

**Introduction**

Knowledge Management is newly emerging, interdisciplinary business model that has knowledge within the frame work of an organization as its focus. It is rooted in many disciplines, including business, economics, psychology, and information management. ( Elias M.Awad & Hassan Ghaziri). Many Knowledge Management efforts have been largely concerned with capturing, codifying and sharing the knowledge held by people in Organizations.

The basic aim of Knowledge Management is to leverage Knowledge to the organizations advantage. A model of Knowledge Management builds on the interplay between articulated and tacit Knowledge at four different levels: The individual, the small group, the organization, and the inter - organizational domain.

In developed countries, the 74% of business chief information officers complain that the modern organizations are not preparing their employees according to market demand(Hoffman, 2003).Similarly, Runyoro(2004), while recommending strategies, pointed out various problems being faced by the sector. Knowledge based economies are focusing organizations to manage their knowledge strategically, build knowledge-based infrastructure and create a sense of awareness among all stakeholders to understand and treat knowledge as the top most and vital source of innovation.

The tools which the managers once used with great success, from how they pay their people to where they seek out new product innovations, are being reevaluated manufacturing processes that worked seamlessly a year ago may be a recipe for piled up inventory as slows. And strategies once deemed unthinkable, such as cutting the salaries of rank – file – managers are being embraced by some of the world's largest companies. One of the most widely cited motives for collaboration, linked to many of those just described, is the acquisition of new technical skills or technological capabilities from partner firms.

The argues that the knowledge management process can be categorized into knowledge creation,

knowledge validation, knowledge presentation, knowledge distribution, and knowledge application activities. To capitalize on knowledge, an organization must be swift in balancing its knowledge management activities. In general, such a balancing act requires changes in organizational culture, technologies, and techniques. Existing theories have recognized the importance of expert knowledge in the formation and survival of professional service firms (PSFs), such as accounting and consulting firms, but have not fully explained its role. Although many generalizations have been drawn about the merits of knowledge-based resources and the creation of knowledge, few efforts have been made to establish systematically how firms acquire and manage new knowledge. Although all of the knowledge management processes are potentially effective, the different processes involve different types of knowledge and different organizational levels. The primary types of knowledge associated with each process are identified and then linked with the organizational level affected by the transfer process. This is particularly true if their organizations have long histories of process and a tradition of business success. This research examines the issue of effective knowledge management from the perspective of organizational capabilities.

This paper focuses the dimensions of knowledge management such as Knowledge Sharing, organizational knowledge capabilities and employee's knowledge capabilities. A firm can successfully promote a knowledge sharing culture not only by directly incorporating knowledge in its business strategy, but also by changing employee attitudes and behaviors to promote willing and consistent knowledge sharing.

### Review of Literature

David C. Mowery, Joanne E. Oxley, U.S.A. Brian S. Silverman (1996) Strategic Alliances And Interfirm / Knowledge Transfer, Strategic Management Journal, Vol. 17, This paper examines interim knowledge transfers within strategic alliances. Using a new measure of changes in alliance partners' technological capabilities, based on the citation patterns of their patent portfolios, we analyze changes in the extent to which partner technological resources 'overlap' as a result of alliance participation. The result shows that support for some elements of this 'received wisdom'-equity arrangements promote greater knowledge transfer, and 'absorptive capacity' helps explain the extent of technological capability transfer, at least in some alliances. But the results also suggest limits to the 'capabilities acquisition' view of strategic alliances.

Andrew H. Gold, Arvind Malhotra (2001) Knowledge Management – An capability perspective, Journal of Management Information System, Vol 18(1), It examines the issue of effective of Knowledge Management from the perspective of organizational capabilities. It finds basis for understanding the competitive predisposition of a firm as it enters a programme of Knowledge Management.

Shaker A. Zharar et al (2007) Knowledge conversion capability and the performance of corporate and university spin-offs, Oxford Journals, Vol 16. The main aim of the knowledge-based theory to argue that this transformation requires a "knowledge conversion capability" (KCC) that has three components: conceptualization and visioning of applications of that knowledge; configuration and design of potential products and other applications; and the embodiment and integration of knowledge into products. Using data from 91 corporate and 78 university spin-offs, we find that these two sets of firms differ in their emphasis on the three KCC components, benefit differentially from these three components in terms of their performance, and vary significantly in their performance.

Hsiu-Fen Lin (2007) Knowledge sharing and firm innovation capability: an empirical study, International Journal of Manpower Vol. 28, – The study sets out to examine the influence of individual factors (enjoyment in helping others and knowledge self-efficacy), organizational factors (top management support and organizational rewards) and technology factors (information and communication technology use) on knowledge sharing processes and whether more leads to superior firm innovation capability. The results also indicate that employee willingness to both donate and collect knowledge enable the firm to improve innovation capability.

William R. King Katz (2009) Knowledge Management and Organizational Learning, It Concludes that the “intermediate outcomes” of KM are improved organizational behaviors, decisions, products, services, processes and relationships that enable the organization to improve its overall performance. Ing long wu (2012) Examining Knowledge Management enabling performance for Hospitals Professionals: A Dynamic capability view and mediating role and the process capability, Journal for the Association for Information system, vol 13. The concept of dynamic capabilities defines an interaction feature between knowledge assets and capabilities. The empirical results indicate that the model of KM-enabled performance is well fitted with these components, and hospital professionals are closely associated with KM-enabled performance in providing high-quality care.

Kwan pay yee(2012) The influence of quality, marketing, and knowledge capabilities in business competitiveness , International Journal of Innovation and Learning The objective of this paper is to use an integrated approach to examine key determinants of firm competitiveness along three capability-based constructs namely: quality, marketing, and knowledge management systems. Competitiveness framework underpinned the conceptual developments in this paper, which enabled the development of the nine hypotheses. The analysis was based on a valid response of 193. The findings revealed significant positive influence of the nine independent variables on business competitiveness. This research provides useful information for businesses in building critical capabilities to create and maintain competitive positions in the marketplace. This paper would also be useful in enriching theory for future research in the subject area.

Alireza Jayanmardi Kashan,(2015) An empirical study of capabilitydevelopment with in product innovation projects, Journal of technology management and Innovation, vol 10, No 1. The objective of this paper is to develop insights into firms’ strategic capability development processes within product innovation projects. The findings suggest that such capability transformation resulting from knowledge and capability creation over the course of case projects leads to modularization of product architecture.

**Objectives**

1. To know about the variables of employee’s knowledge in the organization.
2. To know about the employee’s knowledge sharing capacity.
3. To know about relationship between organizational performance and employees knowledge.

**Hypothesis**

1. There is no significant relationship between Knowledge sharing and Knowledge Capabilities.
2. There is no mediation between Knowledge sharing and Knowledge Capabilities.
3. There is no positive relationship between Organizational Knowledge capabilities and employees Knowledge.

**Research Methodology**

The research approach adopted for the study is quantitative and empirical analysis as it uses statistical methods for obtaining the findings. In order to test hypotheses, regression analysis method was used.

**Influence on Reliability on Knowledge management**

The reliability consist of eight variables and it subsequent influence over Knowledge management is measured through linear multiple regression analysis. The results are presented below:

Independent variable	R square value	F value	Sig.			
Knowledge	.986	4785.376	.000(a)			

Sharing						
Variable	KS1	KS2	KS3	KS4	KS5	
t-value	3.635	6.162	24.454	2.460	12.918	
Sig.	.000	.000	.000	.000	.014	
Independent variable	R square value	F value	Sig.			
Organizational knowledge capabilities	.986	4265.040	.000(a)			
Variable	OKC1	OKC2	OKC3	OKC4	OKC5	OKC6
t-value	15.499	2.440	8.273	10.490	-4.692	14.865
Sig.	.000	.465	.000	.015	.000	.000
Independent variable	R square value	F value	Sig.			
Employee's knowledge capabilities	.983	3582.050	.000(a)			
Variable	EKC1	EKC2	EKC3	EKC4	EKC5	EKC6
t-value	3.034	14.499	4.382	3.150	4.581	14.407
Sig.	.000	.003	.000	.000	.002	.000

In the above table shows that among the three knowledge management dimensions Knowledge sharing influenced more than the other variables. Sharing of knowledge plays a substantial role in success of organizations (Gorry, 2008) and their learning, which is highly desirable but the most difficult part of knowledge activities, hence, needs serious consideration (Riege, 2005).

The variables of knowledge sharing are organizational structure; personal satisfaction, desire to help others, and motivation and commitment and job rotation. The most influenced variable is here desire to help others. The least influenced dimension is motivation and commitment.

The variables of Organizational knowledge capabilities are technology, email filters; intelligent agents; and information visualization, intranet and groupware; knowledge yellow pages; and videoconferencing and skill. The most attractive factor is technology followed by video conferencing and least factor is intranet and groupware.

Employees' knowledge capability is know-how about use of various tools and methods such as meeting, level of personal knowledge, benchmarking, internet, workshops, time management and. The main factor is level of personal knowledge and least factor is meeting.

### Methodology

The researcher applied simple random sampling method collect 500 respondents from different employees of IT sector. They are requiring to response to the questions pertaining to various knowledge management dimensions offered by the IT sectors organizations.

After the collection of data they are systematically transfer into numerical codings in the data sheet. The researcher used both univariate and multivariate statistical technique to relate the independent and dependent variable in particular linear multiple regression analysis, correlation analysis, analysis of variance and t-test to exactly measure the influence of knowledge management dimensions offered by the IT sectors organizations.

### Findings and conclusions

The research indicates that the organizational knowledge capabilities significantly affect and have considerable relationship with employee knowledge capabilities and knowledge sharing. Similarly, employees' knowledge capabilities and behavior are also significantly affecting organizational knowledge activities. The employees get more knowledge from technology and video conferencing facilities which are provided by the organization. It stimulates the employee's efficiency and performance. This leads to the organization to attain the goal easily.

To improve the efficiency of employees and develop organizational performance the management should concentrate the knowledge sharing and organizational knowledge capabilities. For the survival and competitive advantage, organizations continuously add values and motivate their employees. An organizational knowledge capability refers to the efficient and effective development of employee knowledge capabilities and management of knowledge related activities by providing the supporting environment.

Employee's knowledge capability is the base factor to knowledge sharing and organizational knowledge capabilities. Therefore, characteristics of each capability indicate that all capabilities need sustained support in terms of specialized training and learning opportunities, and establishment of reward based knowledge friendly culture. Such knowledge friendly culture is created through organizational level intervention from the top management and demonstration by the leadership as a role model.

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